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AGENDA REPORT

TO: DEANNA J. SANTANA
CITY ADMINISTRATOR

FROM: Howard A. Jordan
Chief of Police

SUBJECT: Strategic Policy Partnerships, LLC

DATE: January 17, 2013

City Administrator
Approval

Date

1/17/13

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that the Council approve a resolution authorizing the City Administrator to amend the contract with Strategic Policy Partnerships, LLC in the amount of \$250,000 to put in place a much needed, short-term crime fighting strategy in a Citywide Crime Reduction Strategy and Community Safety Plan that integrates partnerships with external law enforcement agencies and City Departments.

REASON FOR SUPPLEMENTAL

At presentation to Public Safety Committee on January 15, 2013, staff was requested to respond with further, supplemental information pertaining to the names and assignments of Strategic Policy Partnerships, LLC consultants. This request was made in connection to considerable conversation regarding the addition of Mr. William J. Bratton.

In light of the immediate and extraordinary obstacles of disproportionate crime and staffing, staff believes that near-term decisions regarding organizational structure, uses of data-driven crime analysis and the implementation of core principles that strengthen police-community relations require the extraordinary attention and consultation of those who have successfully faced similar, past challenges. In the context of significant crime rate increases and 25% less sworn officers and 34% less civilian staff (from prior year's staffing levels), it is absolutely necessary to depart from past practice and utilize nationally recognized experts to assist with strategies to reduce crime within the context of significantly reduced resources.

Staff has attached to this Report a listing of each member of the consulting group, along with their extensive experience and qualifications (*Attachment A*). Also provided is a listing of primary consultant assignments and responsibilities to include descriptions and timelines for a short-term, immediate impact Crime Reduction Strategy and long-term, Citywide Crime Reduction Strategy and Public Safety Plan (*Attachment B*).

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Furthermore, staff wishes to clarify the following key issues:

Media Policy: Strategic Policy Partnerships LLC consultants and sub-consultants are under contract to provide three products based on articulated scopes of services to the City (as outlined in the original report). At the appropriate time, the consultants may be available for media communication, as well as their work products.

Key Roles: Strategic Policy Partners LLC will consult the Chief of Police and provide recommendations for his consideration and implementation. The Chief of Police will consult with the Compliance Director prior to implementation of any recommendation.

Policies and Practice: The Chief of Police will not institute ANY policies, programs, or strategies that slow our continued progress toward compliance with the Negotiated Settlement Agreement or related best practices as recommended by the yet to be named Compliance Director. Staff is deeply committed to initiatives that promote the Chief of Police's vision of stronger community collaboration, professionalism and respectful policing practices. The Chief of Police has firmly and unequivocally stated that racial profiling is wholly unacceptable and clearly prohibited by Department training, policies, and law. The Department is committed to police practices that build community relationships and trust.

For questions regarding this report, please contact Assistant Chief Anthony Toribio at 238-3958.

Respectfully submitted,



Howard
Howard A. Jordan
Chief of Police

Prepared by:
Sergeant Chris Bolton
Chief of Staff

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(Attachment A)

Robert Wasserman, Review Principal. Robert Wasserman is the Chairman of the Strategic Policy Partnership, a group that assists police and government agencies with strategy development, performance management, utilization of technology and policy development. He has been a facilitator of the Building Communities of Trust Roundtables held in communities across the country held by the Department of Justice Bureau of Justice Assistance, and is the author of the "Guidance for Building Communities of Trust" published by the U. S. Department of Justice's Office of Community Policing Services (COPS). He currently serves as Associate Director of the Senior Management Training Program for the Indian National Police through Cambridge University in the UK and is the coordinator of SARS process implementation on U.S. Rail systems for the Department of Justice and Department of Homeland Security's National SARS Initiative.

He previously served as a Senior Advisor on International Law Enforcement for the Bureau of International Narcotics and Law Enforcement at the U. S. Department of State, served as Chief of Staff of the White House Office of National Drug Control Policy and was sent to Bosnia following the war, as both Deputy Commissioner for Operations and Commissioner of the United Nations International Police Task Force. He has had an extensive career in law enforcement, having served as a senior executive in several large American police agencies, including Dayton, Boston and Houston.

During the course of his career, he has been the initiator or at the forefront of a number of seminal policing initiatives, including 311 and differential police response, police performance management (CompStat), neighborhood-oriented policing, the Kansas City Patrol Experiments, Dayton Team Policing, the San Diego Beat Profiling initiative, the Boston Community Disorders strategy and the Police Recruit Training Year.

He has conducted transition studies for new chiefs of police, undertaken Reviews of police agencies and conducted management reviews in a number of cities, including New York City (NYPD and Transit Police), Boston (Transit Police), San Francisco, Los Angeles, Milwaukee, and Chicago, among many others.

Robert Stewart, Review Principal is the President and CEO of Bobcat Training and Consulting, Inc. and a Senior Associate with the Strategic Policy Partnership. He collaborates with a number of criminal justice organizations, associations and consultants. He is currently an active instructor for the International Association of Chiefs of Police and the Penn State Justice and Safety Institute. He served as the Training Director for consolidated Louisville Metro Police Department in 2004, the Interim Public Safety Director at Rutgers-Newark University in 2005 and from February – August 2006 he was the Interim Police Director in Camden, NJ. He was recently engaged in efficiency studies in Albany, NY, San Francisco, Washington, D.C., Austin, Memphis, Kansas City and Independence, Missouri, Newport, Rhode Island, Stamford, Conn. and Albuquerque, NM having completed similar work in Dallas. He monitored a stipulated agreement involving the Hobbs, NM Police Department and is currently on the team monitoring

the consent decree for the US Virgin Islands Police Department.

Mr. Stewart was the Executive Director of the National Organization of Black Law Enforcement Executives (NOBLE) from 1997 to 2001. Prior to his experience at NOBLE, he was the Chief of Police in Ormond Beach, Florida for almost five years.

William J. Bratton established an international reputation for re-engineering police departments and fighting crime in the 1990s. As Chief of the New York City Transit Police, Boston Police Commissioner, then New York City Police Commissioner, he revitalized morale and cut crime in all three posts, achieving the largest crime declines in New York City's history. At the NYPD, he revitalized and refocused a 35,000-person organization. He led the development of CompStat, the internationally acclaimed command accountability system now in use by police departments nationwide. CompStat revolutionized U.S. policing, employing accurate, real-time intelligence, rapid deployment of resources, innovative tactics, and relentless follow-up to focus the work of commanders, patrol officer, and investigators on stopping crimes before they happen.

From 2002-2009, Mr. Bratton served as Chief of the Los Angeles Police Department. In a city known for its entrenched gang culture and youth violence, he brought crime to historically low levels, with serious crimes down 33 percent and homicides down 41 percent. Using a combination of community outreach, innovative youth programs, and crime fighting driven by CompStat, Mr. Bratton achieved significant success in Los Angeles where gang and youth crime problems had been perceived to be unsolvable. The minority community strongly applauded the reforms Mr. Bratton brought to Los Angeles. He is the only person to have led the two largest police forces in the United States -the LAPD and the NYPD.

Mr. Bratton is a frequent lecturer, writer, and commentator in the fields of security, counterterrorism, law enforcement and rule of law justice systems. Among numerous awards, Mr. Bratton was named by Security Magazine as one of 2010's most influential people in the security industry was honored by Governing Magazine as the 2007 Public Official of the Year and was conferred the honorary title of Commander of the Most Excellent Order of the British Empire by Queen Elizabeth II in 2009.

Patrick Harnett has been a police management and security consultant for more than a decade. He has led teams performing assessments of the Oakland, CA Police Department, the investigative divisions of the LAPD, and the Trenton, NJ Police Department and has run long-term police consulting projects in Caracas, Venezuela and Fortaleza, Brazil. He also led security assessment teams at a number of educational institutions, including the University of Chicago, Brown University, University of Southern California and the Philadelphia, PA public school district. As Chief of Police in Hartford, Connecticut from 2004 to 2006, he established and ran a CompStat process and completed a major overhaul of the police department. His Neighborhood Policing Plan brought the police and community closer together, increased accountability of police supervisors, received wide acclaim from the Hartford community, and reduced crime, including historic reductions in robbery (22%) and auto theft (29%).

Mr. Harnett retired from NYPD as a three-star Chief of the Transportation Bureau in 1998. As Chief of the Narcotics Division, he developed and implemented a highly successful "turf based" narcotics enforcement strategy that ultimately resulted in the dismantling of nearly 1,000 drug gangs. He brought narcotics investigative units, notorious for working independent of department goals, into the CompStat process so that narcotics enforcement contributed to overall crime declines.

During his 32-year NYPD career, he served in a variety of patrol and investigative positions. He implemented NYPD's Crime Stoppers Hotline and commanded the Department's Major Case Detective Squad. He was also the Commanding Officer of the Emergency Service Unit (the Tactical (SWAT) and Rescue component of NYPD), and of the 43rd Precinct, the largest police precinct in the Bronx. He served as executive officer to the Chief of Department in 1994 and played an instrumental role in the extensive reforms of the NYPD in 1994 and 1995.

Under the auspices New York State Division of Criminal Justice Services, Mr. Harnett is currently the primary expert in establishing and retooling CompStat procedures in various cities in New York, including Buffalo, Schenectady, Binghamton, and Niagara Falls.

William Andrews was special assistant to New York City Police Commissioner William Bratton from 1994 to 1996, responsible for shaping and communicating the police commissioner's message to 38,000 police officers and 5,000 civilian employees. Mr. Andrews is a skilled and experienced management consultant and crime analyst. He has authored numerous police department strategies and reports and oversaw the NYPD in-house publications and video units. He served previously with the New York City Transit Police and was principal author of the Transit Police's 1991 Plan of Action. As a police management consultant since 1997, he has worked with police departments in Birmingham, AL; Stamford and Hartford, CT; Columbus, OH; Trenton, NJ; Los Angeles, CA; Mamaroneck, NY; Oakland, CA; White Plains, NY; Buenos Aires and Cordoba, Argentina; Kingston, Jamaica; Lima Peru; Caracas, Venezuela; and Fortaleza, Brazil.

Edmund Hartnett served as the Police Commissioner of Yonkers, New York from 2006 to 2012. Prior to his appointment in Yonkers, Mr. Hartnett served for 27 years in the NYPD where he was the Commanding Officer of both the Intelligence Divisions during and after the 9/11 attacks and the Drug Enforcement Task Force (DEA). In Yonkers, Mr. Hartnett developed and implemented successful crime reduction strategies that led to Yonkers being named the second safest City in the U.S. in 2009 as ranked by Uniformed Crime Report (UCR) crime statistics. As Deputy Chief of the NYPD Narcotic's Division, Hartnett oversaw daily citywide deployments, training and administration of over 1,800 Narcotic's Officers. During his tenure as Deputy Chief and Commanding Officer of the NYPD Intelligence Division, Mr. Hartnett responded to and coordinated the Intelligence Division's efforts at the World Trade Center during and after the 9/11 attacks. Mr. Hartnett was the recipient of 36 Department Medals during his career with the NYPD. He is an expert crime analyst and excels in assessing police department organizational structures and department deployment strategies.

(Attachment B)

PRIMARY CONSULTANT ASSIGNMENTS

Phase I – Near Term Crime Reduction Strategy

- Create a Strategy Advisory Committee (Month 1)

Mr. Bratton
Mr. Harnett
Mr. Hartnett
Mr. Andrews
- Undertake a survey of current crime reduction efforts. (Month 1)

Mr. Bratton
Mr. Harnett
Mr. Hartnett
Mr. Andrews
- Set forth the crime reduction strategy, setting targets for outcomes (Month 2)

Mr. Bratton
Mr. Harnett
Mr. Hartnett
Mr. Andrews
- Provide an expanded crime analysis capability (Month 2-3)

Mr. Hartnett
Mr. Andrews
- Implement an expanded CompStat and daily crime reporting mechanism (Month 3)

Mr. Hartnett
Mr. Andrews
- Provide orientation and training to all department personnel in their responsibilities (Month 3)

Mr. Harnett
Mr. Hartnett
- Implement a Call Reduction Strategy (Month 3)

Mr. Wasserman
Mr. Stewart

- Implementation of the revised police organizational structure (Month 1)

Mr. Wasserman
Mr. Stewart
Mr. Hartnett

Phase II – Community Crime Resistance and Reduction Strategy

1. Development of a Steering Committee to oversee the development of the Crime Reduction Strategy. (Month 1)

2. Inventory of current and planned crime impact activities (Month 1-2)

With City Departments
Mr. Wasserman
Mr. Stewart

3. Inventory of policing resources available for application (Month 2)

Mr. Wasserman
Mr. Andrews

4. Interview with political and city leadership (Month 1-2)

Mr. Bratton
Mr. Wasserman
Mr. Stewart

5. Focus groups with key organizations (Month 1-2)

Mr. Wasserman
Mr. Stewart

6. Community forums for community input and comment (Month 1-3)

Mr. Stewart

7. Crime Data Review to show nature of problem (Month 1-2)

Mr. Wasserman
Mr. Andrews

8. Development of a Crime Reduction Strategy showing sector responsibilities and accountabilities (Month 4)

Mr. Wasserman
Mr. Stewart

9. Community review of the proposed strategy (Month 5)

Mr. Wasserman
Mr. Stewart

10. Development of implementation plan and schedule of implementation milestones (Month 5-6)

Mr. Wasserman

11. Development of an evaluation plan to measure impact (Month 6)

SPP Staff