
OAKLAND POLICE DEPARTMENT



STRATEGIC PLAN FRAMEWORK

New OPD Motto:

"We will be there when you need us"

Draft – February 18, 2010

February 2010



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. I 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.

The Strategic Plan establishes a vision for 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.

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 not a safe community – in fact it is among the least safe and most violent in the US. Services provided to the Community by the Police Department are nowhere near the standards



Strategic Plan Framework Oakland Police Department

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 Community expectations.

As I have said on many occasions, the Oakland Police Department's management and service delivery systems are broken. The Department is clearly under-resourced 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. As a result, the morale of the Department's personnel is very low; the fact that they 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.

Anthony Batts
Chief of Police



Oakland Police Department 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

- By the Year 2015, 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



Oakland Police Department Strategic Goals

1. Focus on the underlying causes of violent crime in Oakland – Gangs, Drugs, and Guns
2. Improve police services provided based on the Community's priorities
3. Improve the relationship between the Oakland Police Department and the Community
4. Develop and implement a "Total Community Policing" model in Oakland
5. Expand the capability of the Oakland Police Department to meet its Mission



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



Progress So Far

1. Increased police presence on the street by moving headquarters staff into the field
2. Acquired state-of-the-art technology to analyze patrol workload, deploy resources to better match that workload and analyze existing data
3. Increased the level of coordination with others working to address violent crime – the Alameda County Sheriff, DA, Probation, Parole, FBI, DEA, ATF and regional municipal police agencies
4. Increased coordination and sharing of information within the Department
5. Expanded the level of tactical training and qualifications testing
6. Centralized the Crime Analysis function within Criminal Investigations to provide more coordinated analysis
7. Developed and began implementation of a violence reduction tactical plan
8. Expanded the Public Information function to improve access to OPD by the media
9. Conducted Community and Employee surveys to identify perspectives, issues and concerns



**Strategic Goal 1:
Focus on the Underlying Causes of Violent Crime in
Oakland – Gangs, Drugs, and Guns**

Priority Actions:

1. Use state-of-the-art technology to develop a gang and drug intelligence capability
2. Consolidate and strengthen gang and drug field enforcement
3. Develop a Major Crimes Unit to focus on investigations of violent crimes
4. Modify and strengthen existing laws and ordinances that could help protect members of the Community and provide more effective crime-fighting tools
5. 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
6. In the long-term, expand Department interaction with youth and youth development programs including the Explorer Program, Police Cadet Program, Police Athletic League (PAL), Youth Court, and Our Kids (O.K.) Mentoring Program



Strategic Goal 2: Improve Police Services Provided Based on the Community's Priorities

Priority Actions:

1. Address the deficiencies in OPD's Call Center and improve its call-taking and dispatch capabilities
2. Move as many police resources into the field as is practical by requiring as many sworn personnel as possible to work two shifts each month in patrol
3. In the long term, increase the use of civilian personnel to handle functions that are currently being done by sworn personnel
4. Use state-of-the-art technology to determine the demand or workload and need for each OPD service, and identify police resources needed to provide a reasonable service
5. Revise the deployment approach using state-of-the-art technology to make sure patrol and other resources are matched with the demand for services or workload to the extent possible
6. Provide a police presence in neighborhoods and establish beat integrity for patrol units – assigning a



patrol unit to each beat and requiring units to remain in their designated beats as much as possible

7. Obtain and maintain adequate patrol vehicles so patrol units can be fielded
8. Reduce the backlog and the processing time for analyzing evidence to support investigations
9. Reduce the backlog of criminal investigations
10. Consolidate, expand, and develop our crime analysis capability and develop a meaningful “Compstat” type capability
11. Reinforce the culture of OPD as one characterized by a professional demeanor and courteous customer service



Strategic Goal 3: Improve the Relationship between the Oakland Police Department and the Community

Priority Actions:

1. Fully implement the Negotiated Settlement Agreement / MOU - moving from compliance to making the concepts an integral part of police management and operations
2. Reinforce ethical, honest, and professional values within OPD
3. Increase the level of positive interaction between police officers in the field and members of the Community – getting officers out of their cars to talk more with people in the neighborhoods
4. Improve Community awareness and interaction training for all personnel, focusing on the Field Training Officers
5. Increase the Department’s communication with, understanding of, and interaction with Oakland’s youth to improve relationships and reduce violence
6. Expand the Department’s efforts to develop Oakland youth and residents for service in OPD, and recruit and select residents of Oakland for positions to the extent possible



7. Improve the language capabilities of the Department and access to the Department by Oakland's non-English-speaking Community
8. Expand the number of Community volunteers working with OPD, especially reserve police officers
9. Expand the use of Community advisory groups that provide input and assist OPD to identify and resolve issues
10. Use state-of-the-art technology to better communicate with the Community (twitter, facebook, blogs, texting, etc.)



Strategic Goal 4: Develop and Implement a “Total Community Policing” Model in Oakland

Priority Actions:

1. Work with the Community, particularly those who have been involved in community policing, to move to a “Total Community Policing Model,” with the entire Department fully committed to community policing – all segments of OPD involved in and supportive of community policing
2. Re-establish the concepts of beat health and beat responsibility
3. Improve communication and strengthen positive relations with people in the Community so they are more willing to provide information on crime
4. Resolve the Measure Y compliance issues
5. Incorporate the Neighborhood Services function into OPD and develop a close working relationship with Field Operations



Strategic Goal 5: Expand the Capability of the Oakland Police Department to Meet its Mission

Priority Actions:

1. Provide clear and consistent direction
2. Improve communication within the Department by implementing initiatives of the Communications Focus Group
3. Identify the demand for police services or workload for the Department and attempt to match personnel resources to workload
4. Provide the basic tools needed by Department personnel to perform their functions
5. Treat employees fairly and earn their trust and confidence
6. Effectively select and implement technology through a "Strategic Technology Plan"
7. Improve personnel development and raise the standards for promotion at all levels
8. Improve and streamline internal investigations and disciplinary processes while maintaining high standards



***Strategic Plan Framework
Oakland Police Department***

9. Strengthen tactical knowledge, capability, and discipline within the Department
10. Develop and implement a Career Development Program offering mentoring, training and evaluation to assist employees in achieving their professional goals
11. Improve the relationship and partnership between Labor (both sworn and civilian) and Management
12. Monitor employee morale and issues through periodic employee surveys



Strategic Plan Implementation

- Review and obtain input on the Strategic Plan Framework from Community members, City leaders, OPD personnel and Labor
- Develop Implementation Working Groups with Department personnel, Community members, and academia
- Implementation Working Groups will develop specific actions and steps to achieve the vision and oversee its implementation