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CITY OF OAKLAND

MEMORANDUM

TO: HONORABLE MAYOR & CITY COUNCIL

FROM: Chief Howard A. Jordan

SUBJECT: Clarification from the Office of Chief of Police Regarding Crime Reduction Strategies and the Crime Data and Findings on which they are Based

DATE: June 27, 2012

City Administrator Approval **/s/ Deanna J. Santana** Date **6/27/12**

INFORMATION

Due to recent questions regarding crime rates within specific neighborhoods, this memorandum provides information on the Oakland Police Department's (OPD) overall use of crime data reporting and analysis to develop violence reduction strategies.

Problem Defined

The City of Oakland and its citizens continue to suffer from high rates of crime. Using annual Uniform Crime Report (UCR) statistics, *CQ Press* listed Oakland 5th in a 2012 ranking of national crime rates. As a result, Oakland was labeled the "5th Most Dangerous City."

The prevalence of high crime is further aggravated by the lack of law enforcement resources and personnel. In 2009, sworn police officer strength was at its peak of 830 officers. Today, 642 police officers remain – a sworn staffing level at its lowest point in memory. In 2011, OPD handled a volume of service that has not decreased in comparison to available staff – units were dispatched to more than 242,000 calls for service in addition to handling more than 75,000 proactive enforcement and self-initiated incidents[1].

Strategy

With these challenges in mind, providing public safety service to our community requires the planning and implementation of strategies consistent with national best practices. These strategies are fundamentally based on key points: violent crime is historically and comparatively centered in certain areas of our city; ongoing crime reduction strategies require constant data analysis, measurements for effectiveness, and continuing use of intelligence-led policing approaches; plans require short, mid, and long-term efforts; violence suppression efforts require coordinated focus among OPD, partnering organizations, law enforcement agencies, and the community.

[1] SpeedTrack Inc., Oakland PD CAD Client, 2011 dispatched and on-view calls excluding medical and administrative

Crime Location

Methodologies and mapping conducted in the past and present demonstrably indicate that violent crime is located in certain geographical areas of Oakland. The recurring placement of violent crime has been the core basis for past "hotspot policing" models of violence reduction. This conclusion has been made, and is repeatedly observed, across a variety of past mapping resources, studies, and analyses:

- Analysis of Oakland Homicides and Shootings, 2008 – 2010
  City of Oakland Department of Human Services (Attachment A)
- Community Police Beats Ranked by 2011 Stressor Index Map and Table
  City of Oakland, Urban Strategies Council (Attachments B and B1)
- Shootings and Homicides Hot Spots, January 1, 2006 – June 30, 2011
  City of Oakland Department of Human Services (Attachment C)
- Shootings and Homicides Hot Spots, July 1, 2009 – June 30, 2011
  City of Oakland Department of Human Services (Attachment D)
- Crime in Oakland, California 2005 – 2009
  Rethinking Greater Long Beach, William J. Crampon, Ph.D., Alex J. Norman, D.S.W., & John W. (Jack) Humphrey, Ph.D. (Attachment E)

Data Analysis

Ongoing crime reduction strategies are dependent on accurate crime data collection, reporting, and analysis; without accurate information, measurements of conditions and effectiveness before and after employed strategies are not possible. Questions pertaining to the reliability of data may undermine a strategy's credibility with our community. For this reason, OPD utilizes Forensic Logic, Inc. – a Bay Area based company whose mission is to deliver timely information and analysis using a software system that collects data, aggregates that data into a centralized data cache, applies analytical formulas to the cached data, and returns both information and analysis to the Department.

In addition to simplifying system-wide searches over a number of database silos to further the Department's investigative and intelligence abilities, Forensic Logic, Inc. provides constant, vital, and reliable crime mapping, reporting, and analytical tools. Attachment F, "Offense Codes 187 (Murder), 245 (Assault with Deadly Weapon), 246 (Shooting at Inhabited Dwelling or Occupied Vehicle), and 247 (Shooting at Uninhabited Dwelling or Unoccupied Vehicle) August 1, 2009 – July 31, 2011," not only demonstrates past findings of city-wide hotspots, but provides individual breakdowns, or clusters, of proximate incident activity.

Crime mapping and measurement tools are essential to the Department's CompStat process - a bi-monthly accounting of crime data collection and inspection for the purpose of measuring the effectiveness of deployed tactics. Crime trends and categories are measured through a variety of methods. Year-to-date comparisons provide ongoing snapshots of results in a format most similar to annual UCR measurements, while comparisons made on a month to month basis may demonstrate a particular strategy's or operation's immediate impact on crime trends.

Through the Department's use of crime mapping, reporting, and comparisons, continued examination and monitoring of broadly based city-wide crime or hotspot cluster activity can be made. Although we are compiling and assessing more information than ever before, here too is an area in need of improved resources. OPD's Computer Aided Dispatch, Field Based Reporting, Records Management, and other individual systems are either substandard or lack integration; therefore, methodologies for crime data reporting and tabulation often require sorting by hand or necessitate verification of statistics through several sources to compile a complete report.

Short, Mid, and Long-Term Planning

In August of 2010, the Department implemented a Strategic Plan containing short, mid, and long-term actions (Attachment G). The plan was developed with the combined understanding that Oakland experiences a disproportionately high amount of violent crime when compared to other large California municipalities and service demand and incidents of crime outpaced available staffing when compared to other agencies. The plan, in part, contained short, mid, and long-term action items with the objective of focusing proactive violence suppression and enforcement efforts. OPD continues to follow this framework despite the plan's recommendation that staffing levels in the Department be greatly improved. To compensate for this detriment, expanding and strengthening partnerships and coordinating efforts with local, state, and federal law enforcement partners has become increasingly important.

Using the framework provided by Strategic Plan action items, OPD most recently implemented a 90-day violence reduction plan on January 17, 2012, contemporaneously with the "100-Block Initiative" kickoff. The violence reduction plan was not restricted by boundaries, but was focused in areas of the city which continue to be afflicted by a disproportionate and unacceptable amount of violence. Given the challenges of resources and personnel, effort was concentrated in areas and on activities most likely to result in maximum effectiveness and efficiency, and constant analysis was applied throughout the plan to ensure enforcement and cooperative efforts remained in effective locations. An Agenda Report discussing results of the January 17 – April 17, 2012 violence reduction plan is forthcoming.

Coordination and Collaboration

OPD coordinates crime enforcement strategies with the Alameda County District Attorney's Office, Alameda County Sherriff's Office, US Marshal's Service, ATF, DEA, FBI, United States Attorney's Office, CHP, and other law enforcement agencies. Oakland City Departments such as OFD, PWA, and the Department of Human Services also partnered to strategically focus their efforts to reduce blight and crime related issues. These partnerships continue to remain strong. Two examples are city-wide fugitive apprehension operations coordinated with the United States Marshal's Service and a long term, complex operation to identify arrest gun related offenders coordinated with the United States Department of Justice/ Department of Alcohol, Tobacco and Firearms. The outcome of this first phase of the operation included the arrests of the most dangerous criminals in the City and the recovery of 90 firearms. The work of these agencies continues in the City of Oakland.

OPD constantly involves the community in identifying crime problems and solutions through various channels including Neighborhood Crime Prevention Councils, Home Alert Groups, faith based organizations, merchants associations, and schools. Measure Y funded service providers are also included in crime fighting and public education efforts to inform the public about crime trends and crime prevention tips. Members of the public engage in public safety strategies through participation in their NCPCs, attending the Citizen Police Academy, Home Alert meetings, and information sharing particularly with their Problem Solving Officers. Community members also assist OPD with crime tips sent to the drug hotline and Oakland Crime Stoppers.

Measure Y funded Problem Solving Officers (PSOs) also play an important role in our overall efforts to curtail the identified crime issues. PSOs are the liaisons between their respective NCPC's, merchant groups, Home Alert groups, and other City agencies, and they address identified hotspots using the S.A.R.A model (Scanning, Analysis, Response and Assessment) with the goal of permanently eliminating these crime and crime related issues.

PSOs share intelligence with the Criminal Investigation Division as well as with their counterparts in Patrol. Progress and results of projects are in turn shared with community stakeholders. We also seek out opportunities to work with the Neighborhood Services Coordinators on prevention and education efforts such as crime bulletins and personal safety workshops. Finally, patrol officers patrol on foot in hotspots, maintaining high visibility and corresponding with members of the community.

Conclusion

Violence reduction plans, and my commitment to public safety as a whole, are based on thoughtful and thorough strategies that make the most of our partnerships in light of our limited resources. Our data and analyses are evidence based, and the strategies built upon them are founded on best practices which have proven successful in other cities. The Oakland Police Department is committed to fighting crime in the most effective manner possible in order to relieve our community of the burden, fear, and tragedy of crime; however, we require the resources to yield results.

For questions regarding this report, please contact Assistant Chief Anthony Toribio at (510) 238-3958.

Respectfully submitted,

_____/s/_____
HOWARD A. JORDAN
Chief of Police
Oakland Police Department

Prepared by:
Sgt. Christopher C. Bolton
Chief of Staff to Chief Howard A. Jordan
Office of Chief of Police

Attachments (7)

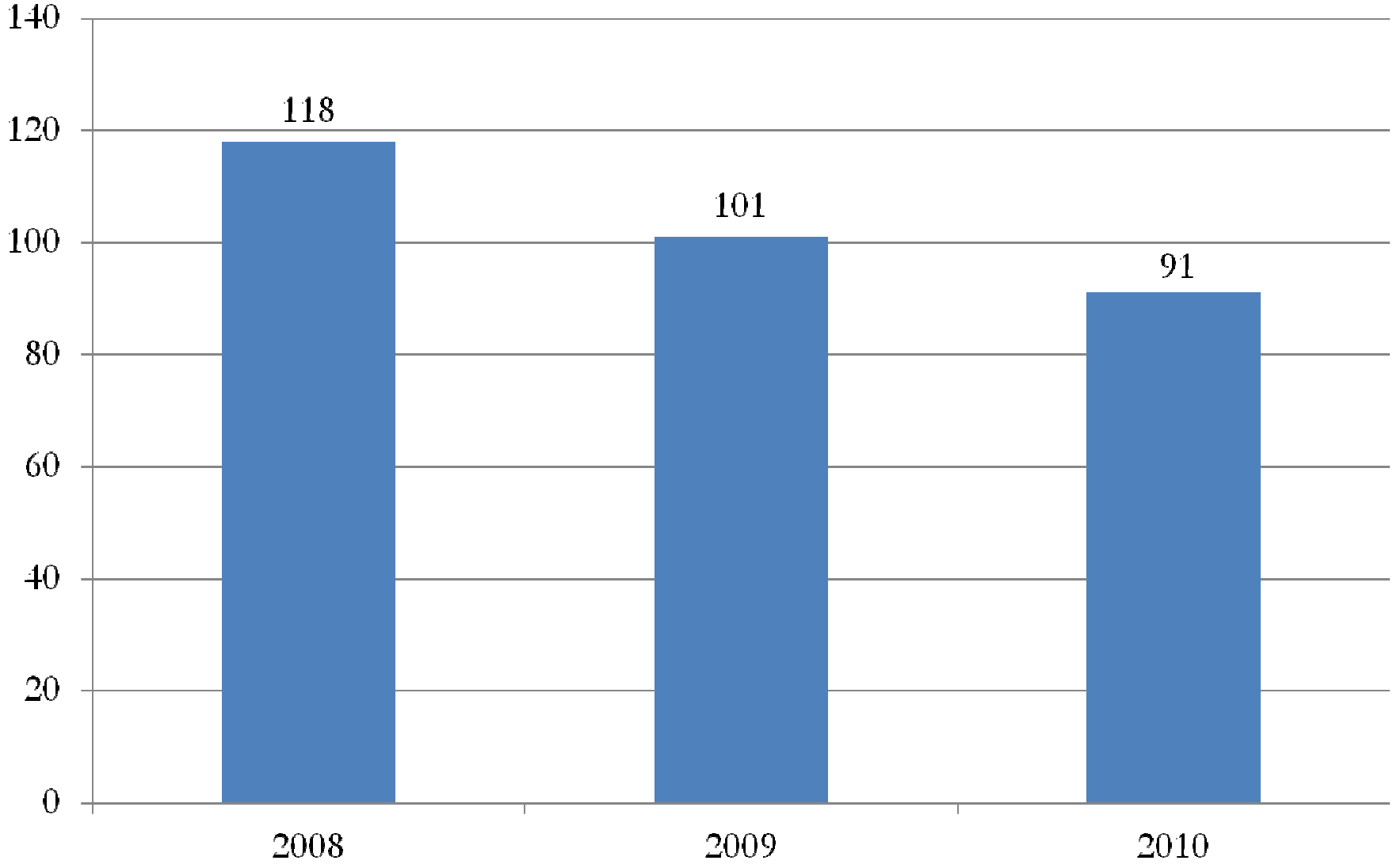
Analysis of Oakland Homicides and Shootings

2008-2010

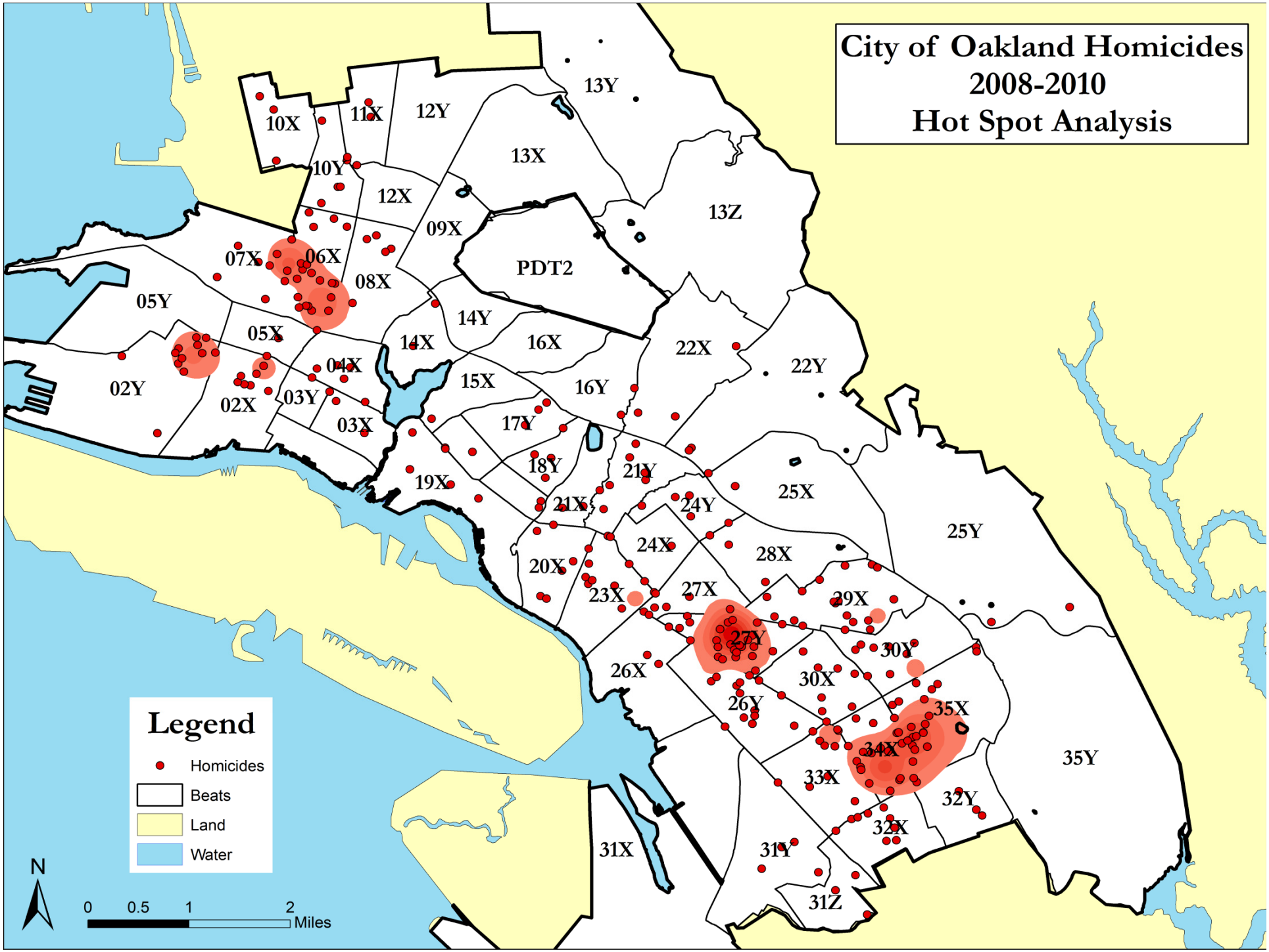
James Baird, Intern

City of Oakland, Department of Human Services

Homicides



*Data from OPD


City of Oakland Homicides
2008-2010
Hot Spot Analysis
10X
11X
12Y
13Y
10Y
13X
12X
13Z
09X
07X
06X
PDT2
08X
05Y
14Y
05X
14X
16X
22X
22Y
04X
02Y
15X
16Y
02X
03Y
03X
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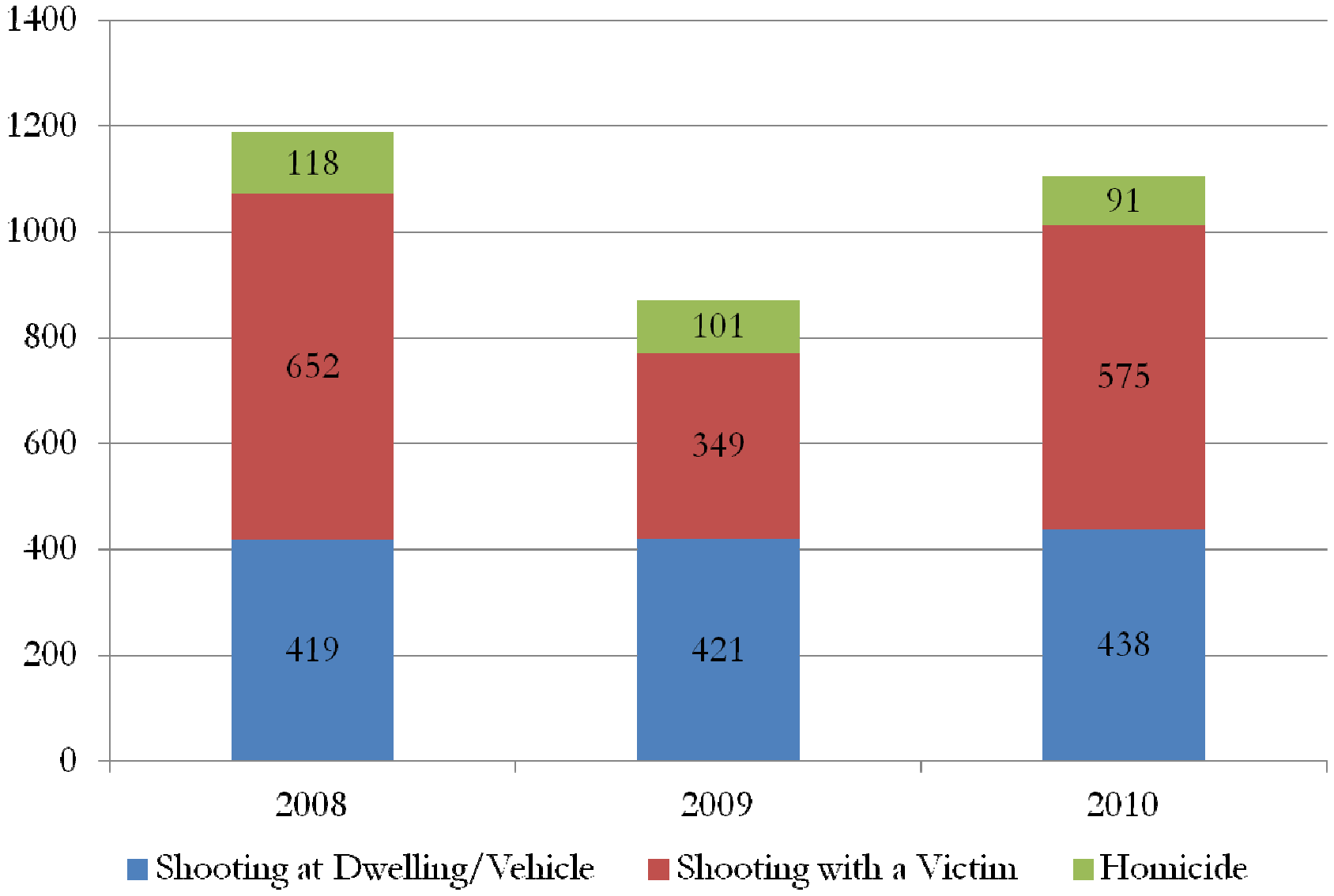
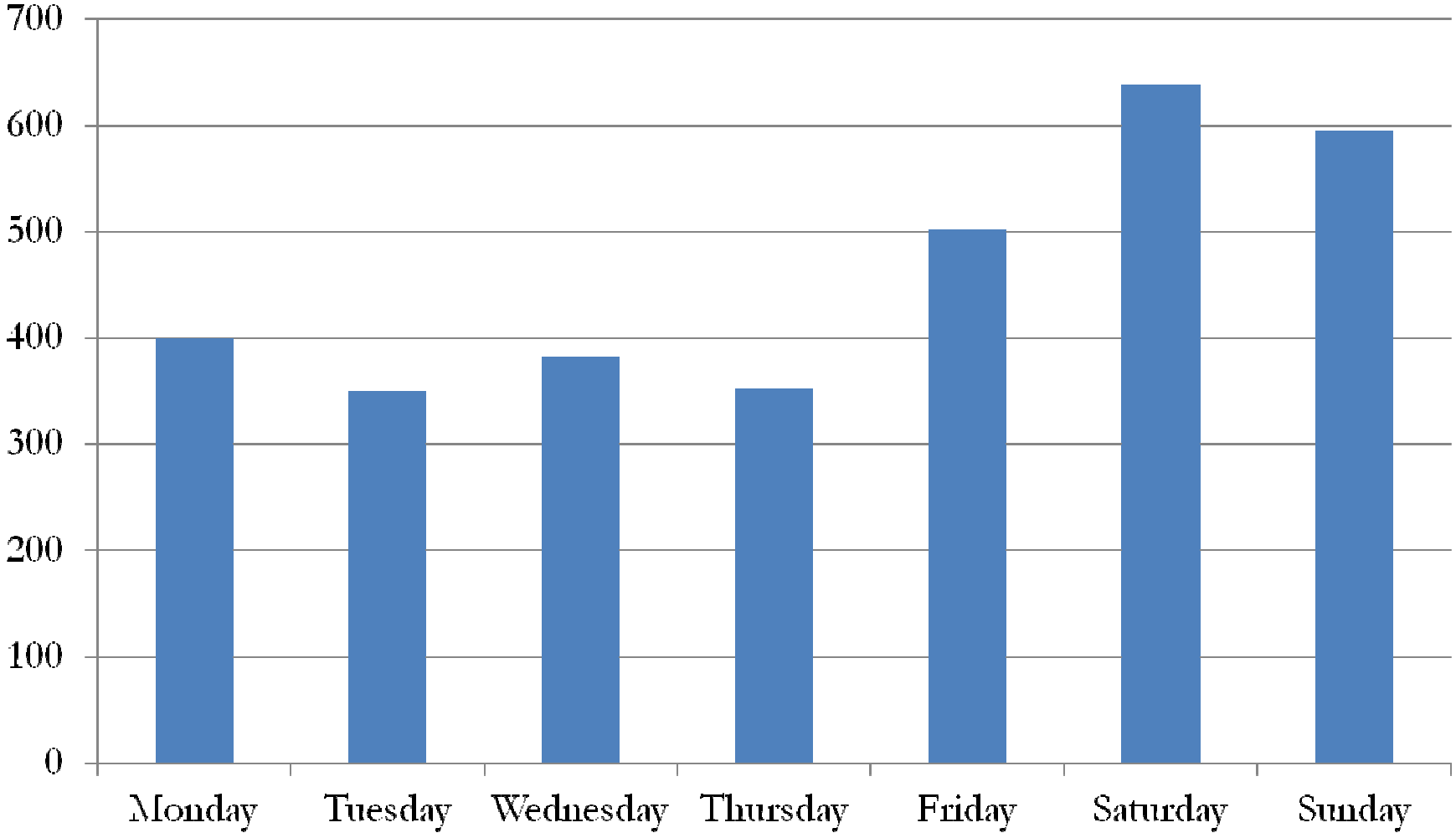
35X
34X
35Y
33X
32Y
32X
31X
31Y
31Z
Legend
Homicides
Beats
Land
Water
N
0
0.5
1
2
Miles

Shootings and Homicides



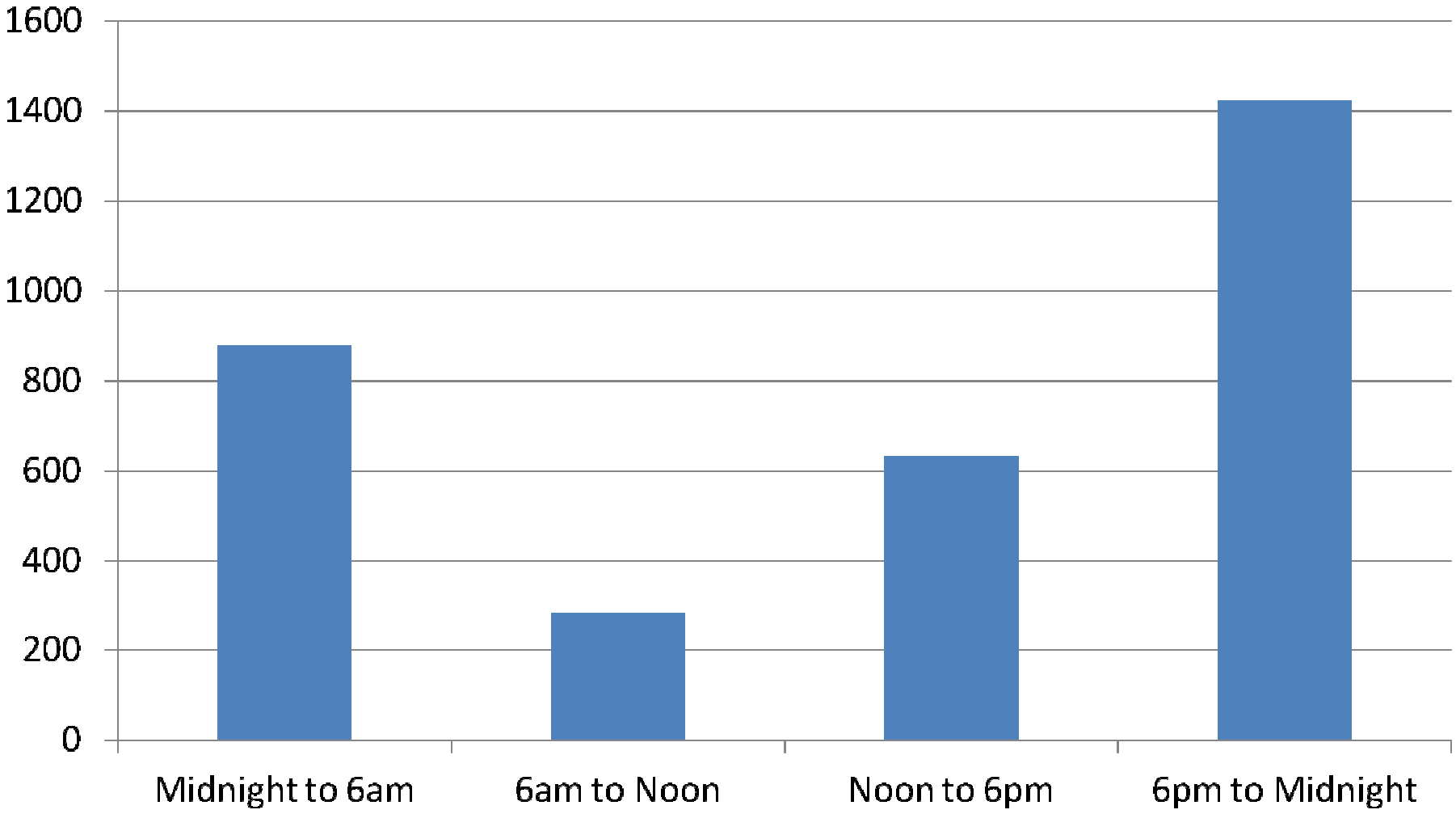
*Data from OPD

Homicides and Shootings by Day of the Week 2008-2010



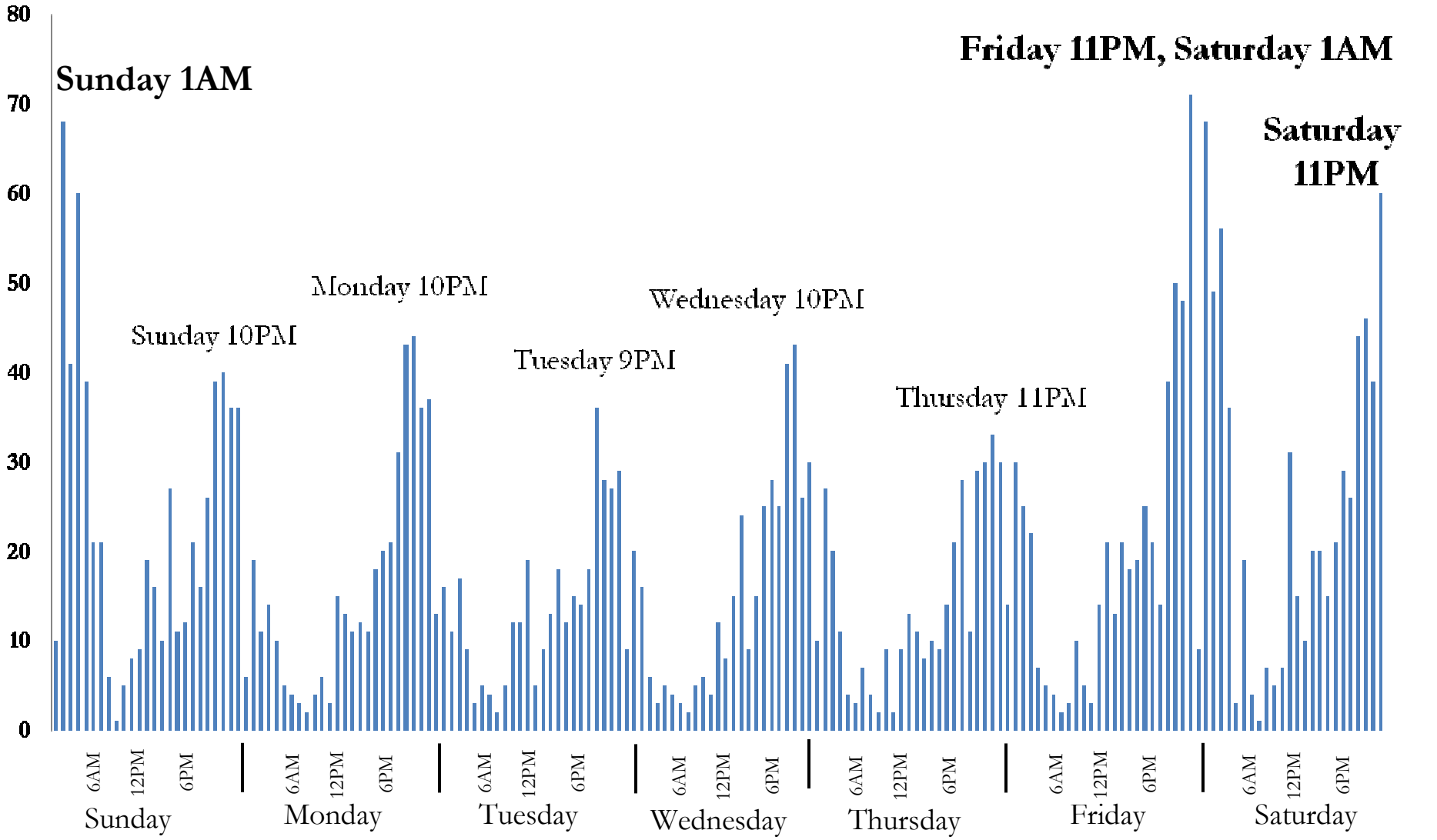
*Data from OPD

Homicides and Shootings by Time of Day 2008-2010



*Data from OPD

Number of Homicides and Shootings by Day and Time 2008-2010



*Data from OPD

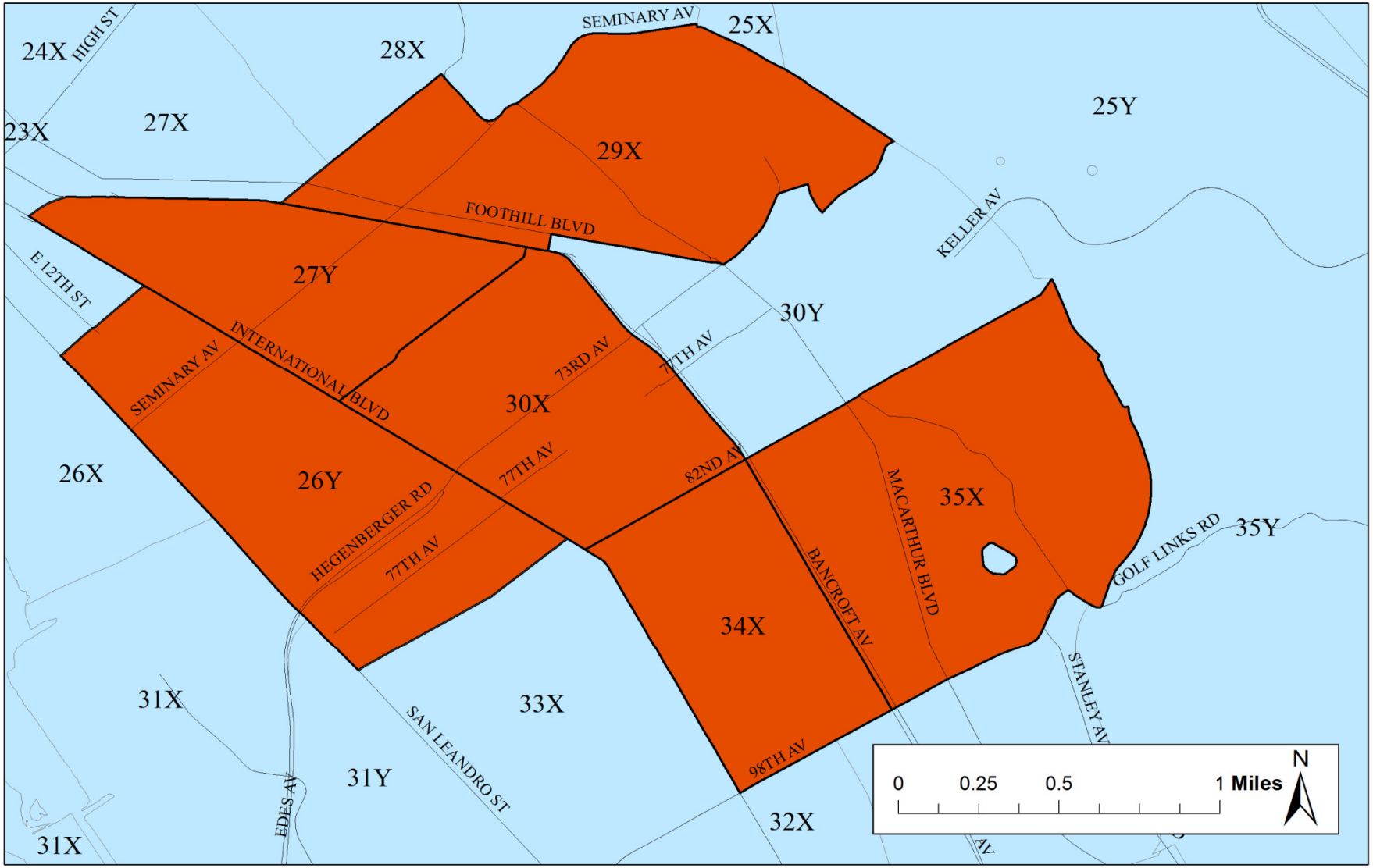
Beats with the Most Shootings and Homicides

2008	2009	2010
27Y (70)	**34X (58)**	**27Y (80)**
06X (69)	**27Y (53)**	**30X (77)**
34X (66)	**29X (45)**	**34X (73)**
20X (57)	**35X (42)**	**26Y (71)**
26Y (56)	06X (39)	**29X (46)**
35X (56)	02X (36)	30Y (45)
02X (48)	**30X (32)**	33X (45)
29X (40)	02Y (31)	07X (44)
30X (40)	33X (31)	**35X (40)**
27X (39)	**26Y** / 07X (30)	02Y (38)

Area 1 (West Oakland) Area 2 (Central Oakland) Area 3 (East Oakland)

*These numbers include PC 187, 245, 246, 247 (parenthesis is the number of events)

Six Most Violent Beats



*Violent is defined by the number of homicides and shootings

APPENDIX C -2011 Oakland Stressor Model

Beat	Rank by Z-Score (1 = most stressed)	Z-Scores*	# of Indicators scoring in top 10†	Populations					Crime incidence						Incarceration & Probation Rate Per 1,000 People			Food Stamp Recipients Per 1,000 People 2010	OUSD Students' Behavioral Indicators	
				2010 Census				2010-11 OUSD	July 2010 - June 2011						2010				2010-11	
				Total	Age 0-17	Age 18-30	Age 18+	Enrolled Students	Arrests (Age 0-17)	Arrests (Age 18-30)	Domestic Violence	Shootings & Homicides	Other Violent Crime	Burglaries	Incarceration Rate (Age 0-17)	Probation Rate (Age 0-17)	Probation Rate (Age 18+)		Chronic Absence Rate	Violent Suspension Rate
34X	1	1.33	9	8878	2955	1796	5923	1355	29	225	43	69	124	156	19	16	142	274	17%	5%
30X	2	1.32	7	10385	3068	1987	7317	1579	30	158	66	84	140	159	17	13	121	258	13%	6%
29X	3	1.25	8	9124	2156	1545	6968	866	22	144	65	45	99	246	22	19	99	228	17%	6%
35X	4	1.18	8	7316	2048	1273	5268	825	28	128	57	41	69	147	19	15	134	281	19%	8%
26Y	5	1.07	5	9108	2913	1934	6195	1521	23	166	59	74	115	129	14	10	116	316	15%	5%
06X	6	1.05	10	6748	1348	1489	5400	606	8	192	20	38	137	175	27	20	130	261	18%	6%
04X	7	0.88	6	9076	829	1955	8247	386	16	187	40	20	137	319	6	7	47	383	16%	6%
27Y	8	0.86	4	10474	3176	2142	7298	1638	17	184	55	88	121	119	13	8	114	247	12%	4%
30Y	9	0.85	6	6802	1702	1137	5100	796	17	125	41	39	104	165	8	4	160	495	18%	4%
27X	10	0.84	5	7314	1979	1469	5335	850	24	136	37	31	128	147	19	15	102	210	17%	5%
07X	11	0.78	4	5895	1185	1266	4710	480	1	124	16	30	81	136	33	22	117	254	17%	7%
02Y	12	0.67	6	4672	1149	1077	3523	447	8	84	17	33	76	116	23	22	121	278	19%	5%
33X	13	0.63	3	7990	2540	1686	5450	1338	19	140	29	49	102	138	11	10	102	266	16%	4%
02X	14	0.63	5	4399	1202	864	3197	586	8	92	18	25	88	78	22	17	141	381	18%	5%
05X	15	0.56	5	3770	844	760	2926	413	8	58	19	23	59	48	23	15	150	256	18%	9%
19X	16	0.56	3	9576	1736	1948	7840	958	30	366	20	32	214	142	3	2	53	180	8%	2%
20X	17	0.40	3	9024	2481	1885	6543	1042	27	196	36	31	126	101	7	7	56	211	10%	3%
10X	18	0.32	5	6803	1140	1384	5663	239	5	41	15	15	45	187	25	16	82	144	18%	6%
23X	19	0.30	3	8442	2262	1846	6180	1066	19	171	21	21	209	138	11	7	49	184	9%	2%
10Y	20	0.25	2	6026	1113	1227	4913	373	9	38	10	21	66	125	19	14	75	174	17%	7%
32X	21	0.23	0	7279	2065	1485	5214	828	12	81	34	27	84	87	12	7	96	213	14%	4%
32Y	22	0.22	1	6156	1637	1036	4519	565	7	68	38	22	71	139	11	7	113	203	14%	4%
05Y	23	0.19	4	1073	225	206	848	70	1	22	3	7	12	29	22	18	83	162	26%	10%
31Y	24	0.15	3	4748	1425	937	3323	639	11	84	9	23	84	165	8	5	121	277	12%	4%
08X	25	0.08	2	10456	1061	2342	9395	404	5	100	18	9	143	324	3	1	44	111	14%	4%
21Y	26	0.07	0	10439	2560	1988	7879	1240	13	102	28	18	90	144	6	4	51	183	15%	4%
25X	27	0.06	1	9656	1959	1249	7697	886	12	55	34	10	104	287	7	6	47	81	11%	3%
21X	28	0.02	0	7024	1814	1461	5210	888	8	69	14	12	88	102	15	10	56	213	15%	4%
26X	29	-0.06	0	1892	497	484	1395	302	7	92	7	16	62	101	16	14	66	215	12%	2%
24Y	30	-0.09	0	7188	1817	1328	5371	930	8	57	28	20	68	124	8	6	64	200	13%	2%
18Y	31	-0.14	0	6173	1534	1250	4639	811	6	48	31	10	77	84	10	5	62	249	11%	3%
31Z	32	-0.16	0	4866	1569	917	3297	752	10	34	14	14	27	70	9	7	108	260	13%	3%
17Y	33	-0.17	0	7780	1459	1518	6321	807	10	55	15	24	109	92	14	8	44	169	8%	2%
28X	34	-0.18	0	5658	967	1290	4691	405	3	33	26	9	35	125	12	11	43	100	14%	5%
11X	35	-0.23	0	6465	885	1543	5580	325	4	36	11	11	53	145	8	6	47	107	17%	5%
24X	36	-0.23	0	8180	2274	1651	5906	1084	6	56	28	24	70	97	6	5	59	185	10%	2%
17X	37	-0.28	0	7074	1371	1559	5703	746	6	100	9	11	81	107	7	7	53	229	8%	3%
15X	38	-0.38	0	7478	837	1362	6641	381	11	39	13	1	60	128	16	14	22	61	7%	2%
12X	39	-0.40	0	4285	581	969	3704	179	15	23	8	4	73	133	3	3	28	86	15%	3%
18X	40	-0.44	0	3078	849	584	2229	506	5	52	7	7	38	38	9	8	55	223	10%	3%
35Y	41	-0.55	0	6045	1055	602	4990	336	4	11	11	1	14	125	10	6	58	52	12%	3%
31X‡	42	-0.57	1	24	5	5	19	2	5	144	4	3	9	107	NA	NA	NA	NA	0%	0%
22Y	43	-0.63	1	9014	1718	1237	7296	695	6	26	7	13	49	197	3	2	32	47	7%	1%
03Y	44	-0.66	0	2754	177	698	2577	103	7	56	29	0	27	63	0	0	32	80	9%	4%
22X	45	-0.68	0	8363	1661	811	6702	684	6	39	8	6	54	164	2	2	33	63	7%	1%
25Y	46	-0.71	0	5152	899	609	4253	282	12	12	4	1	9	79	4	2	26	30	14%	3%
03X	47	-0.73	0	5088	540	557	4548	454	3	80	4	7	85	96	2	2	34	103	4%	1%
14X	48	-0.74	0	9915	895	2024	9020	285	2	25	20	1	62	137	0	0	14	52	7%	3%
01X	49	-0.79	0	2484	141	632	2343	26	3	34	6	7	26	116	0	0	5	26	12%	4%
09X	50	-0.80	0	8741	810	1556	7931	146	4	37	8	2	48	139	2	1	8	33	9%	1%
12Y	51	-0.83	1	10252	1627	1736	8625	504	4	19	8	3	46	230	1	1	12	22	5%	0%
13Z	52	-0.93	1	10970	2258	638	8712	872	2	5	6	0	12	277	0	0	11	4	3%	0%
16Y	53	-1.00	0	6896	1317	532	5579	451	3	9	5	0	28	119	2	1	36	33	4%	1%
14Y	54	-1.03	0	6836	716	1128	6120	152	0	15	14	1	26	104	0	0	10	29	5%	1%
13Y	55	-1.16	0	8401	1528	682	6873	397	0	6	3	0	4	157	0	0	6	5	4%	0%
16X	56	-1.22	0	4612	1119	307	3493	318	1	8	0	3	10	63	1	0	23	15	1%	1%
13X	57	-1.22	0	6486	1412	597	5074	471	3	2	3	1	1	115	0	0	5	3	2%	0%
Total				390,779	83,085	70,175	307,694	36,288	573	4,689	1,199	1,137	4,179	7,780						
Average				6,978	1,484	1,253	5,495	648	10	82	21	20	73	136	10	8	66	171	120	36
Standard Deviation				2,365	734	523	1,927	389	8	70	17	21	47	62	8	6	44	110	52	22

Note: Dark grey highlighting indicates top ten ranking per indicator.

† This number represents a count of all indicators for each beat that were among the 10 highest values in the city.

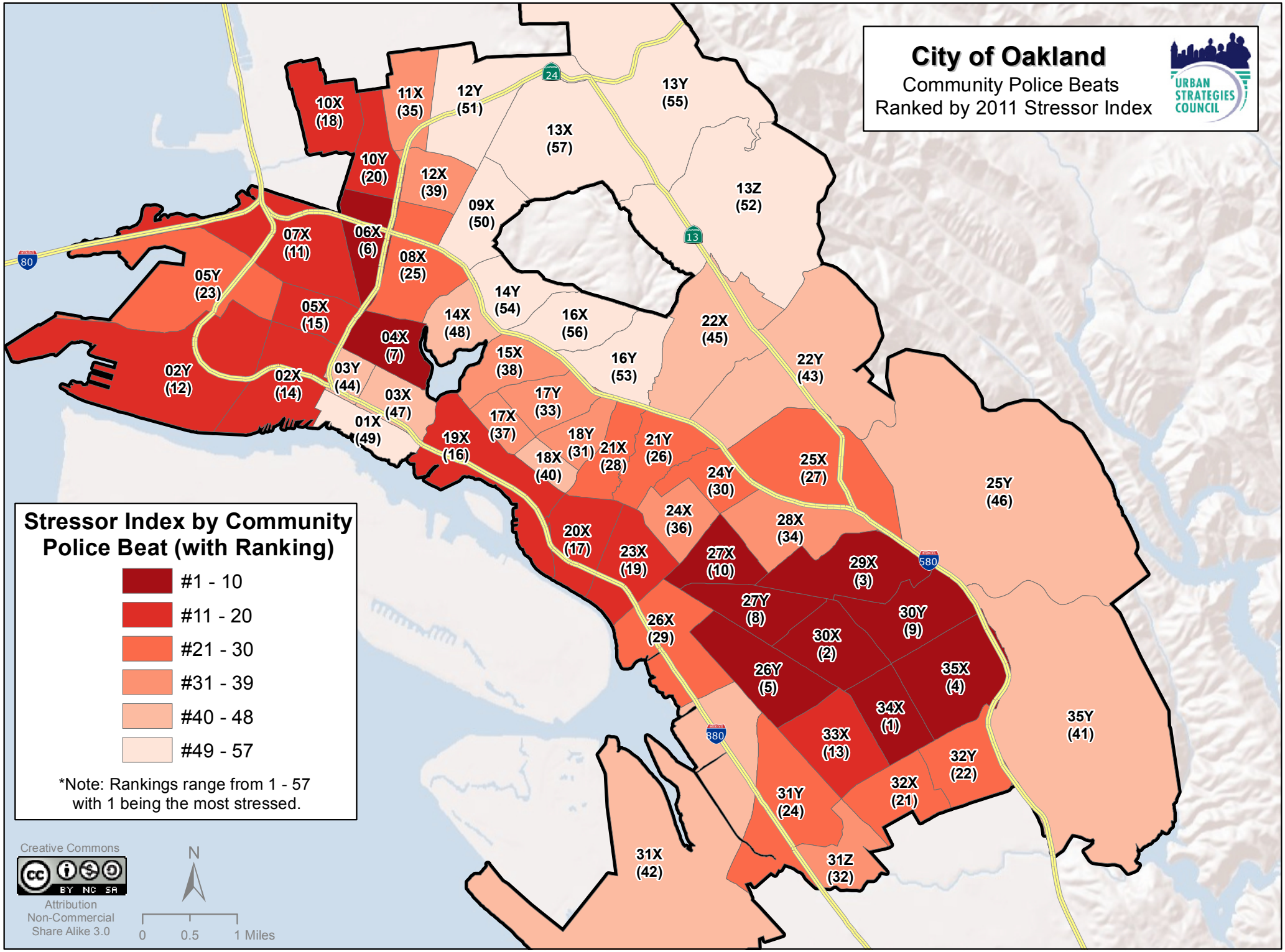
‡ This beat consists of the Airport and Coliseum areas, therefore no population-based information was generated.

Prepared by Urban Strategies Council

APPENDIX C -2011 Oakland Stressor Model

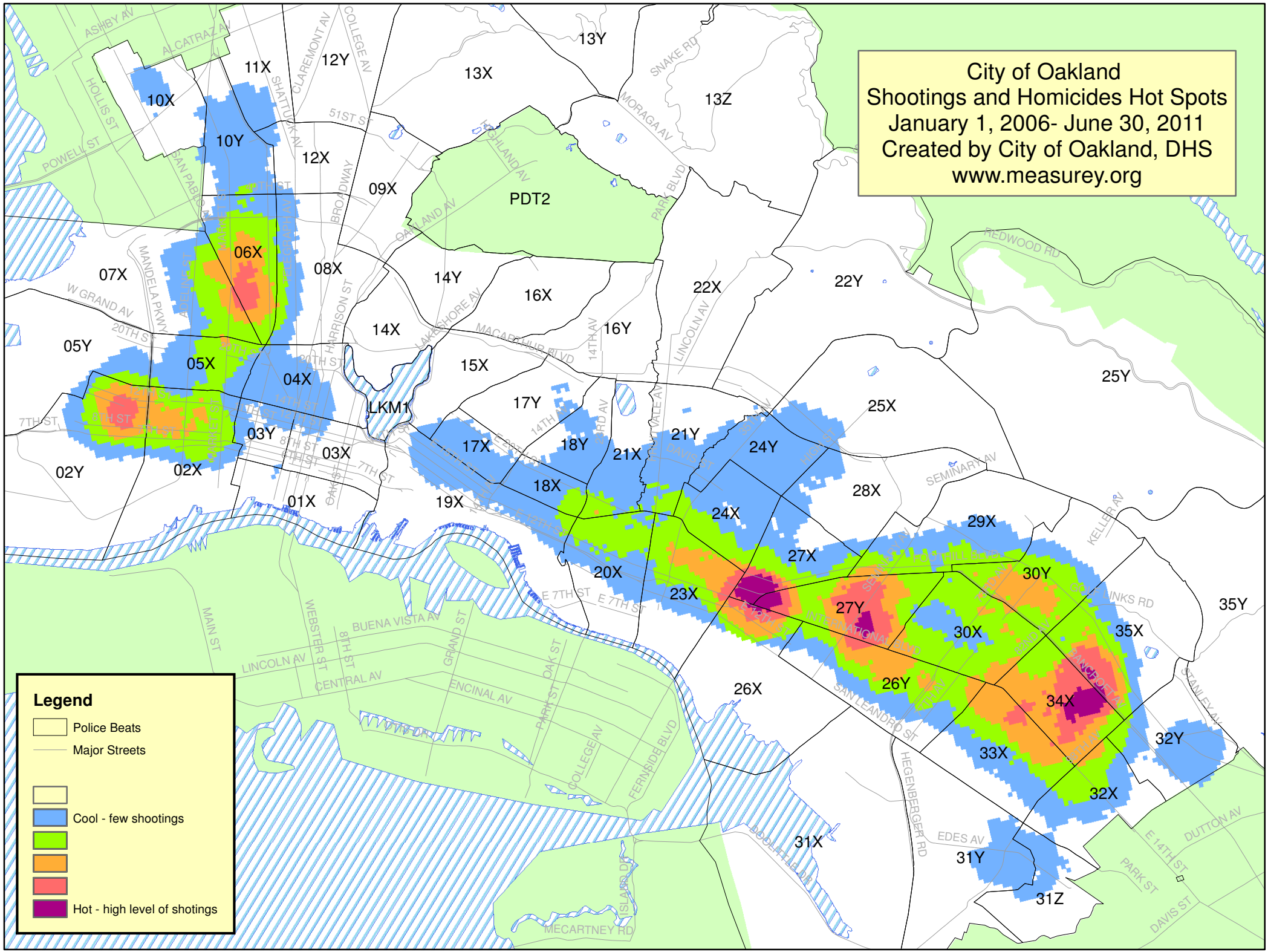
STRESSOR BEATS RANKED BY Z SCORE

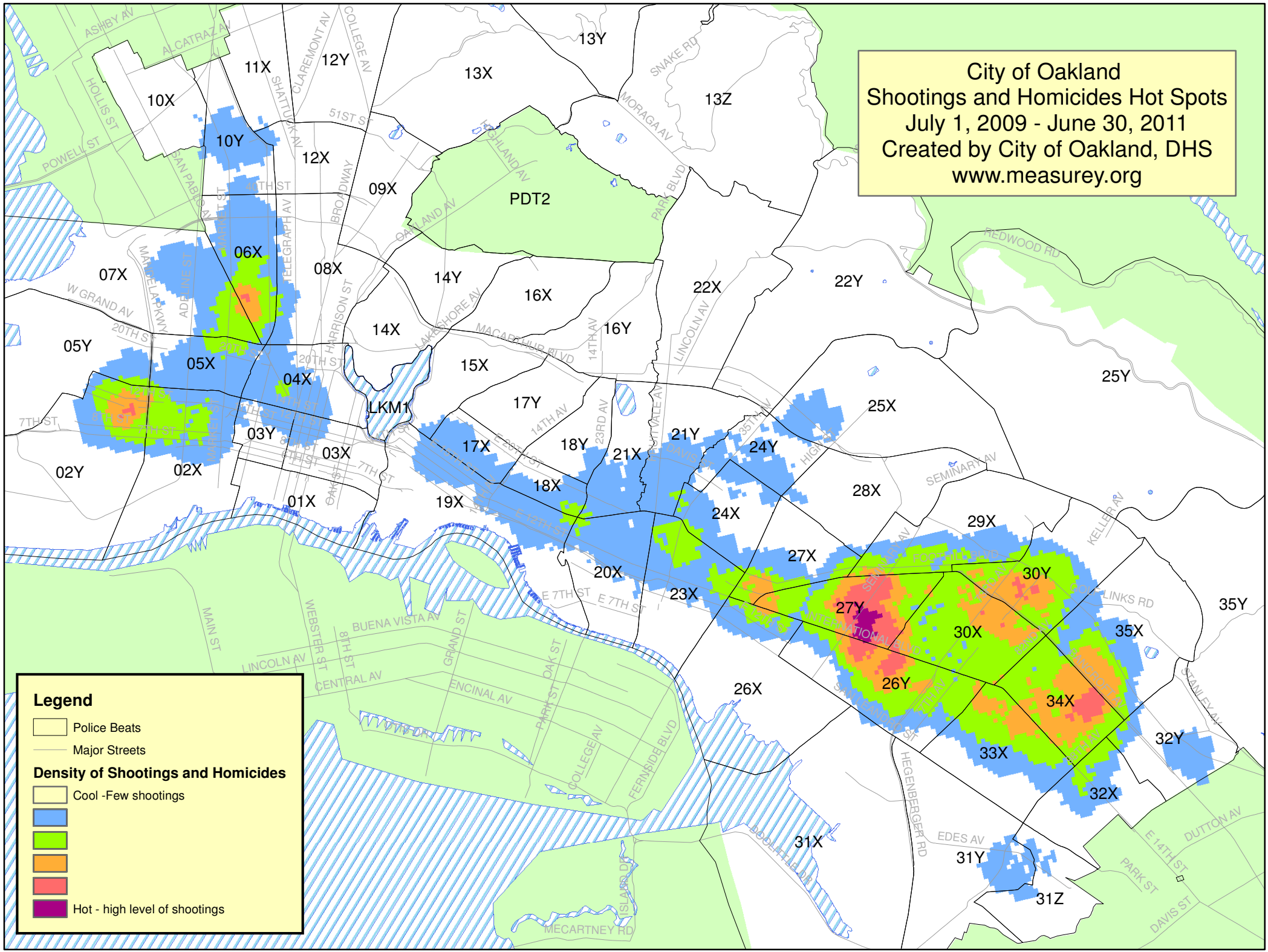
Beat	Rank by Z-Score	Z-Scores*	# of Indicators scoring in top
34X	1	1.33	9
30X	2	1.32	7
29X	3	1.25	8
35X	4	1.18	8
26Y	5	1.07	5
06X	6	1.05	10
27Y	8	0.86	4
27X	10	0.84	5
04X	7	0.88	6
30Y	9	0.85	6
07X	11	0.78	4
33X	13	0.63	3
02Y	12	0.67	6
02X	14	0.63	5
19X	16	0.56	3
05X	15	0.56	5
20X	17	0.40	3
23X	19	0.30	3
10X	18	0.32	5
32X	21	0.23	0
10Y	20	0.25	2
32Y	22	0.22	1
05Y	23	0.19	4
31Y	24	0.15	3
08X	25	0.08	2
21Y	26	0.07	0
21X	28	0.02	0
25X	27	0.06	1
26X	29	-0.06	0
24Y	30	-0.09	0
18Y	31	-0.14	0
31Z	32	-0.16	0
17Y	33	-0.17	0
28X	34	-0.18	0
24X	36	-0.23	0
11X	35	-0.23	0
17X	37	-0.28	0
15X	38	-0.38	0
18X	40	-0.44	0
12X	39	-0.40	0
35Y	41	-0.55	0
31X‡	42	-0.57	1
03X	47	-0.73	0
22Y	43	-0.63	1
03Y	44	-0.66	0
22X	45	-0.68	0
25Y	46	-0.71	0
14X	48	-0.74	0
01X	49	-0.79	0
09X	50	-0.80	0
12Y	51	-0.83	1
13Z	52	-0.93	1
16Y	53	-1.00	0
14Y	54	-1.03	0
13Y	55	-1.16	0
13X	57	-1.22	0
16X	56	-1.22	0



Prepared by: Urban Strategies Council, January 9, 2012

Sources: City of Oakland, Urban Strategies Council


City of Oakland
Shootings and Homicides Hot Spots
January 1, 2006- June 30, 2011
Created by City of Oakland, DHS
www.measurey.org
Legend
Police Beats
Major Streets
Cool - few shootings
Hot - high level of shotings
10X
10Y
11X
12Y
12X
13Y
13X
13Z
09X
PDT2
06X
07X
08X
14Y
16X
22X
22Y
14X
16Y
05Y
05X
04X
15X
25Y
LKM1
17Y
25X
03Y
03X
17X
18Y
21Y
24Y
02Y
02X
18X
21X
28X
01X
19X
24X
29X
27X
20X
30Y
23X
27Y
35Y
30X
35X
26X
26Y
34X
32Y
33X
32X
31X
31Y
31Z


City of Oakland
Shootings and Homicides Hot Spots
July 1, 2009 - June 30, 2011
Created by City of Oakland, DHS
www.measurey.org
Legend
Police Beats
Major Streets
Density of Shootings and Homicides
Cool -Few shootings
Hot - high level of shootings
10X
10Y
11X
12Y
12X
13X
13Y
13Z
09X
PDT2
06X
07X
08X
14Y
16X
22X
22Y
05Y
05X
04X
14X
16Y
15X
25Y
LKM1
17Y
25X
03Y
03X
17X
18Y
21X
21Y
24Y
02Y
02X
18X
28X
01X
19X
24X
29X
27X
20X
30Y
23X
27Y
35Y
30X
35X
26X
26Y
34X
33X
32Y
32X
31X
31Y
31Z
ASHBY AV
ALCATRAZ AV
HOLLIS ST
POWELL ST
SHATTUCK AV
CLAREMONT AV
COLLEGE AV
51ST ST
SNAKE RD
MORAGA AV
HIGHLAND AV
PARK BLVD
OAKLAND AV
BROADWAY
SAN PABLO AV
MARKET ST
ELEGRAPH AV
MANDELA PKWY
ADELINE ST
W GRAND AV
20TH ST
HARRISON ST
LAKESHORE AV
MACARTHUR BLVD
14TH AV
LINCOLN AV
REDWOOD RD
7TH ST
8TH ST
12TH ST
14TH ST
23RD AV
CITY VALE AV
35TH AV
HIGH ST
DAVIS ST
SEMINARY AV
KELLER AV
E 12TH ST
E 7TH ST
FOOTHILL BLVD
GOLF LINKS RD
INTERNATIONAL BLVD
SAN LEANDRO ST
BANCROFT AV
STANLEY AV
HEGENBERGER RD
EDES AV
DUTTON AV
E 14TH ST
PARK ST
DAVIS ST
MAIN ST
WEBSTER ST
BUENA VISTA AV
GRAND ST
OAK ST
LINCOLN AV
CENTRAL AV
ENCINAL AV
PARK ST
COLLEGE AV
FERNSIDE BLVD
DOOLITTLE DR
ISLAND DR
MECARTNEY RD

Oakland Crime Statistics 2005-2009

Statistical Appendix

		Page
Criminal Incidents		
Figure 1	All Criminal Incidents	15
Map 1	Part I Violent Criminal Incidents	16
Map 2	Part I Property Criminal Incidents	17
Map 3	Part II Selected Criminal Incidents	18
Table 1	Total - All	19
Table 2	Total - Oakland	20
Table 3	Total - Oakland Address	21
Criminal Victims		
Figure 2	All Criminal Victims	22
Map 4	Part I Violent Criminal Victims	23
Map 5	Part I Property Criminal Victims	24
Map 6	Part II Selected Criminal Victims	25
Table 4	Total - All	26
Table 5	Total - Oakland	27
Table 6	Total - Oakland Address	28
Figure 3	All Human Victims	29
Table 7	Total Human Victims - Oakland	30
Figure 4	Victims by Gender	31
Table 8	Females - Oakland	32
Table 9	Males - Oakland	33
Figure 5	Victims by Ethnicity	34
Table 10	African Am. - Oakland	35
Table 11	Asian - Oakland	36
Table 12	Latino - Oakland	37
Table 13	White - Oakland	38
Figure 6	Victims by Age	39
Table 14	Under 18 Yr - Oakland	40
Table 15	18 to 29 Yr - Oakland	41
Table 16	30 to 49 Yr - Oakland	42
Table 17	50 Yr & Over - Oakland	43
Criminal Arrestees		
Figure 7	All Arrestees	44
Map 7	Part I Violent Criminal Arrestees	45
Map 8	Part I Property Criminal Arrestees	46
Map 9	Part II Selected Criminal Arrestees	47
Table 18	Total - All	48
Table 19	Total - Oakland	49
Table 20	Total - Oakland Address	50
Figure 8	Arrestees by Gender	51
Table 21	Females - Oakland	52
Table 22	Males - Oakland	53
Figure 9	Arrestees by Ethnicity	54
Table 23	African Am. - Oakland	55

Oakland Crime Statistics 2005-2009

Statistical Appendix

		Page
Table 24	Asian - Oakland	56
Table 25	Latino - Oakland	57
Table 26	White - Oakland	58
Figure 10	Arrestees by Age	59
Table 27	Under 18 Yr - Oakland	60
Table 28	18 to 29 Yr - Oakland	61
Table 29	30 to 49 Yr - Oakland	62
Table 30	50 Yr & Over - Oakland	63
Victims and Arrestees		
Figure 11	Victim and Arrestee Same Ethnicity	64
Table 31	All - Same Ethnicity	65
Table 32	African Americans - Same Ethnicity	66
Table 33	Asians - Same Ethnicity	67
Table 34	Latinos - Same Ethnicity	68
Table 35	Whites - Same Ethnicity	69
Figure 12	Victim and Arrestee Same Age Group	70
Table 36	All - Same Age Group	71
Table 37	18 to 29 Years Old - Same Age Group	72
Table 38	30 to 49 Years Old - Same Age Group	73
Table 39	50 and Over Years Old - Same Age Group	74
Table 40	All - Located in Same Block Group	75
Socio-Economic Index		
Table 41	Socio-Economic Index - Variables	76
Table 42	Socio-Economic Index - Summary Incidents	77
Table 43	Socio-Economic Index - Summary Victims	78
Table 44	Socio-Economic Index - Summary Arrestees	79
Table 45	Socio-Economic Index - 2009 Detailed Incidents	80
Table 46	Socio-Economic Index - 2009 Detailed Victims	81
Table 47	Socio-Economic Index - 2009 Detailed Arrestees	82
Others		
Table 48	Percentage of Cases in Oakland and With Valid Addresses	83
Table 49	Record Count	84

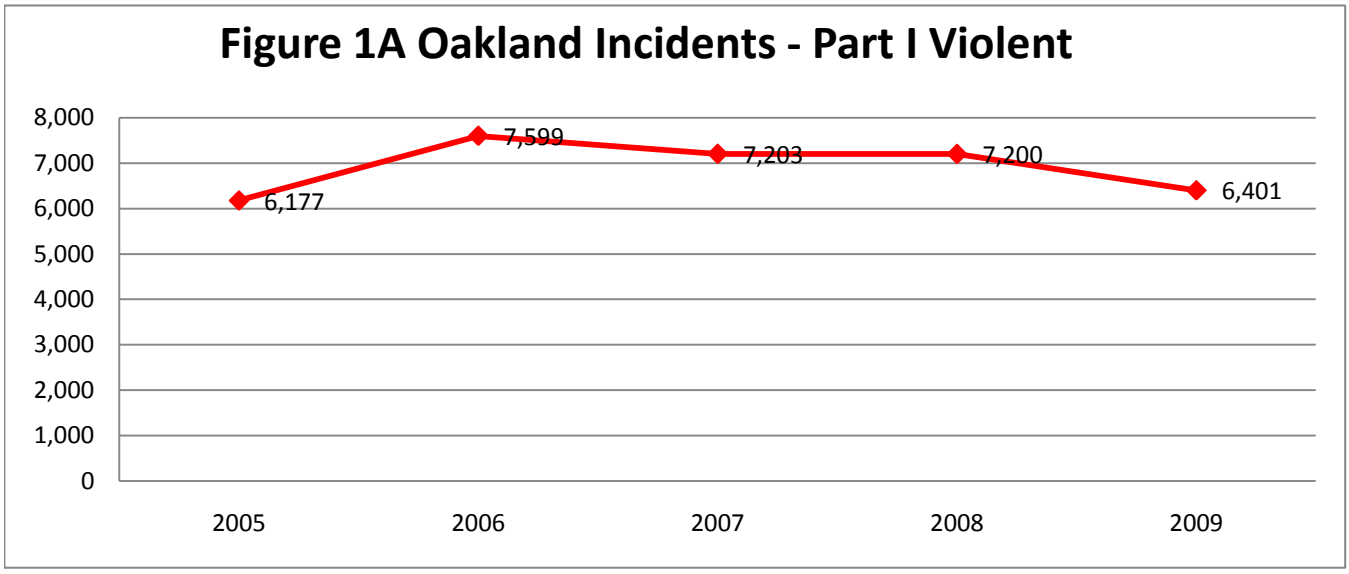


Figure 1A Oakland Incidents - Part I Violent
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
6,177
7,599
7,203
7,200
6,401
2005
2006
2007
2008
2009

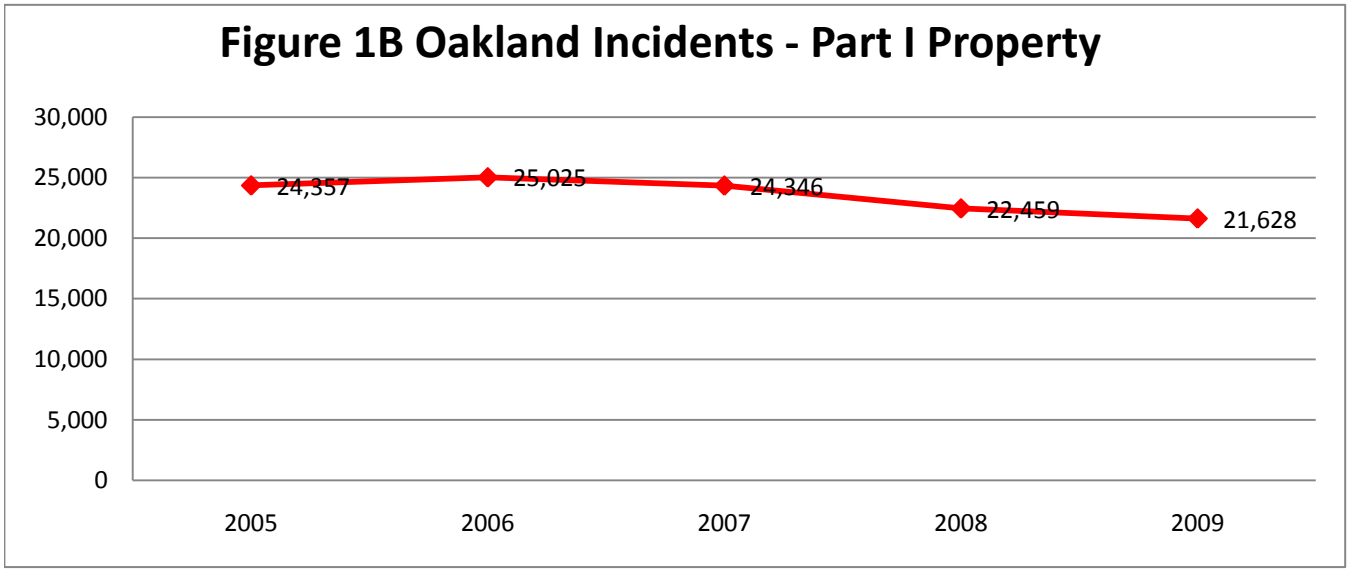


Figure 1B Oakland Incidents - Part I Property
30,000
25,000
20,000
15,000
10,000
5,000
0
24,357
25,025
24,346
22,459
21,628
2005
2006
2007
2008
2009

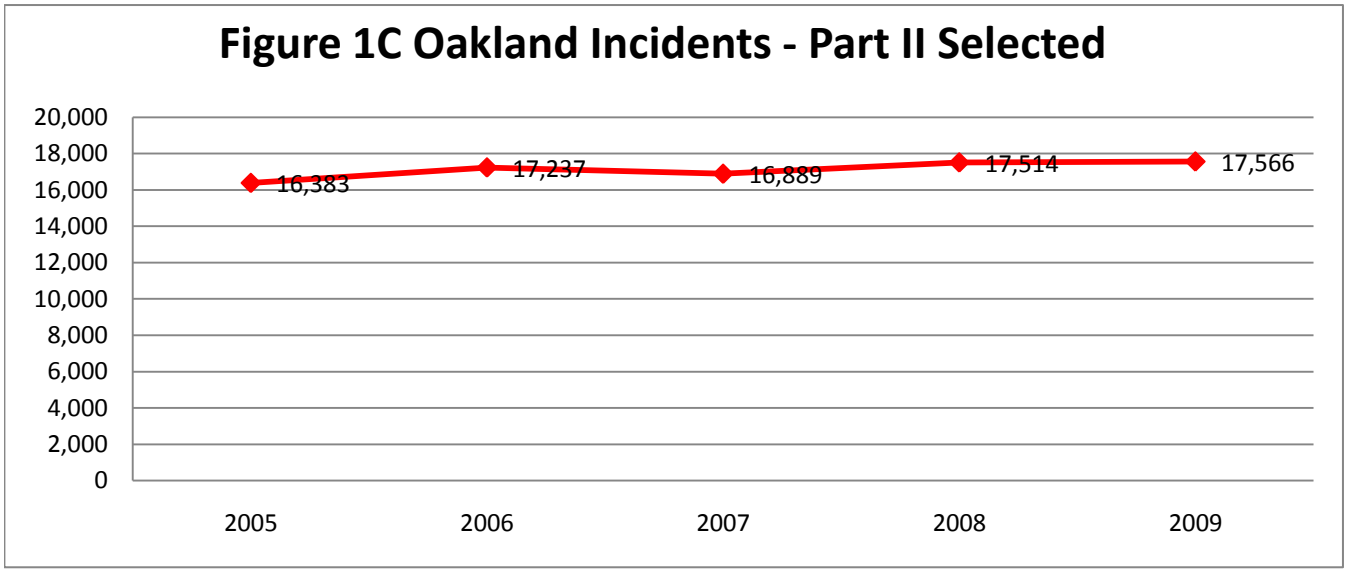
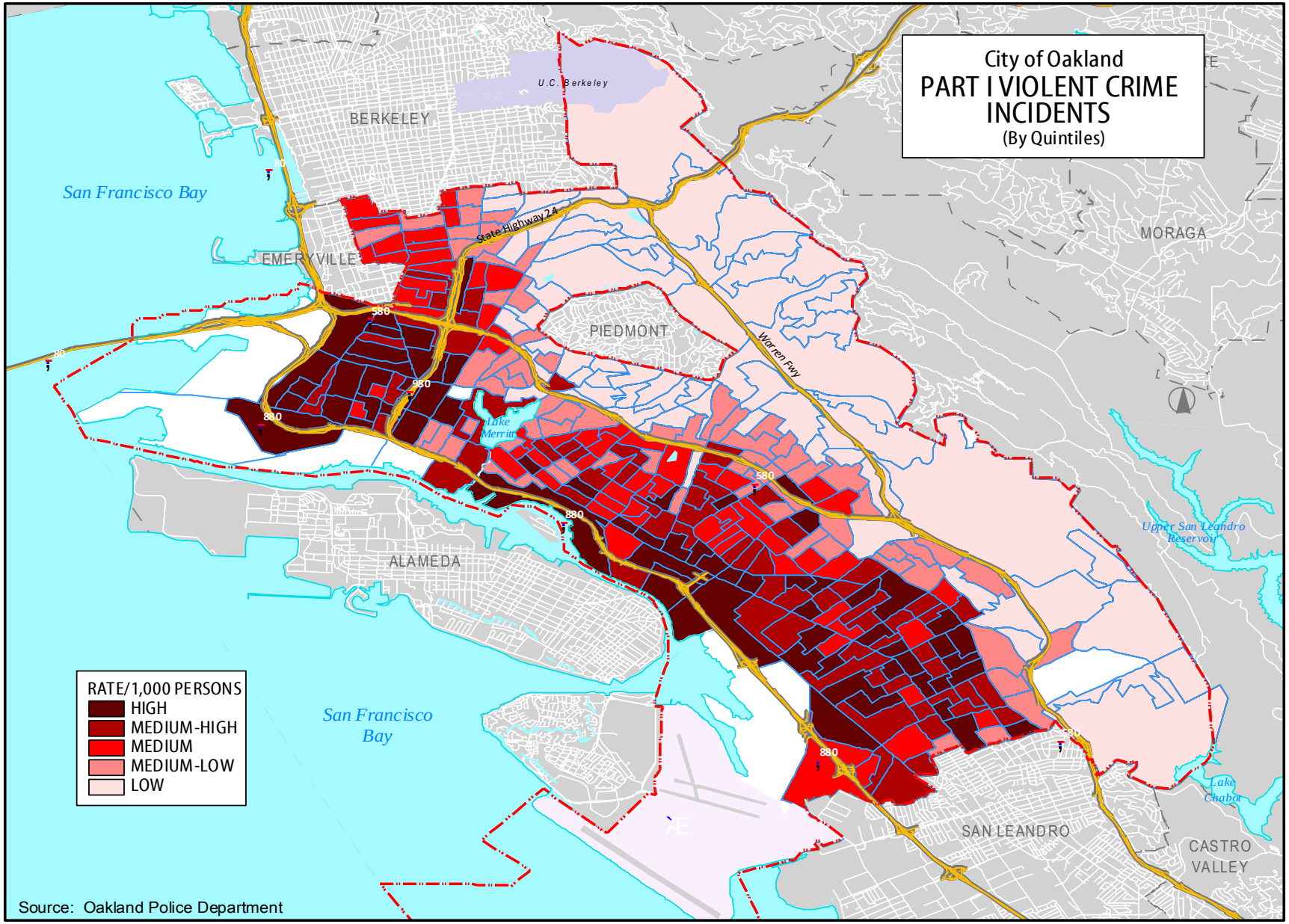
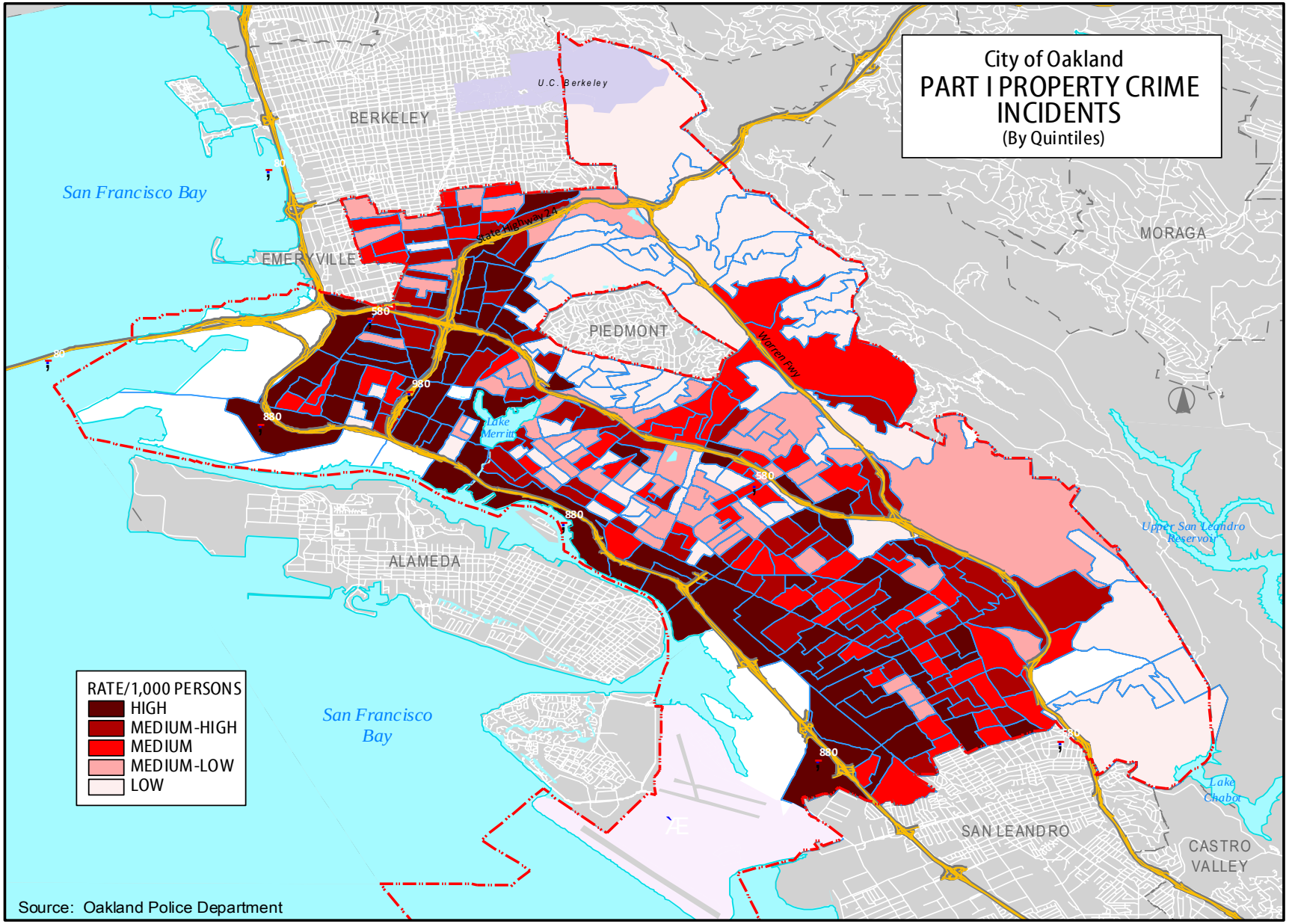


Figure 1C Oakland Incidents - Part II Selected
20,000
18,000
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
16,383
17,237
16,889
17,514
17,566
2005
2006
2007
2008
2009

Map 1 Part I Violent Criminal Incidents



Map 2 Part I Property Criminal Incidents



Map 3 Part II Selected Criminal Incidents

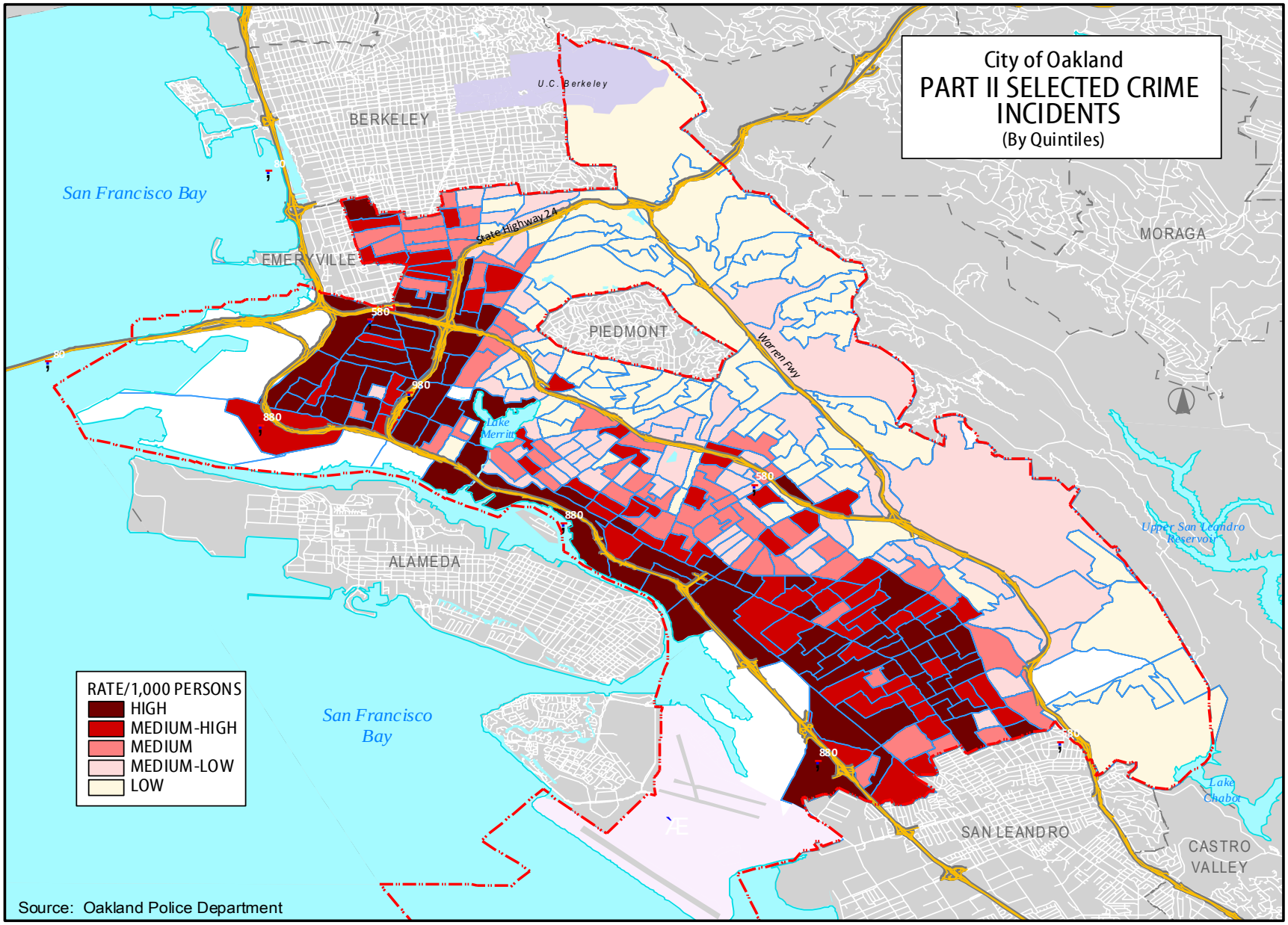


Table 1
Incident Rate per 50,000 - Incidents
Total - All

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Murder	88	11	136	17	117	15	116	15	104	13
Violent	Rape	302	38	318	40	294	37	280	35	268	34
Crimes	Robbery	3,207	401	3,938	493	3,798	475	3,728	467	3,403	426
	Assault	2,648	331	3,252	407	3,039	380	3,117	390	2,659	333
Total Part I Violent		**6,245**	**782**	**7,644**	**957**	**7,248**	**907**	**7,241**	**906**	**6,434**	**805**
Part I	Burglary	5,797	726	5,052	632	4,733	592	4,503	564	4,856	608
Property	Larceny	9,697	1,214	9,553	1,196	9,788	1,225	9,990	1,250	10,548	1,320
Crimes	Auto Theft	9,043	1,132	10,454	1,308	9,841	1,232	7,972	998	6,238	781
	Arson	236	30	260	33	221	28	230	29	175	22
Total Part I Property		**24,773**	**3,101**	**25,319**	**3,169**	**24,583**	**3,077**	**22,695**	**2,841**	**21,817**	**2,731**
Selected	Battery	5,337	668	6,000	751	5,975	748	6,244	782	6,413	803
Part II	Forgery	1,140	143	1,056	132	1,067	134	930	116	723	90
Crimes	Fraud	866	108	903	113	1,011	127	1,197	150	1,148	144
	Embezzlement	93	12	85	11	104	13	167	21	140	18
	Vandalism	2,810	352	3,081	386	2,728	341	2,590	324	3,283	411
	Weapons	584	73	565	71	617	77	663	83	634	79
	Prostitution	657	82	854	107	617	77	489	61	783	98
	Other Sex	569	71	655	82	610	76	574	72	484	61
	Drug - Sell	779	98	584	73	456	57	457	57	432	54
	Drug - Possession	2,899	363	2,687	336	3,062	383	3,610	452	3,143	393
	Against Family	1,026	128	1,042	130	910	114	887	111	709	89
Total Selected Part II		**16,760**	**2,098**	**17,512**	**2,192**	**17,157**	**2,147**	**17,808**	**2,229**	**17,892**	**2,239**
Total		**47,778**	**5,980**	**50,475**	**6,318**	**48,988**	**6,132**	**47,744**	**5,976**	**46,143**	**5,775**

Table 2
Incident Rate per 50,000 - Incidents
Total - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Murder	87	11	135	17	117	15	116	15	104	13
Violent	Rape	282	35	310	39	280	35	269	34	264	33
Crimes	Robbery	3,193	400	3,926	491	3,789	474	3,721	466	3,398	425
	Assault	2,615	327	3,228	404	3,017	378	3,094	387	2,635	330
Total Part I Violent		**6,177**	**773**	**7,599**	**951**	**7,203**	**902**	**7,200**	**901**	**6,401**	**801**
Part I	Burglary	5,752	720	5,030	630	4,712	590	4,481	561	4,844	606
Property	Larceny	9,378	1,174	9,340	1,169	9,614	1,203	9,804	1,227	10,393	1,301
Crimes	Auto Theft	8,991	1,125	10,396	1,301	9,799	1,226	7,944	994	6,216	778
	Arson	236	30	259	32	221	28	230	29	175	22
Total Part I Property		**24,357**	**3,049**	**25,025**	**3,132**	**24,346**	**3,047**	**22,459**	**2,811**	**21,628**	**2,707**
Selected	Battery	5,274	660	5,960	746	5,932	742	6,207	777	6,371	797
Part II	Forgery	1,069	134	993	124	1,006	126	883	111	683	85
Crimes	Fraud	764	96	821	103	920	115	1,068	134	999	125
	Embezzlement	90	11	84	11	103	13	167	21	140	18
	Vandalism	2,776	347	3,065	384	2,717	340	2,574	322	3,254	407
	Weapons	577	72	560	70	613	77	657	82	629	79
	Prostitution	647	81	845	106	610	76	487	61	780	98
	Other Sex	544	68	630	79	585	73	552	69	464	58
	Drug - Sell	775	97	582	73	455	57	454	57	428	54
	Drug - Possession	2,855	357	2,678	335	3,050	382	3,596	450	3,125	391
	Against Family	1,012	127	1,019	128	898	112	869	109	693	87
Total Selected Part II		**16,383**	**2,051**	**17,237**	**2,157**	**16,889**	**2,114**	**17,514**	**2,192**	**17,566**	**2,199**
Total		**46,917**	**5,872**	**49,861**	**6,241**	**48,438**	**6,063**	**47,173**	**5,904**	**45,595**	**5,707**

Table 3
Incident Rate per 50,000 - Incidents
Total - Oakland Address

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Murder	87	11	131	16	116	15	114	14	104	13
Violent	Rape	250	31	237	30	230	29	222	28	227	28
Crimes	Robbery	3,103	388	3,833	480	3,650	457	3,628	454	3,291	412
	Assault	2,548	319	3,106	389	2,884	361	2,987	374	2,543	318
Total Part I Violent		**5,988**	**749**	**7,307**	**915**	**6,880**	**861**	**6,951**	**870**	**6,165**	**772**
Part I	Burglary	5,631	705	4,918	616	4,617	578	4,403	551	4,773	597
Property	Larceny	8,343	1,044	8,129	1,017	8,570	1,073	8,909	1,115	9,483	1,187
Crimes	Auto Theft	8,877	1,111	10,189	1,275	9,582	1,199	7,810	978	6,072	760
	Arson	230	29	252	32	213	27	225	28	170	21
Total Part I Property		**23,081**	**2,889**	**23,488**	**2,940**	**22,982**	**2,877**	**21,347**	**2,672**	**20,498**	**2,566**
Selected	Battery	5,078	636	5,692	712	5,720	716	6,021	754	6,152	770
Part II	Forgery	872	109	746	93	740	93	661	83	527	66
Crimes	Fraud	552	69	493	62	604	76	646	81	597	75
	Embezzlement	85	11	80	10	99	12	165	21	139	17
	Vandalism	2,663	333	2,911	364	2,596	325	2,455	307	3,113	390
	Weapons	569	71	552	69	604	76	650	81	622	78
	Prostitution	637	80	832	104	600	75	484	61	768	96
	Other Sex	467	58	446	56	436	55	455	57	416	52
	Drug - Sell	769	96	572	72	449	56	449	56	420	53
	Drug - Possession	2,794	350	2,639	330	3,004	376	3,542	443	3,082	386
	Against Family	973	122	951	119	849	106	817	102	658	82
Total Selected Part II		**15,459**	**1,935**	**15,914**	**1,992**	**15,701**	**1,965**	**16,345**	**2,046**	**16,494**	**2,064**
Total		**44,528**	**5,573**	**46,709**	**5,846**	**45,563**	**5,703**	**44,643**	**5,588**	**43,157**	**5,402**

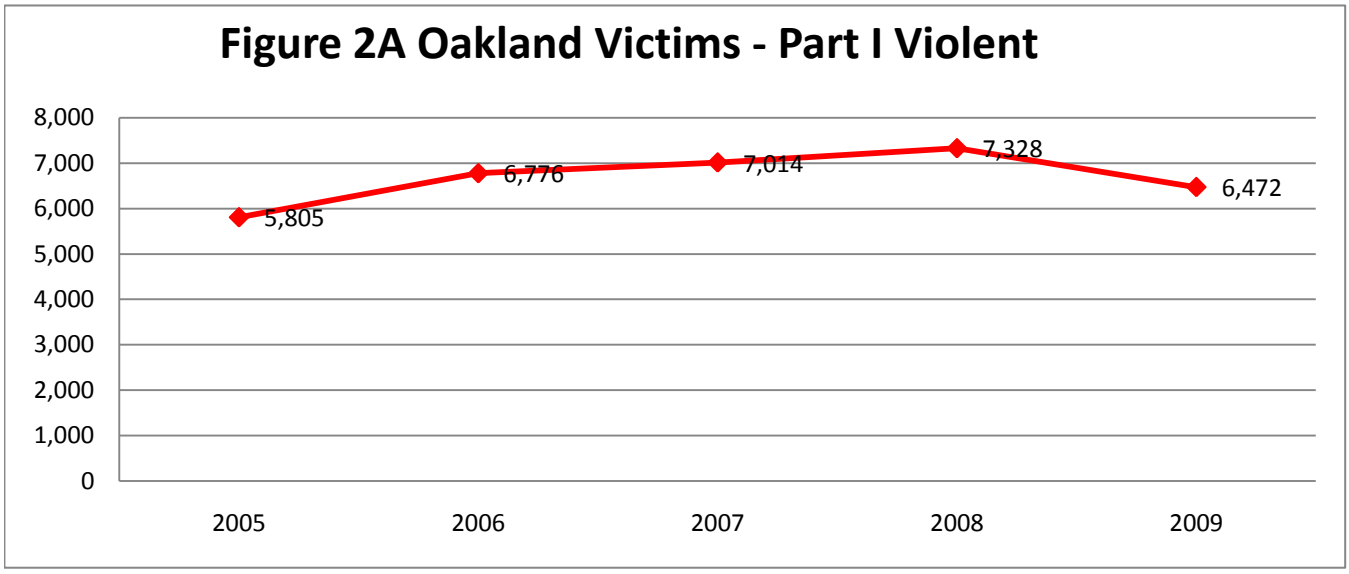


Figure 2A Oakland Victims - Part I Violent
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
5,805
6,776
7,014
7,328
6,472
2005
2006
2007
2008
2009

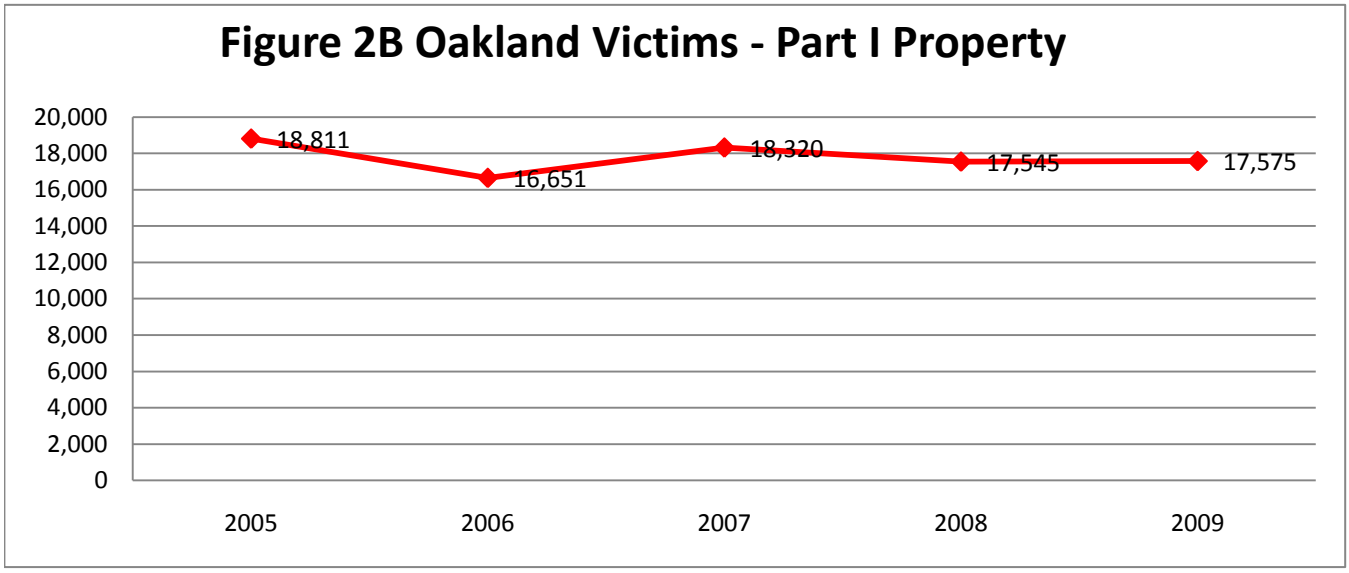


Figure 2B Oakland Victims - Part I Property
20,000
18,000
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
18,811
16,651
18,320
17,545
17,575
2005
2006
2007
2008
2009

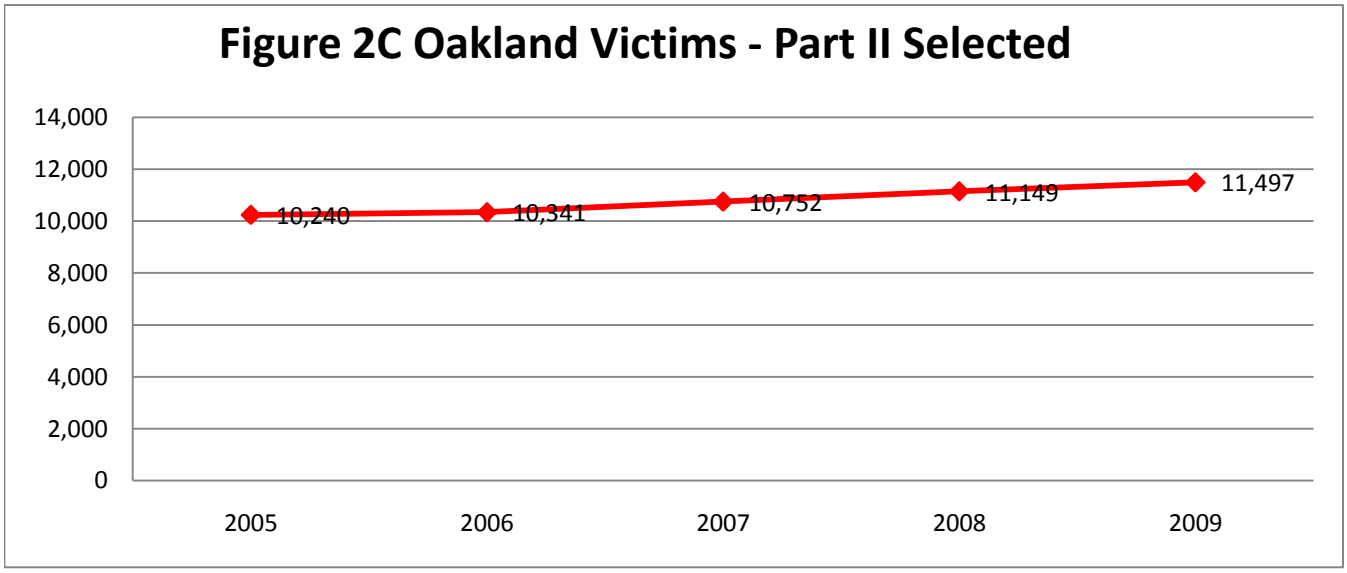
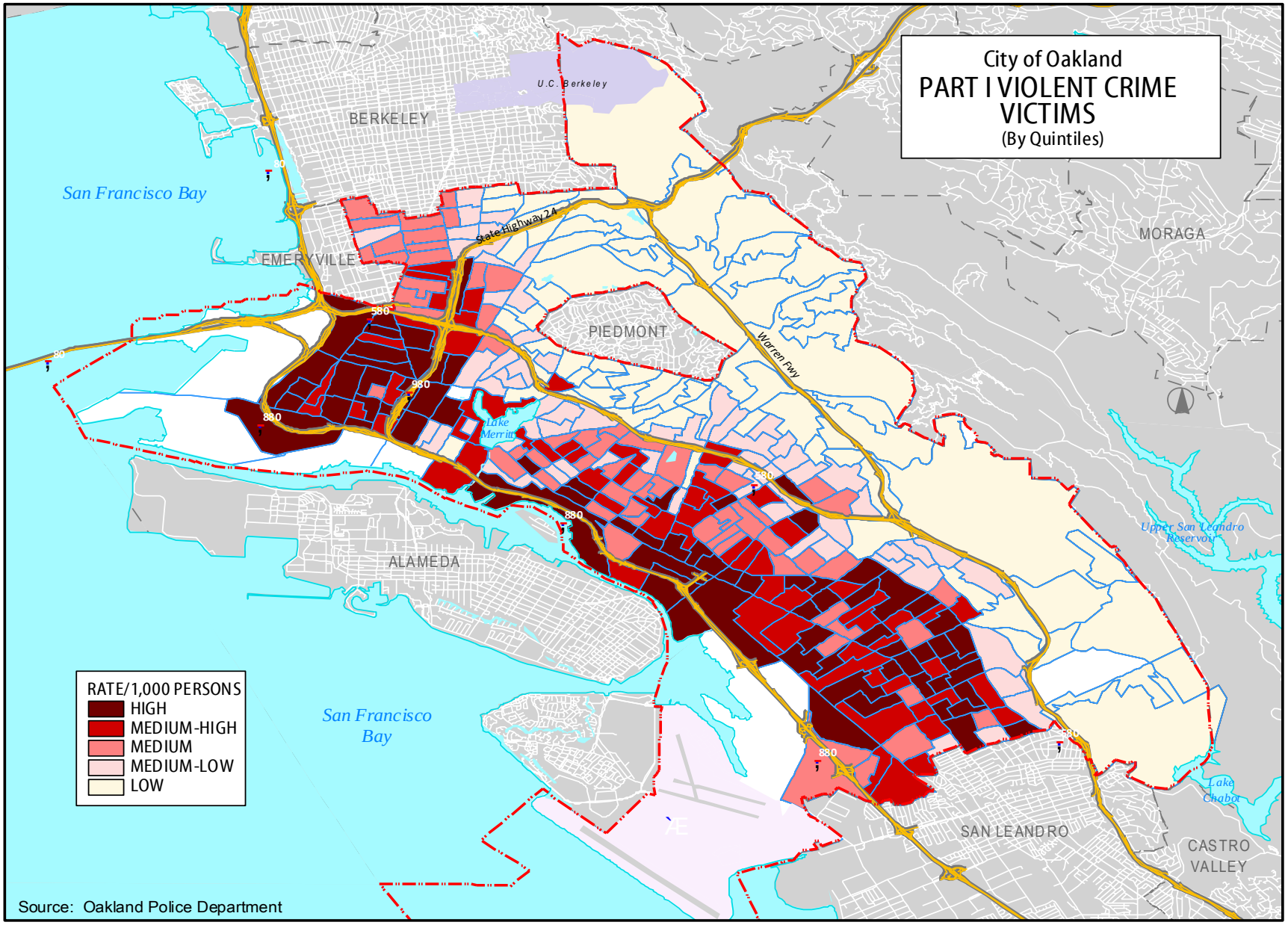
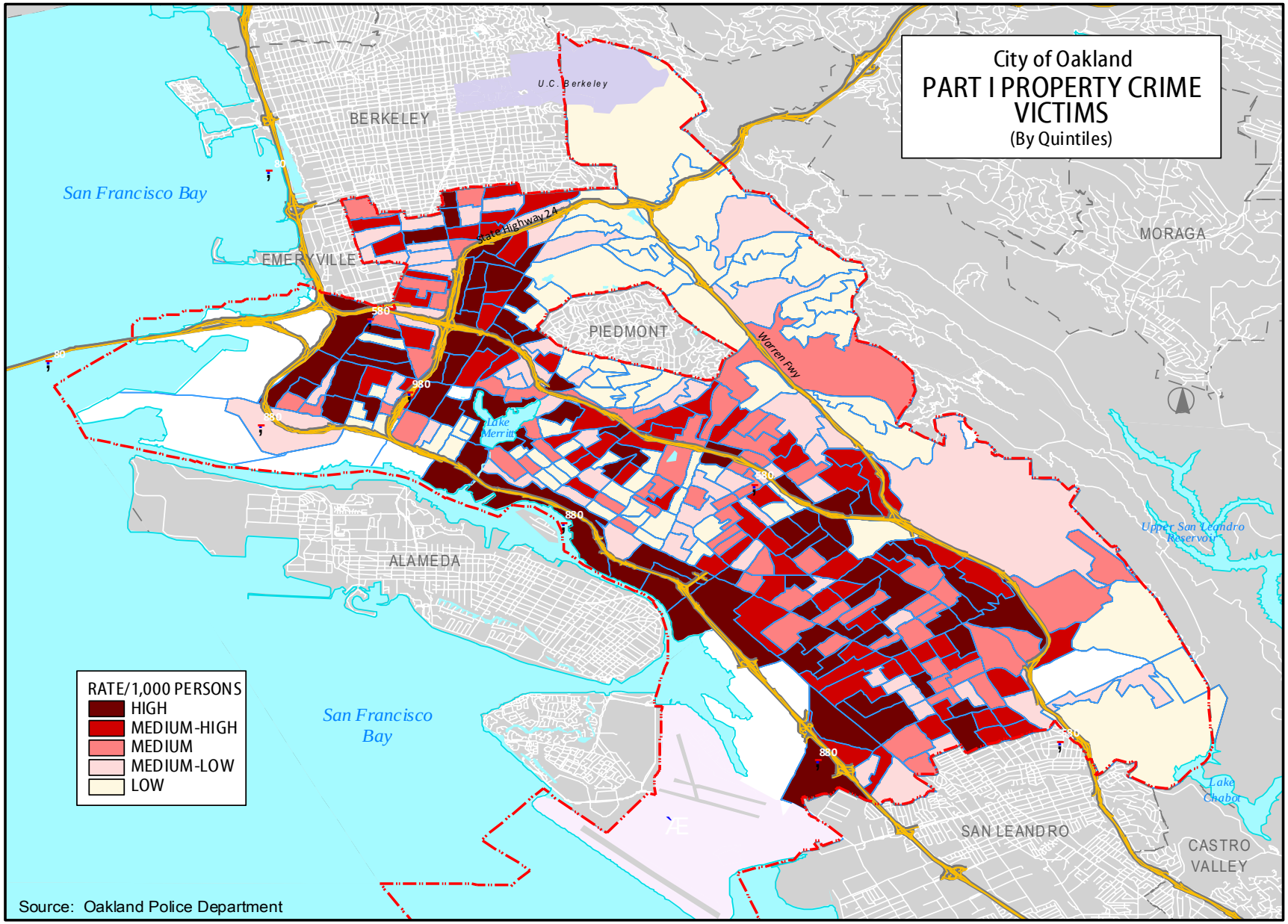


Figure 2C Oakland Victims - Part II Selected
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
10,240
10,341
10,752
11,149
11,497
2005
2006
2007
2008
2009

Map 4 Part I Violent Criminal Victims



Map 5 Part I Property Criminal Victims



Map 6 Part II Selected Criminal Victims

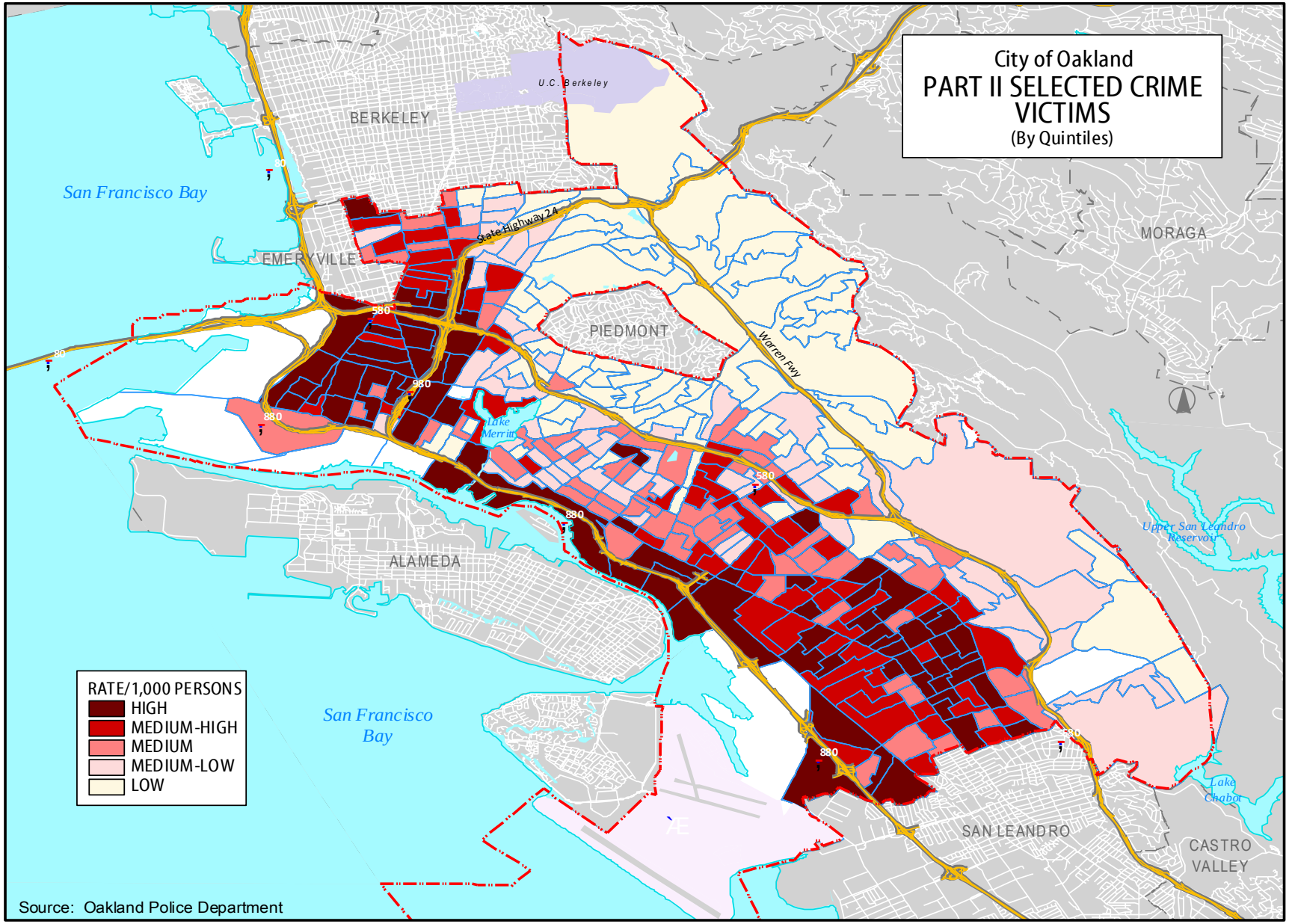


Table 4
Victimization Rate per 50,000 - All Victims
Total - All

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	128	16	203	25	144	18	177	22	156	20
Violent	Rape	317	40	329	41	303	38	278	35	283	35
Crimes	Robbery	3,600	451	4,137	518	4,568	572	4,590	575	4,175	523
	Assault	2,926	366	3,641	456	3,503	438	3,707	464	3,250	407
Total Part I Violent		**6,971**	**873**	**8,310**	**1,040**	**8,518**	**1,066**	**8,752**	**1,095**	**7,864**	**984**
Part I	Burglary	5,905	739	4,265	534	5,198	651	4,965	621	5,477	686
Property	Larceny	9,758	1,221	8,720	1,091	9,878	1,236	10,248	1,283	10,782	1,350
Crimes	Auto Theft	8,945	1,120	10,117	1,266	9,962	1,247	7,957	996	6,269	785
	Arson	230	29	212	27	201	25	217	27	168	21
Total Part I Property		**24,838**	**3,109**	**23,314**	**2,918**	**25,239**	**3,159**	**23,387**	**2,927**	**22,696**	**2,841**
Selected	Battery	5,574	698	6,244	782	6,283	786	6,631	830	6,867	859
Part II	Forgery	1,085	136	693	87	1,042	130	997	125	734	92
Crimes	Fraud	859	108	874	109	1,005	126	1,174	147	1,114	139
	Embezzlement	81	10	24	3	82	10	132	17	154	19
	Vandalism	2,716	340	2,572	322	2,635	330	2,584	323	3,308	414
	Other Sex	555	69	654	82	613	77	505	63	444	56
	Against Family	1,072	134	1,094	137	947	119	918	115	718	90
Total Selected Part II		**11,942**	**1,495**	**12,155**	**1,521**	**12,607**	**1,578**	**12,941**	**1,620**	**13,339**	**1,670**
Total		**43,751**	**5,476**	**43,779**	**5,480**	**46,364**	**5,803**	**45,080**	**5,642**	**43,899**	**5,495**

Table 5
Victimization Rate per 50,000 - All Victims
Total - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	106	13	162	20	119	15	145	18	123	15
Violent	Rape	236	30	232	29	196	25	195	24	201	25
Crimes	Robbery	2,914	365	3,250	407	3,706	464	3,771	472	3,322	416
	Assault	2,549	319	3,132	392	2,993	375	3,217	403	2,826	354
Total Part I Violent		**5,805**	**727**	**6,776**	**848**	**7,014**	**878**	**7,328**	**917**	**6,472**	**810**
Part I	Burglary	5,452	682	3,806	476	4,777	598	4,633	580	5,179	648
Property	Larceny	7,655	958	6,461	809	7,262	909	7,759	971	8,103	1,014
Crimes	Auto Theft	5,527	692	6,239	781	6,140	769	5,010	627	4,177	523
	Arson	177	22	145	18	141	18	143	18	116	15
Total Part I Property		**18,811**	**2,354**	**16,651**	**2,084**	**18,320**	**2,293**	**17,545**	**2,196**	**17,575**	**2,200**
Selected	Battery	4,888	612	5,367	672	5,414	678	5,758	721	6,000	751
Part II	Forgery	855	107	540	68	815	102	825	103	618	77
Crimes	Fraud	653	82	716	90	836	105	991	124	933	117
	Embezzlement	71	9	19	2	65	8	112	14	147	18
	Vandalism	2,349	294	2,168	271	2,284	286	2,216	277	2,814	352
	Other Sex	447	56	548	69	489	61	419	52	350	44
	Against Family	977	122	983	123	849	106	828	104	635	79
Total Selected Part II		**10,240**	**1,282**	**10,341**	**1,294**	**10,752**	**1,346**	**11,149**	**1,395**	**11,497**	**1,439**
Total		**34,856**	**4,363**	**33,768**	**4,227**	**36,086**	**4,517**	**36,022**	**4,509**	**35,544**	**4,449**

Table 6
Victimization Rate per 50,000 - All Victims
Total - Oakland Address

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	78	10	131	16	86	11	107	13	97	12
Violent	Rape	212	27	208	26	176	22	175	22	175	22
Crimes	Robbery	2,527	316	2,846	356	3,449	432	3,559	445	3,113	390
	Assault	2,304	288	2,778	348	2,675	335	2,864	358	2,505	314
Total Part I Violent		**5,121**	**641**	**5,963**	**746**	**6,386**	**799**	**6,705**	**839**	**5,890**	**737**
Part I	Burglary	4,955	620	3,570	447	4,581	573	4,492	562	5,021	628
Property	Larceny	6,547	819	5,842	731	6,767	847	7,203	902	7,611	953
Crimes	Auto Theft	5,120	641	5,895	738	5,873	735	4,766	597	3,997	500
	Arson	155	19	126	16	130	16	130	16	110	14
Total Part I Property		**16,777**	**2,100**	**15,433**	**1,932**	**17,351**	**2,172**	**16,591**	**2,077**	**16,739**	**2,095**
Selected	Battery	4,520	566	4,912	615	5,018	628	5,327	667	5,535	693
Part II	Forgery	757	95	475	59	734	92	741	93	525	66
Crimes	Fraud	555	69	654	82	756	95	906	113	781	98
	Embezzlement	67	8	18	2	60	8	82	10	95	12
	Vandalism	2,121	265	1,963	246	2,139	268	2,097	262	2,629	329
	Other Sex	408	51	476	60	416	52	367	46	279	35
	Against Family	906	113	914	114	792	99	774	97	586	73
Total Selected Part II		**9,334**	**1,168**	**9,412**	**1,178**	**9,915**	**1,241**	**10,294**	**1,288**	**10,430**	**1,305**
Total		**31,232**	**3,909**	**30,808**	**3,856**	**33,652**	**4,212**	**33,590**	**4,204**	**33,059**	**4,138**

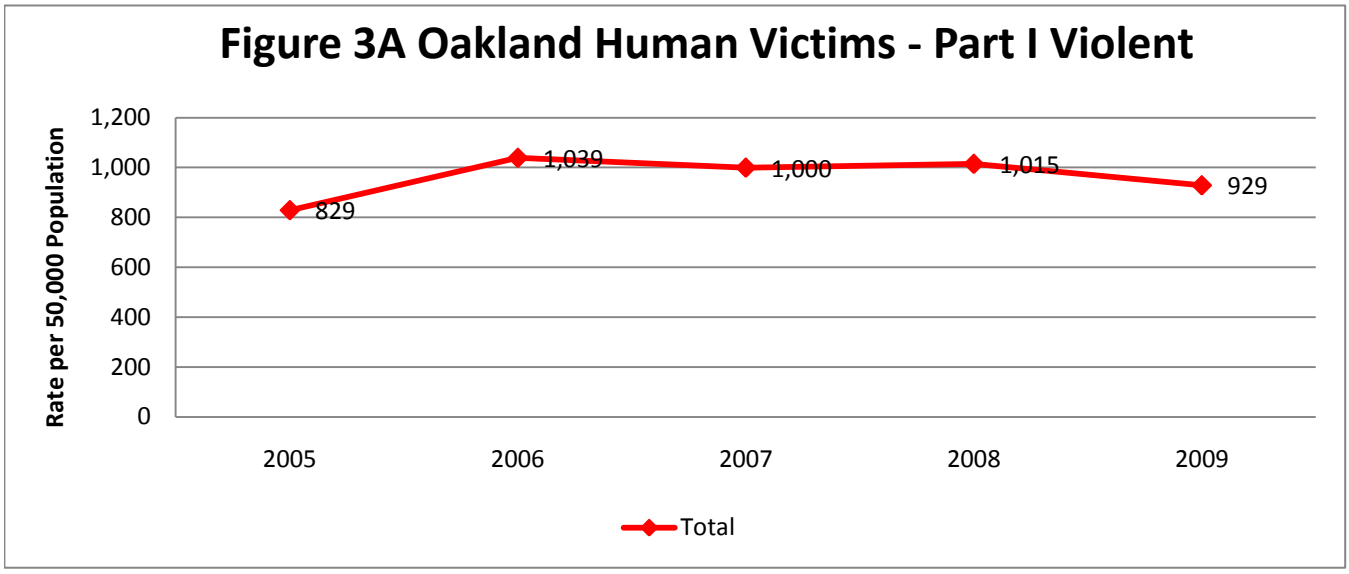


Figure 3A Oakland Human Victims - Part I Violent
Rate per 50,000 Population
1,200
1,000
800
600
400
200
0
829
1,039
1,000
1,015
929
2005
2006
2007
2008
2009
Total

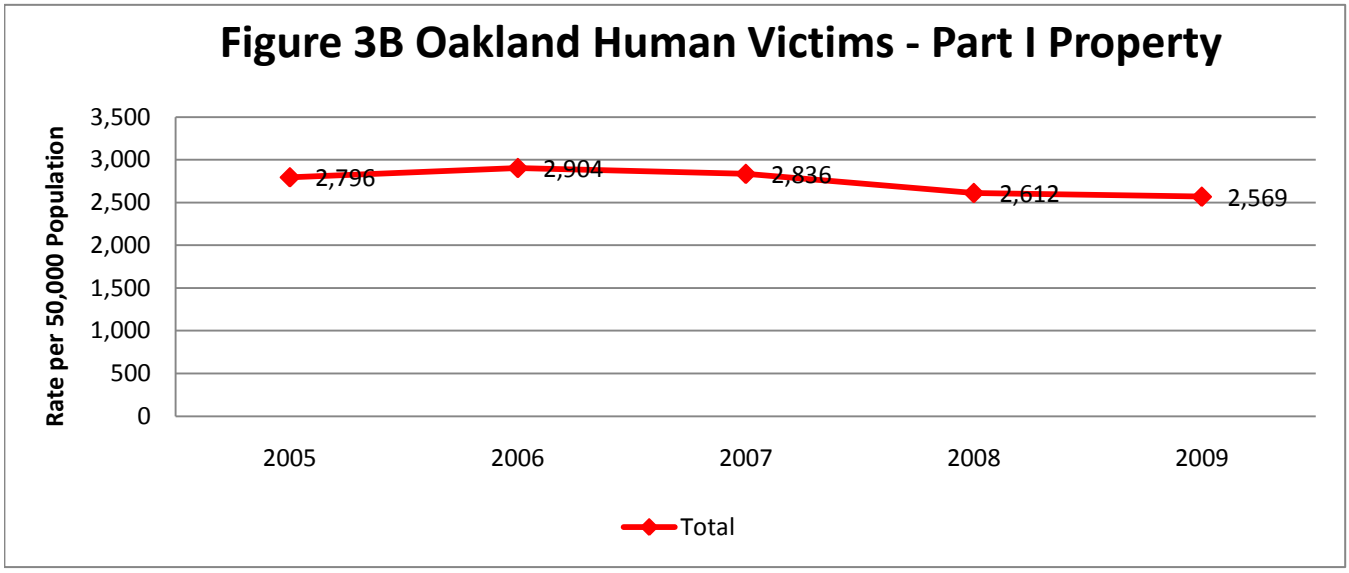


Figure 3B Oakland Human Victims - Part I Property
Rate per 50,000 Population
3,500
3,000
2,500
2,000
1,500
1,000
500
0
2,796
2,904
2,836
2,612
2,569
2005
2006
2007
2008
2009
Total

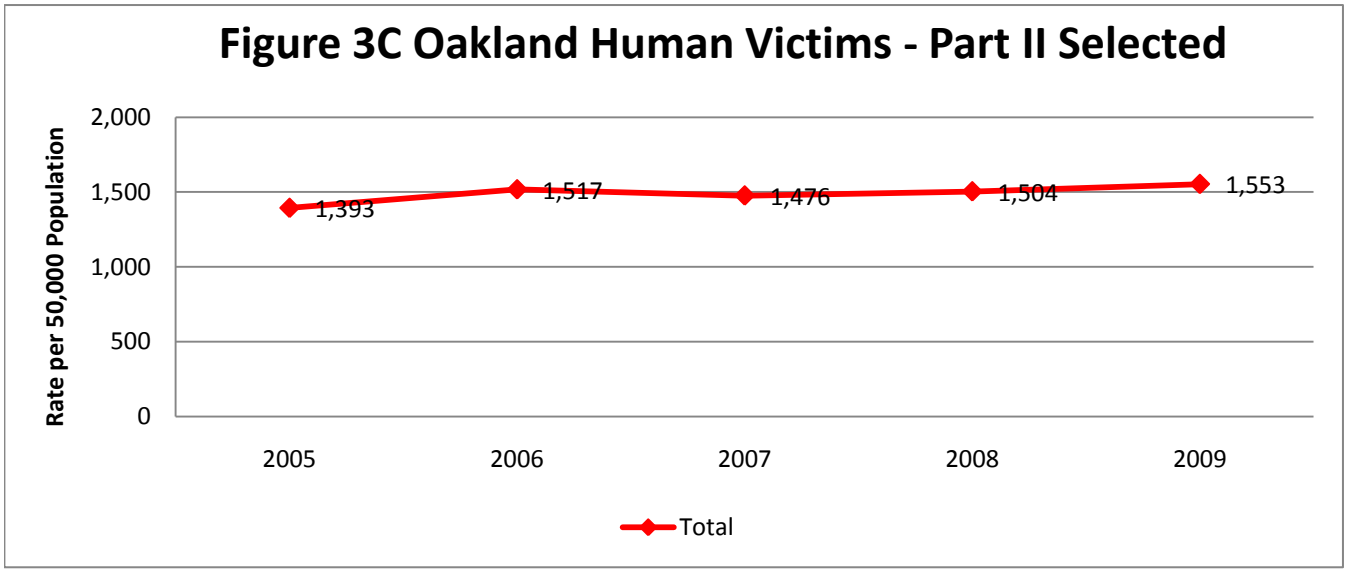


Figure 3C Oakland Human Victims - Part II Selected
Rate per 50,000 Population
2,000
1,500
1,000
500
0
1,393
1,517
1,476
1,504
1,553
2005
2006
2007
2008
2009
Total

Table 7
Victimization Rate per 50,000 - Human Victims
Total - All

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	127	16	203	25	141	18	177	22	155	19
Violent	Rape	317	40	329	41	303	38	277	35	281	35
Crimes	Robbery	3,293	412	4,129	517	4,127	517	4,060	508	3,871	485
	Assault	2,888	361	3,639	455	3,415	427	3,593	450	3,113	390
Total Part I Violent		**6,625**	**829**	**8,300**	**1,039**	**7,986**	**1,000**	**8,107**	**1,015**	**7,420**	**929**
Part I	Burglary	4,760	596	4,233	530	3,965	496	4,003	501	4,668	584
Property	Larceny	8,905	1,115	8,676	1,086	8,936	1,118	9,012	1,128	9,607	1,202
Crimes	Auto Theft	8,487	1,062	10,084	1,262	9,588	1,200	7,666	960	6,103	764
	Arson	186	23	211	26	168	21	191	24	147	18
Total Part I Property		**22,338**	**2,796**	**23,204**	**2,904**	**22,657**	**2,836**	**20,872**	**2,612**	**20,525**	**2,569**
Selected	Battery	5,541	694	6,240	781	6,171	772	6,486	812	6,663	834
Part II	Forgery	778	97	678	85	791	99	690	86	551	69
Crimes	Fraud	853	107	874	109	997	125	1,167	146	1,101	138
	Embezzlement	29	4	22	3	35	4	51	6	69	9
	Vandalism	2,315	290	2,561	321	2,253	282	2,222	278	2,889	362
	Other Sex	551	69	653	82	609	76	494	62	424	53
	Against Family	1,066	133	1,094	137	938	117	906	113	711	89
Total Selected Part II		**11,133**	**1,393**	**12,122**	**1,517**	**11,794**	**1,476**	**12,016**	**1,504**	**12,408**	**1,553**
Total		**40,096**	**5,019**	**43,626**	**5,460**	**42,437**	**5,312**	**40,995**	**5,131**	**40,353**	**5,051**

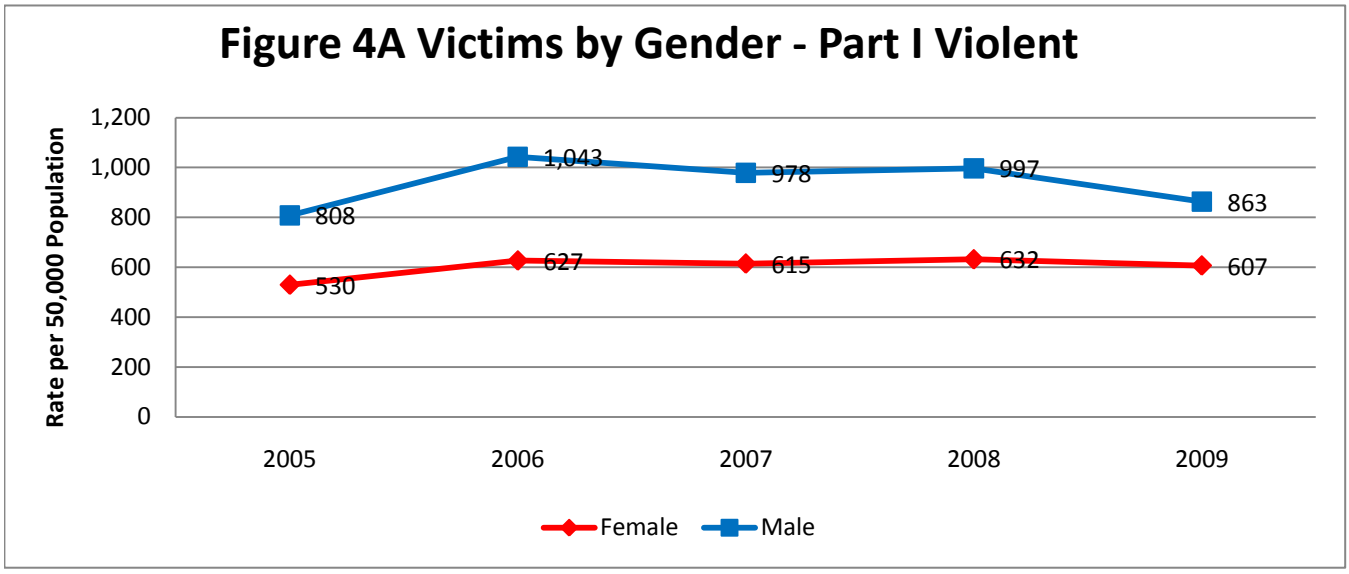


Figure 4A Victims by Gender - Part I Violent
Rate per 50,000 Population
1,200
1,000
800
600
400
200
0
2005
2006
2007
2008
2009
808
1,043
978
997
863
530
627
615
632
607
Female
Male

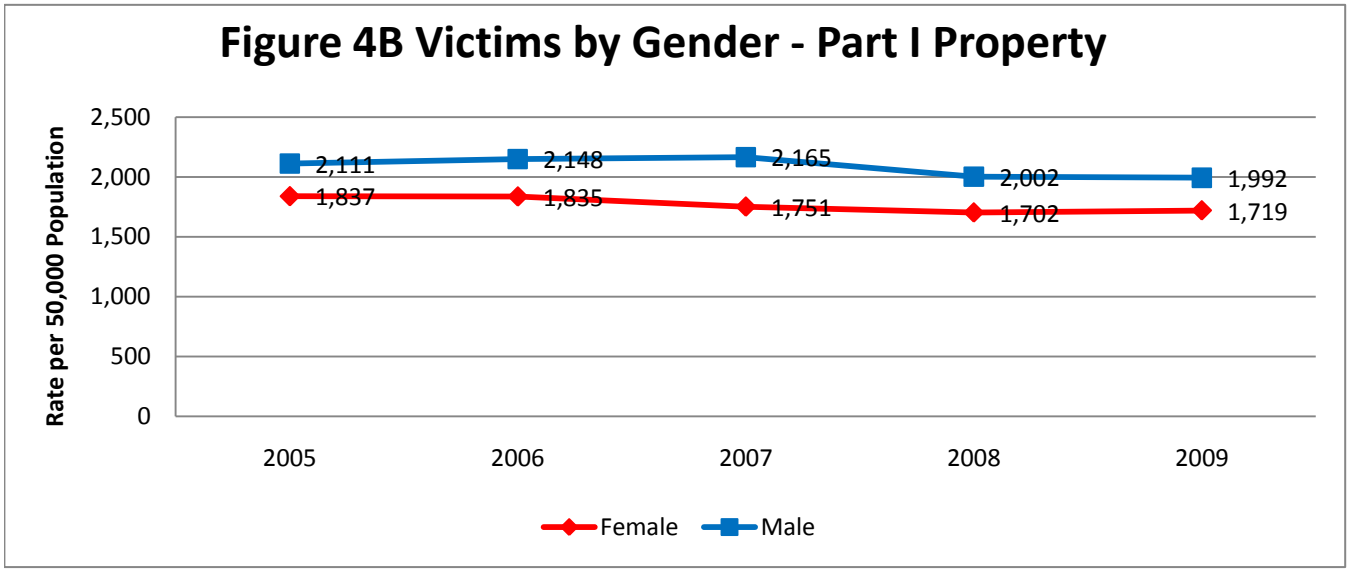


Figure 4B Victims by Gender - Part I Property
Rate per 50,000 Population
2,500
2,000
1,500
1,000
500
0
2005
2006
2007
2008
2009
2,111
2,148
2,165
2,002
1,992
1,837
1,835
1,751
1,702
1,719
Female
Male

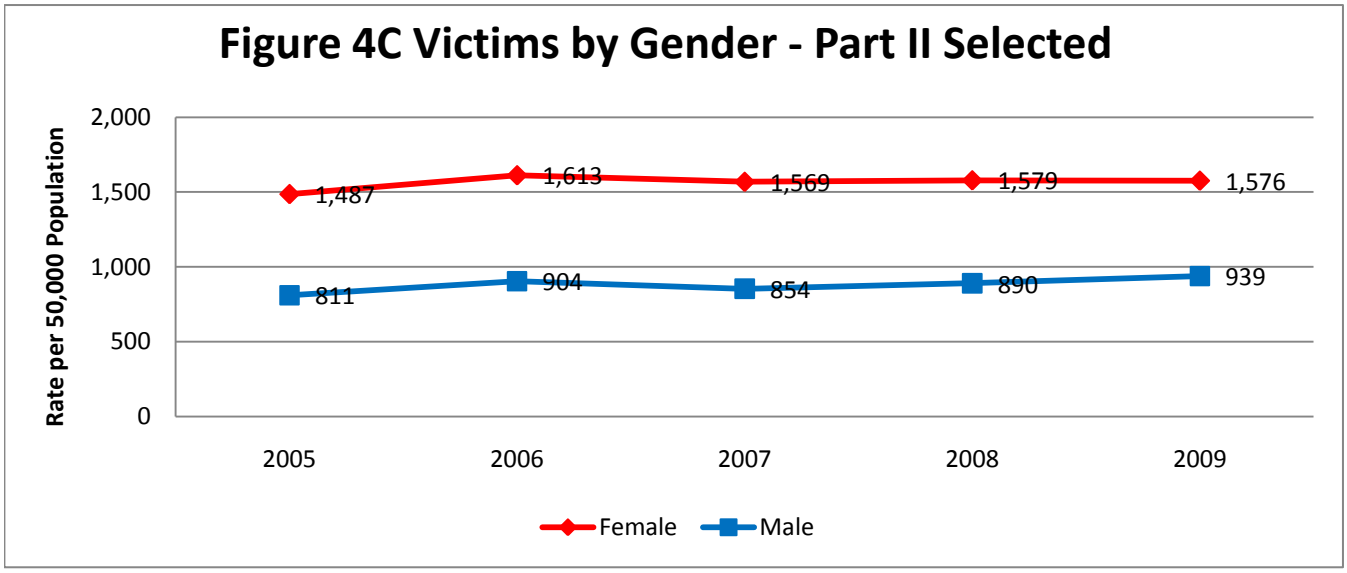


Figure 4C Victims by Gender - Part II Selected
Rate per 50,000 Population
2,000
1,500
1,000
500
0
2005
2006
2007
2008
2009
1,487
1,613
1,569
1,579
1,576
811
904
854
890
939
Female
Male

Table 8
Victimization Rate per 50,000 - Human Victims
Females - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	10	2	28	7	16	4	21	5	25	6
Violent	Rape	230	56	227	55	188	45	191	46	189	46
Crimes	Robbery	852	206	1,069	259	1,083	262	1,115	270	1,074	260
	Assault	1,100	266	1,268	307	1,255	304	1,285	311	1,222	296
Total Part I Violent		**2,192**	**530**	**2,592**	**627**	**2,542**	**615**	**2,612**	**632**	**2,510**	**607**
Part I	Burglary	2,201	532	1,934	468	1,785	432	1,907	461	2,251	544
Property	Larceny	3,506	848	3,385	819	3,263	789	3,340	808	3,325	804
Crimes	Auto Theft	1,846	446	2,212	535	2,141	518	1,741	421	1,491	361
	Arson	44	11	57	14	49	12	47	11	41	10
Total Part I Property		**7,597**	**1,837**	**7,588**	**1,835**	**7,238**	**1,751**	**7,035**	**1,702**	**7,108**	**1,719**
Selected	Battery	3,343	809	3,630	878	3,600	871	3,742	905	3,869	936
Part II	Forgery	336	81	277	67	337	82	331	80	228	55
Crimes	Fraud	329	80	437	106	503	122	593	143	512	124
	Embezzlement	9	2	9	2	9	2	6	1	4	1
	Vandalism	1,082	262	1,207	292	1,105	267	995	241	1,231	298
	Other Sex	332	80	432	104	378	91	312	75	245	59
	Against Family	715	173	675	163	553	134	548	133	428	104
Total Selected Part II		**6,146**	**1,487**	**6,667**	**1,613**	**6,485**	**1,569**	**6,527**	**1,579**	**6,517**	**1,576**
Total		**15,935**	**3,854**	**16,847**	**4,075**	**16,265**	**3,934**	**16,174**	**3,912**	**16,135**	**3,903**

Table 9
Victimization Rate per 50,000 - Human Victims
Males - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	95	25	133	35	98	25	116	30	96	25
Violent	Rape	2	1	3	1	7	2	2	1	7	2
Crimes	Robbery	1,686	437	2,138	555	2,146	557	2,091	542	1,910	495
	Assault	1,333	346	1,748	453	1,521	395	1,635	424	1,314	341
Total Part I Violent		**3,116**	**808**	**4,022**	**1,043**	**3,772**	**978**	**3,844**	**997**	**3,327**	**863**
Part I	Burglary	2,020	524	1,765	458	1,755	455	1,725	447	2,037	528
Property	Larceny	3,009	781	2,861	742	2,990	776	3,010	781	3,114	808
Crimes	Auto Theft	3,039	788	3,583	929	3,558	923	2,932	761	2,486	645
	Arson	69	18	72	19	42	11	51	13	44	11
Total Part I Property		**8,137**	**2,111**	**8,281**	**2,148**	**8,345**	**2,165**	**7,718**	**2,002**	**7,681**	**1,992**
Selected	Battery	1,451	376	1,682	436	1,602	416	1,716	445	1,749	454
Part II	Forgery	216	56	231	60	256	66	209	54	197	51
Crimes	Fraud	282	73	265	69	304	79	374	97	374	97
	Embezzlement	11	3	8	2	6	2	7	2	7	2
	Vandalism	824	214	896	232	746	194	794	206	1,032	268
	Other Sex	103	27	109	28	96	25	77	20	69	18
	Against Family	238	62	294	76	281	73	255	66	190	49
Total Selected Part II		**3,125**	**811**	**3,485**	**904**	**3,291**	**854**	**3,432**	**890**	**3,618**	**939**
Total		**14,378**	**3,730**	**15,788**	**4,095**	**15,408**	**3,997**	**14,994**	**3,889**	**14,626**	**3,794**

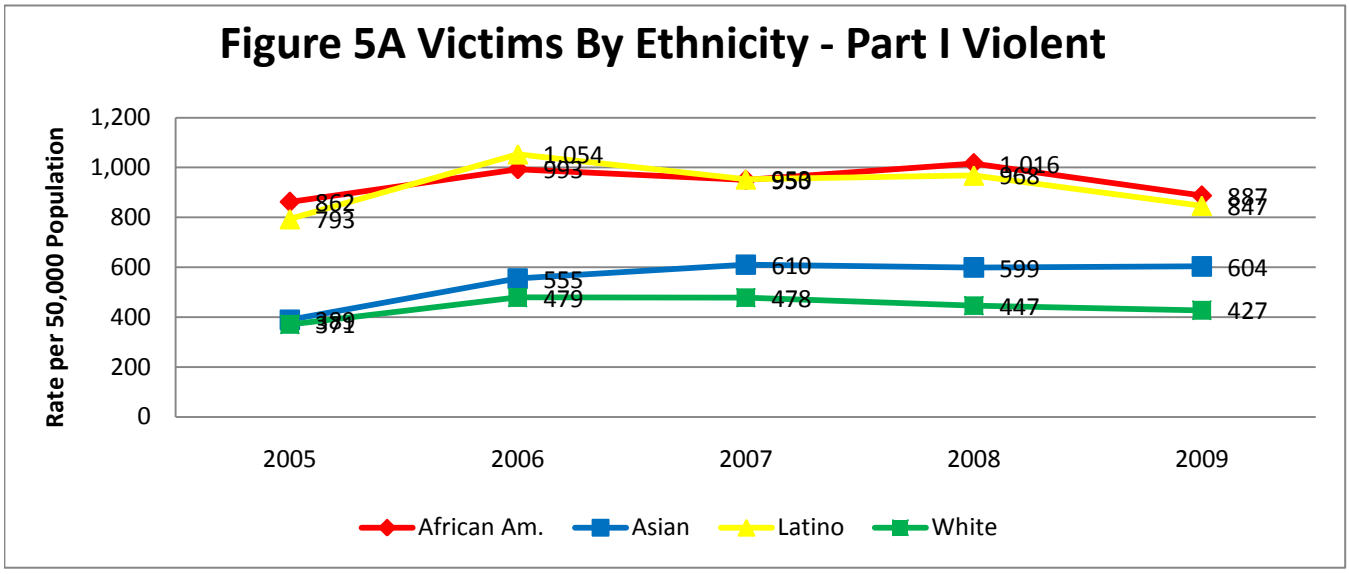


Figure 5A Victims By Ethnicity - Part I Violent
Rate per 50,000 Population
1,200
1,000
800
600
400
200
0
2005
2006
2007
2008
2009
1,054
993
1,016
968
862
793
887
847
555
479
610
478
599
447
604
427
African Am.
Asian
Latino
White

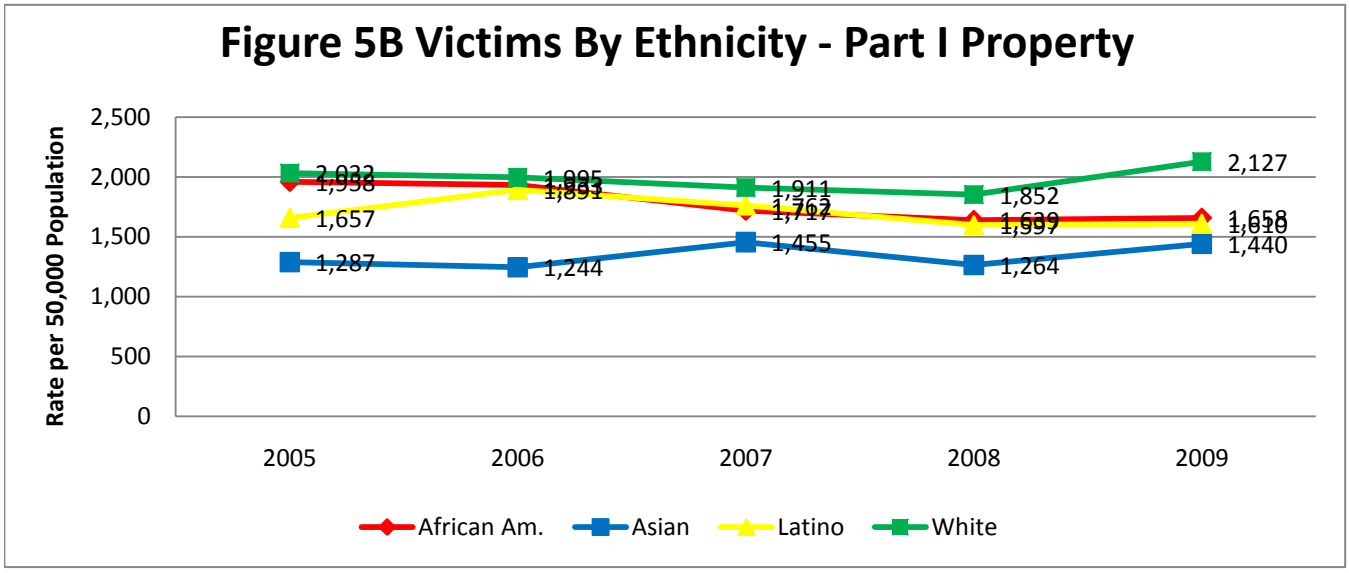


Figure 5B Victims By Ethnicity - Part I Property
Rate per 50,000 Population
2,500
2,000
1,500
1,000
500
0
2005
2006
2007
2008
2009
2,127
1,852
1,911
1,657
1,287
1,244
1,455
1,264
1,440
African Am.
Asian
Latino
White

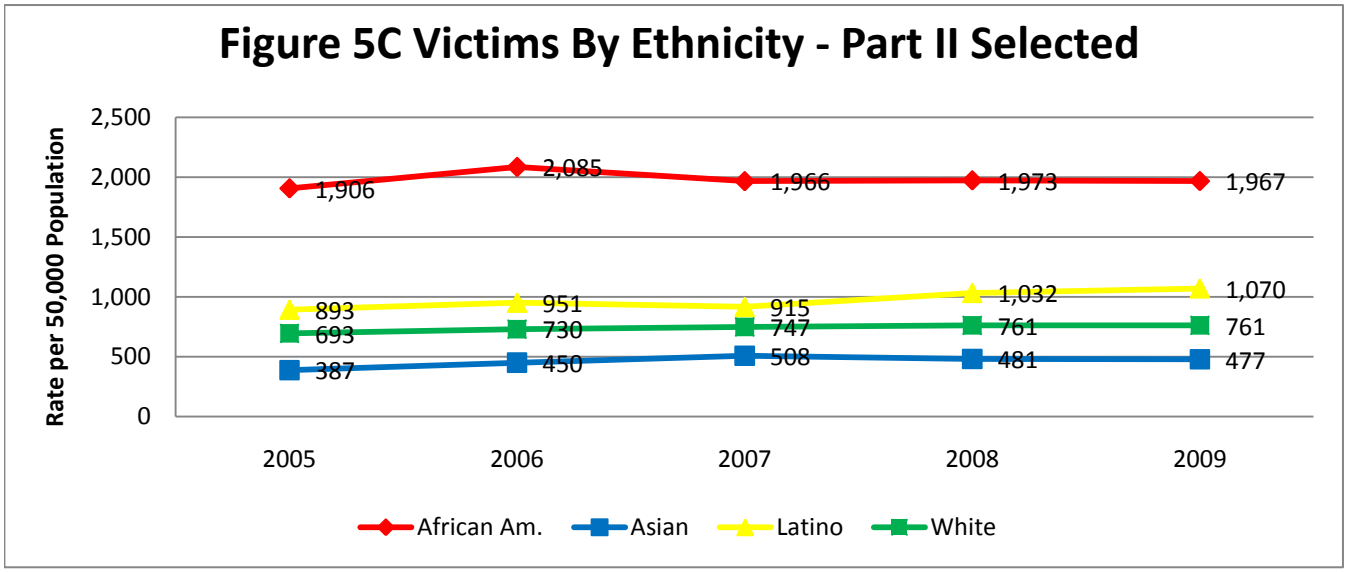


Figure 5C Victims By Ethnicity - Part II Selected
Rate per 50,000 Population
2,500
2,000
1,500
1,000
500
0
2005
2006
2007
2008
2009
1,906
2,085
1,966
1,973
1,967
893
951
915
1,032
1,070
693
730
747
761
761
387
450
508
481
477
African Am.
Asian
Latino
White

Table 10
Victimization Rate per 50,000 - Human Victims
African Am. - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	69	25	103	37	75	27	103	37	72	26
Violent	Rape	145	52	156	56	123	44	126	45	123	44
Crimes	Robbery	709	253	743	265	794	283	943	336	790	282
	Assault	1,494	533	1,782	636	1,671	596	1,677	598	1,502	536
Total Part I Violent		**2,417**	**862**	**2,784**	**993**	**2,663**	**950**	**2,849**	**1,016**	**2,487**	**887**
Part I	Burglary	1,350	482	1,219	435	1,049	374	1,187	424	1,410	503
Property	Larceny	2,359	842	2,203	786	1,939	692	1,956	698	1,964	701
Crimes	Auto Theft	1,723	615	1,936	691	1,775	633	1,409	503	1,225	437
	Arson	56	20	60	21	50	18	42	15	48	17
Total Part I Property		**5,488**	**1,958**	**5,418**	**1,933**	**4,813**	**1,717**	**4,594**	**1,639**	**4,647**	**1,658**
Selected	Battery	3,036	1,083	3,385	1,208	3,169	1,131	3,332	1,189	3,426	1,222
Part II	Forgery	267	95	220	78	269	96	264	94	196	70
Crimes	Fraud	257	92	332	118	353	126	428	153	395	141
	Embezzlement	7	2	8	3	7	2	5	2	4	1
	Vandalism	921	329	1,035	369	905	323	802	286	952	340
	Other Sex	227	81	280	100	267	95	206	73	158	56
	Against Family	628	224	585	209	541	193	493	176	383	137
Total Selected Part II		**5,343**	**1,906**	**5,845**	**2,085**	**5,511**	**1,966**	**5,530**	**1,973**	**5,514**	**1,967**
Total		**13,248**	**4,727**	**14,047**	**5,012**	**12,987**	**4,634**	**12,973**	**4,629**	**12,648**	**4,513**

Table 11
Victimization Rate per 50,000 - Human Victims
Asian - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	4	3	5	4	1	1	1	1	9	7
Violent	Rape	11	9	10	8	13	11	3	2	4	3
Crimes	Robbery	370	306	530	439	625	517	578	479	620	513
	Assault	85	70	125	103	98	81	142	118	96	79
Total Part I Violent		**470**	**389**	**670**	**555**	**737**	**610**	**724**	**599**	**729**	**604**
Part I	Burglary	507	420	387	320	576	477	482	399	652	540
Property	Larceny	621	514	640	530	620	513	564	467	671	556
Crimes	Auto Theft	421	349	474	392	555	459	478	396	415	344
	Arson	6	5	2	2	6	5	3	2	1	1
Total Part I Property		**1,555**	**1,287**	**1,503**	**1,244**	**1,757**	**1,455**	**1,527**	**1,264**	**1,739**	**1,440**
Selected	Battery	169	140	188	156	236	195	217	180	229	190
Part II	Forgery	44	36	46	38	47	39	47	39	25	21
Crimes	Fraud	63	52	76	63	112	93	113	94	90	75
	Embezzlement	1	1	3	2	1	1	2	2	0	0
	Vandalism	156	129	188	156	168	139	162	134	197	163
	Other Sex	13	11	17	14	22	18	12	10	12	10
	Against Family	22	18	25	21	27	22	28	23	23	19
Total Selected Part II		**468**	**387**	**543**	**450**	**613**	**508**	**581**	**481**	**576**	**477**
Total		**2,493**	**2,064**	**2,716**	**2,249**	**3,107**	**2,572**	**2,832**	**2,345**	**3,044**	**2,520**

Table 12
Victimization Rate per 50,000 - Human Victims
Latino - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	27	15	45	26	26	15	26	15	19	11
Violent	Rape	44	25	32	18	26	15	30	17	34	19
Crimes	Robbery	785	449	1,038	593	989	565	927	530	852	487
	Assault	532	304	728	416	626	358	711	406	577	330
Total Part I Violent		**1,388**	**793**	**1,843**	**1,054**	**1,667**	**953**	**1,694**	**968**	**1,482**	**847**
Part I	Burglary	722	413	620	354	549	314	556	318	648	370
Property	Larceny	853	488	878	502	741	424	754	431	839	480
Crimes	Auto Theft	1,304	745	1,787	1,022	1,776	1,015	1,469	840	1,313	751
	Arson	20	11	23	13	16	9	15	9	16	9
Total Part I Property		**2,899**	**1,657**	**3,308**	**1,891**	**3,082**	**1,762**	**2,794**	**1,597**	**2,816**	**1,610**
Selected	Battery	888	508	966	552	965	552	1,103	631	1,158	662
Part II	Forgery	42	24	43	25	59	34	49	28	56	32
Crimes	Fraud	93	53	81	46	82	47	124	71	114	65
	Embezzlement	3	2	1	1	1	1	2	1	3	2
	Vandalism	267	153	262	150	242	138	260	149	353	202
	Other Sex	127	73	155	89	124	71	118	67	85	49
	Against Family	142	81	156	89	128	73	150	86	102	58
Total Selected Part II		**1,562**	**893**	**1,664**	**951**	**1,601**	**915**	**1,806**	**1,032**	**1,871**	**1,070**
Total		**5,849**	**3,344**	**6,815**	**3,896**	**6,350**	**3,630**	**6,294**	**3,598**	**6,169**	**3,526**

Table 13
Victimization Rate per 50,000 - Human Victims
White - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	1	1	3	2	5	3	4	2	10	5
Violent	Rape	26	14	24	13	26	14	26	14	28	15
Crimes	Robbery	484	258	634	337	628	334	584	311	559	298
	Assault	186	99	239	127	240	128	225	120	206	110
Total Part I Violent		**697**	**371**	**900**	**479**	**899**	**478**	**839**	**447**	**803**	**427**
Part I	Burglary	1,225	652	1,062	565	1,052	560	1,032	549	1,287	685
Property	Larceny	1,574	838	1,527	813	1,378	733	1,469	782	1,937	1,031
Crimes	Auto Theft	1,007	536	1,139	606	1,152	613	964	513	765	407
	Arson	12	6	21	11	8	4	14	7	7	4
Total Part I Property		**3,818**	**2,032**	**3,749**	**1,995**	**3,590**	**1,911**	**3,479**	**1,852**	**3,996**	**2,127**
Selected	Battery	470	250	517	275	590	314	554	295	533	284
Part II	Forgery	140	75	127	68	144	77	123	65	102	54
Crimes	Fraud	134	71	121	64	181	96	223	119	209	111
	Embezzlement	8	4	3	2	2	1	3	2	3	2
	Vandalism	381	203	412	219	356	189	407	217	458	244
	Other Sex	45	24	45	24	33	18	30	16	37	20
	Against Family	125	67	146	78	98	52	90	48	87	46
Total Selected Part II		**1,303**	**693**	**1,371**	**730**	**1,404**	**747**	**1,430**	**761**	**1,429**	**761**
Total		**5,818**	**3,096**	**6,020**	**3,204**	**5,893**	**3,136**	**5,748**	**3,059**	**6,228**	**3,315**

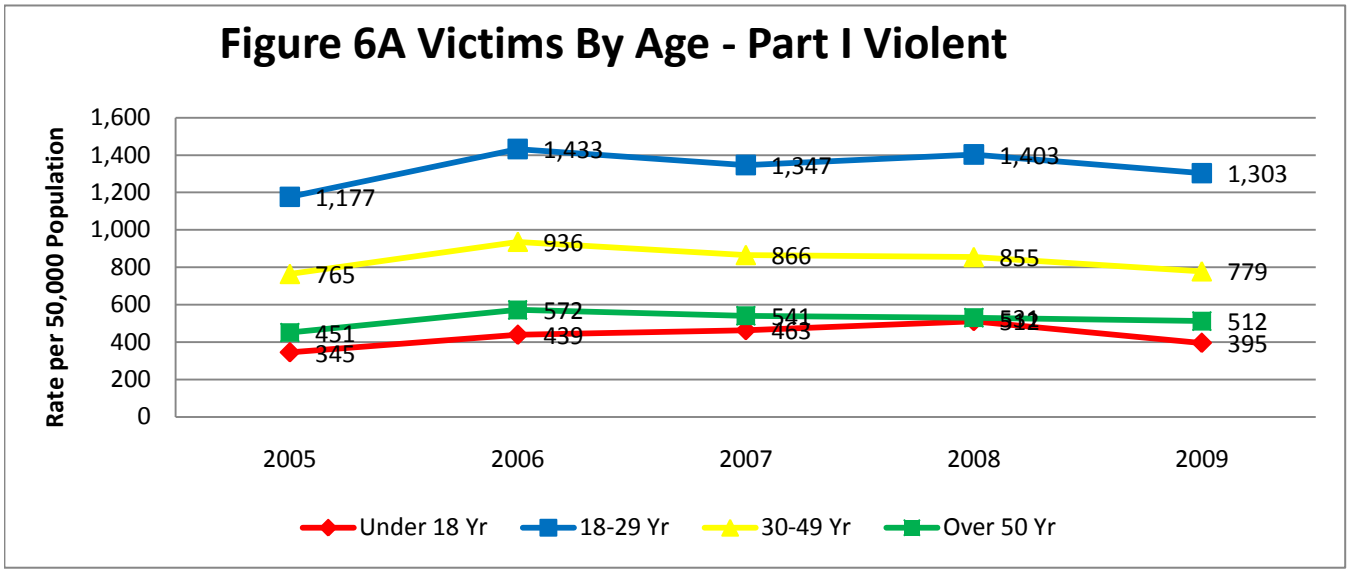


Figure 6A Victims By Age - Part I Violent
Rate per 50,000 Population
1,600
1,400
1,200
1,000
800
600
400
200
0
2005
2006
2007
2008
2009
1,177
1,433
1,347
1,403
1,303
765
936
866
855
779
451
572
541
531
512
345
439
463
511
395
Under 18 Yr
18-29 Yr
30-49 Yr
Over 50 Yr

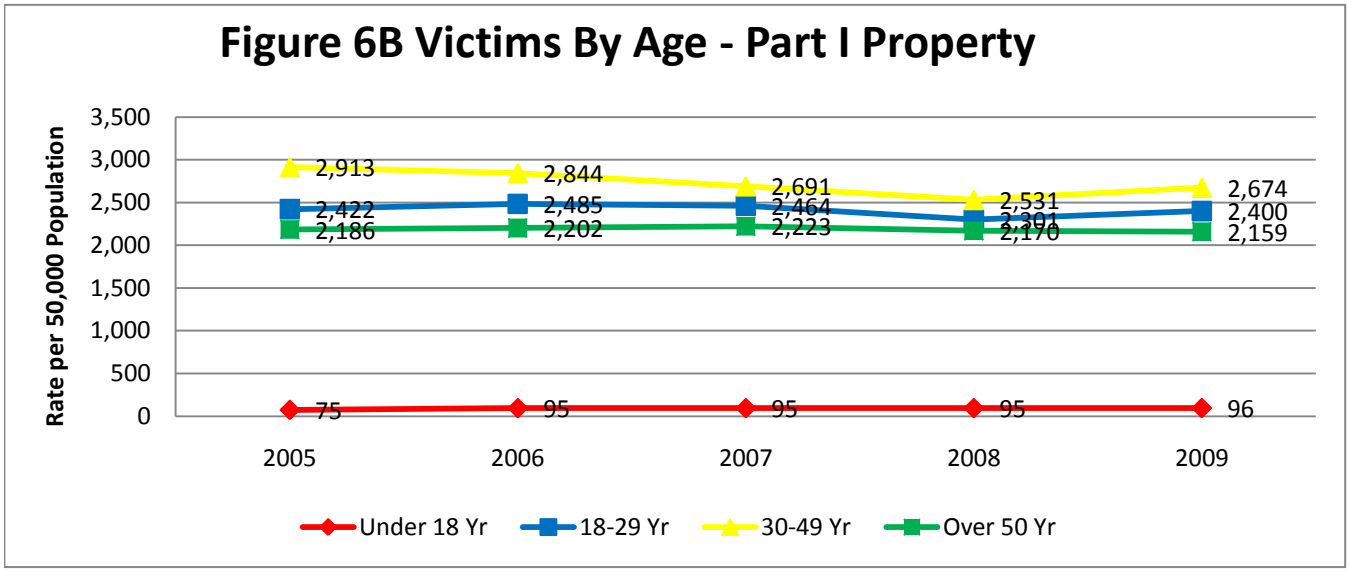


Figure 6B Victims By Age - Part I Property
Rate per 50,000 Population
3,500
3,000
2,500
2,000
1,500
1,000
500
0
2005
2006
2007
2008
2009
2,913
2,844
2,691
2,531
2,674
2,422
2,485
2,464
2,391
2,400
2,186
2,202
2,223
2,170
2,159
75
95
95
95
96
Under 18 Yr
18-29 Yr
30-49 Yr
Over 50 Yr

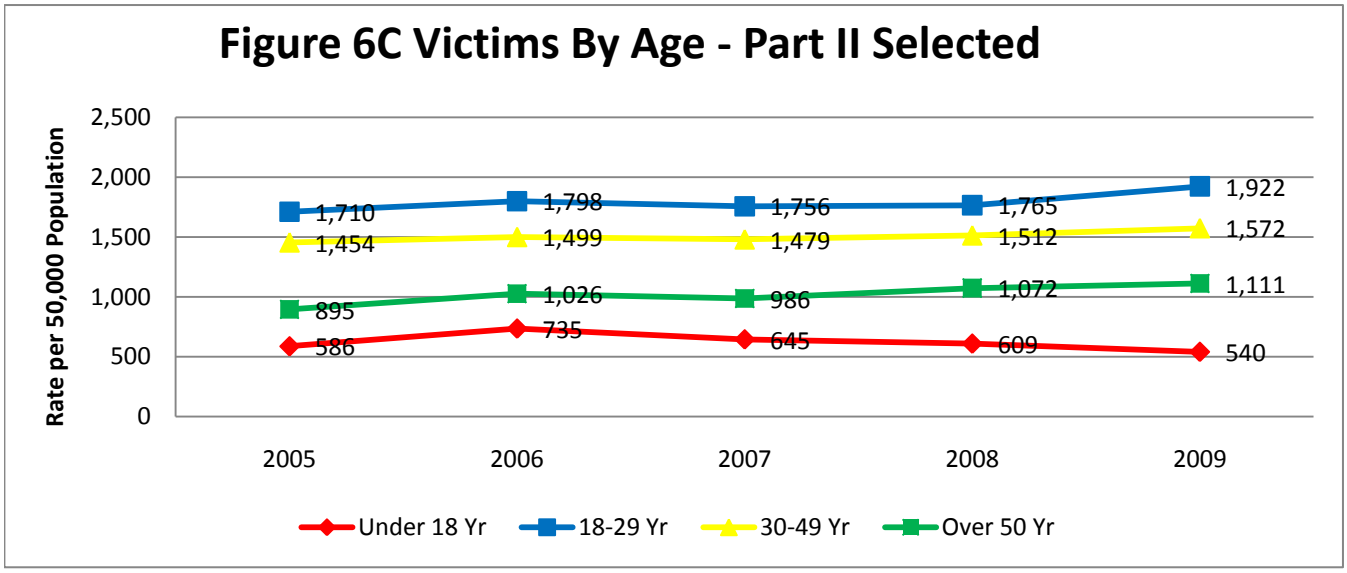


Figure 6C Victims By Age - Part II Selected
Rate per 50,000 Population
2,500
2,000
1,500
1,000
500
0
2005
2006
2007
2008
2009
1,710
1,798
1,756
1,765
1,922
1,454
1,499
1,479
1,512
1,572
895
1,026
986
1,072
1,111
586
735
645
609
540
Under 18 Yr
18-29 Yr
30-49 Yr
Over 50 Yr

Table 14
Victimization Rate per 50,000 - Human Victims
Under 18 Yr - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	11	6	22	11	10	5	11	6	15	8
Violent	Rape	74	37	85	43	81	41	57	29	56	28
Crimes	Robbery	212	106	223	112	275	138	341	171	287	144
	Assault	391	196	545	273	558	280	612	307	431	216
Total Part I Violent		**688**	**345**	**875**	**439**	**924**	**463**	**1,021**	**512**	**789**	**395**
Part I	Burglary	19	10	31	16	36	18	43	22	34	17
Property	Larceny	111	56	129	65	136	68	135	68	150	75
Crimes	Auto Theft	17	9	28	14	16	8	11	6	7	4
	Arson	2	1	1	1	1	1	0	0	0	0
Total Part I Property		**149**	**75**	**189**	**95**	**189**	**95**	**189**	**95**	**191**	**96**
Selected	Battery	681	341	825	413	673	337	686	344	686	344
Part II	Forgery	0	0	1	1	6	3	3	2	3	2
Crimes	Fraud	11	6	8	4	6	3	18	9	9	5
	Embezzlement	2	1	0	0	0	0	1	1	0	0
	Vandalism	11	6	15	8	14	7	8	4	22	11
	Other Sex	340	170	409	205	377	189	287	144	238	119
	Against Family	125	63	208	104	210	105	212	106	120	60
Total Selected Part II		**1,170**	**586**	**1,466**	**735**	**1,286**	**645**	**1,215**	**609**	**1,078**	**540**
Total		**2,007**	**1,006**	**2,530**	**1,268**	**2,399**	**1,202**	**2,425**	**1,215**	**2,058**	**1,031**

Table 15
Victimization Rate per 50,000 - Human Victims
18 to 29 Yr - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	45	30	87	58	55	37	73	49	54	36
Violent	Rape	90	60	62	41	63	42	60	40	72	48
Crimes	Robbery	862	573	1,016	675	1,035	688	1,028	683	986	655
	Assault	774	515	990	658	873	580	950	631	848	564
Total Part I Violent		**1,771**	**1,177**	**2,155**	**1,433**	**2,026**	**1,347**	**2,111**	**1,403**	**1,960**	**1,303**
Part I	Burglary	804	534	745	495	684	455	687	457	807	536
Property	Larceny	1,548	1,029	1,403	933	1,465	974	1,451	965	1,671	1,111
Crimes	Auto Theft	1,274	847	1,565	1,040	1,537	1,022	1,304	867	1,114	741
	Arson	18	12	26	17	20	13	19	13	19	13
Total Part I Property		**3,644**	**2,422**	**3,739**	**2,485**	**3,706**	**2,464**	**3,461**	**2,301**	**3,611**	**2,400**
Selected	Battery	1,631	1,084	1,765	1,173	1,730	1,150	1,792	1,191	1,936	1,287
Part II	Forgery	110	73	83	55	123	82	111	74	91	60
Crimes	Fraud	134	89	183	122	180	120	202	134	196	130
	Embezzlement	2	1	1	1	1	1	1	1	1	1
	Vandalism	428	285	421	280	409	272	384	255	515	342
	Other Sex	43	29	51	34	42	28	39	26	29	19
	Against Family	224	149	201	134	157	104	126	84	124	82
Total Selected Part II		**2,572**	**1,710**	**2,705**	**1,798**	**2,642**	**1,756**	**2,655**	**1,765**	**2,892**	**1,922**
Total		**7,987**	**5,309**	**8,599**	**5,716**	**8,374**	**5,566**	**8,227**	**5,469**	**8,463**	**5,626**

Table 16
Victimization Rate per 50,000 - Human Victims
30 to 49 Yr - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	41	16	37	14	33	13	34	13	37	14
Violent	Rape	59	23	66	26	32	13	54	21	53	21
Crimes	Robbery	934	366	1,261	494	1,225	480	1,198	469	1,072	420
	Assault	919	360	1,027	402	921	361	897	351	827	324
Total Part I Violent		**1,953**	**765**	**2,391**	**936**	**2,211**	**866**	**2,183**	**855**	**1,989**	**779**
Part I	Burglary	2,179	853	1,777	696	1,705	668	1,712	670	2,041	799
Property	Larceny	3,002	1,175	2,782	1,089	2,654	1,039	2,673	1,047	2,991	1,171
Crimes	Auto Theft	2,216	868	2,654	1,039	2,486	973	2,045	801	1,764	691
	Arson	44	17	51	20	27	11	35	14	33	13
Total Part I Property		**7,441**	**2,913**	**7,264**	**2,844**	**6,872**	**2,691**	**6,465**	**2,531**	**6,829**	**2,674**
Selected	Battery	1,864	730	1,970	771	2,029	794	2,155	844	2,132	835
Part II	Forgery	235	92	218	85	229	90	227	89	172	67
Crimes	Fraud	303	119	302	118	363	142	416	163	384	150
	Embezzlement	10	4	7	3	6	2	5	2	5	2
	Vandalism	853	334	936	366	839	328	738	289	1,030	403
	Other Sex	39	15	41	16	28	11	43	17	33	13
	Against Family	410	161	355	139	284	111	279	109	260	102
Total Selected Part II		**3,714**	**1,454**	**3,829**	**1,499**	**3,778**	**1,479**	**3,863**	**1,512**	**4,016**	**1,572**
Total		**13,108**	**5,132**	**13,484**	**5,279**	**12,861**	**5,035**	**12,511**	**4,898**	**12,834**	**5,025**

Table 17
Victimization Rate per 50,000 - Human Victims
50 Yr & Over - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	8	4	15	8	13	7	13	7	14	7
Violent	Rape	11	6	13	7	14	7	18	9	15	8
Crimes	Robbery	549	284	677	350	661	341	623	322	604	312
	Assault	306	158	402	208	359	185	373	193	358	185
Total Part I Violent		**874**	**451**	**1,107**	**572**	**1,047**	**541**	**1,027**	**531**	**991**	**512**
Part I	Burglary	1,198	619	1,063	549	1,032	533	1,101	569	1,314	679
Property	Larceny	1,885	974	1,876	969	1,913	988	1,997	1,032	1,911	987
Crimes	Auto Theft	1,117	577	1,302	673	1,334	689	1,082	559	934	482
	Arson	31	16	22	11	25	13	20	10	20	10
Total Part I Property		**4,231**	**2,186**	**4,263**	**2,202**	**4,304**	**2,223**	**4,200**	**2,170**	**4,179**	**2,159**
Selected	Battery	569	294	687	355	718	371	760	393	818	423
Part II	Forgery	204	105	194	100	219	113	188	97	154	80
Crimes	Fraud	178	92	207	107	254	131	312	161	303	157
	Embezzlement	7	4	9	5	5	3	6	3	4	2
	Vandalism	571	295	676	349	539	278	634	328	751	388
	Other Sex	11	6	19	10	10	5	11	6	12	6
	Against Family	193	100	195	101	163	84	165	85	108	56
Total Selected Part II		**1,733**	**895**	**1,987**	**1,026**	**1,908**	**986**	**2,076**	**1,072**	**2,150**	**1,111**
Total		**6,838**	**3,532**	**7,357**	**3,800**	**7,259**	**3,750**	**7,303**	**3,772**	**7,320**	**3,781**

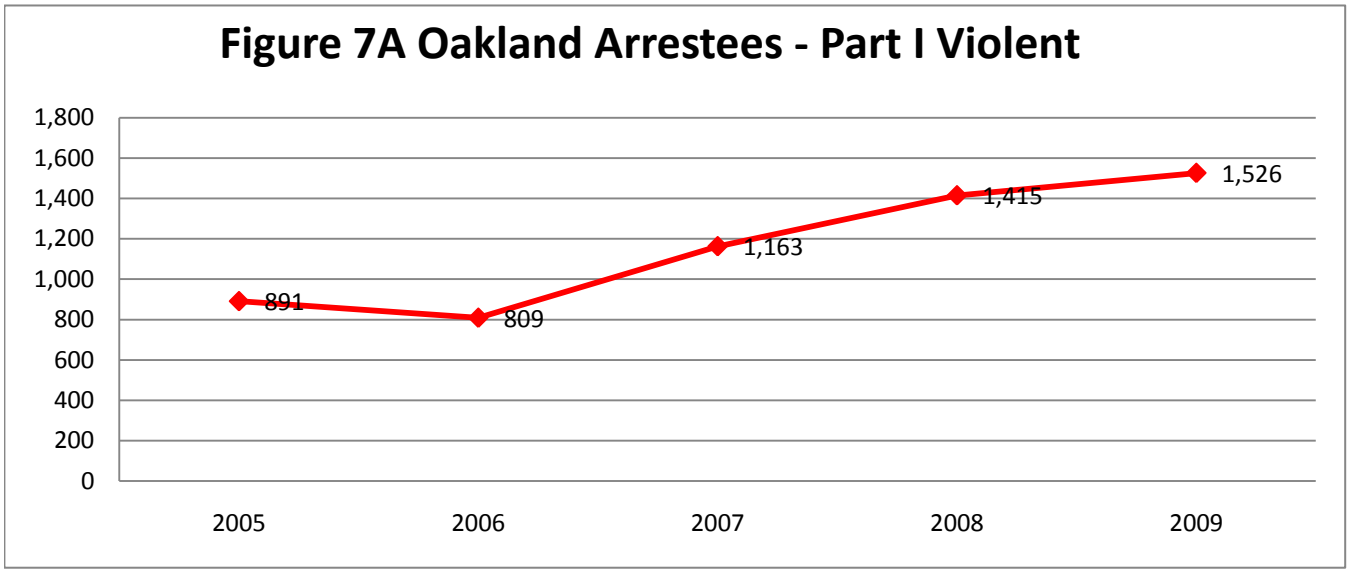


Figure 7A Oakland Arrestees - Part I Violent
1,800
1,600
1,400
1,200
1,000
800
600
400
200
0
891
809
1,163
1,415
1,526
2005
2006
2007
2008
2009

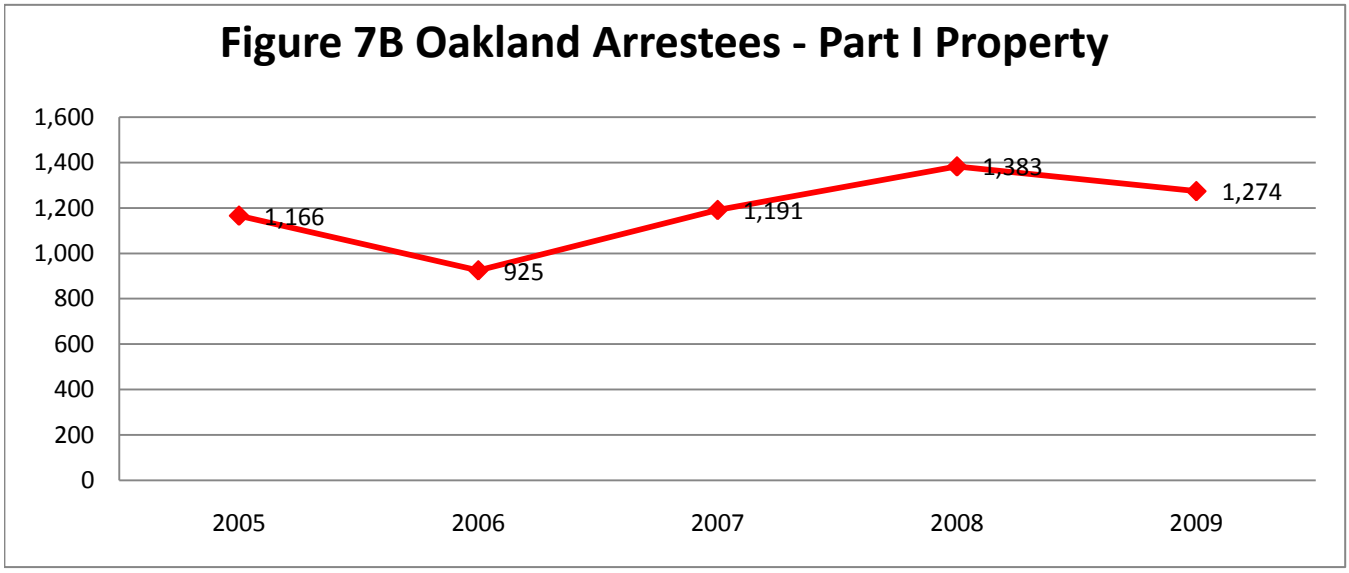


Figure 7B Oakland Arrestees - Part I Property
1,600
1,400
1,200
1,000
800
600
400
200
0
1,166
925
1,191
1,383
1,274
2005
2006
2007
2008
2009

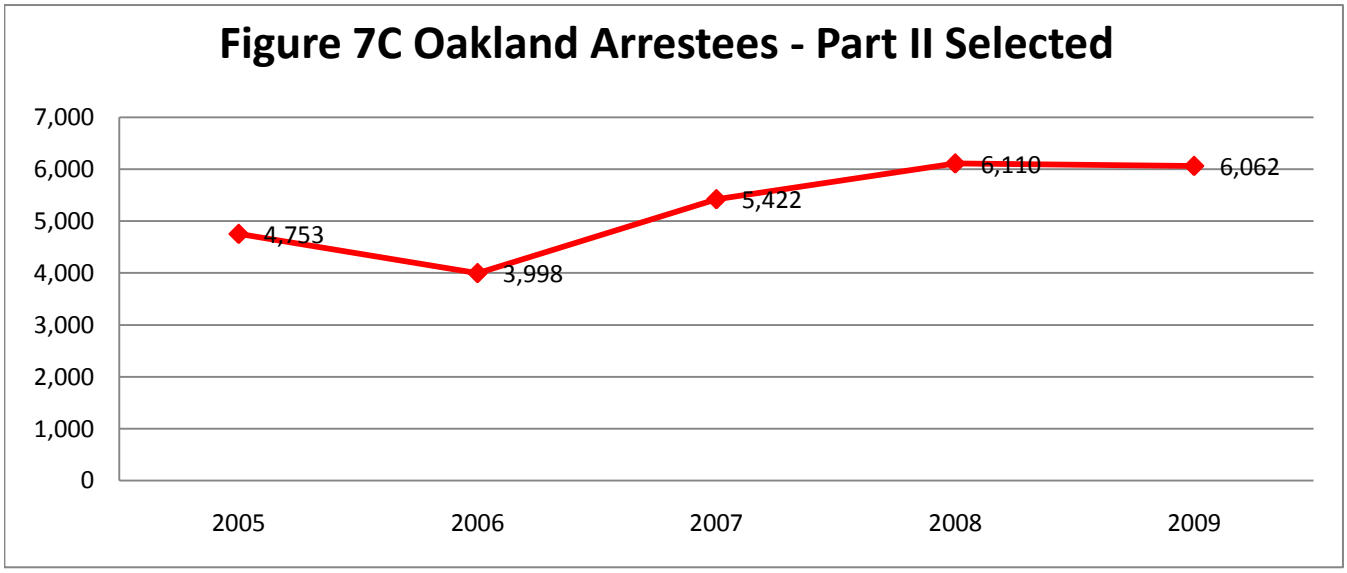
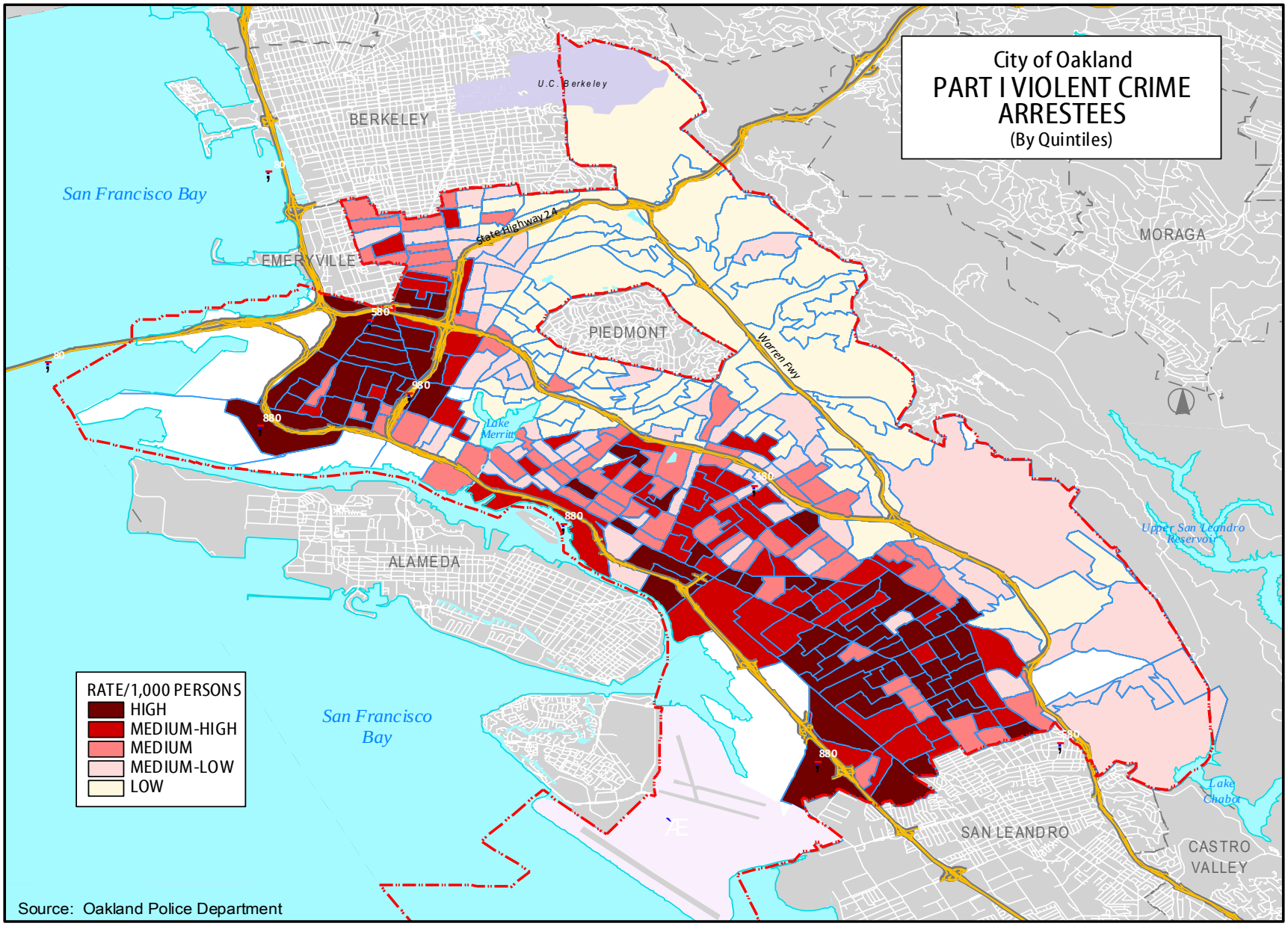
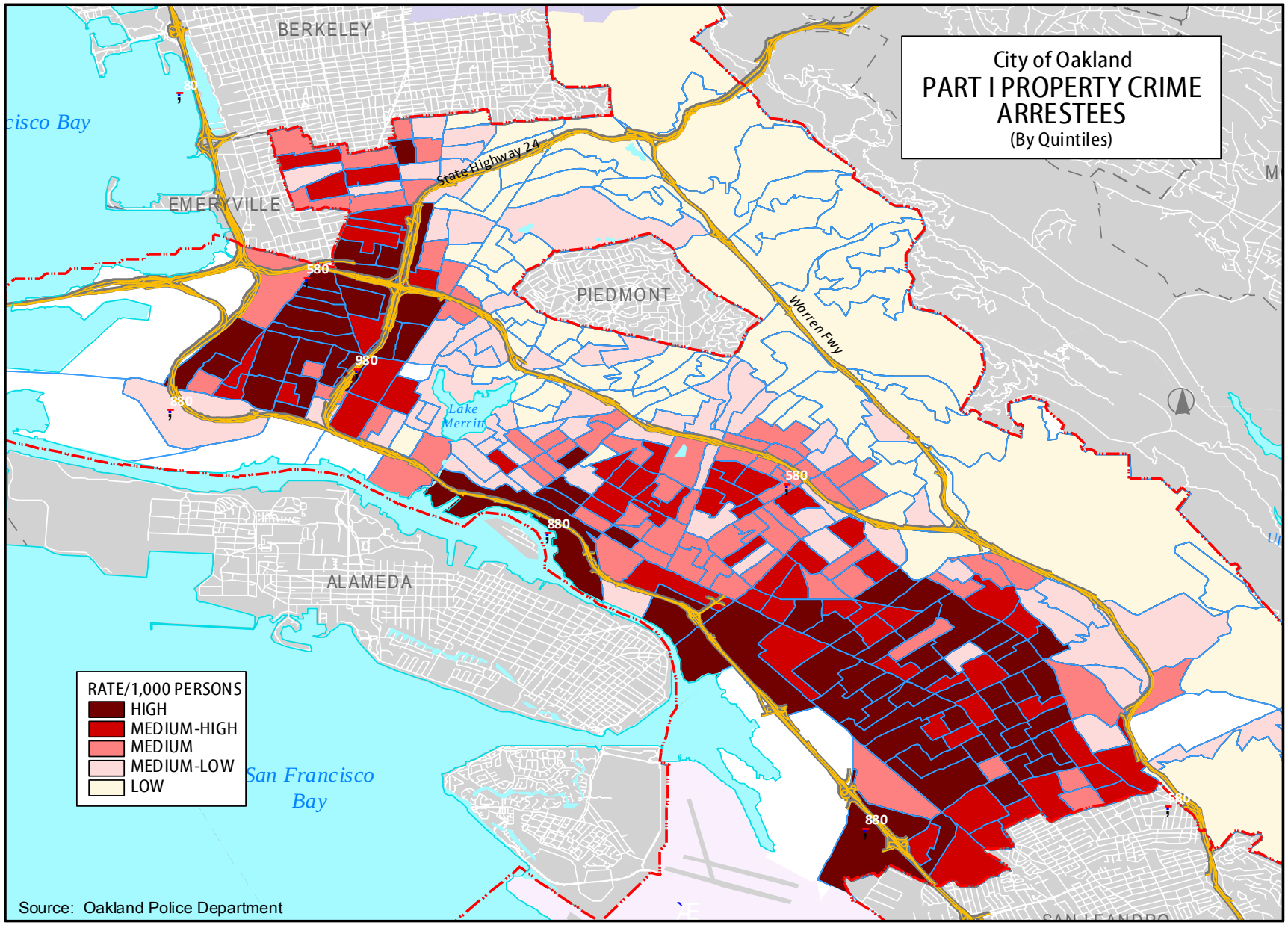


Figure 7C Oakland Arrestees - Part II Selected
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
4,753
3,998
5,422
6,110
6,062
2005
2006
2007
2008
2009

Map 7 Part I Violent Criminal Arrestees



Map 8 Part I Property Criminal Arrestees



Map 9 Part II Selected Criminal Arrestees

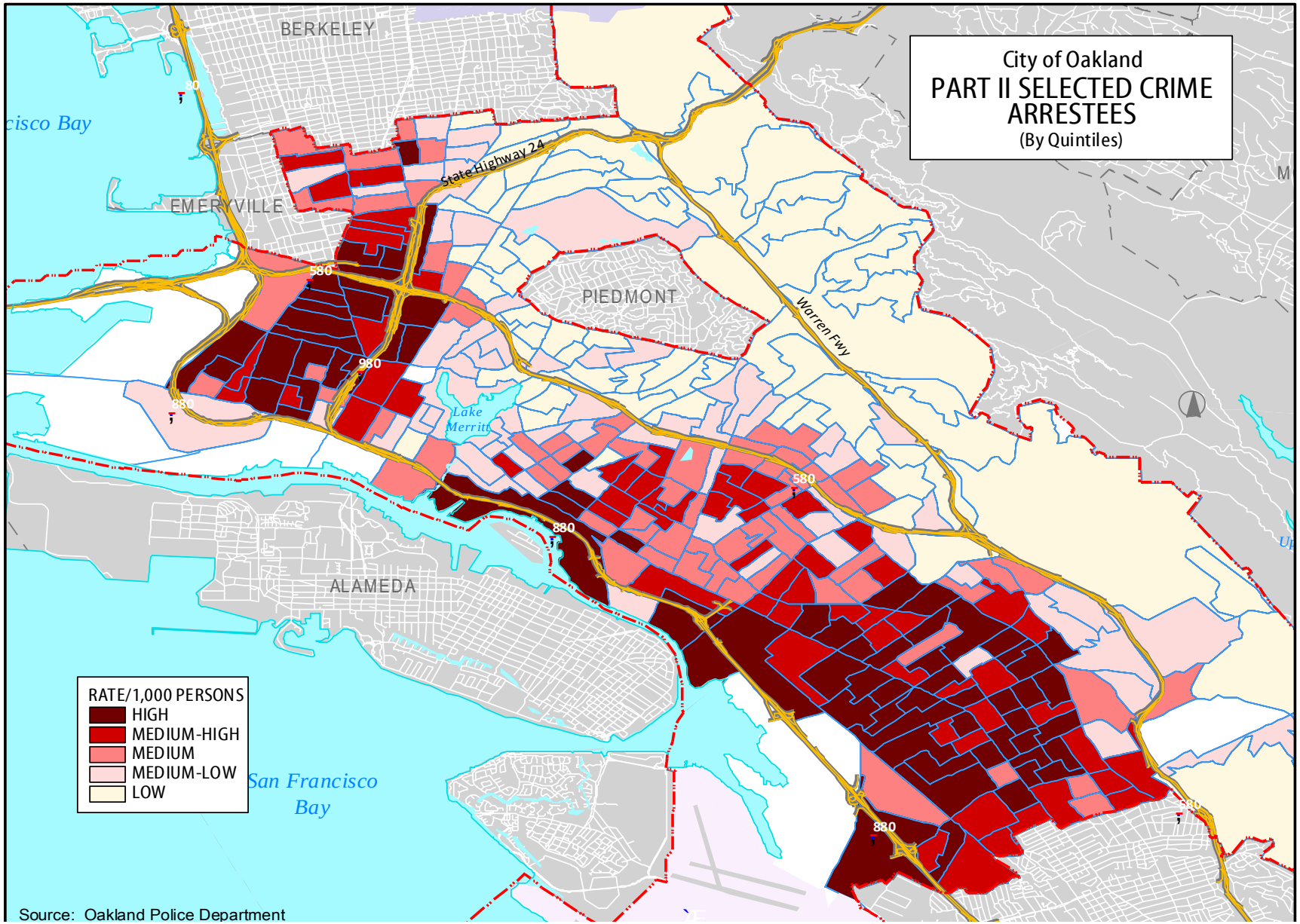


Table 18
Arrest Rate per 50,000 - Arrestees
Total - All

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	35	4	43	5	33	4	32	4	52	7
Violent	Rape	38	5	35	4	41	5	53	7	64	8
Crimes	Robbery	333	42	340	43	524	66	639	80	663	83
	Assault	671	84	555	69	814	102	968	121	1,076	135
Total Part I Violent		**1,077**	**135**	**973**	**122**	**1,412**	**177**	**1,692**	**212**	**1,855**	**232**
Part I	Burglary	228	29	156	20	270	34	271	34	416	52
Property	Larceny	638	80	545	68	772	97	1,107	139	918	115
Crimes	Auto Theft	654	82	497	62	510	64	358	45	299	37
	Arson	4	1	9	1	15	2	20	3	17	2
Total Part I Property		**1,524**	**191**	**1,207**	**151**	**1,567**	**196**	**1,756**	**220**	**1,650**	**207**
Selected	Battery	1,336	167	1,250	156	1,830	229	2,147	269	2,318	290
Part II	Forgery	184	23	142	18	164	21	169	21	101	13
Crimes	Fraud	21	3	15	2	14	2	10	1	7	1
	Embezzlement	12	2	15	2	12	2	18	2	13	2
	Vandalism	108	14	134	17	152	19	168	21	188	24
	Weapons	337	42	365	46	539	67	632	79	646	81
	Prostitution	523	65	556	70	567	71	452	57	756	95
	Other Sex	77	10	81	10	76	10	132	17	119	15
	Drug - Sell	865	108	503	63	570	71	605	76	558	70
	Drug - Possession	2,329	292	1,909	239	2,715	340	3,182	398	2,854	357
	Against Family	181	23	121	15	147	18	163	20	143	18
Total Selected Part II		**5,973**	**748**	**5,091**	**637**	**6,786**	**849**	**7,678**	**961**	**7,703**	**964**
Total		**8,574**	**1,073**	**7,271**	**910**	**9,765**	**1,222**	**11,126**	**1,393**	**11,208**	**1,403**

Table 19
Arrest Rate per 50,000 - Arrestees
Total - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	23	3	31	4	21	3	23	3	35	4
Violent	Rape	33	4	30	4	32	4	44	6	49	6
Crimes	Robbery	269	34	279	35	416	52	523	65	527	66
	Assault	566	71	469	59	694	87	825	103	915	115
Total Part I Violent		**891**	**112**	**809**	**101**	**1,163**	**146**	**1,415**	**177**	**1,526**	**191**
Part I	Burglary	188	24	127	16	221	28	221	28	347	43
Property	Larceny	479	60	407	51	573	72	876	110	673	84
Crimes	Auto Theft	495	62	383	48	386	48	266	33	240	30
	Arson	4	1	8	1	11	1	20	3	14	2
Total Part I Property		**1,166**	**146**	**925**	**116**	**1,191**	**149**	**1,383**	**173**	**1,274**	**159**
Selected	Battery	1,150	144	1,094	137	1,589	199	1,876	235	2,001	250
Part II	Forgery	133	17	96	12	110	14	123	15	78	10
Crimes	Fraud	18	2	9	1	9	1	8	1	4	1
	Embezzlement	6	1	10	1	10	1	8	1	10	1
	Vandalism	88	11	103	13	131	16	134	17	148	19
	Weapons	262	33	277	35	422	53	498	62	513	64
	Prostitution	333	42	300	38	317	40	247	31	390	49
	Other Sex	55	7	71	9	62	8	100	13	98	12
	Drug - Sell	698	87	404	51	447	56	461	58	435	54
	Drug - Possession	1,862	233	1,526	191	2,200	275	2,513	315	2,270	284
	Against Family	148	19	108	14	125	16	142	18	115	14
Total Selected Part II		**4,753**	**595**	**3,998**	**500**	**5,422**	**679**	**6,110**	**765**	**6,062**	**759**
Total		**6,810**	**852**	**5,732**	**717**	**7,776**	**973**	**8,908**	**1,115**	**8,862**	**1,109**

Table 20
Arrest Rate per 50,000 - Arrestees
Total - Oakland Address

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	19	2	25	3	20	3	23	3	32	4
Violent	Rape	30	4	23	3	32	4	43	5	43	5
Crimes	Robbery	235	29	249	31	360	45	475	59	480	60
	Assault	513	64	424	53	631	79	783	98	860	108
Total Part I Violent		**797**	**100**	**721**	**90**	**1,043**	**131**	**1,324**	**166**	**1,415**	**177**
Part I	Burglary	163	20	104	13	192	24	191	24	309	39
Property	Larceny	400	50	323	40	455	57	743	93	593	74
Crimes	Auto Theft	424	53	341	43	338	42	239	30	215	27
	Arson	4	1	8	1	7	1	16	2	12	2
Total Part I Property		**991**	**124**	**776**	**97**	**992**	**124**	**1,189**	**149**	**1,129**	**141**
Selected	Battery	1,065	133	1,003	126	1,469	184	1,794	225	1,884	236
Part II	Forgery	115	14	88	11	97	12	113	14	73	9
Crimes	Fraud	15	2	8	1	8	1	8	1	3	0
	Embezzlement	4	1	9	1	9	1	7	1	9	1
	Vandalism	77	10	90	11	124	16	119	15	138	17
	Weapons	240	30	251	31	392	49	469	59	490	61
	Prostitution	266	33	263	33	278	35	223	28	328	41
	Other Sex	47	6	60	8	55	7	92	12	89	11
	Drug - Sell	620	78	375	47	409	51	422	53	403	50
	Drug - Possession	1,578	198	1,320	165	1,880	235	2,203	276	1,951	244
	Against Family	127	16	93	12	102	13	125	16	104	13
Total Selected Part II		**4,154**	**520**	**3,560**	**446**	**4,823**	**604**	**5,575**	**698**	**5,472**	**685**
Total		**5,942**	**744**	**5,057**	**633**	**6,858**	**858**	**8,088**	**1,012**	**8,016**	**1,003**

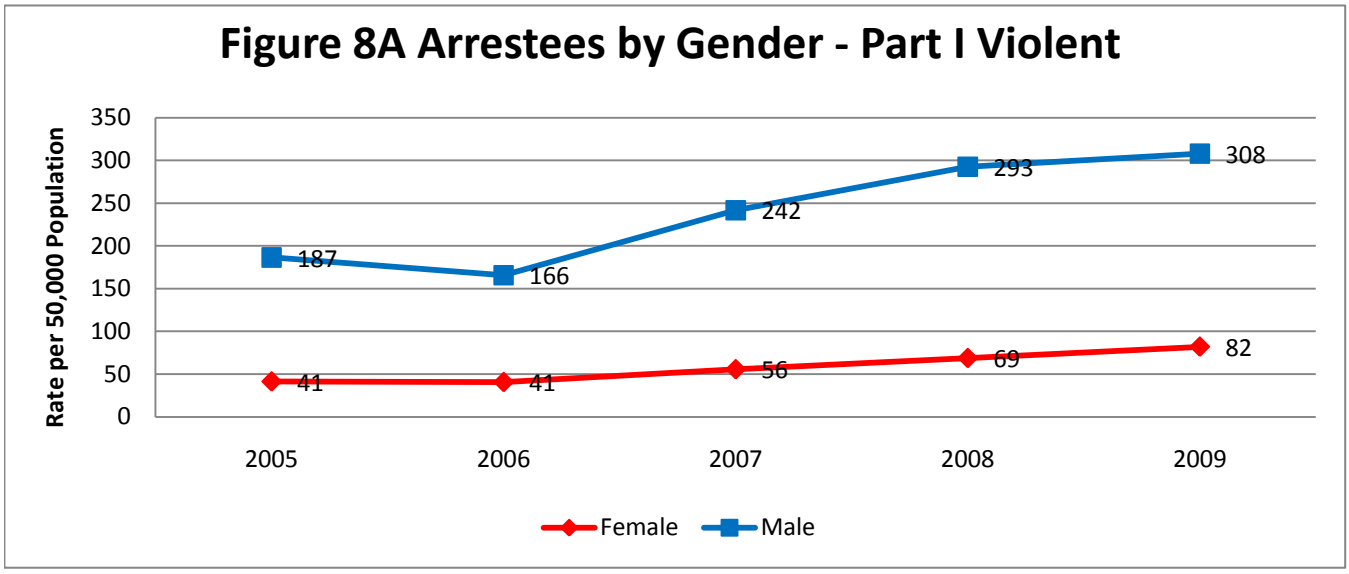


Figure 8A Arrestees by Gender - Part I Violent
Rate per 50,000 Population
350
300
250
200
150
100
50
0
187
166
242
293
308
41
41
56
69
82
2005
2006
2007
2008
2009
Female
Male

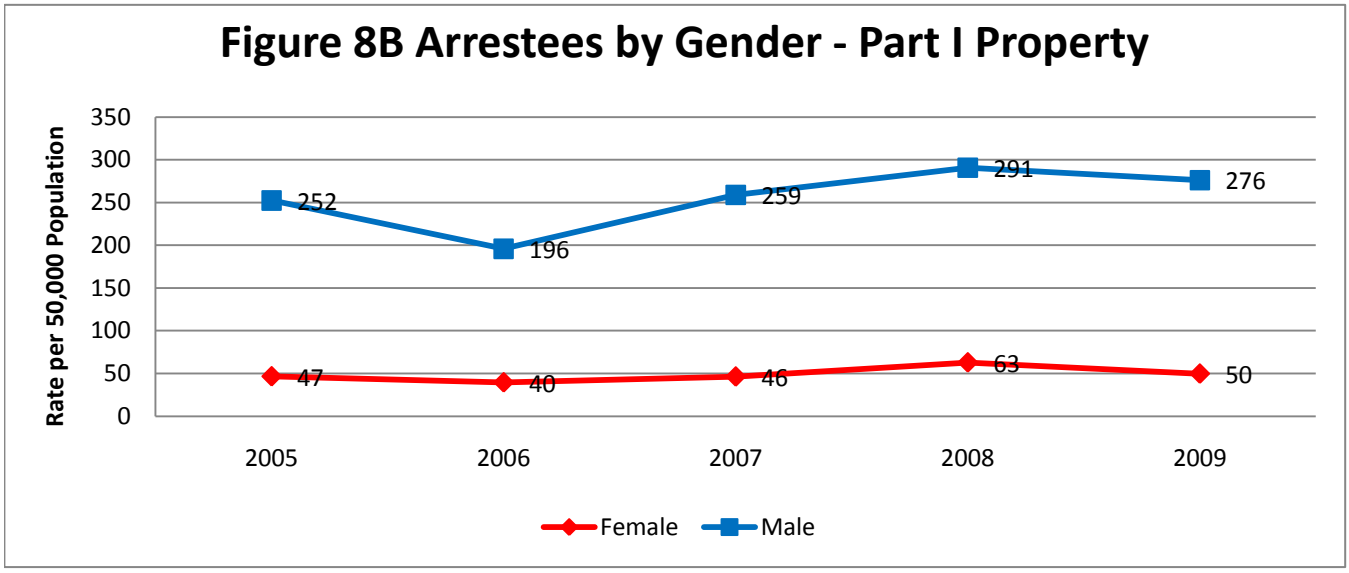


Figure 8B Arrestees by Gender - Part I Property
Rate per 50,000 Population
350
300
250
200
150
100
50
0
252
196
259
291
276
47
40
46
63
50
2005
2006
2007
2008
2009
Female
Male

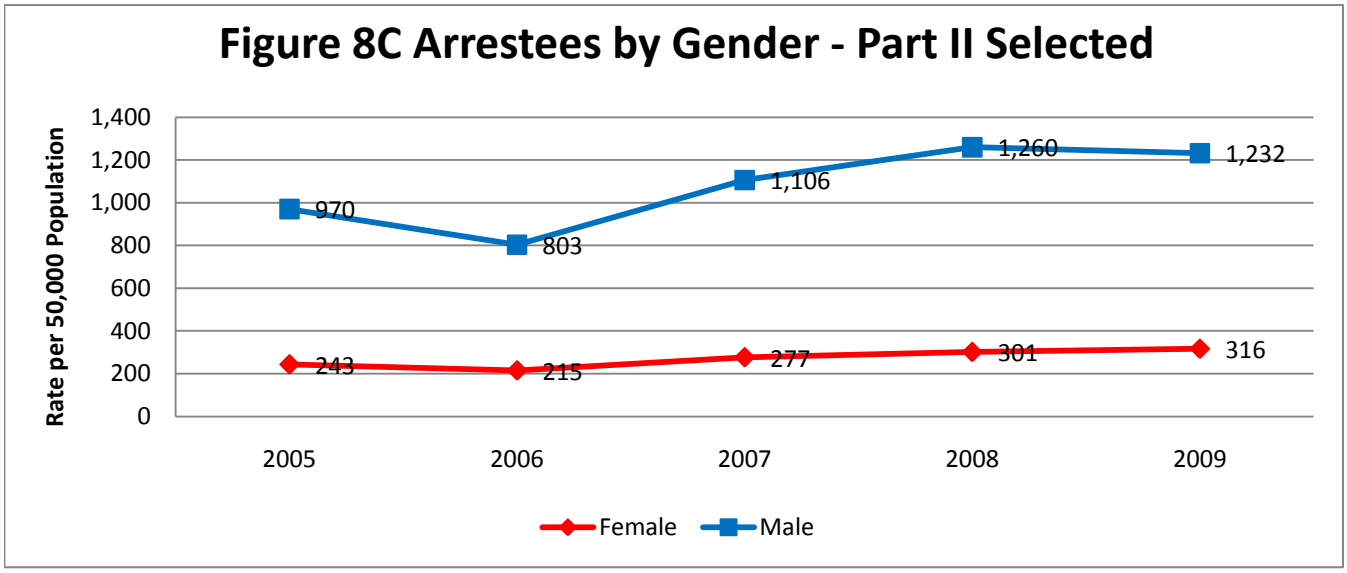


Figure 8C Arrestees by Gender - Part II Selected
Rate per 50,000 Population
1,400
1,200
1,000
800
600
400
200
0
970
803
1,106
1,260
1,232
243
215
277
301
316
2005
2006
2007
2008
2009
Female
Male

Table 21
Arrest Rate per 50,000 - Arrestees
Females - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	1	0	2	0	3	1	1	0	2	0
Violent	Rape	1	0	3	1	0	0	3	1	2	0
Crimes	Robbery	30	7	38	9	57	14	67	16	81	20
	Assault	139	34	125	30	170	41	213	52	254	61
Total Part I Violent		**171**	**41**	**168**	**41**	**230**	**56**	**284**	**69**	**339**	**82**
Part I	Burglary	17	4	10	2	24	6	23	6	32	8
Property	Larceny	101	24	94	23	99	24	190	46	137	33
Crimes	Auto Theft	74	18	58	14	65	16	44	11	34	8
	Arson	1	0	2	0	4	1	3	1	3	1
Total Part I Property		**193**	**47**	**164**	**40**	**192**	**46**	**260**	**63**	**206**	**50**
Selected	Battery	213	52	209	51	309	75	387	94	415	100
Part II	Forgery	64	15	37	9	33	8	37	9	21	5
Crimes	Fraud	6	1	2	0	2	0	1	0	1	0
	Embezzlement	3	1	7	2	2	0	2	0	2	0
	Vandalism	22	5	25	6	39	9	29	7	32	8
	Weapons	15	4	34	8	41	10	41	10	29	7
	Prostitution	254	61	249	60	271	66	220	53	358	87
	Other Sex	3	1	7	2	5	1	5	1	19	5
	Drug - Sell	107	26	32	8	68	16	66	16	67	16
	Drug - Possession	295	71	268	65	346	84	425	103	337	82
	Against Family	24	6	19	5	28	7	33	8	27	7
Total Selected Part II		**1,006**	**243**	**889**	**215**	**1,144**	**277**	**1,246**	**301**	**1,308**	**316**
Total		**1,370**	**331**	**1,221**	**295**	**1,566**	**379**	**1,790**	**433**	**1,853**	**448**

Table 22
Arrest Rate per 50,000 - Arrestees
Males - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	22	6	29	8	18	5	22	6	33	9
Violent	Rape	32	8	26	7	32	8	41	11	47	12
Crimes	Robbery	239	62	241	63	359	93	454	118	446	116
	Assault	426	111	343	89	523	136	611	158	661	171
Total Part I Violent		**719**	**187**	**639**	**166**	**932**	**242**	**1,128**	**293**	**1,187**	**308**
Part I	Burglary	171	44	116	30	197	51	198	51	314	81
Property	Larceny	378	98	308	80	473	123	686	178	535	139
Crimes	Auto Theft	421	109	325	84	321	83	220	57	204	53
	Arson	3	1	6	2	7	2	17	4	11	3
Total Part I Property		**973**	**252**	**755**	**196**	**998**	**259**	**1,121**	**291**	**1,064**	**276**
Selected	Battery	936	243	882	229	1,277	331	1,486	385	1,584	411
Part II	Forgery	69	18	59	15	77	20	86	22	57	15
Crimes	Fraud	12	3	7	2	7	2	7	2	3	1
	Embezzlement	3	1	3	1	8	2	6	2	8	2
	Vandalism	66	17	78	20	92	24	104	27	116	30
	Weapons	244	63	243	63	381	99	457	119	484	126
	Prostitution	79	20	51	13	46	12	26	7	31	8
	Other Sex	52	13	64	17	57	15	95	25	79	20
	Drug - Sell	591	153	370	96	379	98	395	102	368	95
	Drug - Possession	1,565	406	1,252	325	1,842	478	2,085	541	1,932	501
	Against Family	124	32	88	23	97	25	109	28	88	23
Total Selected Part II		**3,741**	**970**	**3,097**	**803**	**4,263**	**1,106**	**4,856**	**1,260**	**4,750**	**1,232**
Total		**5,433**	**1,409**	**4,491**	**1,165**	**6,193**	**1,606**	**7,105**	**1,843**	**7,001**	**1,816**

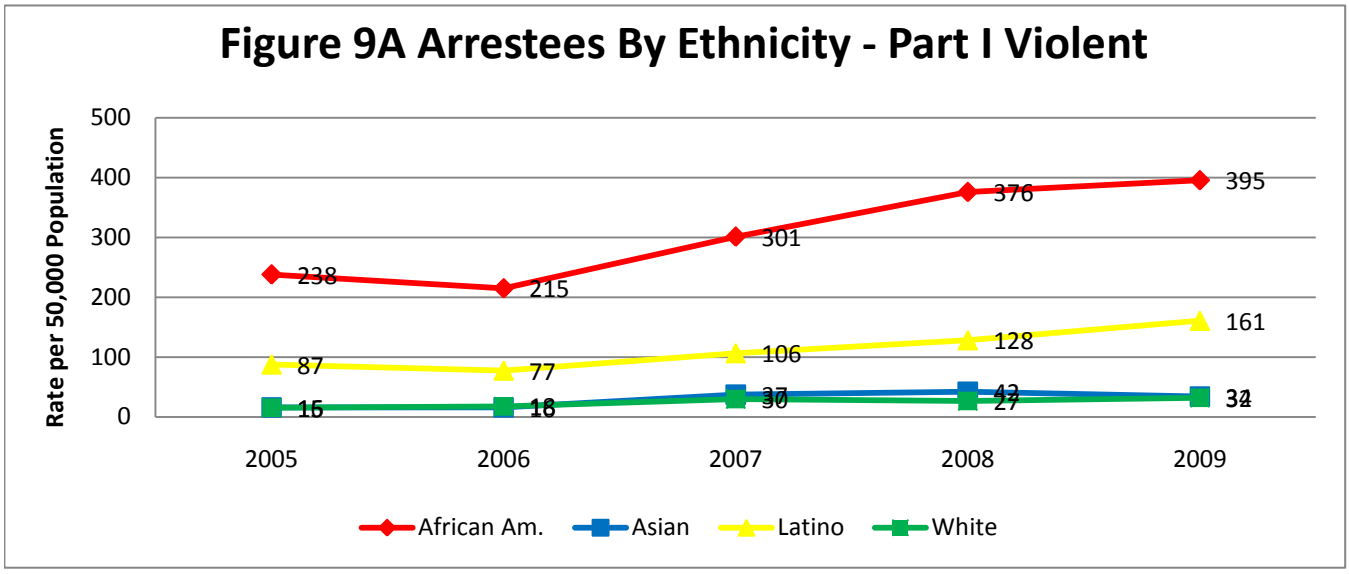


Figure 9A Arrestees By Ethnicity - Part I Violent
Rate per 50,000 Population
500
400
300
200
100
0
238
215
301
376
395
87
77
106
128
161
15
18
30
27
34
2005
2006
2007
2008
2009
African Am.
Asian
Latino
White

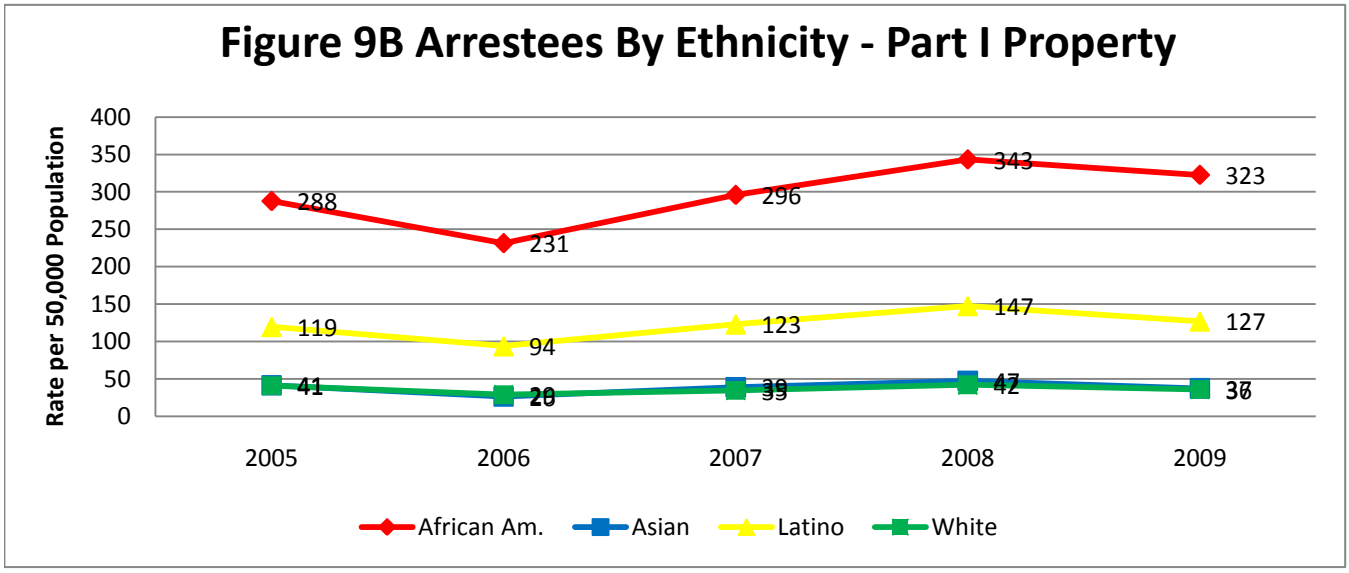


Figure 9B Arrestees By Ethnicity - Part I Property
Rate per 50,000 Population
400
350
300
250
200
150
100
50
0
288
231
296
343
323
119
94
123
147
127
41
20
39
47
36
2005
2006
2007
2008
2009
African Am.
Asian
Latino
White

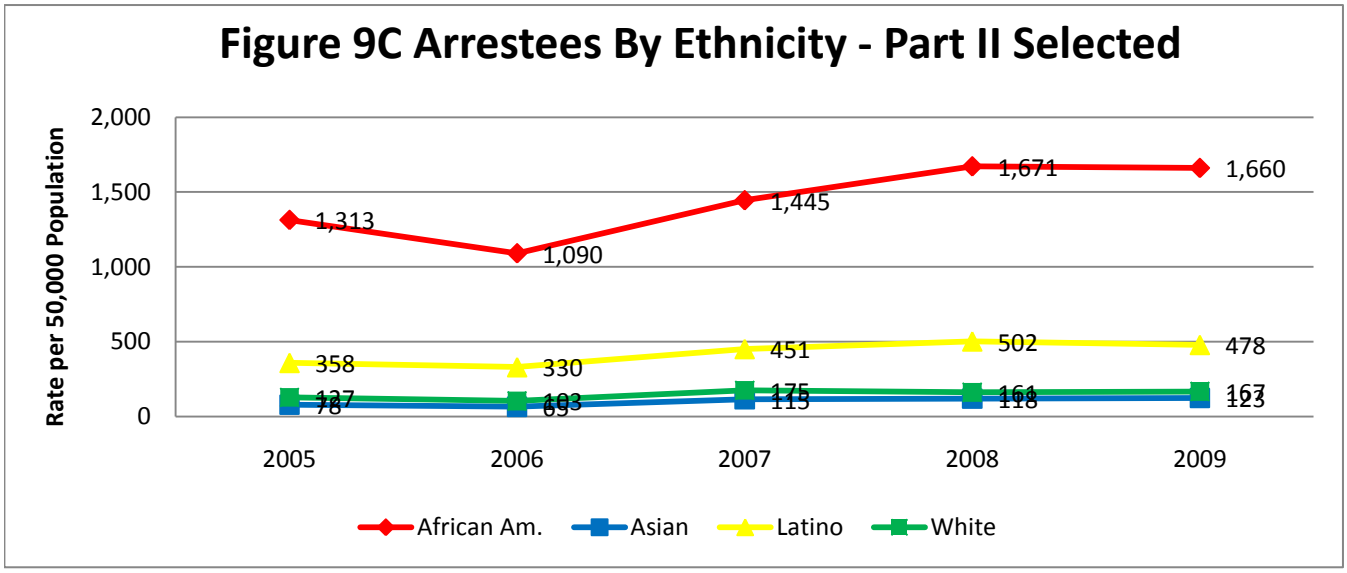


Figure 9C Arrestees By Ethnicity - Part II Selected
Rate per 50,000 Population
2,000
1,500
1,000
500
0
1,313
1,090
1,445
1,671
1,660
358
330
451
502
478
127
103
175
161
167
78
69
115
118
123
2005
2006
2007
2008
2009
African Am.
Asian
Latino
White

Table 23
Arrest Rate per 50,000 - Arrestees
African Am. - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	18	6	25	9	17	6	20	7	24	9
Violent	Rape	21	7	23	8	27	10	30	11	33	12
Crimes	Robbery	233	83	229	82	319	114	431	154	445	159
	Assault	395	141	325	116	481	172	572	204	606	216
Total Part I Violent		**667**	**238**	**602**	**215**	**844**	**301**	**1,053**	**376**	**1,108**	**395**
Part I	Burglary	144	51	91	32	166	59	167	60	257	92
Property	Larceny	346	123	297	106	390	139	614	219	479	171
Crimes	Auto Theft	313	112	256	91	266	95	169	60	159	57
	Arson	3	1	4	1	7	2	12	4	9	3
Total Part I Property		**806**	**288**	**648**	**231**	**829**	**296**	**962**	**343**	**904**	**323**
Selected	Battery	779	278	743	265	1,079	385	1,314	469	1,408	502
Part II	Forgery	112	40	75	27	77	27	89	32	54	19
Crimes	Fraud	15	5	6	2	7	2	6	2	2	1
	Embezzlement	4	1	8	3	6	2	6	2	6	2
	Vandalism	62	22	73	26	82	29	82	29	95	34
	Weapons	200	71	224	80	310	111	367	131	361	129
	Prostitution	234	83	210	75	234	83	201	72	296	106
	Other Sex	35	12	32	11	43	15	59	21	64	23
	Drug - Sell	615	219	336	120	347	124	359	128	366	131
	Drug - Possession	1,516	541	1,265	451	1,781	635	2,101	750	1,918	684
	Against Family	108	39	83	30	83	30	100	36	84	30
Total Selected Part II		**3,680**	**1,313**	**3,055**	**1,090**	**4,049**	**1,445**	**4,684**	**1,671**	**4,654**	**1,660**
Total		**5,153**	**1,839**	**4,305**	**1,536**	**5,722**	**2,042**	**6,699**	**2,390**	**6,666**	**2,378**

Table 24
Arrest Rate per 50,000 - Arrestees
Asian - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	2	2	0	0	1	1	1	1	3	2
Violent	Rape	1	1	0	0	2	2	1	1	0	0
Crimes	Robbery	1	1	6	5	16	13	16	13	6	5
	Assault	15	12	13	11	26	22	33	27	32	26
Total Part I Violent		**19**	**16**	**19**	**16**	**45**	**37**	**51**	**42**	**41**	**34**
Part I	Burglary	10	8	8	7	14	12	11	9	15	12
Property	Larceny	18	15	15	12	24	20	35	29	18	15
Crimes	Auto Theft	22	18	7	6	9	7	9	7	11	9
	Arson	0	0	2	2	0	0	2	2	1	1
Total Part I Property		**50**	**41**	**32**	**26**	**47**	**39**	**57**	**47**	**45**	**37**
Selected	Battery	33	27	31	26	62	51	52	43	61	51
Part II	Forgery	2	2	2	2	2	2	1	1	5	4
Crimes	Fraud	2	2	0	0	0	0	0	0	0	0
	Embezzlement	0	0	0	0	0	0	1	1	1	1
	Vandalism	2	2	0	0	0	0	4	3	6	5
	Weapons	9	7	5	4	16	13	18	15	20	17
	Prostitution	7	6	12	10	13	11	10	8	8	7
	Other Sex	2	2	2	2	1	1	3	2	3	2
	Drug - Sell	12	10	6	5	11	9	13	11	13	11
	Drug - Possession	23	19	18	15	27	22	39	32	29	24
	Against Family	2	2	2	2	7	6	2	2	3	2
Total Selected Part II		**94**	**78**	**78**	**65**	**139**	**115**	**143**	**118**	**149**	**123**
Total		**163**	**135**	**129**	**107**	**231**	**191**	**251**	**208**	**235**	**195**

Table 25
Arrest Rate per 50,000 - Arrestees
Latino - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	3	2	3	2	2	1	2	1	4	2
Violent	Rape	10	6	4	2	3	2	10	6	12	7
Crimes	Robbery	23	13	33	19	51	29	59	34	59	34
	Assault	117	67	95	54	130	74	153	87	206	118
Total Part I Violent		**153**	**87**	**135**	**77**	**186**	**106**	**224**	**128**	**281**	**161**
Part I	Burglary	17	10	13	7	27	15	29	17	45	26
Property	Larceny	72	41	56	32	116	66	153	87	121	69
Crimes	Auto Theft	119	68	94	54	72	41	72	41	56	32
	Arson	1	1	1	1	0	0	4	2	0	0
Total Part I Property		**209**	**119**	**164**	**94**	**215**	**123**	**258**	**147**	**222**	**127**
Selected	Battery	228	130	207	118	276	158	352	201	350	200
Part II	Forgery	13	7	10	6	22	13	25	14	11	6
Crimes	Fraud	0	0	3	2	1	1	1	1	0	0
	Embezzlement	2	1	0	0	1	1	0	0	2	1
	Vandalism	13	7	17	10	37	21	34	19	34	19
	Weapons	41	23	35	20	77	44	91	52	110	63
	Prostitution	54	31	41	23	35	20	15	9	37	21
	Other Sex	13	7	28	16	13	7	27	15	24	14
	Drug - Sell	43	25	54	31	62	35	57	33	44	25
	Drug - Possession	198	113	168	96	251	143	253	145	210	120
	Against Family	22	13	14	8	14	8	23	13	15	9
Total Selected Part II		**627**	**358**	**577**	**330**	**789**	**451**	**878**	**502**	**837**	**478**
Total		**989**	**565**	**876**	**501**	**1,190**	**680**	**1,360**	**777**	**1,340**	**766**

Table 26
Arrest Rate per 50,000 - Arrestees
White - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	0	0	2	1	0	0	0	0	1	1
Violent	Rape	0	0	2	1	0	0	2	1	1	1
Crimes	Robbery	6	3	6	3	13	7	8	4	10	5
	Assault	23	12	23	12	43	23	40	21	48	26
Total Part I Violent		**29**	**15**	**33**	**18**	**56**	**30**	**50**	**27**	**60**	**32**
Part I	Burglary	13	7	12	6	9	5	9	5	16	9
Property	Larceny	33	18	23	12	28	15	58	31	37	20
Crimes	Auto Theft	31	16	18	10	24	13	10	5	10	5
	Arson	0	0	1	1	4	2	2	1	4	2
Total Part I Property		**77**	**41**	**54**	**29**	**65**	**35**	**79**	**42**	**67**	**36**
Selected	Battery	72	38	77	41	119	63	116	62	134	71
Part II	Forgery	4	2	6	3	8	4	6	3	5	3
Crimes	Fraud	0	0	0	0	1	1	0	0	2	1
	Embezzlement	0	0	1	1	1	1	1	1	0	0
	Vandalism	7	4	7	4	10	5	13	7	6	3
	Weapons	5	3	10	5	12	6	14	7	12	6
	Prostitution	31	16	26	14	31	16	18	10	42	22
	Other Sex	3	2	8	4	3	2	9	5	6	3
	Drug - Sell	18	10	3	2	20	11	21	11	6	3
	Drug - Possession	88	47	52	28	107	57	89	47	92	49
	Against Family	11	6	4	2	16	9	15	8	9	5
Total Selected Part II		**239**	**127**	**194**	**103**	**328**	**175**	**302**	**161**	**314**	**167**
Total		**345**	**184**	**281**	**150**	**449**	**239**	**431**	**229**	**441**	**235**

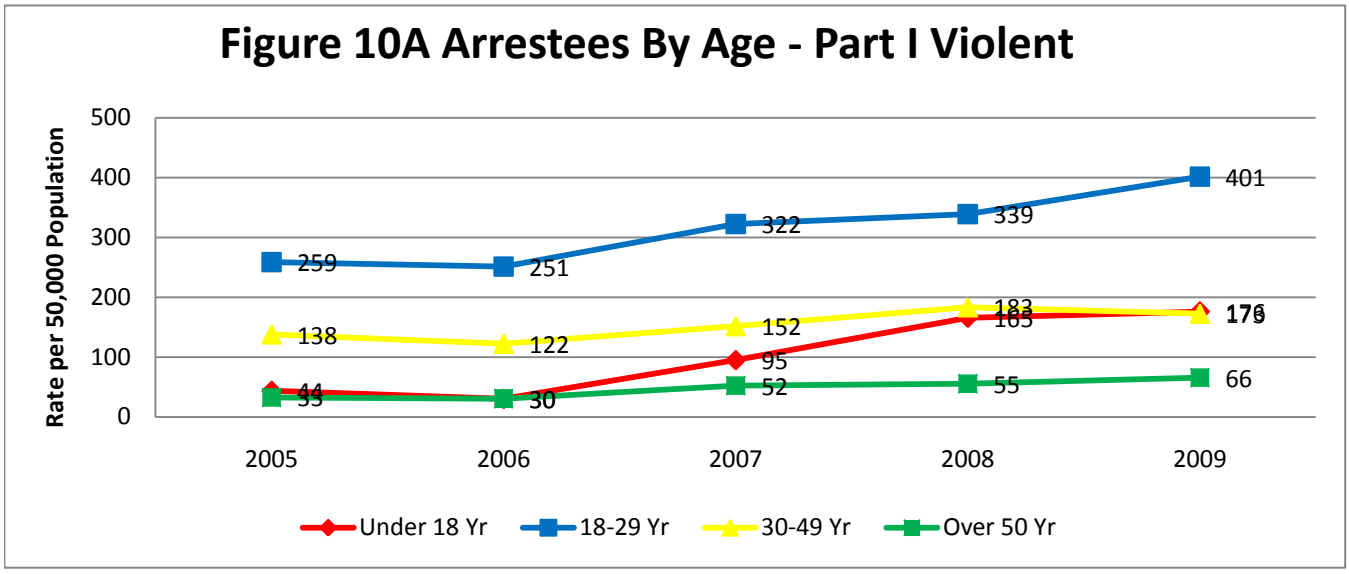


Figure 10A Arrestees By Age - Part I Violent
Rate per 50,000 Population
500
400
300
200
100
0
2005
2006
2007
2008
2009
259
251
322
339
401
138
122
152
183
176
44
30
95
165
176
33
30
52
55
66
Under 18 Yr
18-29 Yr
30-49 Yr
Over 50 Yr

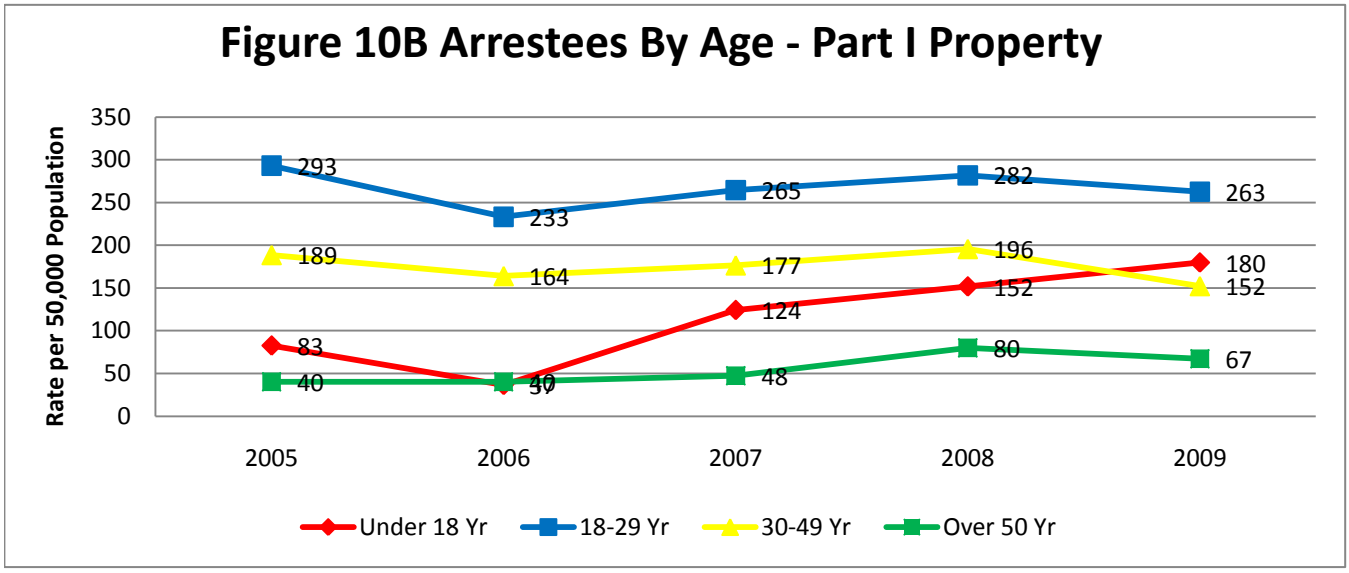


Figure 10B Arrestees By Age - Part I Property
Rate per 50,000 Population
350
300
250
200
150
100
50
0
2005
2006
2007
2008
2009
293
233
265
282
263
189
164
177
196
152
83
40
37
124
152
180
40
40
48
80
67
Under 18 Yr
18-29 Yr
30-49 Yr
Over 50 Yr

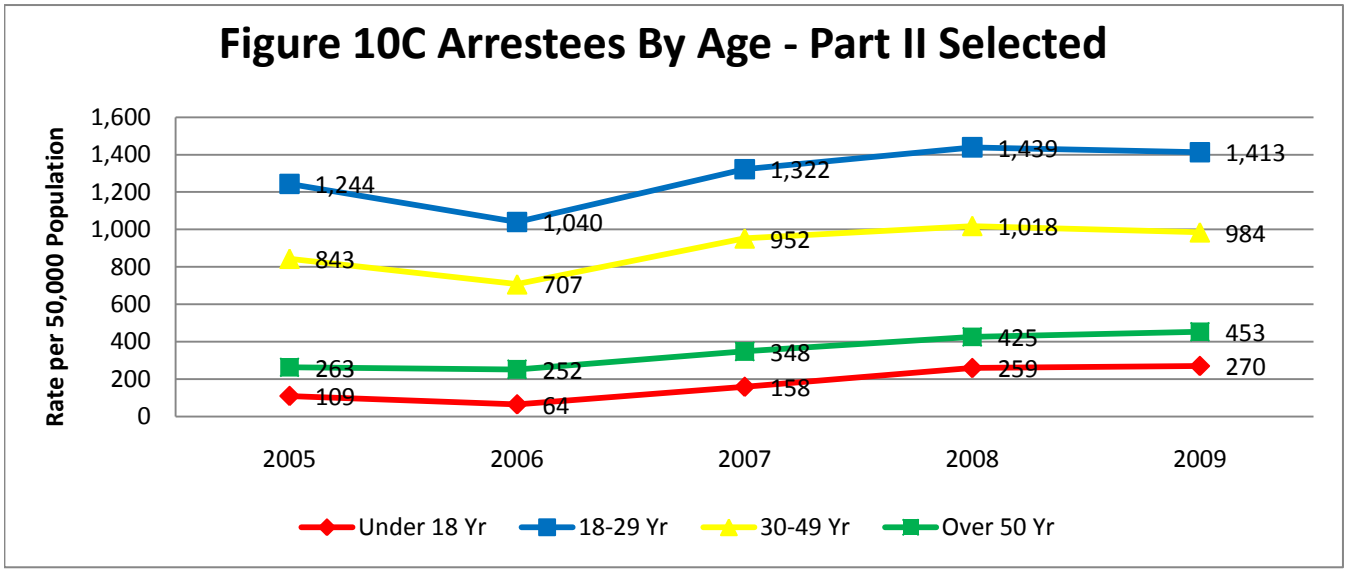


Figure 10C Arrestees By Age - Part II Selected
Rate per 50,000 Population
1,600
1,400
1,200
1,000
800
600
400
200
0
2005
2006
2007
2008
2009
1,244
1,040
1,322
1,439
1,413
843
707
952
1,018
984
263
252
348
425
453
109
64
158
259
270
Under 18 Yr
18-29 Yr
30-49 Yr
Over 50 Yr

Table 27
Arrest Rate per 50,000 - Arrestees
Under 18 Yr - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	0	0	1	1	2	1	6	3	12	6
Violent	Rape	0	0	1	1	9	5	8	4	3	2
Crimes	Robbery	56	28	35	18	131	66	223	112	239	120
	Assault	31	16	23	12	47	24	93	47	97	49
Total Part I Violent		**87**	**44**	**60**	**30**	**189**	**95**	**330**	**165**	**351**	**176**
Part I	Burglary	32	16	9	5	71	36	62	31	124	62
Property	Larceny	48	24	31	16	82	41	163	82	144	72
Crimes	Auto Theft	84	42	33	17	92	46	73	37	89	45
	Arson	1	1	0	0	3	2	5	3	2	1
Total Part I Property		**165**	**83**	**73**	**37**	**248**	**124**	**303**	**152**	**359**	**180**
Selected	Battery	41	21	41	21	70	35	179	90	150	75
Part II	Forgery	1	1	2	1	5	3	3	2	5	3
Crimes	Fraud	0	0	0	0	0	0	0	0	0	0
	Embezzlement	0	0	2	1	0	0	0	0	0	0
	Vandalism	13	7	6	3	45	23	45	23	48	24
	Weapons	21	11	19	10	47	24	75	38	99	50
	Prostitution	21	11	12	6	25	13	33	17	46	23
	Other Sex	3	2	9	5	7	4	7	4	17	9
	Drug - Sell	39	20	9	5	18	9	26	13	33	17
	Drug - Possession	75	38	26	13	93	47	124	62	120	60
	Against Family	4	2	2	1	6	3	25	13	21	11
Total Selected Part II		**218**	**109**	**128**	**64**	**316**	**158**	**517**	**259**	**539**	**270**
Total		**470**	**236**	**261**	**131**	**753**	**377**	**1,150**	**576**	**1,249**	**626**

Table 28
Arrest Rate per 50,000 - Arrestees
18 to 29 Yr - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	15	10	18	12	10	7	14	9	16	11
Violent	Rape	17	11	14	9	11	7	15	10	15	10
Crimes	Robbery	144	96	155	103	192	128	186	124	184	122
	Assault	213	142	191	127	272	181	295	196	389	259
Total Part I Violent		**389**	**259**	**378**	**251**	**485**	**322**	**510**	**339**	**604**	**401**
Part I	Burglary	58	39	46	31	75	50	59	39	117	78
Property	Larceny	147	98	135	90	174	116	256	170	187	124
Crimes	Auto Theft	234	156	166	110	148	98	100	66	89	59
	Arson	2	1	4	3	1	1	9	6	2	1
Total Part I Property		**441**	**293**	**351**	**233**	**398**	**265**	**424**	**282**	**395**	**263**
Selected	Battery	427	284	410	273	548	364	626	416	702	467
Part II	Forgery	74	49	37	25	50	33	58	39	24	16
Crimes	Fraud	7	5	4	3	5	3	4	3	2	1
	Embezzlement	5	3	2	1	3	2	3	2	4	3
	Vandalism	34	23	45	30	42	28	40	27	53	35
	Weapons	165	110	151	100	238	158	248	165	255	170
	Prostitution	153	102	150	100	149	99	126	84	191	127
	Other Sex	14	9	15	10	18	12	25	17	32	21
	Drug - Sell	291	193	189	126	200	133	188	125	154	102
	Drug - Possession	662	440	529	352	714	475	825	548	671	446
	Against Family	39	26	33	22	22	15	22	15	38	25
Total Selected Part II		**1,871**	**1,244**	**1,565**	**1,040**	**1,989**	**1,322**	**2,165**	**1,439**	**2,126**	**1,413**
Total		**2,701**	**1,795**	**2,294**	**1,525**	**2,872**	**1,909**	**3,099**	**2,060**	**3,125**	**2,077**

Table 29
Arrest Rate per 50,000 - Arrestees
30 to 49 Yr - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	6	2	11	4	7	3	3	1	5	2
Violent	Rape	12	5	12	5	8	3	17	7	26	10
Crimes	Robbery	58	23	85	33	88	34	101	40	92	36
	Assault	276	108	204	80	284	111	347	136	318	125
Total Part I Violent		**352**	**138**	**312**	**122**	**387**	**152**	**468**	**183**	**441**	**173**
Part I	Burglary	82	32	59	23	64	25	69	27	82	32
Property	Larceny	228	89	188	74	248	97	349	137	243	95
Crimes	Auto Theft	171	67	169	66	134	52	80	31	56	22
	Arson	1	0	3	1	5	2	2	1	8	3
Total Part I Property		**482**	**189**	**419**	**164**	**451**	**177**	**500**	**196**	**389**	**152**
Selected	Battery	555	217	501	196	735	288	828	324	854	334
Part II	Forgery	47	18	44	17	41	16	44	17	42	16
Crimes	Fraud	9	4	5	2	4	2	4	2	1	0
	Embezzlement	1	0	5	2	7	3	3	1	4	2
	Vandalism	33	13	34	13	40	16	43	17	32	13
	Weapons	64	25	86	34	124	49	142	56	126	49
	Prostitution	146	57	122	48	129	51	78	31	135	53
	Other Sex	32	13	35	14	28	11	47	18	35	14
	Drug - Sell	297	116	150	59	182	71	192	75	177	69
	Drug - Possession	884	346	760	298	1,063	416	1,144	448	1,069	419
	Against Family	86	34	64	25	78	31	76	30	39	15
Total Selected Part II		**2,154**	**843**	**1,806**	**707**	**2,431**	**952**	**2,601**	**1,018**	**2,514**	**984**
Total		**2,988**	**1,170**	**2,537**	**993**	**3,269**	**1,280**	**3,569**	**1,397**	**3,344**	**1,309**

Table 30
Arrest Rate per 50,000 - Arrestees
50 Yr & Over - Oakland

		2005		2006		2007		2008		2009	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Homicide	2	1	1	1	2	1	0	0	2	1
Violent	Rape	4	2	3	2	4	2	4	2	5	3
Crimes	Robbery	11	6	4	2	4	2	13	7	11	6
	Assault	46	24	51	26	91	47	90	46	109	56
Total Part I Violent		**63**	**33**	**59**	**30**	**101**	**52**	**107**	**55**	**127**	**66**
Part I	Burglary	16	8	13	7	11	6	31	16	24	12
Property	Larceny	56	29	49	25	68	35	108	56	98	51
Crimes	Auto Theft	6	3	15	8	11	6	12	6	6	3
	Arson	0	0	1	1	2	1	4	2	2	1
Total Part I Property		**78**	**40**	**78**	**40**	**92**	**48**	**155**	**80**	**130**	**67**
Selected	Battery	126	65	139	72	234	121	242	125	292	151
Part II	Forgery	11	6	13	7	14	7	18	9	7	4
Crimes	Fraud	2	1	0	0	0	0	0	0	1	1
	Embezzlement	0	0	1	1	0	0	2	1	2	1
	Vandalism	8	4	17	9	4	2	6	3	15	8
	Weapons	12	6	21	11	13	7	33	17	33	17
	Prostitution	13	7	16	8	14	7	10	5	18	9
	Other Sex	6	3	12	6	9	5	20	10	14	7
	Drug - Sell	71	37	54	28	47	24	55	28	70	36
	Drug - Possession	241	124	205	106	319	165	418	216	408	211
	Against Family	19	10	9	5	19	10	19	10	16	8
Total Selected Part II		**509**	**263**	**487**	**252**	**673**	**348**	**823**	**425**	**876**	**453**
Total		**650**	**336**	**624**	**322**	**866**	**447**	**1,085**	**560**	**1,133**	**585**

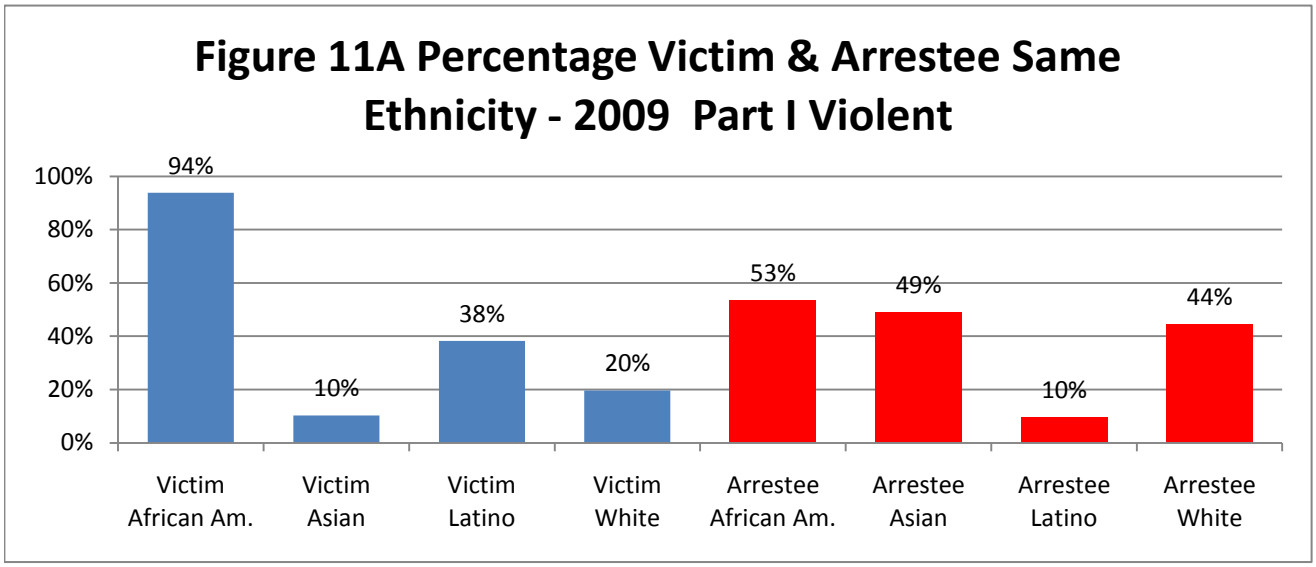


Figure 11A Percentage Victim & Arrestee Same Ethnicity - 2009 Part I Violent
100%
80%
60%
40%
20%
0%
94%
10%
38%
20%
53%
49%
10%
44%
Victim African Am.
Victim Asian
Victim Latino
Victim White
Arrestee African Am.
Arrestee Asian
Arrestee Latino
Arrestee White

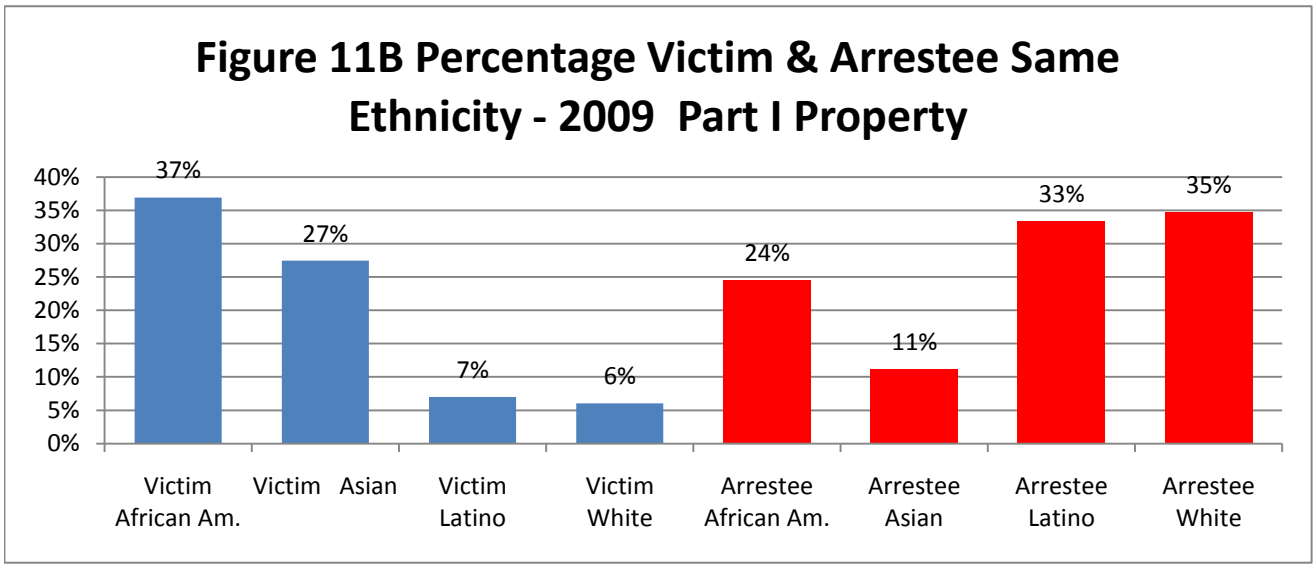


Figure 11B Percentage Victim & Arrestee Same Ethnicity - 2009 Part I Property
40%
35%
30%
25%
20%
15%
10%
5%
0%
37%
27%
7%
6%
24%
11%
33%
35%
Victim African Am.
Victim Asian
Victim Latino
Victim White
Arrestee African Am.
Arrestee Asian
Arrestee Latino
Arrestee White

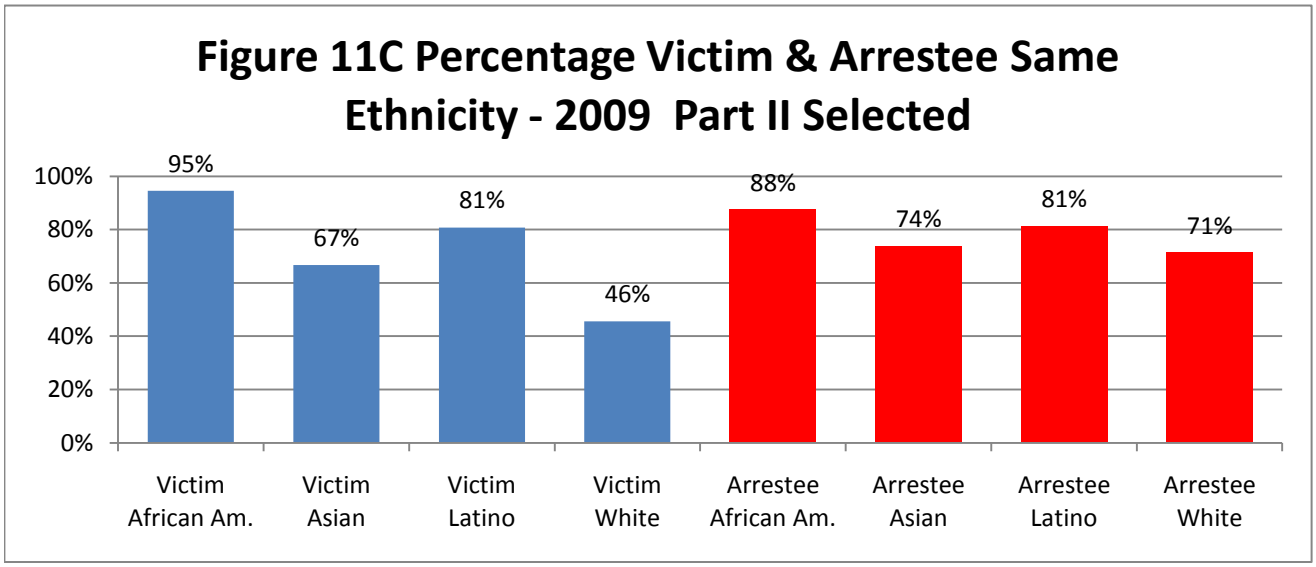


Figure 11C Percentage Victim & Arrestee Same Ethnicity - 2009 Part II Selected
100%
80%
60%
40%
20%
0%
95%
67%
81%
46%
88%
74%
81%
71%
Victim African Am.
Victim Asian
Victim Latino
Victim White
Arrestee African Am.
Arrestee Asian
Arrestee Latino
Arrestee White

Table 31 Vic
Victim & Arrestee Same Ethnicity
All Victims

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	20	95%	29	73%	14	56%	24	96%	36	80%
Violent	Rape	15	71%	21	91%	22	88%	18	69%	37	86%
Crimes	Robbery	70	32%	95	38%	150	41%	157	37%	162	30%
	Assault	424	78%	360	80%	501	83%	686	84%	763	67%
Total Part I Violent		**529**	**66%**	**505**	**66%**	**687**	**67%**	**885**	**68%**	**998**	**56%**
Part I	Burglary	59	57%	31	41%	56	35%	49	31%	93	38%
Property	Larceny	61	50%	70	57%	59	35%	95	44%	68	40%
Crimes	Auto Theft	98	47%	80	47%	81	40%	65	47%	55	45%
	Arson	2	100%	2	50%	5	63%	5	63%	4	100%
Total Part I Property		**220**	**51%**	**183**	**49%**	**201**	**38%**	**214**	**41%**	**220**	**41%**
Selected	Battery	854	81%	857	85%	1,150	83%	1,393	84%	1,422	85%
Part II	Vandalism	37	66%	63	83%	55	77%	41	61%	74	79%
Crimes	Other Sex	21	60%	40	71%	29	73%	40	82%	39	83%
	Against Family	117	87%	81	83%	83	80%	91	90%	78	85%
Total Selected Part II		**1,029**	**81%**	**1,041**	**84%**	**1,317**	**82%**	**1,565**	**84%**	**1,613**	**84%**

Table 31 Arr
Victim & Arrestee Same Ethnicity
All Arrestees

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	20	95%	29	73%	14	56%	24	96%	36	80%
Violent	Rape	15	71%	21	91%	22	88%	18	69%	37	86%
Crimes	Robbery	70	32%	95	38%	150	41%	157	37%	162	30%
	Assault	424	78%	360	80%	501	83%	686	84%	763	67%
Total Part I Violent		**529**	**66%**	**505**	**66%**	**687**	**67%**	**885**	**68%**	**998**	**56%**
Part I	Burglary	59	57%	31	41%	56	35%	49	31%	93	38%
Property	Larceny	61	50%	70	57%	59	35%	95	44%	68	40%
Crimes	Auto Theft	98	47%	80	47%	81	40%	65	47%	55	45%
	Arson	2	100%	2	50%	5	63%	5	63%	4	100%
Total Part I Property		**220**	**51%**	**183**	**49%**	**201**	**38%**	**214**	**41%**	**220**	**41%**
Selected	Battery	854	81%	857	85%	1,150	83%	1,393	84%	1,422	85%
Part II	Vandalism	37	66%	63	83%	55	77%	41	61%	74	79%
Crimes	Other Sex	21	60%	40	71%	29	73%	40	82%	39	83%
	Against Family	117	87%	81	83%	83	80%	91	90%	78	85%
Total Selected Part II		**1,029**	**81%**	**1,041**	**84%**	**1,317**	**82%**	**1,565**	**84%**	**1,613**	**84%**

Table 32 Vic
Victim & Arrestee Same Ethnicity
African American Victims

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	15	100%	22	96%	13	81%	24	100%	29	97%
Violent	Rape	8	73%	17	100%	18	100%	17	89%	27	96%
Crimes	Robbery	59	94%	62	94%	83	86%	109	89%	112	94%
	Assault	314	93%	253	94%	351	92%	483	95%	506	94%
Total Part I Violent		**396**	**93%**	**354**	**95%**	**465**	**91%**	**633**	**94%**	**674**	**94%**
Part I	Burglary	43	93%	21	88%	36	92%	42	89%	77	82%
Property	Larceny	41	85%	56	88%	45	79%	67	87%	41	77%
Crimes	Auto Theft	62	79%	48	77%	58	79%	44	81%	41	73%
	Arson	2	100%	1	100%	5	83%	3	75%	4	100%
Total Part I Property		**148**	**85%**	**126**	**83%**	**144**	**82%**	**156**	**86%**	**163**	**79%**
Selected	Battery	595	93%	605	95%	797	95%	963	95%	981	95%
Part II	Vandalism	25	81%	47	94%	49	94%	29	94%	55	90%
Crimes	Other Sex	13	76%	15	79%	20	87%	21	88%	20	91%
	Against Family	91	94%	64	97%	59	94%	64	98%	59	95%
Total Selected Part II		**724**	**92%**	**731**	**95%**	**925**	**95%**	**1,077**	**95%**	**1,115**	**95%**

Table 32 Arr
Victim & Arrestee Same Ethnicity
African American Arrestees

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	15	94%	22	73%	13	68%	24	100%	29	83%
Violent	Rape	8	73%	17	89%	18	95%	17	77%	27	87%
Crimes	Robbery	59	30%	62	30%	83	31%	109	32%	112	25%
	Assault	314	81%	253	80%	351	87%	483	87%	506	68%
Total Part I Violent		**396**	**65%**	**354**	**62%**	**465**	**66%**	**633**	**67%**	**674**	**53%**
Part I	Burglary	43	57%	21	39%	36	30%	42	37%	77	42%
Property	Larceny	41	45%	56	61%	45	39%	67	45%	41	36%
Crimes	Auto Theft	62	47%	48	51%	58	41%	44	51%	41	51%
	Arson	2	100%	1	33%	5	71%	3	75%	4	100%
Total Part I Property		**148**	**49%**	**126**	**52%**	**144**	**37%**	**156**	**44%**	**163**	**42%**
Selected	Battery	595	86%	605	90%	797	87%	963	87%	981	88%
Part II	Vandalism	25	76%	47	89%	49	88%	29	64%	55	85%
Crimes	Other Sex	13	68%	15	83%	20	80%	21	91%	20	91%
	Against Family	91	95%	64	85%	59	87%	64	91%	59	89%
Total Selected Part II		**724**	**86%**	**731**	**89%**	**925**	**87%**	**1,077**	**86%**	**1,115**	**88%**

Table 33 Vic
Victim & Arrestee Same Ethnicity
Asian Victims

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	2	100%	0	0%	0	0%	0	n/a	3	100%
Violent	Rape	1	100%	0	n/a	2	100%	0	n/a	0	0%
Crimes	Robbery	0	0%	7	27%	12	34%	9	19%	3	3%
	Assault	5	63%	8	47%	14	50%	23	85%	17	15%
Total Part I Violent		**8**	**21%**	**15**	**33%**	**28**	**42%**	**32**	**43%**	**23**	**10%**
Part I	Burglary	11	65%	2	22%	9	29%	3	27%	3	9%
Property	Larceny	3	27%	0	0%	3	13%	6	21%	1	4%
Crimes	Auto Theft	1	8%	2	15%	0	0%	1	8%	2	33%
	Arson	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Total Part I Property		**15**	**38%**	**4**	**13%**	**12**	**17%**	**10**	**19%**	**6**	**9%**
Selected	Battery	20	57%	23	68%	43	59%	40	69%	41	71%
Part II	Vandalism	4	80%	0	0%	0	n/a	0	0%	2	50%
Crimes	Other Sex	0	n/a	0	n/a	0	0%	2	100%	4	67%
	Against Family	1	50%	1	50%	4	50%	1	100%	1	25%
Total Selected Part II		**25**	**60%**	**24**	**65%**	**47**	**57%**	**43**	**63%**	**48**	**67%**

Table 33 Arr
Victim & Arrestee Same Ethnicity
Asian Arrestees

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	2	100%	0	n/a	0	0%	0	0%	3	100%
Violent	Rape	1	100%	0	n/a	2	67%	0	0%	0	n/a
Crimes	Robbery	0	0%	7	78%	12	80%	9	56%	3	60%
	Assault	5	50%	8	67%	14	56%	23	77%	17	44%
Total Part I Violent		**8**	**57%**	**15**	**71%**	**28**	**62%**	**32**	**67%**	**23**	**49%**
Part I	Burglary	11	92%	2	33%	9	100%	3	20%	3	27%
Property	Larceny	3	60%	0	0%	3	38%	6	50%	1	17%
Crimes	Auto Theft	1	10%	2	25%	0	0%	1	13%	2	40%
	Arson	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Total Part I Property		**15**	**56%**	**4**	**24%**	**12**	**60%**	**10**	**29%**	**6**	**27%**
Selected	Battery	20	61%	23	82%	43	77%	40	74%	41	77%
Part II	Vandalism	4	44%	0	n/a	0	n/a	0	0%	2	50%
Crimes	Other Sex	0	0%	0	0%	0	n/a	2	100%	4	80%
	Against Family	1	50%	1	100%	4	57%	1	100%	1	33%
Total Selected Part II		**25**	**51%**	**24**	**80%**	**47**	**75%**	**43**	**74%**	**48**	**74%**

Table 34 Vic
Victims & Arrestee Same Ethnicity
Latino Victim

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	3	100%	6	60%	1	25%	0	n/a	4	100%
Violent	Rape	6	86%	4	80%	2	100%	1	33%	8	80%
Crimes	Robbery	9	10%	22	23%	47	31%	36	21%	44	21%
	Assault	87	81%	80	75%	104	79%	144	72%	190	68%
Total Part I Violent		**90**	**44%**	**86**	**40%**	**105**	**36%**	**144**	**39%**	**194**	**38%**
Part I	Burglary	2	13%	5	38%	8	22%	4	8%	8	26%
Property	Larceny	11	32%	11	44%	9	23%	15	29%	23	43%
Crimes	Auto Theft	31	51%	27	47%	17	27%	20	39%	10	33%
	Arson	0	n/a	1	50%	0	0%	2	67%	0	n/a
Total Part I Property		**44**	**40%**	**44**	**45%**	**34**	**24%**	**41**	**26%**	**41**	**36%**
Selected	Battery	181	82%	163	82%	213	83%	292	80%	300	80%
Part II	Vandalism	7	50%	9	82%	6	60%	9	50%	15	75%
Crimes	Other Sex	7	64%	25	81%	8	62%	15	83%	13	93%
	Against Family	16	84%	11	79%	13	76%	14	82%	13	87%
Total Selected Part II		**211**	**80%**	**208**	**82%**	**240**	**81%**	**330**	**79%**	**341**	**81%**

Table 34 Arr
Victims & Arrestee Same Ethnicity
Latino Arrestee

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	3	100%	6	86%	1	33%	0	n/a	4	100%
Violent	Rape	6	67%	4	100%	2	67%	1	33%	8	89%
Crimes	Robbery	9	64%	22	79%	47	75%	36	68%	44	73%
	Assault	87	74%	80	89%	104	81%	144	85%	190	79%
Total Part I Violent		**90**	**4%**	**86**	**4%**	**105**	**5%**	**144**	**7%**	**194**	**10%**
Part I	Burglary	2	20%	5	63%	8	50%	4	31%	8	25%
Property	Larceny	11	65%	11	48%	9	26%	15	41%	23	66%
Crimes	Auto Theft	31	61%	27	55%	17	43%	20	53%	10	33%
	Arson	0	n/a	1	100%	0	n/a	2	100%	0	n/a
Total Part I Property		**44**	**29%**	**44**	**34%**	**34**	**16%**	**41**	**17%**	**41**	**12%**
Selected	Battery	181	82%	163	81%	213	80%	292	85%	300	85%
Part II	Vandalism	7	78%	9	69%	6	67%	9	53%	15	75%
Crimes	Other Sex	7	70%	25	86%	8	67%	15	75%	13	76%
	Against Family	16	80%	11	79%	13	93%	14	88%	13	87%
Total Selected Part II		**211**	**73%**	**208**	**76%**	**240**	**71%**	**330**	**79%**	**341**	**81%**

Table 35 Vic
Victim & Arrestee Same Ethnicity
White Victims

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	0	0%	1	100%	0	0%	0	0%	0	0%
Violent	Rape	0	0%	0	0%	0	0%	0	0%	0	0%
Crimes	Robbery	1	3%	3	8%	3	4%	3	4%	3	4%
	Assault	11	18%	15	38%	31	61%	24	41%	45	27%
Total Part I Violent		**12**	**12%**	**19**	**24%**	**34**	**27%**	**27**	**20%**	**48**	**20%**
Part I	Burglary	2	12%	3	11%	3	6%	0	0%	4	5%
Property	Larceny	6	21%	3	14%	2	5%	6	13%	2	6%
Crimes	Auto Theft	4	9%	3	10%	6	13%	0	0%	2	7%
	Arson	0	n/a	0	0%	0	n/a	0	0%	0	n/a
Total Part I Property		**12**	**14%**	**9**	**11%**	**11**	**8%**	**6**	**6%**	**8**	**6%**
Selected	Battery	38	38%	50	57%	79	49%	77	48%	78	46%
Part II	Vandalism	1	33%	7	78%	0	0%	3	27%	2	25%
Crimes	Other Sex	1	20%	0	0%	1	50%	2	100%	2	50%
	Against Family	5	50%	3	30%	5	42%	12	75%	5	45%
Total Selected Part II		**45**	**38%**	**60**	**55%**	**85**	**47%**	**94**	**49%**	**87**	**46%**

Table 35 Arr
Victim & Arrestee Same Ethnicity
White Arrestees

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	0	n/a	1	100%	0	n/a	0	n/a	0	n/a
Violent	Rape	0	n/a	0	n/a	0	n/a	0	n/a	0	0%
Crimes	Robbery	1	20%	3	60%	3	33%	3	50%	3	38%
	Assault	11	65%	15	68%	31	79%	24	55%	45	45%
Total Part I Violent		**12**	**55%**	**19**	**68%**	**34**	**71%**	**27**	**54%**	**48**	**44%**
Part I	Burglary	2	50%	3	60%	3	60%	0	0%	4	31%
Property	Larceny	6	75%	3	60%	2	40%	6	43%	2	40%
Crimes	Auto Theft	4	40%	3	27%	6	46%	0	0%	2	40%
	Arson	0	n/a	0	n/a	0	0%	0	0%	0	n/a
Total Part I Property		**12**	**55%**	**9**	**43%**	**11**	**46%**	**6**	**20%**	**8**	**35%**
Selected	Battery	38	56%	50	66%	79	71%	77	69%	78	70%
Part II	Vandalism	1	50%	7	100%	0	0%	3	75%	2	67%
Crimes	Other Sex	1	100%	0	0%	1	50%	2	67%	2	100%
	Against Family	5	50%	3	75%	5	42%	12	86%	5	83%
Total Selected Part II		**45**	**56%**	**60**	**64%**	**85**	**65%**	**94**	**71%**	**87**	**71%**

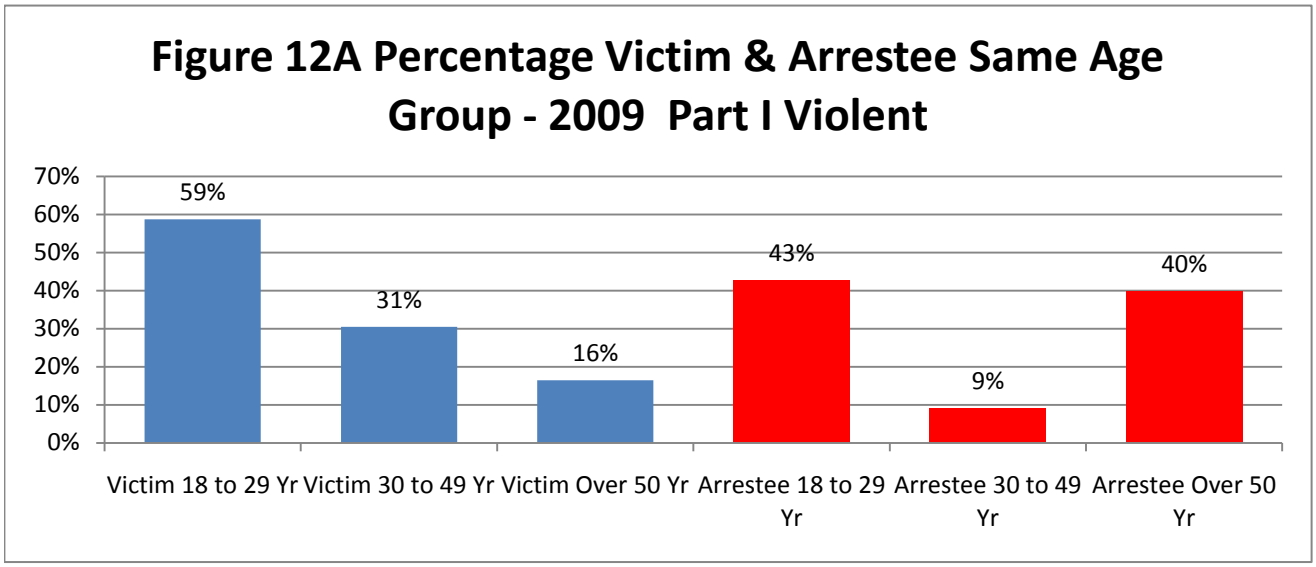


Figure 12A Percentage Victim & Arrestee Same Age Group - 2009 Part I Violent
70%
60%
50%
40%
30%
20%
10%
0%
59%
31%
16%
43%
9%
40%
Victim 18 to 29 Yr
Victim 30 to 49 Yr
Victim Over 50 Yr
Arrestee 18 to 29 Yr
Arrestee 30 to 49 Yr
Arrestee Over 50 Yr

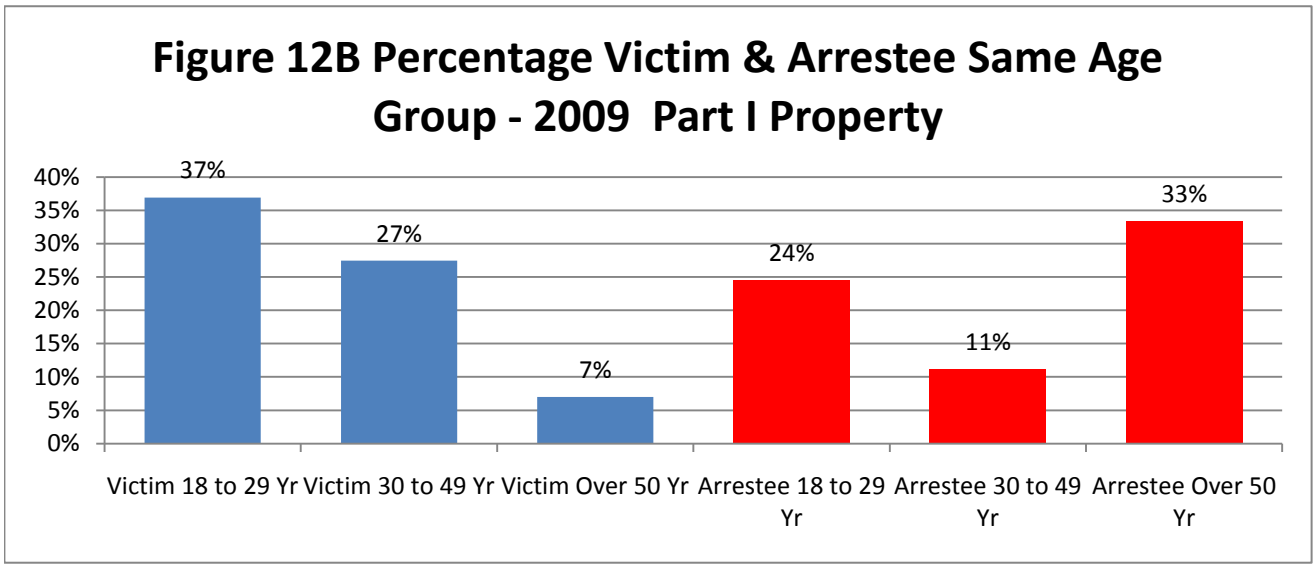


Figure 12B Percentage Victim & Arrestee Same Age Group - 2009 Part I Property
40%
35%
30%
25%
20%
15%
10%
5%
0%
37%
27%
7%
24%
11%
33%
Victim 18 to 29 Yr
Victim 30 to 49 Yr
Victim Over 50 Yr
Arrestee 18 to 29 Yr
Arrestee 30 to 49 Yr
Arrestee Over 50 Yr

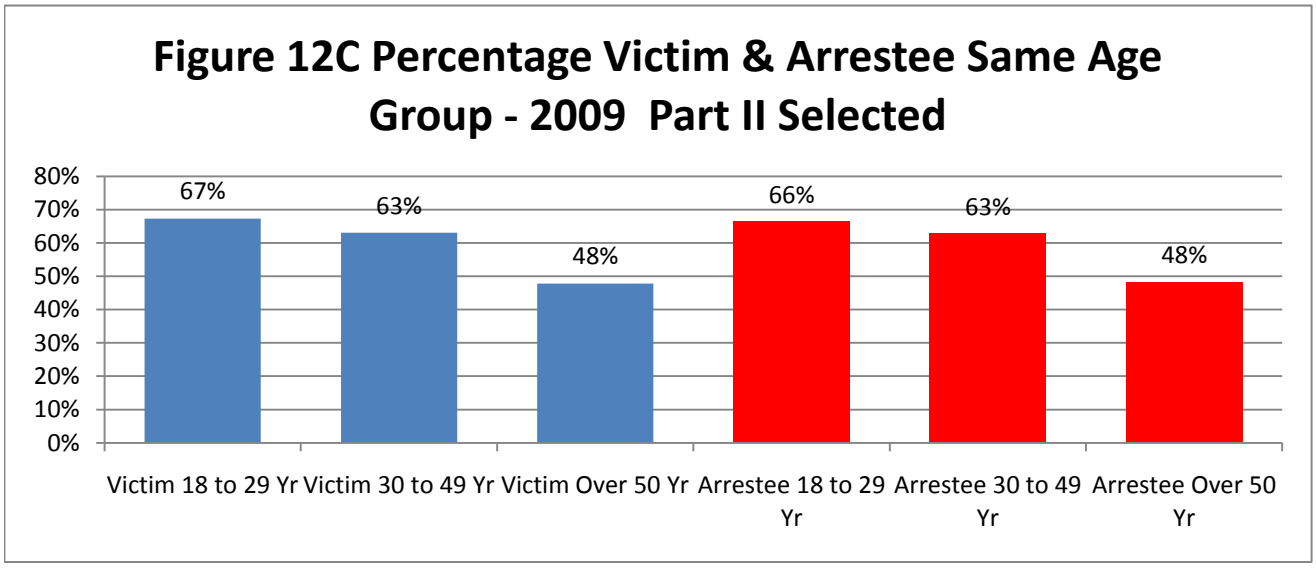


Figure 12C Percentage Victim & Arrestee Same Age Group - 2009 Part II Selected
80%
70%
60%
50%
40%
30%
20%
10%
0%
67%
63%
48%
66%
63%
48%
Victim 18 to 29 Yr
Victim 30 to 49 Yr
Victim Over 50 Yr
Arrestee 18 to 29 Yr
Arrestee 30 to 49 Yr
Arrestee Over 50 Yr

Table 36 Vic
Victim & Arrestee Same Age Group
All Victims

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	13	62%	25	63%	11	44%	12	48%	21	47%
Violent	Rape	9	43%	12	52%	20	80%	11	42%	24	56%
Crimes	Robbery	89	41%	98	39%	122	33%	171	40%	178	33%
	Assault	283	52%	239	53%	331	55%	422	51%	475	42%
Total Part I Violent		**394**	**49%**	**374**	**49%**	**484**	**47%**	**616**	**47%**	**698**	**39%**
Part I	Burglary	25	24%	26	35%	26	16%	37	24%	46	19%
Property	Larceny	47	38%	48	39%	52	31%	62	29%	56	33%
Crimes	Auto Theft	57	28%	57	34%	48	24%	42	30%	21	17%
	Arson	1	50%	3	75%	3	38%	2	25%	0	0%
Total Part I Property		**130**	**30%**	**134**	**36%**	**129**	**24%**	**143**	**28%**	**123**	**23%**
Selected	Battery	659	63%	636	63%	884	64%	1,008	61%	1,051	63%
Part II	Vandalism	28	50%	31	41%	28	39%	28	42%	26	28%
Crimes	Other Sex	12	34%	25	45%	9	23%	15	31%	19	40%
	Against Family	70	52%	48	49%	51	49%	54	53%	57	62%
Total Selected Part II		**769**	**60%**	**740**	**60%**	**972**	**61%**	**1,105**	**59%**	**1,153**	**60%**

Table 36 Arr
Victim & Arrestee Same Age Group
All Arrestees

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	13	62%	25	63%	11	44%	12	48%	21	47%
Violent	Rape	9	43%	12	52%	20	80%	11	42%	24	56%
Crimes	Robbery	89	41%	98	39%	122	33%	171	40%	178	33%
	Assault	283	52%	239	53%	331	55%	422	51%	475	42%
Total Part I Violent		**394**	**49%**	**374**	**49%**	**484**	**47%**	**616**	**47%**	**698**	**39%**
Part I	Burglary	25	24%	26	35%	26	16%	37	24%	46	19%
Property	Larceny	47	38%	48	39%	52	31%	62	29%	56	33%
Crimes	Auto Theft	57	28%	57	34%	48	24%	42	30%	21	17%
	Arson	1	50%	3	75%	3	38%	2	25%	0	0%
Total Part I Property		**130**	**30%**	**134**	**36%**	**129**	**24%**	**143**	**28%**	**123**	**23%**
Selected	Battery	659	63%	636	63%	884	64%	1,008	61%	1,051	63%
Part II	Vandalism	28	50%	31	41%	28	39%	28	42%	26	28%
Crimes	Other Sex	12	34%	25	45%	9	23%	15	31%	19	40%
	Against Family	70	52%	48	49%	51	49%	54	53%	57	62%
Total Selected Part II		**769**	**60%**	**740**	**60%**	**972**	**61%**	**1,105**	**59%**	**1,153**	**60%**

Table 37 Vic
Victim & Arrestee Same Age Group
18 to 29 Year Old Victims

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	7	88%	20	80%	8	62%	10	83%	15	63%
Violent	Rape	4	67%	6	86%	3	100%	2	50%	6	40%
Crimes	Robbery	45	68%	58	71%	77	55%	55	47%	74	47%
	Assault	94	62%	94	65%	136	70%	152	61%	219	65%
Total Part I Violent		**150**	**65%**	**178**	**69%**	**224**	**64%**	**219**	**57%**	**314**	**59%**
Part I	Burglary	3	21%	8	57%	8	36%	8	24%	20	40%
Property	Larceny	18	62%	19	56%	12	31%	20	27%	18	39%
Crimes	Auto Theft	21	40%	25	46%	22	39%	17	40%	10	30%
	Arson	1	100%	2	100%	1	100%	0	n/a	0	0%
Total Part I Property		**43**	**44%**	**54**	**52%**	**43**	**36%**	**45**	**30%**	**48**	**37%**
Selected	Battery	238	67%	252	68%	323	71%	342	64%	379	68%
Part II	Vandalism	9	53%	10	77%	10	67%	8	57%	14	54%
Crimes	Other Sex	2	50%	4	67%	2	29%	2	40%	0	0%
	Against Family	13	76%	13	62%	7	50%	7	50%	13	72%
Total Selected Part II		**262**	**67%**	**279**	**68%**	**342**	**69%**	**359**	**63%**	**406**	**67%**

Table 37 Arr
Victim & Arrestee Same Age Group
18 to 29 Year Old Arrestees

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	7	54%	20	71%	8	67%	10	63%	15	79%
Violent	Rape	4	44%	6	55%	3	50%	2	25%	6	86%
Crimes	Robbery	45	40%	58	37%	77	43%	55	37%	74	35%
	Assault	94	43%	94	56%	136	57%	152	52%	219	44%
Total Part I Violent		**150**	**42%**	**178**	**49%**	**224**	**51%**	**219**	**47%**	**314**	**43%**
Part I	Burglary	3	8%	8	23%	8	13%	8	21%	20	21%
Property	Larceny	18	38%	19	48%	12	24%	20	33%	18	35%
Crimes	Auto Theft	21	23%	25	31%	22	31%	17	41%	10	21%
	Arson	1	50%	2	67%	1	100%	0	0%	0	0%
Total Part I Property		**43**	**25%**	**54**	**34%**	**43**	**23%**	**45**	**31%**	**48**	**24%**
Selected	Battery	238	66%	252	69%	323	70%	342	69%	379	70%
Part II	Vandalism	9	50%	10	30%	10	40%	8	38%	14	54%
Crimes	Other Sex	2	17%	4	33%	2	15%	2	15%	0	0%
	Against Family	13	39%	13	41%	7	37%	7	50%	13	45%
Total Selected Part II		**262**	**62%**	**279**	**63%**	**342**	**66%**	**359**	**66%**	**406**	**66%**

Table 38 Vic
Victims & Arrestee Same Age
30 to 49 Years Old Victim

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	4	50%	5	50%	2	33%	1	20%	2	22%
Violent	Rape	4	57%	6	75%	7	88%	5	63%	13	87%
Crimes	Robbery	22	27%	36	33%	24	19%	40	28%	36	21%
	Assault	159	63%	117	61%	142	57%	189	60%	181	44%
Total Part I Violent		**163**	**47%**	**122**	**38%**	**144**	**37%**	**190**	**40%**	**183**	**31%**
Part I	Burglary	18	46%	13	38%	17	20%	8	12%	21	22%
Property	Larceny	26	45%	24	49%	32	42%	30	43%	28	41%
Crimes	Auto Theft	34	44%	31	42%	26	33%	18	31%	10	21%
	Arson	0	0%	1	50%	0	0%	0	0%	0	0%
Total Part I Property		**78**	**44%**	**69**	**44%**	**75**	**30%**	**56**	**29%**	**59**	**27%**
Selected	Battery	352	71%	296	68%	444	68%	489	65%	477	65%
Part II	Vandalism	10	45%	16	43%	16	47%	18	55%	7	17%
Crimes	Other Sex	7	88%	3	60%	1	100%	4	80%	5	100%
	Against Family	44	79%	31	66%	32	68%	26	74%	23	66%
Total Selected Part II		**413**	**71%**	**346**	**66%**	**493**	**67%**	**537**	**65%**	**512**	**63%**

Table 38 Arr
Victims & Arrestee Same Age
30 to 49 Years Old Arrestee

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	4	67%	5	45%	2	29%	1	33%	2	67%
Violent	Rape	4	50%	6	60%	7	88%	5	50%	13	46%
Crimes	Robbery	22	51%	36	59%	24	44%	40	49%	36	47%
	Assault	159	60%	117	55%	142	56%	189	55%	181	48%
Total Part I Violent		**163**	**8%**	**122**	**6%**	**144**	**7%**	**190**	**9%**	**183**	**9%**
Part I	Burglary	18	41%	13	52%	17	53%	8	25%	21	45%
Property	Larceny	26	51%	24	48%	32	48%	30	41%	28	52%
Crimes	Auto Theft	34	48%	31	46%	26	38%	18	45%	10	34%
	Arson	0	n/a	1	100%	0	0%	0	n/a	0	0%
Total Part I Property		**78**	**22%**	**69**	**22%**	**75**	**22%**	**56**	**12%**	**59**	**11%**
Selected	Battery	352	67%	296	64%	444	67%	489	65%	477	65%
Part II	Vandalism	10	56%	16	59%	16	53%	18	75%	7	27%
Crimes	Other Sex	7	39%	3	14%	1	7%	4	20%	5	29%
	Against Family	44	54%	31	53%	32	50%	26	45%	23	64%
Total Selected Part II		**413**	**63%**	**346**	**59%**	**493**	**61%**	**537**	**62%**	**512**	**63%**

Table 39 Vic
Victim & Arrestee Same Age Group
50 Years and Older Victims

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	2	50%	0	0%	1	33%	0	0%	1	13%
Violent	Rape	1	50%	0	0%	1	33%	2	100%	2	67%
Crimes	Robbery	3	8%	1	3%	0	0%	6	8%	5	5%
	Assault	19	25%	16	31%	36	52%	31	30%	46	22%
Total Part I Violent		**25**	**21%**	**17**	**18%**	**38**	**28%**	**39**	**22%**	**54**	**16%**
Part I	Burglary	3	9%	5	19%	1	2%	3	10%	3	4%
Property	Larceny	2	7%	5	14%	6	18%	7	15%	8	22%
Crimes	Auto Theft	2	3%	1	3%	0	0%	4	14%	0	0%
	Arson	0	n/a	0	n/a	2	50%	2	40%	0	0%
Total Part I Property		**7**	**6%**	**11**	**11%**	**9**	**7%**	**16**	**14%**	**11**	**7%**
Selected	Battery	48	40%	63	47%	97	47%	101	48%	129	51%
Part II	Vandalism	9	60%	5	21%	2	11%	2	12%	4	19%
Crimes	Other Sex	1	33%	2	100%	0	0%	2	67%	0	0%
	Against Family	12	24%	4	15%	9	27%	11	30%	10	43%
Total Selected Part II		**70**	**37%**	**74**	**40%**	**108**	**42%**	**116**	**43%**	**143**	**48%**

Table 39 Arr
Victim & Arrestee Same Age Group
50 Years and Older Arrestees

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	2	100%	0	0%	1	25%	0	n/a	1	50%
Violent	Rape	1	25%	0	0%	1	50%	2	67%	2	40%
Crimes	Robbery	3	50%	1	33%	0	0%	6	60%	5	63%
	Assault	19	49%	16	33%	36	47%	31	36%	46	38%
Total Part I Violent		**25**	**49%**	**17**	**31%**	**38**	**45%**	**39**	**40%**	**54**	**40%**
Part I	Burglary	3	60%	5	56%	1	33%	3	25%	3	30%
Property	Larceny	2	22%	5	31%	6	35%	7	33%	8	42%
Crimes	Auto Theft	2	50%	1	50%	0	0%	4	36%	0	0%
	Arson	0	n/a	0	n/a	2	67%	2	100%	0	0%
Total Part I Property		**7**	**39%**	**11**	**41%**	**9**	**32%**	**16**	**35%**	**11**	**33%**
Selected	Battery	48	40%	63	46%	97	47%	101	43%	129	47%
Part II	Vandalism	9	64%	5	38%	2	67%	2	40%	4	50%
Crimes	Other Sex	1	33%	2	33%	0	0%	2	25%	0	0%
	Against Family	12	63%	4	67%	9	50%	11	61%	10	67%
Total Selected Part II		**70**	**45%**	**74**	**46%**	**108**	**46%**	**116**	**44%**	**143**	**48%**

Table 40 A
Located in Same Block Group
Victim and Arrestee

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	3	14%	4	10%	6	24%	1	4%	6	13%
Violent	Rape	5	24%	3	13%	11	44%	9	35%	14	33%
Crimes	Robbery	10	5%	22	9%	33	9%	21	5%	36	7%
	Assault	240	44%	207	46%	296	49%	470	57%	471	41%
Total Part I Violent		**258**	**32%**	**236**	**31%**	**346**	**34%**	**501**	**39%**	**527**	**30%**
Part I	Burglary	15	15%	8	11%	35	22%	33	21%	33	13%
Property	Larceny	9	7%	16	13%	12	7%	25	12%	18	11%
Crimes	Auto Theft	18	9%	11	7%	13	6%	15	11%	6	5%
	Arson	0	0%	2	50%	1	13%	5	63%	2	50%
Total Part I Property		**42**	**10%**	**37**	**10%**	**61**	**11%**	**78**	**15%**	**59**	**11%**
Selected	Battery	617	59%	620	61%	905	65%	1,108	67%	1,109	66%
Part II	Vandalism	20	36%	23	30%	31	44%	26	39%	32	34%
Crimes	Other Sex	15	43%	25	45%	12	30%	23	47%	22	47%
	Against Family	65	49%	53	54%	50	48%	54	53%	63	68%
Total Selected Part II		**717**	**56%**	**721**	**58%**	**998**	**62%**	**1,211**	**65%**	**1,226**	**64%**

Table 40 B
Located in Same Block Group
Incident, Victim, and Arrestee

		2005		2006		2007		2008		2009	
Part	Class	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All	Numb.	% All
Part I	Murder	2	10%	3	8%	6	24%	1	4%	3	7%
Violent	Rape	4	19%	3	13%	11	44%	8	31%	12	28%
Crimes	Robbery	9	4%	16	6%	28	8%	13	3%	27	5%
	Assault	220	40%	184	41%	259	43%	416	51%	410	36%
Total Part I Violent		**235**	**29%**	**206**	**27%**	**304**	**30%**	**438**	**34%**	**452**	**26%**
Part I	Burglary	14	14%	7	9%	35	22%	32	21%	32	13%
Property	Larceny	7	6%	14	11%	10	6%	16	7%	16	9%
Crimes	Auto Theft	14	7%	6	4%	8	4%	10	7%	6	5%
	Arson	0	0%	2	50%	1	13%	5	63%	2	50%
Total Part I Property		**35**	**8%**	**29**	**8%**	**54**	**10%**	**63**	**12%**	**56**	**10%**
Selected	Battery	565	54%	568	56%	840	60%	1,012	61%	1,007	60%
Part II	Vandalism	16	29%	21	28%	30	42%	23	34%	31	33%
Crimes	Other Sex	13	37%	23	41%	10	25%	20	41%	18	38%
	Against Family	61	46%	49	50%	45	43%	46	46%	55	60%
Total Selected Part II		**655**	**51%**	**661**	**53%**	**925**	**58%**	**1,101**	**59%**	**1,111**	**58%**

Table 41
Variables used for Socio-Economic Index

	High	Median-High	Median	Median-Low	Low
Median Household Income	$81,950	$43,293	$33,765	$28,525	$27,154
Per Captia Income	$43,387	$23,994	$15,677	$12,385	$10,530
Percentage Receiving Public Assistance	1%	5%	10%	14%	18%
Percentage Below Poverty Line: Total	5%	12%	21%	26%	34%
Percentage Below Poverty Line: Under 1	4%	15%	29%	34%	44%
Percentage Employed	97%	94%	89%	85%	86%
Percentage Families Married	80%	59%	50%	52%	50%
Percentage Families Female Child < 18	15%	34%	42%	38%	40%
Percentage English Only	81%	72%	66%	59%	49%
Percentage Non English: Linguistically Is	10%	23%	32%	38%	44%
Percentage Native Citizens	88%	80%	74%	67%	61%
Percentage Non Natives: US Citizens	60%	52%	36%	31%	24%
Percentage Less Than High School	6%	16%	31%	42%	50%
Percentage College Graduates	61%	37%	17%	9%	7%
Percentage White	60%	30%	12%	6%	4%
Average Household Size	2.3	2.3	2.8	3.1	3.6
Percentage Owner Occupied Housing Un	69%	32%	32%	28%	25%
Percentage Paying over 35% Income for	24%	31%	37%	40%	44%
Percentage Housing Units over 1.5 per R	1%	7%	15%	21%	28%
Housing Units per Square Mile	3,284	7,930	6,070	5,841	6,835
Population per Square Mile	7,066	15,795	14,936	16,757	23,518
Number of Block Groups in Area	76	67	65	63	59
Population in Area	81,839	79,569	79,620	78,919	79,321

High: Block Groups containing 20% of the population with the highest values on the Variables
Median-High: Block Groups containing 20% of the population with the next highest values on the Variables
Median: Block Groups containing 20% of the population with the middle values on the Variables
Median-Low: Block Groups containing 20% of the population with the next to the lowest values on the Variables.
Low: Block Groups containing 20% of the population with the next to the lowest on the Variables

Table 42
Block Groups in Okland based on Socio-Economic Index
Criminal Incidents

Part I Violent Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	197	243	263	239	207
Median-High	579	728	676	670	578
Median	862	1,078	1,029	1,048	949
Median-Low	1,067	1,311	1,216	1,211	1,078
Low	1,004	1,193	1,111	1,154	1,023
Oakland	738	906	855	860	763

Part I Property Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	1,947	1,900	2,049	1,968	2,027
Median-High	2,702	2,717	2,620	2,617	2,483
Median	3,664	3,601	3,542	3,260	3,065
Median-Low	3,305	3,499	3,337	2,942	2,859
Low	2,489	2,615	2,415	2,223	2,029
Oakland	2,816	2,860	2,788	2,598	2,490

Part II Selected Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	643	609	603	651	601
Median-High	1438	1409	1366	1416	1409
Median	2380	2430	2349	2410	2497
Median-Low	2420	2619	2646	2778	2846
Low	2679	2770	2762	2892	2856
Oakland	1903	1958	1936	2020	2032

Table 43
Block Groups in Okland based on Socio-Economic Index
Criminal Victims

Part I Violent Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	115	129	168	159	123
Median-High	280	310	348	363	313
Median	376	426	475	520	462
Median-Low	430	511	531	538	499
Low	440	542	533	573	491
Oakland	334	391	418	438	385

Part I Property Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	992	932	1,118	1,064	1,106
Median-High	1,137	1,065	1,179	1,183	1,216
Median	1,257	1,088	1,195	1,173	1,193
Median-Low	1,111	1,005	1,120	1,038	1,018
Low	934	947	995	900	900
Oakland	1,088	1,009	1,121	1,071	1,086

Part II Selected Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	315	325	344	368	351
Median-High	542	526	577	624	615
Median	826	757	803	899	959
Median-Low	692	737	848	970	1015
Low	696	721	805	920	965
Oakland	622	621	684	767	793

Table 44
Block Groups in Okland based on Socio-Economic Index
Criminal Arrestees

Part I Violent Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	22	20	29	32	27
Median-High	65	49	84	111	108
Median	130	112	183	212	230
Median-Low	142	141	172	238	276
Low	145	135	192	244	252
Oakland	102	93	134	170	182

Part I Property Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	24	21	29	26	25
Median-High	71	65	70	103	94
Median	173	126	151	195	168
Median-Low	174	135	189	207	221
Low	183	144	188	216	204
Oakland	127	100	128	152	145

Part II Selected Crimes per 50,000 Population

Class	2005	2006	2007	2008	2009
High	111	108	126	142	147
Median-High	362	283	400	420	424
Median	680	567	757	908	887
Median-Low	699	629	874	1016	985
Low	779	666	896	1036	1012
Oakland	535	458	621	716	702

Table 45
Incident Rate per 50,000 - 2009 Incidents
By Socio-Economic Quintiles

		High		Median-High		Median		Median-Low		Low	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Murder	4	3	16	10	22	14	25	16	37	23
Violent	Rape	213	149	557	352	753	473	873	553	859	541
Crimes	Robbery	107	75	314	199	664	417	745	472	678	427
	Assault	338	236	920	582	1,511	949	1,701	1,078	1,623	1,023
Total Part I Violent		**851**	**595**	**1,019**	**645**	**1,098**	**690**	**923**	**585**	**817**	**515**
Part I	Burglary	1,641	1,148	1,852	1,172	2,236	1,404	2,092	1,325	1,205	760
Property	Larceny	811	567	1,063	672	1,488	934	1,458	924	1,158	730
Crimes	Auto Theft	14	10	18	11	59	37	39	25	39	25
	Arson	3,317	2,321	3,952	2,500	4,881	3,065	4,512	2,859	3,219	2,029
Total Part I Property		**14**	**10**	**33**	**21**	**72**	**45**	**58**	**37**	**49**	**31**
Selected	Battery	303	212	872	552	1,561	980	1,771	1,122	1,540	971
Part II	Forgery	69	48	115	73	124	78	96	61	94	59
Crimes	Fraud	102	71	107	68	138	87	141	89	107	67
	Embezzlement	9	6	12	8	46	29	37	23	7	4
	Vandalism	371	260	511	323	751	472	804	509	616	388
	Weapons	17	12	70	44	142	89	181	115	208	131
	Prostitution	1	1	87	55	148	93	141	89	386	243
	Other Sex	21	15	63	40	95	60	121	77	109	69
	Drug - Sell	2	1	35	22	85	53	137	87	161	101
	Drug - Possession	52	36	270	171	702	441	856	542	1,183	746
	Against Family	37	26	100	63	185	116	207	131	120	76
Total Selected Part II		**984**	**688**	**2,242**	**1,418**	**3,977**	**2,497**	**4,492**	**2,846**	**4,531**	**2,856**

Table 46
Victimization Rate per 50,000 - 2009 Victims
By Socio-Economic Quintiles

		High		Median-High		Median		Median-Low		Low	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Murder	4	3	13	8	22	14	26	16	32	20
Violent	Rape	232	162	600	380	741	465	718	455	804	507
Crimes	Robbery	89	62	312	197	639	401	784	497	674	425
	Assault	340	238	959	607	1,445	907	1,576	998	1,545	974
Total Part I Violent		**907**	**635**	**1,118**	**707**	**1,156**	**726**	**935**	**592**	**851**	**536**
Part I	Burglary	1,541	1,078	1,803	1,141	1,678	1,054	1,392	882	1,091	688
Property	Larceny	596	417	782	495	860	540	869	551	863	544
Crimes	Auto Theft	6	4	18	11	38	24	19	12	29	18
	Arson	3,050	2,134	3,721	2,354	3,732	2,344	3,215	2,037	2,834	1,786
Total Part I Property		**15**	**10**	**34**	**22**	**43**	**27**	**48**	**30**	**35**	**22**
Selected	Battery	273	191	790	500	1,438	903	1,515	960	1,495	942
Part II	Forgery	84	59	121	77	123	77	95	60	82	52
Crimes	Fraud	154	108	180	114	167	105	143	91	136	86
	Embezzlement	8	6	10	6	30	19	19	12	6	4
	Vandalism	364	255	479	303	641	403	617	391	491	310
	Other Sex	17	12	38	24	75	47	68	43	78	49
	Against Family	39	27	105	66	154	97	148	94	140	88
Total Selected Part II		**939**	**657**	**1,723**	**1,090**	**2,628**	**1,650**	**2,605**	**1,650**	**2,428**	**1,530**

Table 47
Arrest Rate per 50,000 - 2009 Arrestees
By Socio-Economic Quintiles

		High		Median-High		Median		Median-Low		Low	
Part	Class	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate	Numb.	Rate
Part I	Murder	0	0	4	3	13	8	6	4	9	6
Violent	Rape	15	10	59	37	121	76	145	92	137	86
Crimes	Robbery	22	15	101	64	223	140	269	170	244	154
	Assault	38	27	171	108	367	230	435	276	400	252
Total Part I Violent		**13**	**9**	**50**	**32**	**69**	**43**	**91**	**58**	**86**	**54**
Part I	Burglary	16	11	72	46	144	90	183	116	175	110
Property	Larceny	4	3	27	17	50	31	70	44	63	40
Crimes	Auto Theft	3	2	0	0	4	3	5	3	0	0
	Arson	36	25	149	94	267	168	349	221	324	204
Total Part I Property		**1**	**1**	**7**	**4**	**10**	**6**	**15**	**10**	**10**	**6**
Selected	Battery	98	69	266	168	488	306	508	322	518	327
Part II	Forgery	4	3	15	9	17	11	20	13	16	10
Crimes	Fraud	0	0	0	0	1	1	2	1	0	0
	Embezzlement	1	1	0	0	3	2	3	2	2	1
	Vandalism	2	1	22	14	36	23	33	21	45	28
	Weapons	9	6	53	34	133	84	136	86	157	99
	Prostitution	7	5	37	23	77	48	99	63	107	67
	Other Sex	3	2	11	7	21	13	26	16	28	18
	Drug - Sell	11	8	38	24	110	69	124	79	120	76
	Drug - Possession	67	47	216	137	498	313	580	367	582	367
	Against Family	8	6	13	8	28	18	23	15	31	20
Total Selected Part II		**210**	**147**	**671**	**424**	**1,412**	**887**	**1,554**	**985**	**1,606**	**1,012**

Table 48
Percentage of Cases in Oakland (Oak) and With Valid Addresses (Add)
All Cases - 2005-2009

		Incidents					Victims					Arrestees				
Part	Class	Total	Oak	%	Add	%	Total	Oak	%	Add	%	Total	Oak	%	Add	%
Part I	Homicide	561	559	100%	552	98%	808	655	81%	499	62%	195	133	68%	119	61%
Violent	Rape	1,462	1,405	96%	1,166	80%	1,510	1,060	70%	946	63%	231	188	81%	171	74%
Crimes	Robbery	18,074	18,027	100%	17,505	97%	21,070	16,963	81%	15,494	74%	2,499	2,014	81%	1,799	72%
	Assault	14,715	14,589	99%	14,068	96%	17,027	14,717	86%	13,126	77%	4,084	3,469	85%	3,211	79%
Total Part I Violent		**34,812**	**34,580**	**99%**	**33,291**	**96%**	**40,415**	**33,395**	**83%**	**30,065**	**74%**	**7,009**	**5,804**	**83%**	**5,300**	**76%**
Part I	Burglary	24,941	24,819	100%	24,342	98%	25,810	23,847	92%	22,619	88%	1,341	1,104	82%	959	72%
Property	Larceny	49,576	48,529	98%	43,434	88%	49,386	37,240	75%	33,970	69%	3,980	3,008	76%	2,514	63%
Crimes	Auto Theft	43,548	43,346	100%	42,530	98%	43,250	27,093	63%	25,651	59%	2,318	1,770	76%	1,557	67%
	Arson	1,122	1,121	100%	1,090	97%	1,028	722	70%	651	63%	65	57	88%	47	72%
Total Part I Property		**119,187**	**117,815**	**99%**	**111,396**	**93%**	**119,474**	**88,902**	**74%**	**82,891**	**69%**	**7,704**	**5,939**	**77%**	**5,077**	**66%**
Selected	Battery	29,969	29,744	99%	28,663	96%	31,599	27,427	87%	25,312	80%	8,881	7,710	87%	7,215	81%
Part II	Forgery	4,916	4,634	94%	3,546	72%	4,551	3,653	80%	3,232	71%	760	540	71%	486	64%
Crimes	Fraud	5,125	4,572	89%	2,892	56%	5,026	4,129	82%	3,652	73%	67	48	72%	42	63%
	Embezzlement	589	584	99%	568	96%	473	414	88%	322	68%	70	44	63%	38	54%
	Vandalism	14,492	14,386	99%	13,738	95%	13,815	11,831	86%	10,949	79%	750	604	81%	548	73%
	Weapons	3,063	3,036	99%	2,997	98%	2,771	2,253	81%	1,946	70%	2,519	1,972	78%	1,842	73%
	Prostitution	3,400	3,369	99%	3,321	98%	4,749	4,272	90%	3,972	84%	2,854	1,587	56%	1,358	48%
	Other Sex	2,892	2,775	96%	2,220	77%	62,984	53,979	86%	49,385	78%	485	386	80%	343	71%
	Drug - Sell	2,708	2,694	99%	2,659	98%	222,873	176,276	79%	162,341	73%	3,101	2,445	79%	2,229	72%
	Drug - Possession	15,401	15,304	99%	15,061	98%	0	0	#DIV/0!	0	#DIV/0!	12,989	10,371	80%	8,932	69%
	Against Family	4,574	4,491	98%	4,248	93%	0	0	#DIV/0!	0	#DIV/0!	755	638	85%	551	73%
Total Selected Part II		**87,129**	**85,589**	**98%**	**79,913**	**92%**	**0**	**0**	**#DIV/0!**	**0**	**#DIV/0!**	**33,231**	**26,345**	**79%**	**23,584**	**71%**
Other	Gambling	241,128	237,984	99%	224,600	93%	0	0	#DIV/0!	0	#DIV/0!	47,944	38,088	79%	33,961	71%
Part II	D.U.I.	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Crimes	Liquor	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
	Drunkenness	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
	Disorderly Cond.	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
	Stolen Property	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
	Others	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Total Other Part II		**0**	**0**	**#DIV/0!**	**0**	**#DIV/0!**	**0**	**0**	**#DIV/0!**	**0**	**#DIV/0!**	**0**	**0**	**#DIV/0!**	**0**	**#DIV/0!**
Total		**0**	**0**	**#DIV/0!**	**0**	**#DIV/0!**	**0**	**0**	**#DIV/0!**	**0**	**#DIV/0!**	**0**	**0**	**#DIV/0!**	**0**	**#DIV/0!**

Table 49
OPD 2005-2010 Record Count
All Records

	Incidents		Victims: Human		Victims: NonHuman		Arrestees		Total	
	Numb.	Pct.	Numb.	Pct.	Numb.	Pct.	Numb.	Pct.	Numb.	Pct.
Address with BlkGrp	251,925	87%	167,288	71%	16,461	78%	43,284	69%	478,958	78%
Address w/o BlkGrp	2,800	1%	4,545	2%	1,633	8%	1,633	3%	10,611	2%
Intersection with BlkGr	18,396	6%	80	0%	962	5%	98	0%	19,536	3%
Intersection w/o BlkGrp	1,486	1%	16	0%	16	0%	15	0%	1,533	0%
Homeless	5	0%	555	0%		0%	2,357	4%	2,917	0%
No Address	11,631	4%	15,862	7%	186	1%	1,779	3%	29,458	5%
Boarder	1,416	0%	12,817	5%	334	2%	3,607	6%	18,174	3%
Califronia	1,568	1%	33,653	14%	1,195	6%	9,453	15%	45,869	8%
Out of State	1	0%	1,608	1%	296	1%	303	0%	2,208	0%
Unknown	985	0%	437	0%	7	0%	181	0%	1,610	0%
Total	290,213	100%	236,861	100%	21,090	100%	62,710	100%	610,874	100%

OPD 2005-2010 Record Count
Records with Oakland Addresses

	Incidents		Victims: Human		Victims: NonHuman		Arrestees		Total	
	Numb.	Pct.	Numb.	Pct.	Numb.	Pct.	Numb.	Pct.	Numb.	Pct.
Address with BlkGrp	251,925	92%	167,288	97%	16,461	86%	43,284	96%	478,958	94%
Address w/o BlkGrp	2,800	1%	4,545	3%	1,633	9%	1,633	4%	10,611	2%
Intersection with BlkGr	18,396	7%	80	0%	962	5%	98	0%	19,536	4%
Intersection w/o BlkGrp	1,486	1%	16	0%	16	0%	15	0%	1,533	0%
Total	274,607	100%	171,929	100%	19,072	100%	45,030	100%	510,638	100%

FORENSIC LOGIC

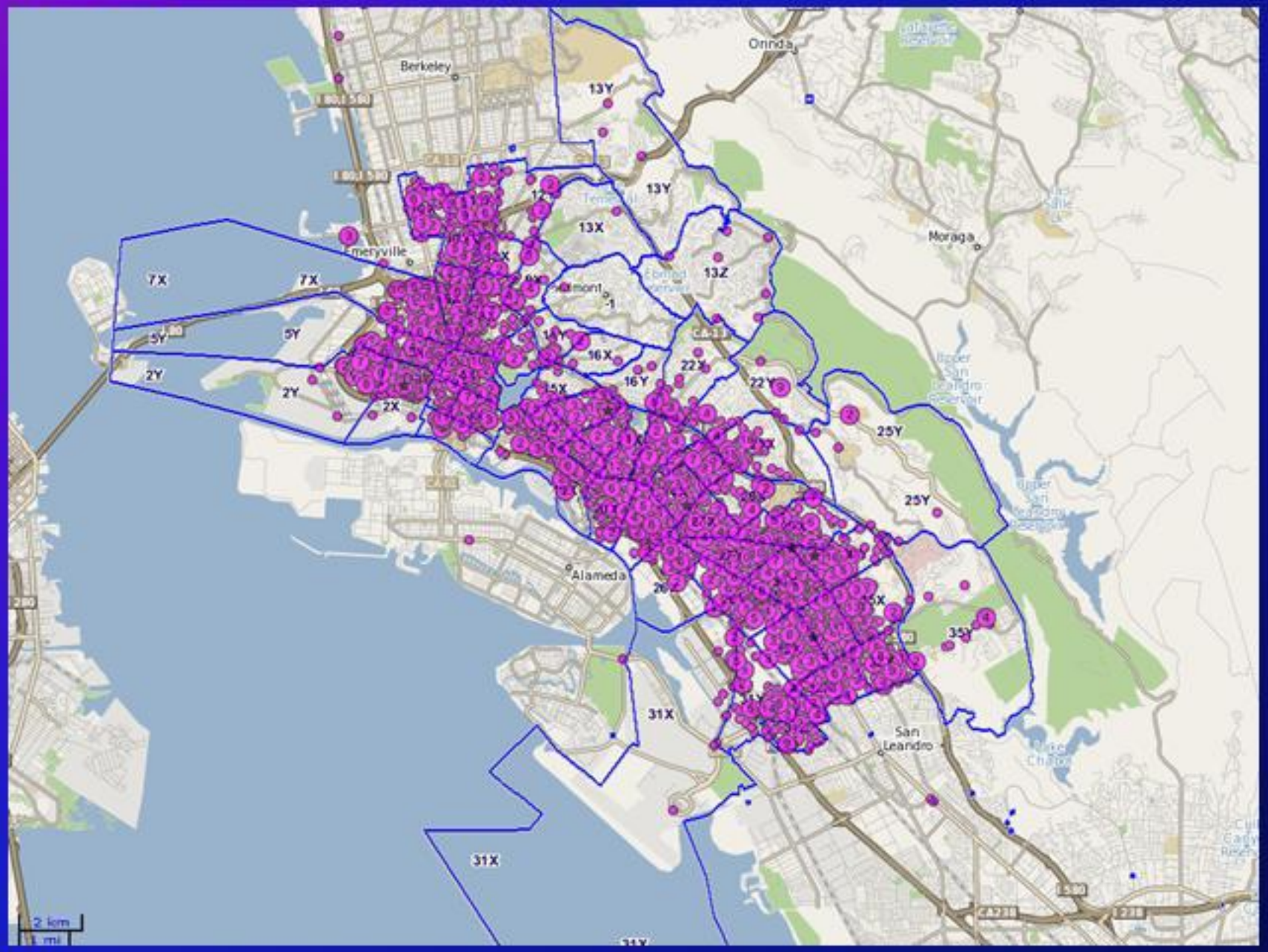
Offense Codes 187, 245, 246 & 247
August 1, 2009 – July 31, 2011

Incidences

Hotspot Identification
and
Next Crime Location Focus

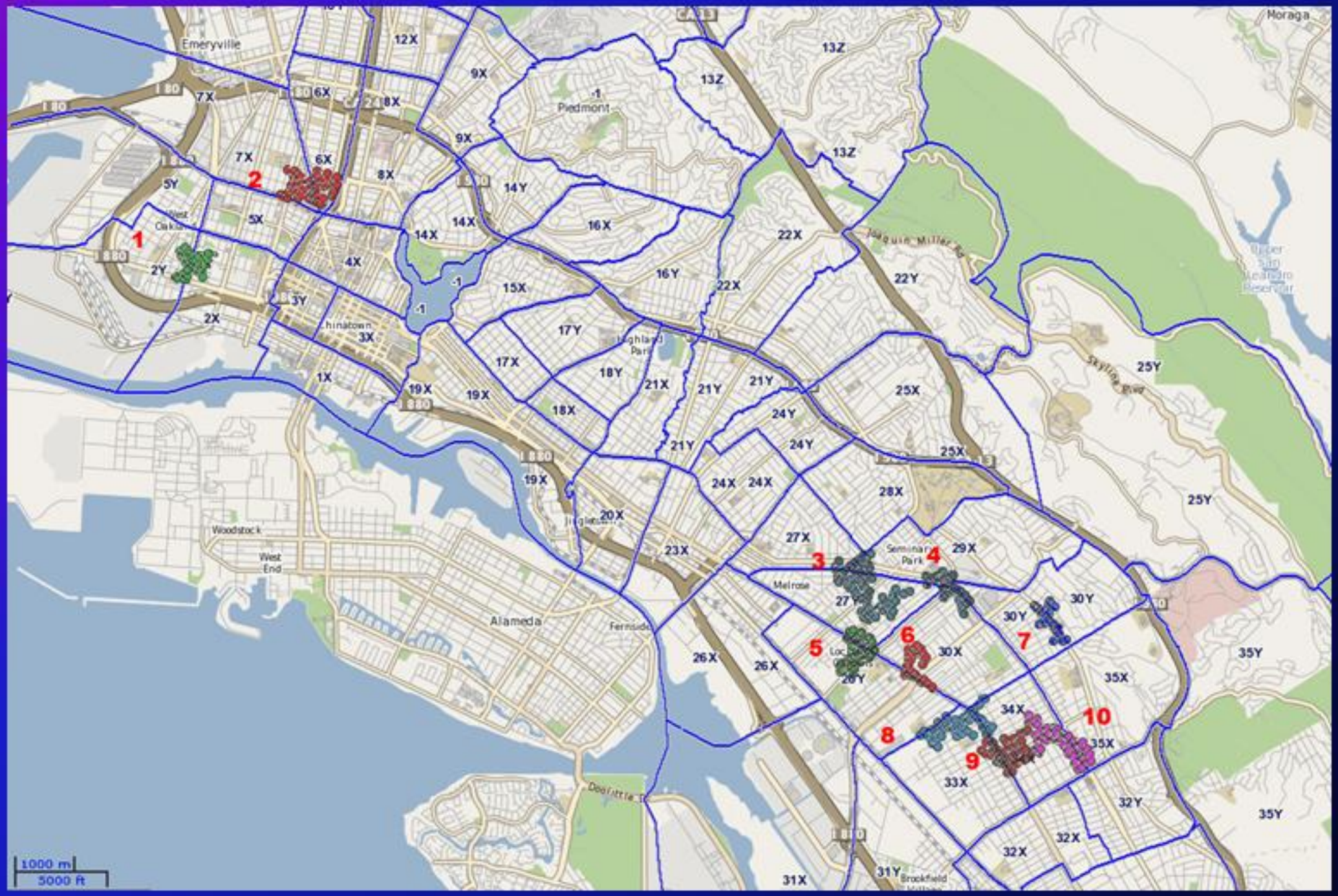
FORENSICLOGIC

Shooting offense locations (8/1/09-7/31/11 4,221 incidences)



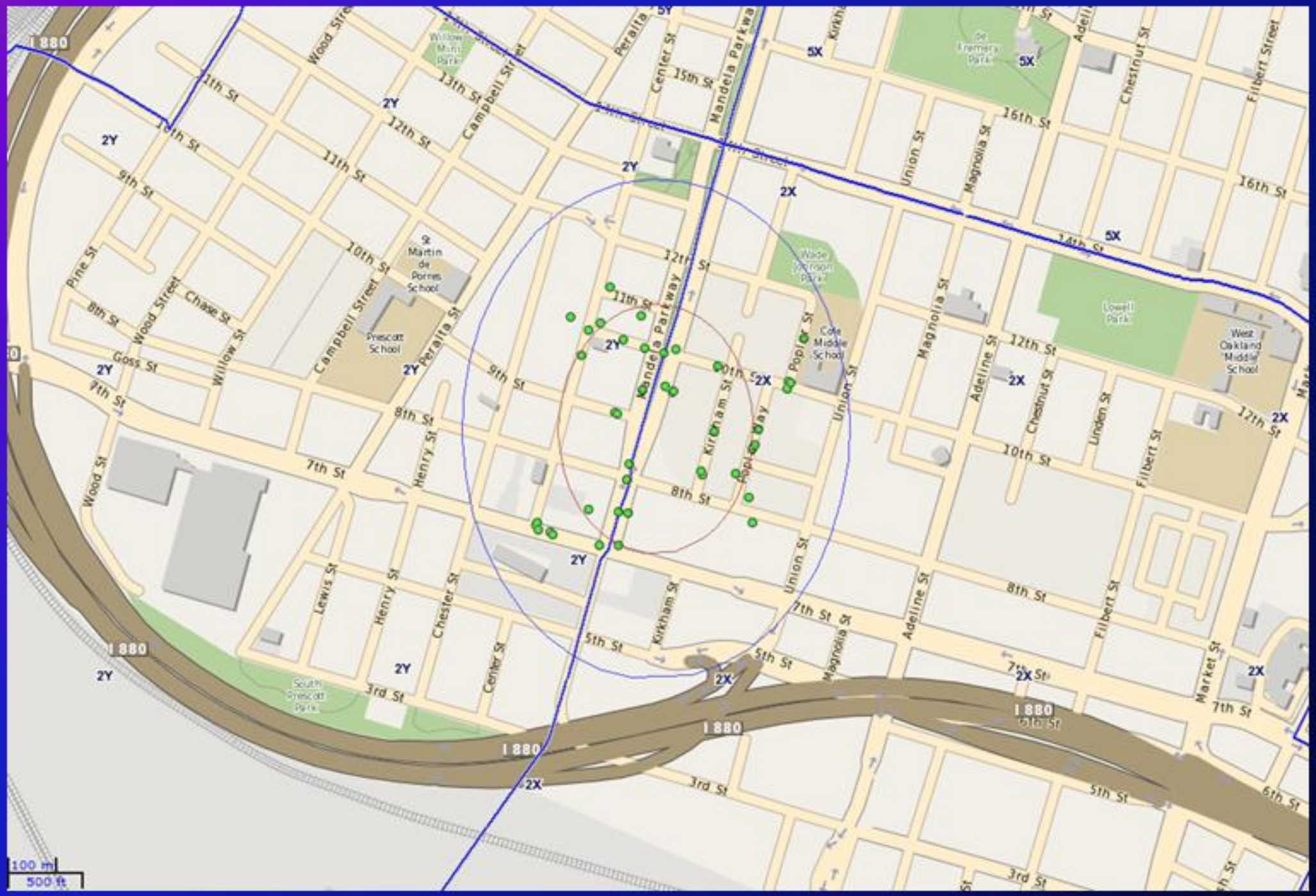
FORENSIC LOGIC

Top Ten hotspot locations



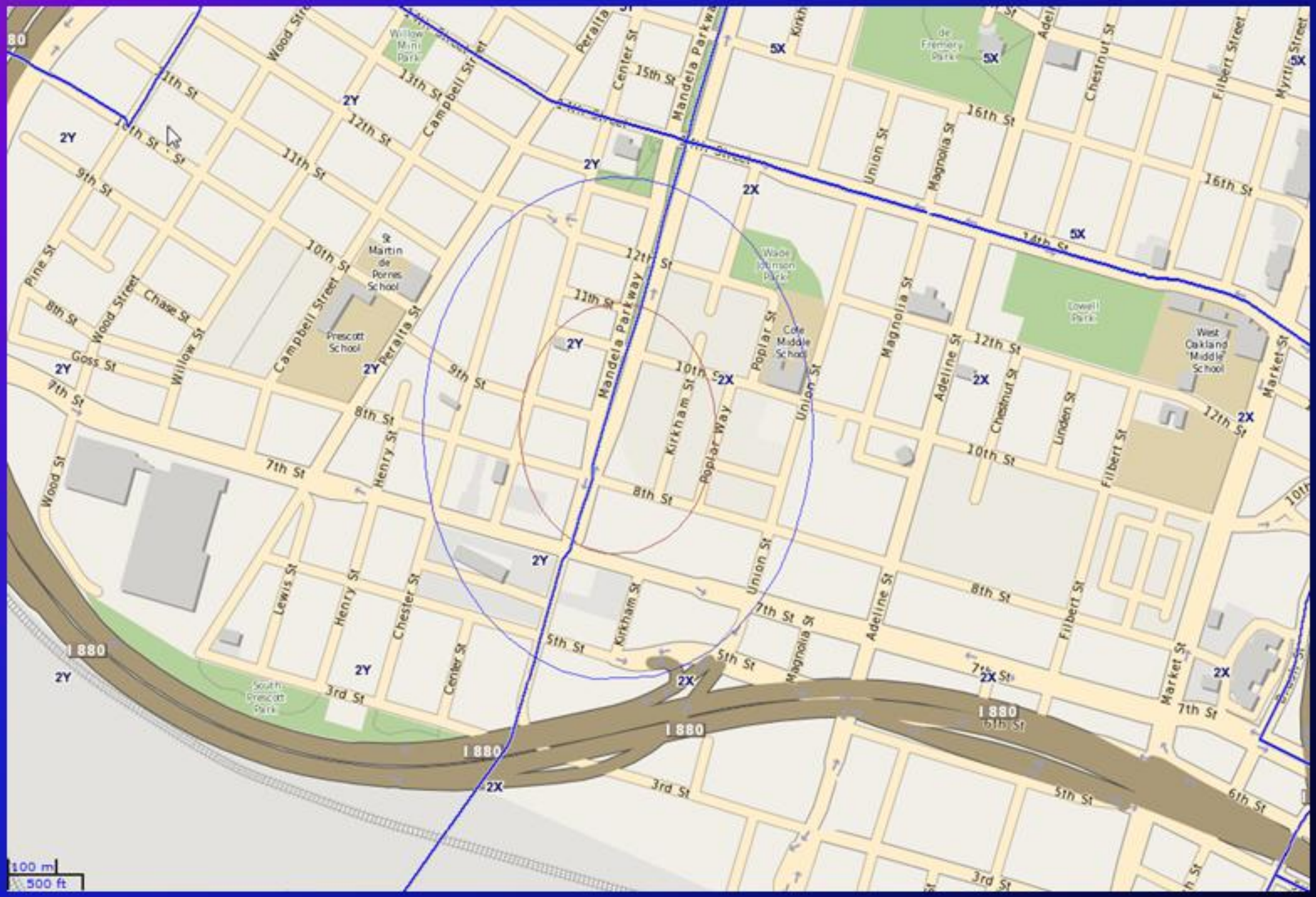
FORENSICLOGIC

Hotspot #1: 51 shooting incidences



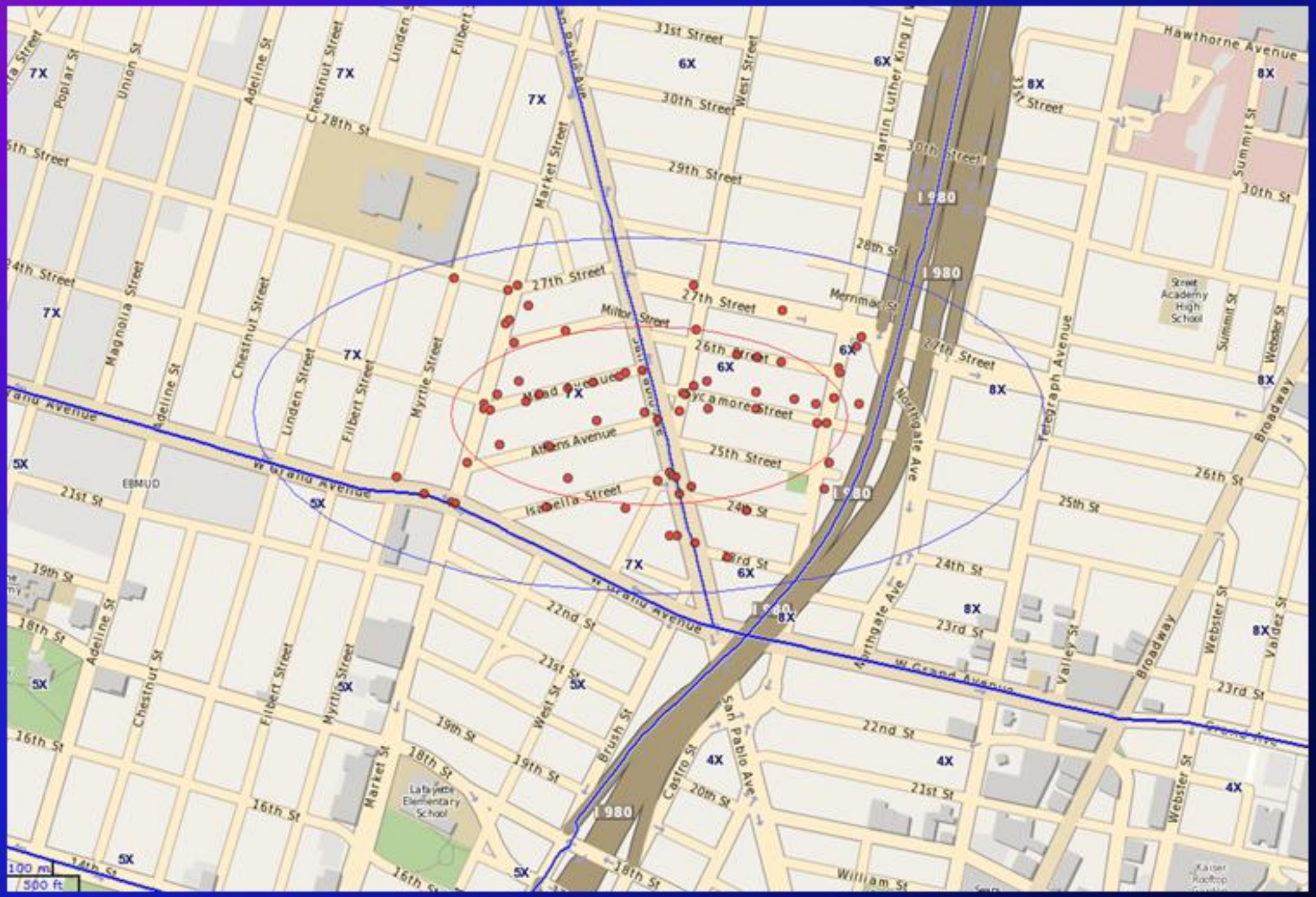
FORENSICLOGIC

Focus blocks for Hotspot #1



FORENSICLOGIC

Hotspot #2: 89 Shooting incidences



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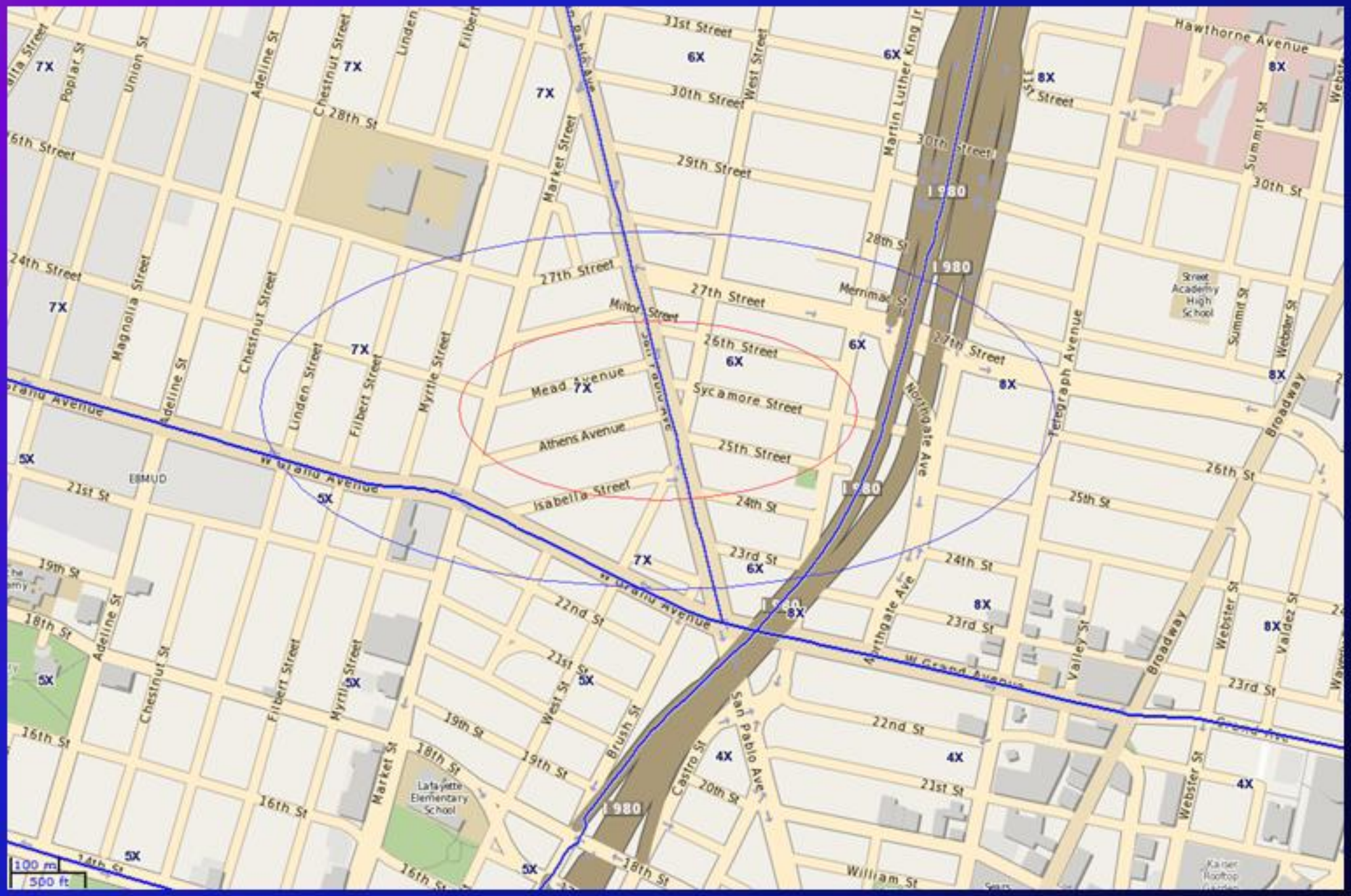
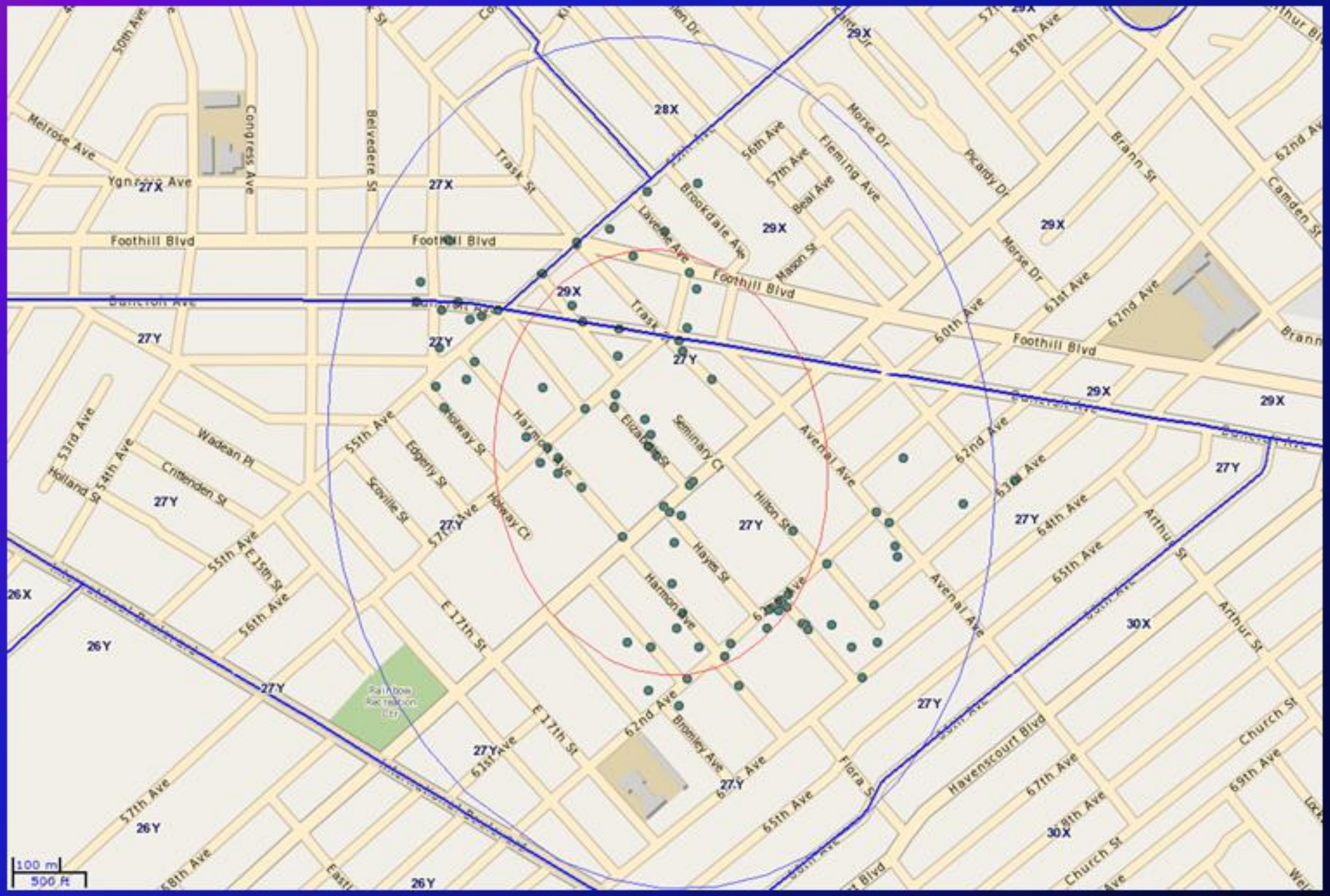


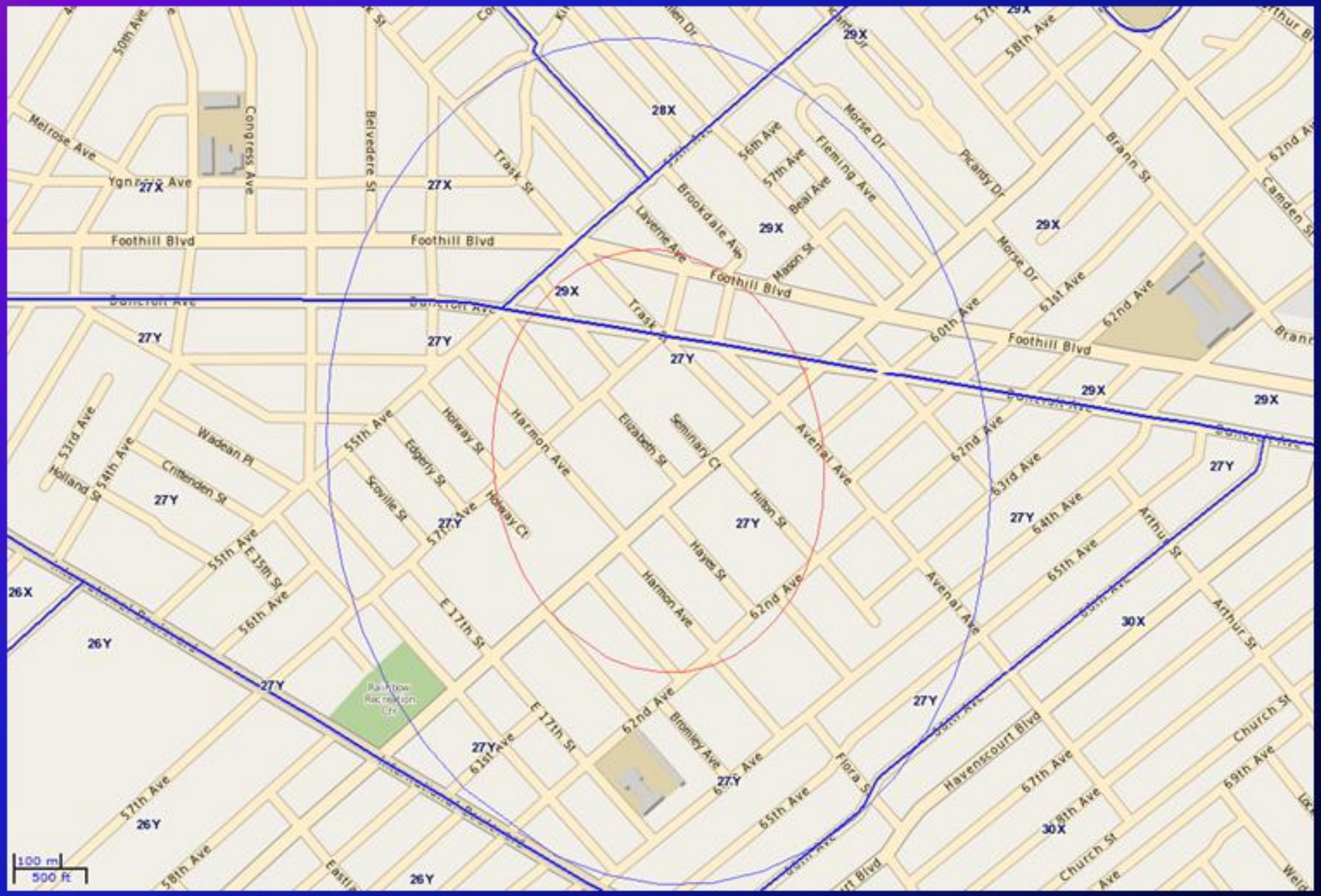
FORENSICLOGIC

Hotspot #3: 105 Shooting incidences

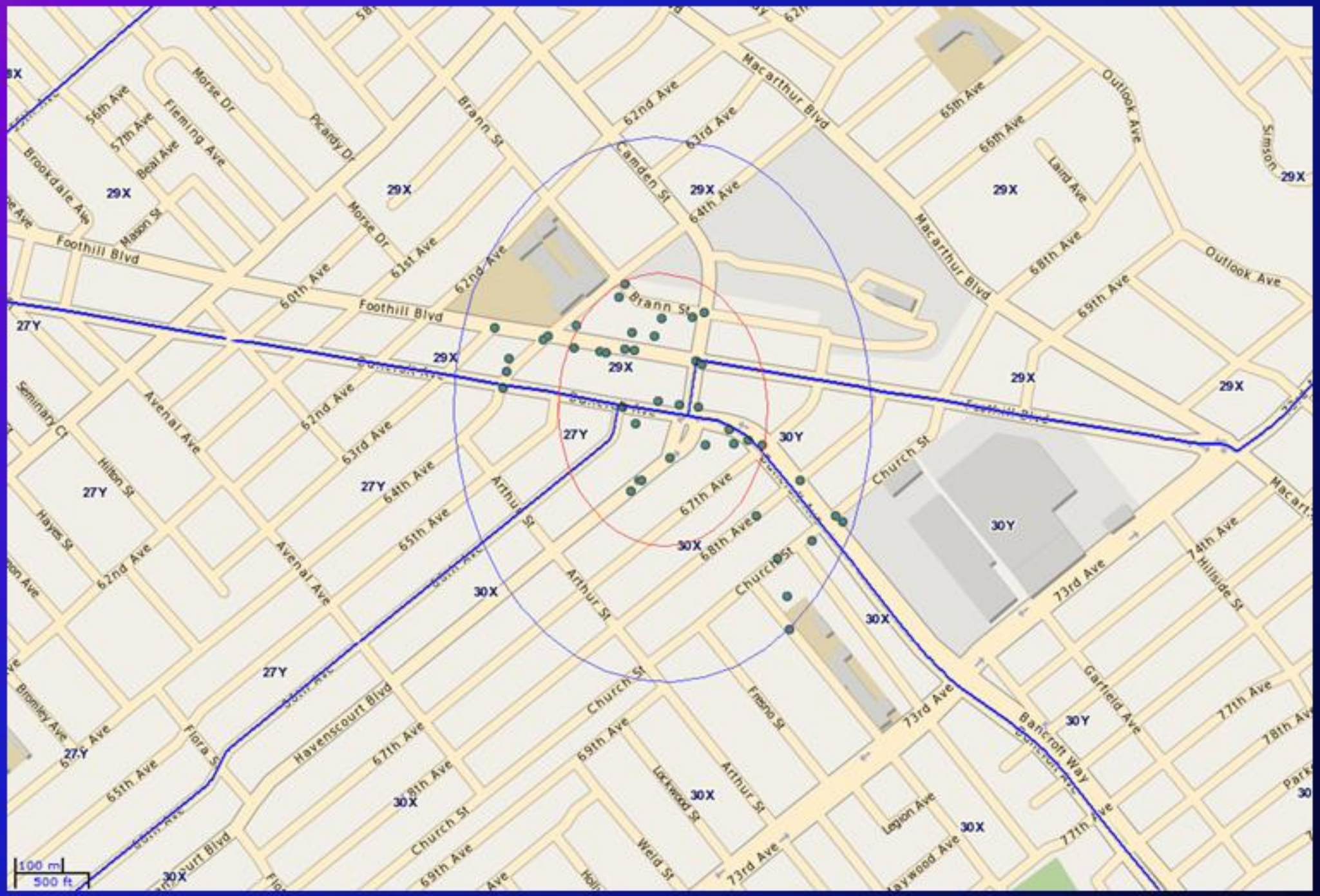


FORENSICLOGIC

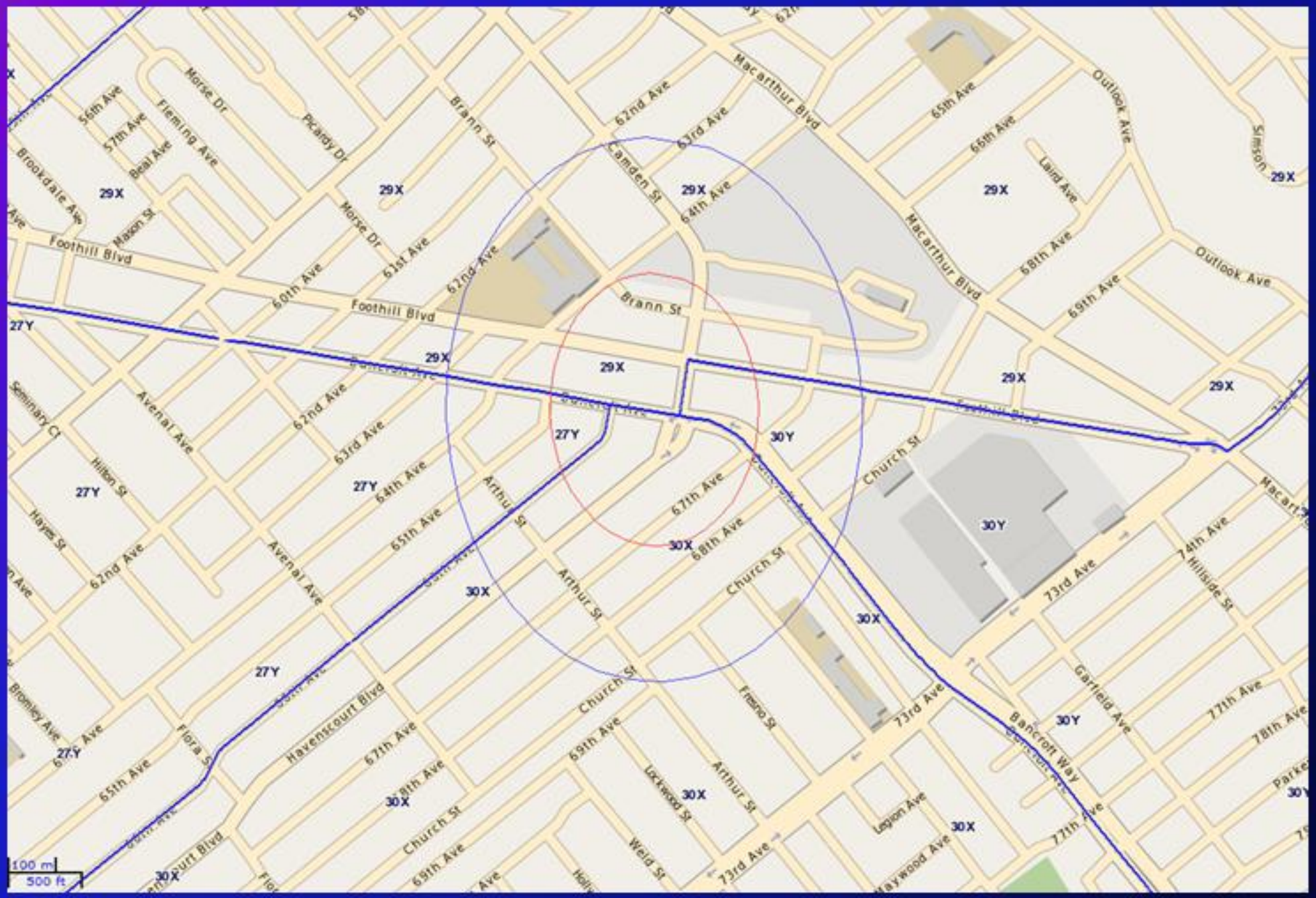
Focus blocks for Hotspot #3



Hotspot #4: 48 Shooting incidences



Focus blocks for Hotspot #4



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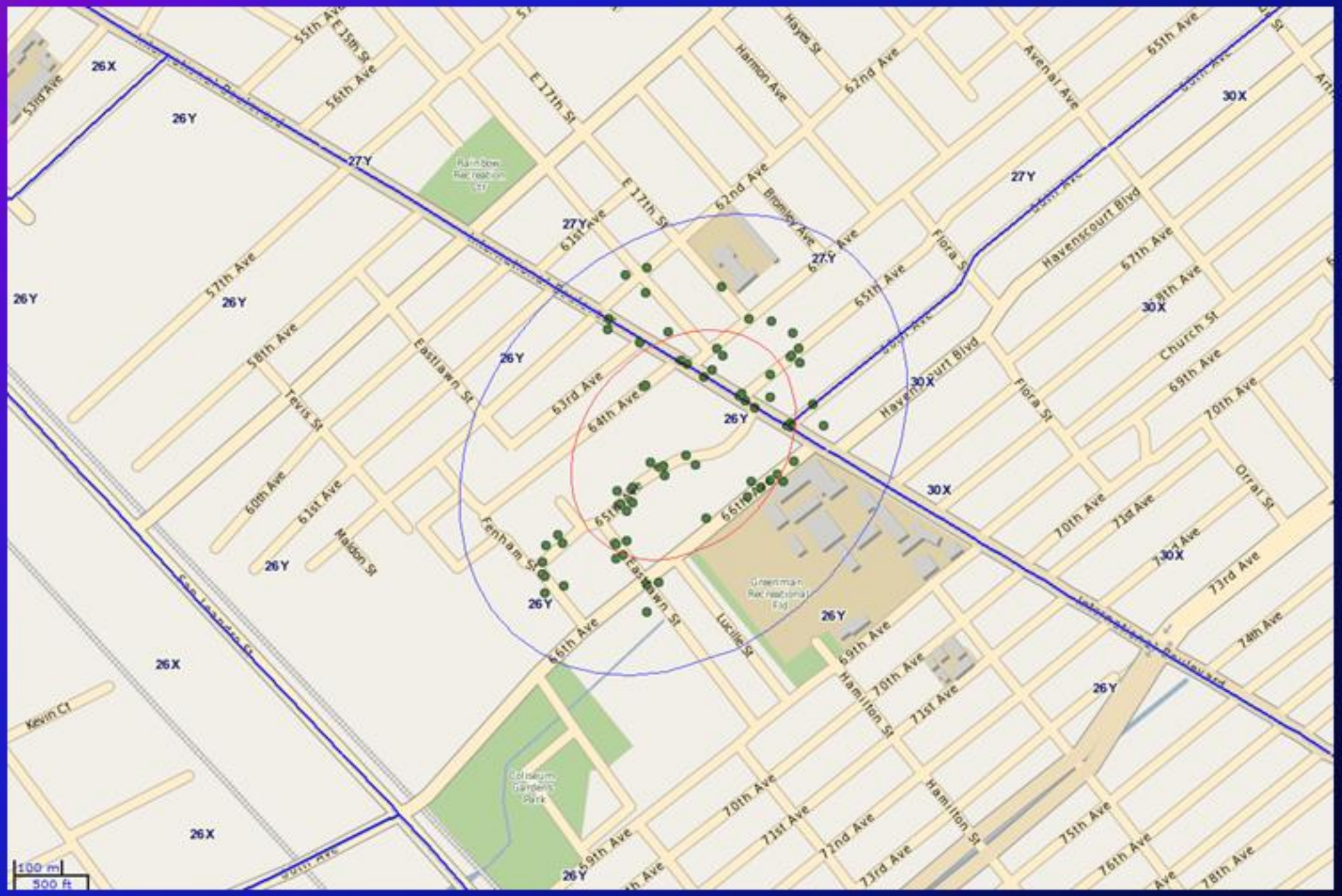
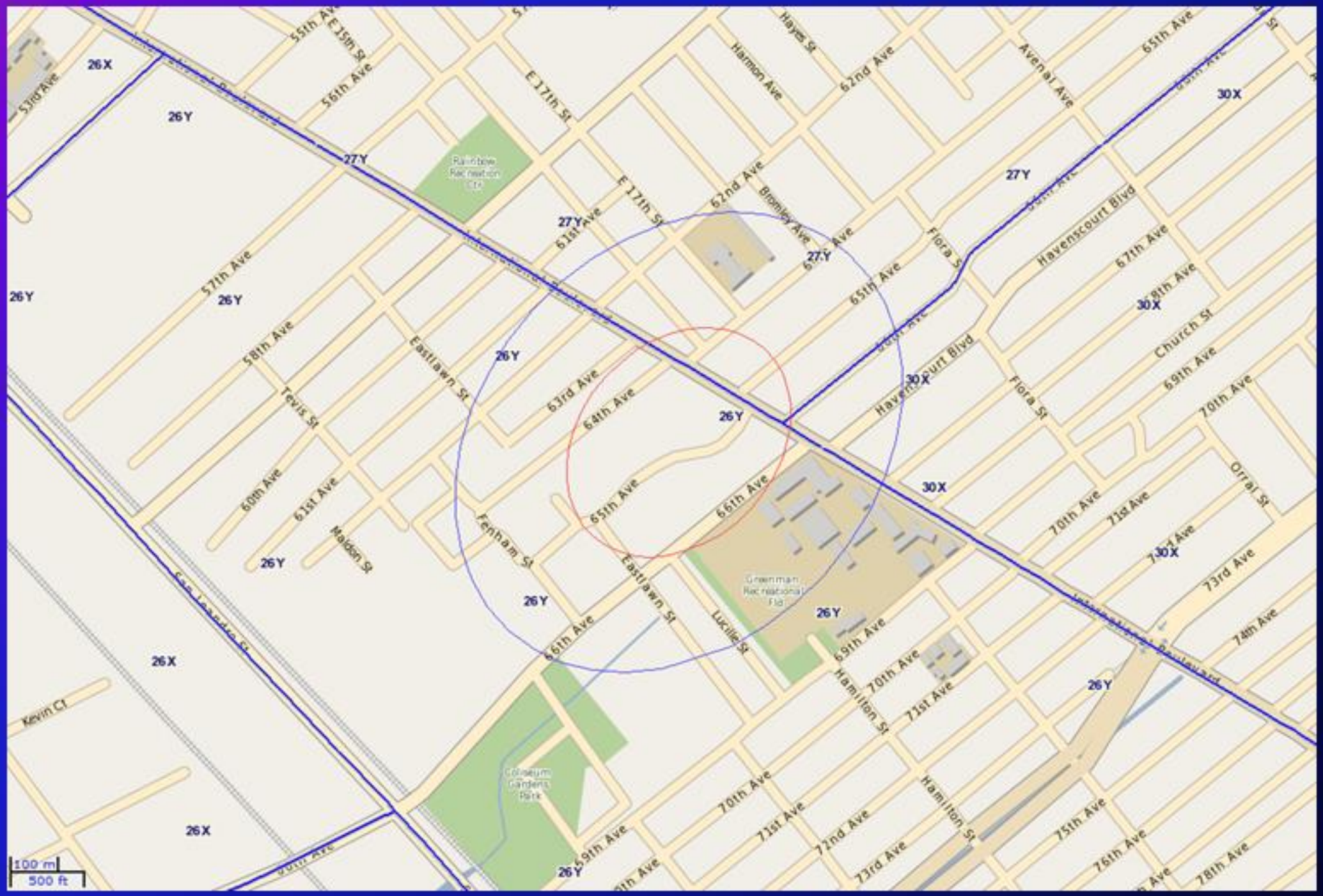
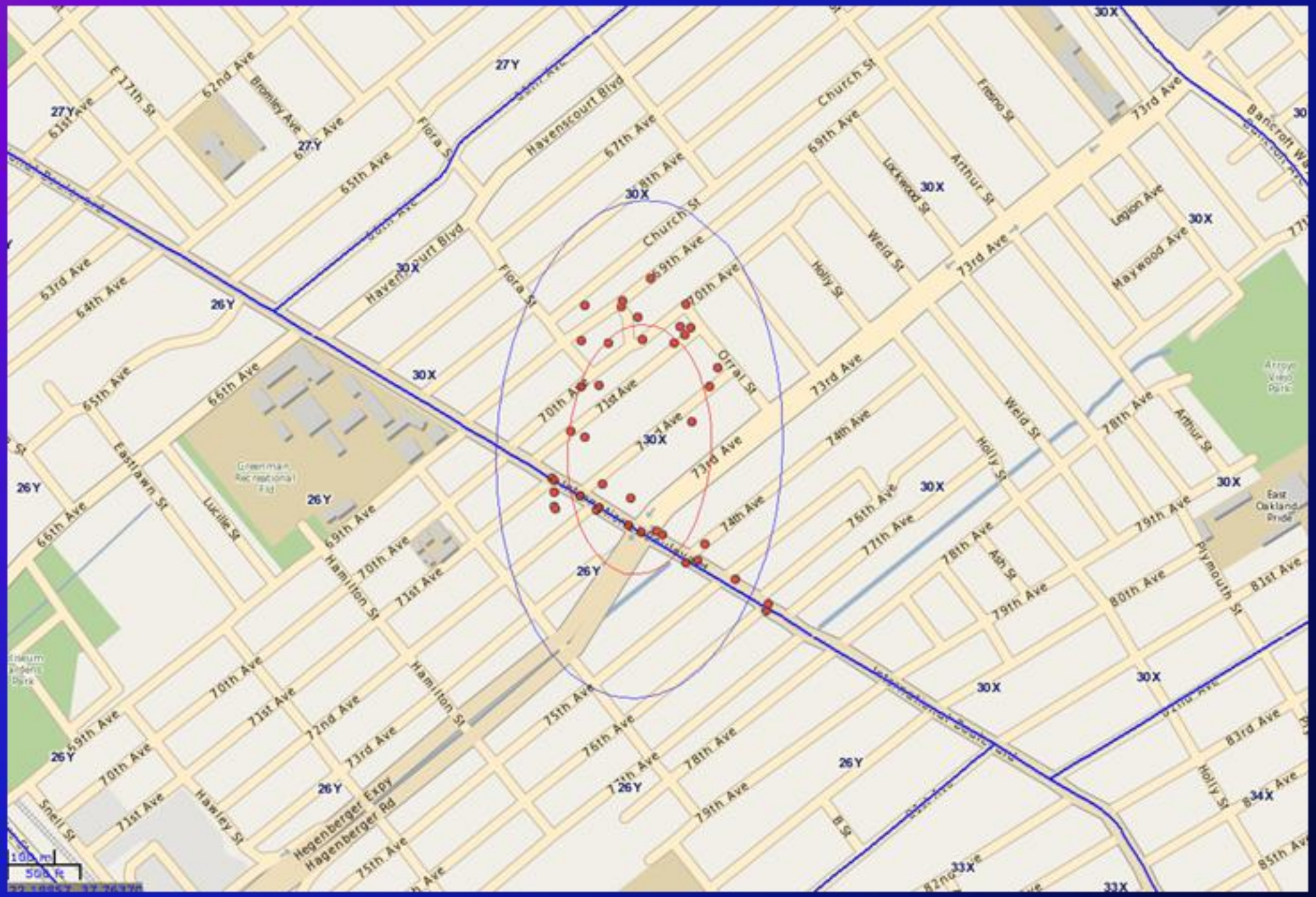
Hotspot #5: 79 Shooting incidences



Focus blocks for Hotspot #5



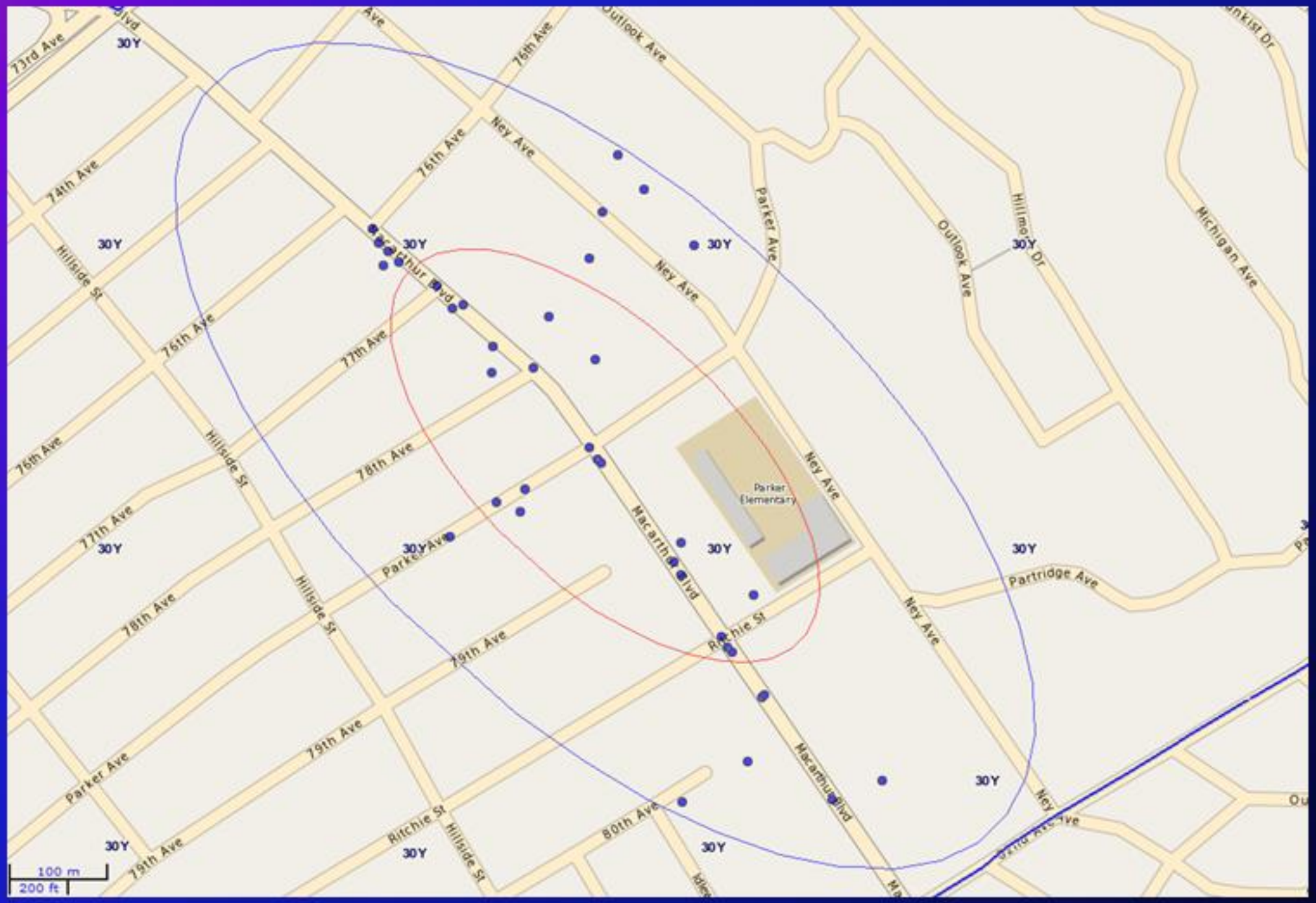
Hotspot #6: 47 Shooting incidences



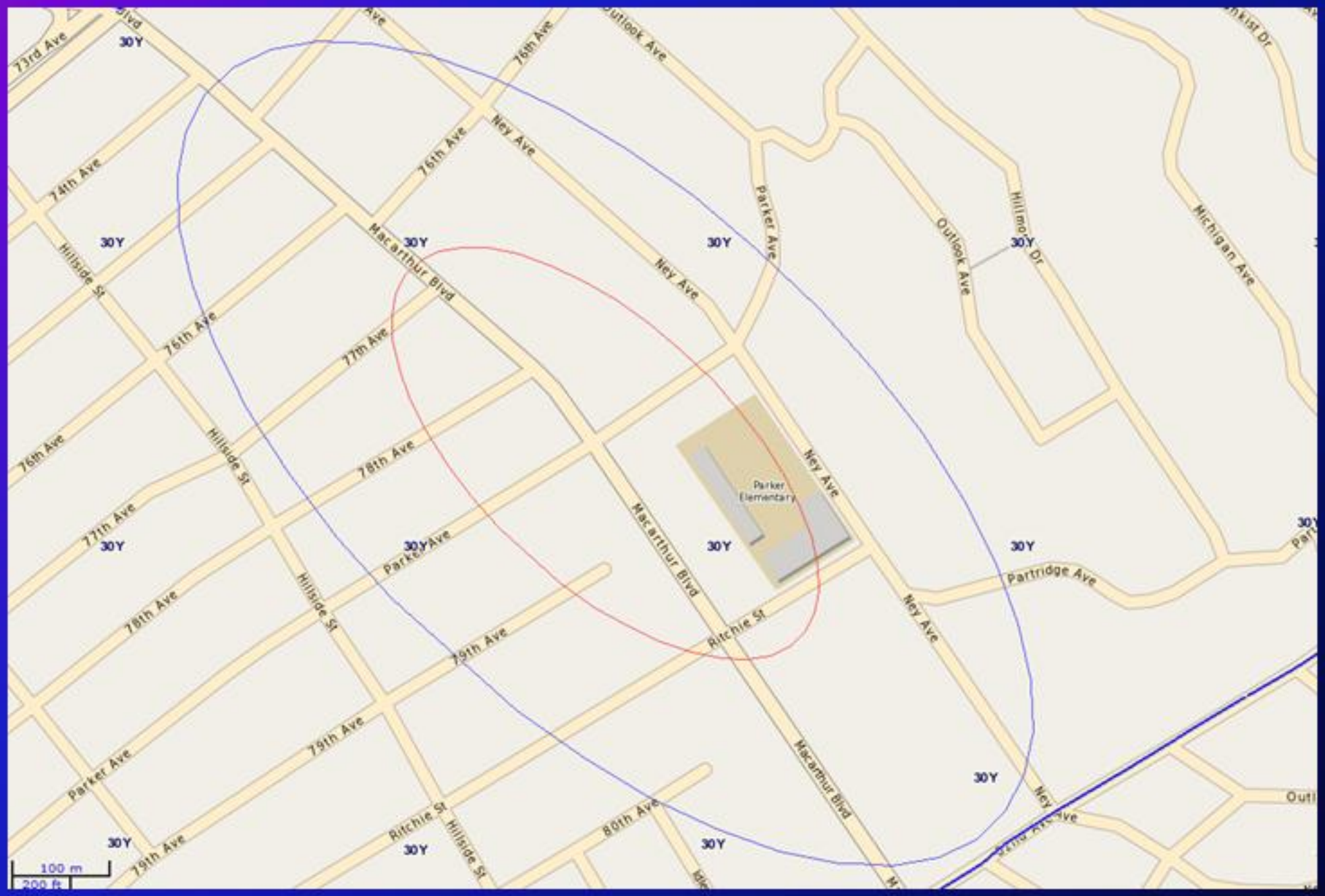
FORENSICLOGIC

Focus blocks for Hotspot #6

Hotspot #7: 52 Shooting incidences

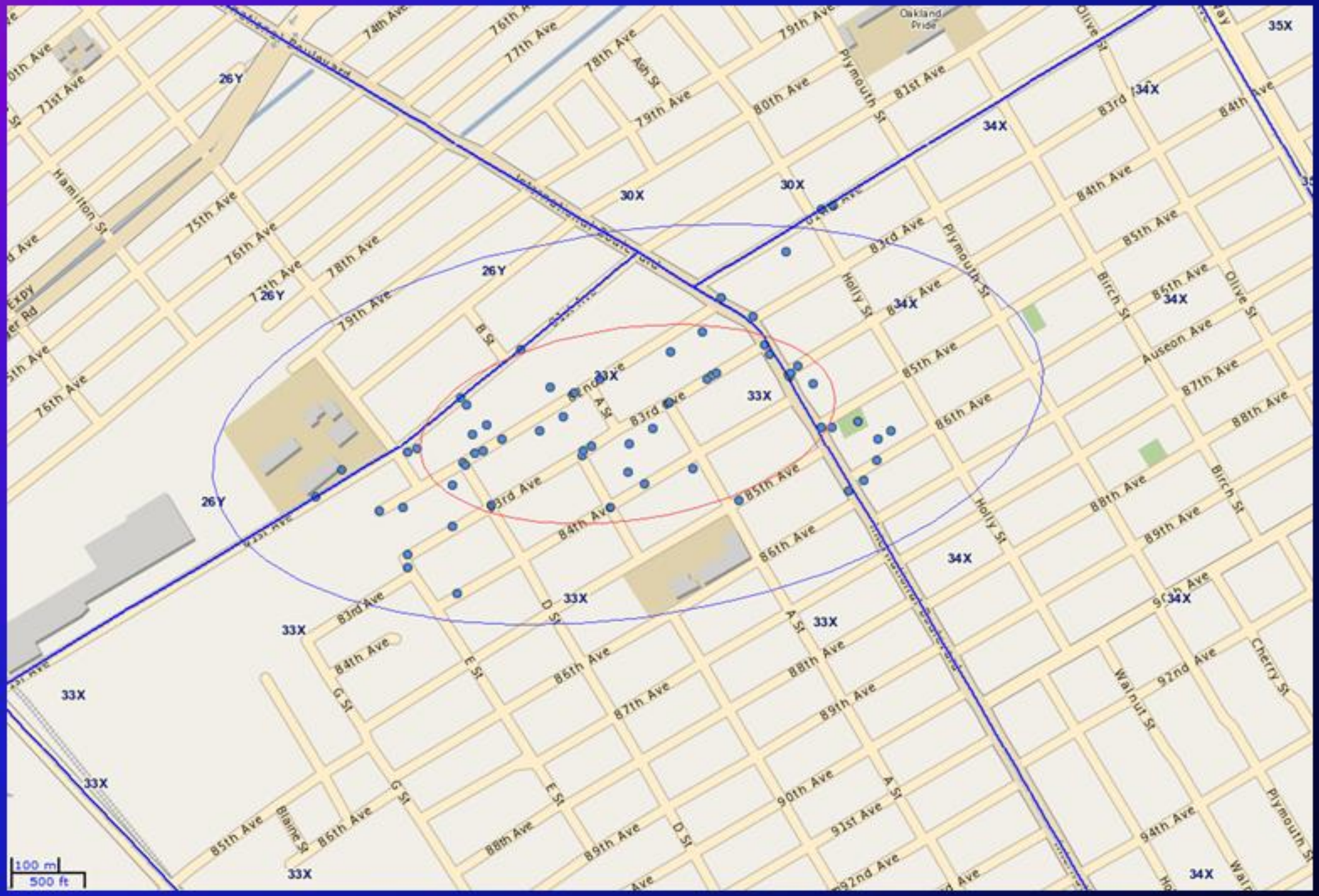


Focus blocks fr Hotspot #17

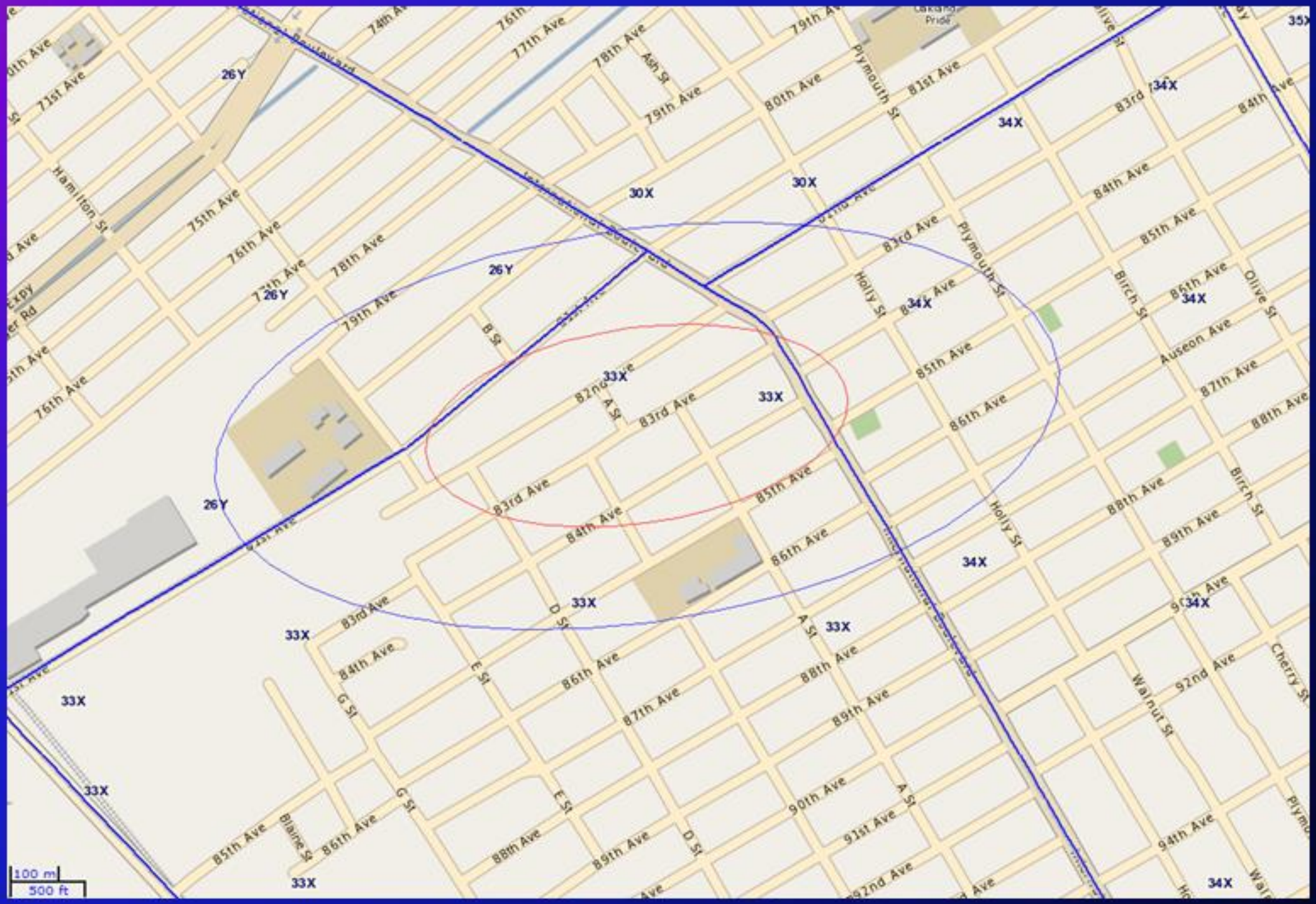


FORENSICLOGIC

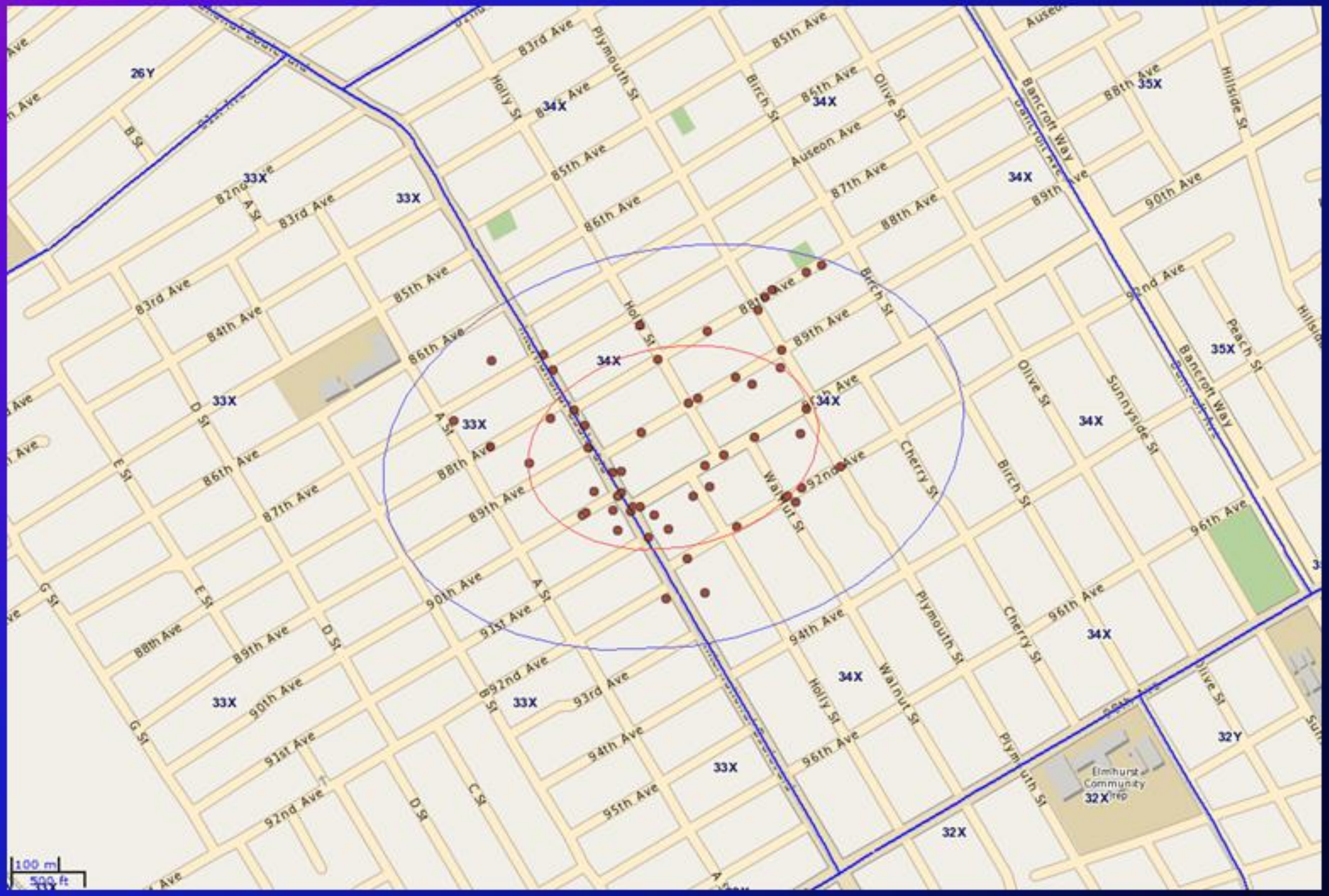
Hotspot #8: 71 Shooting Incidences



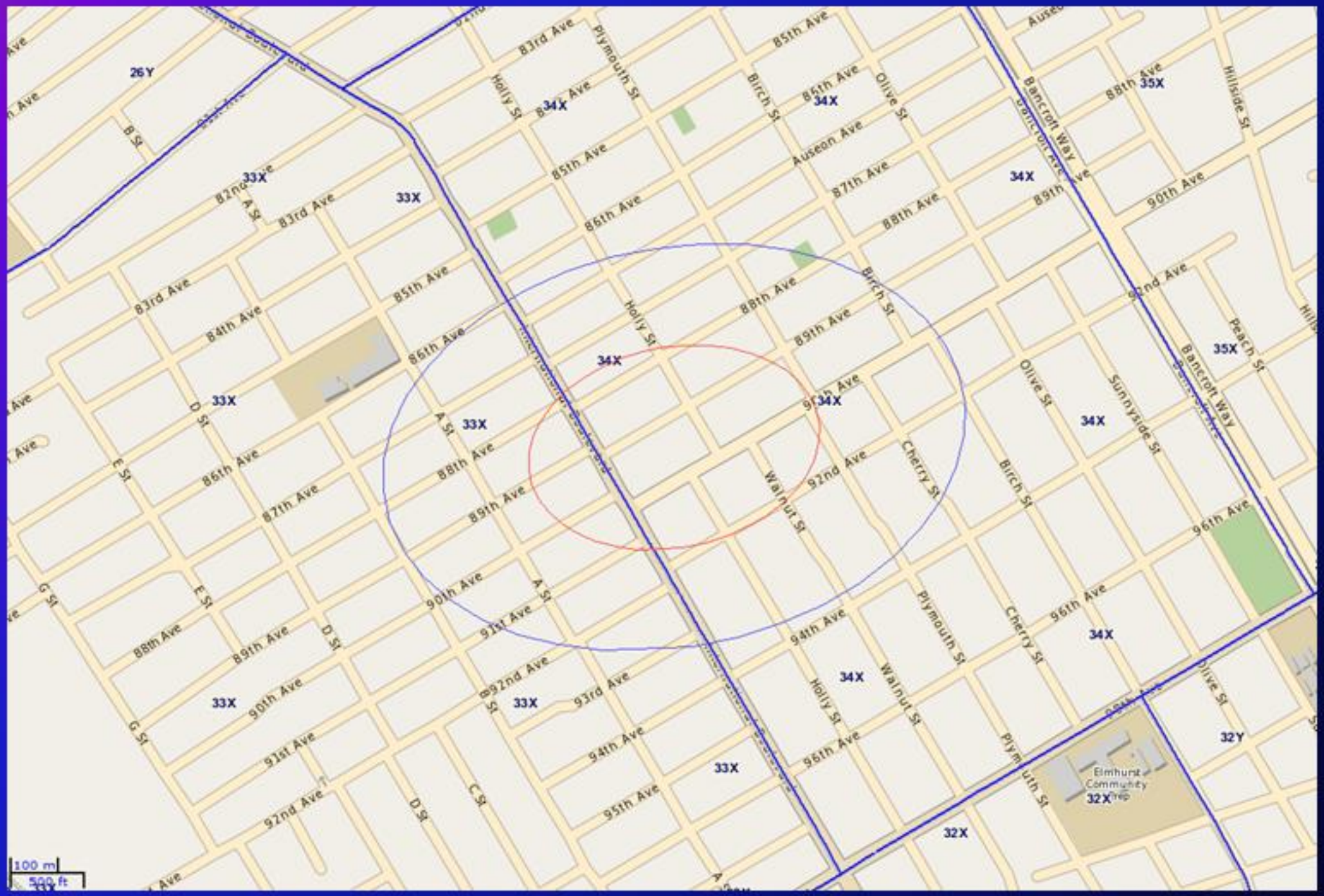
Focus blocks for Hotspot #8



Hotspot #9: 59 Shooting incidences

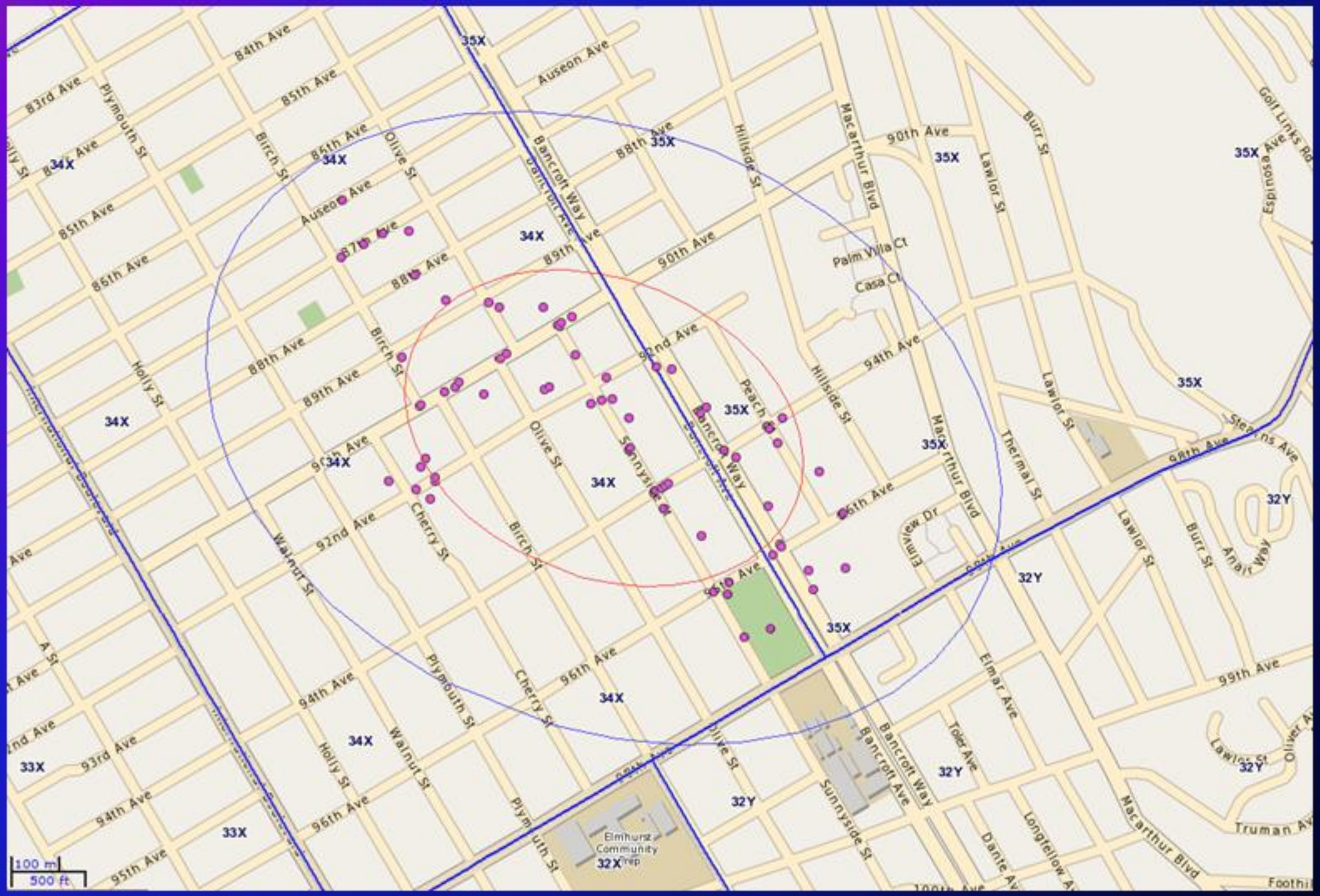


Focus blocks for Hotspot #9

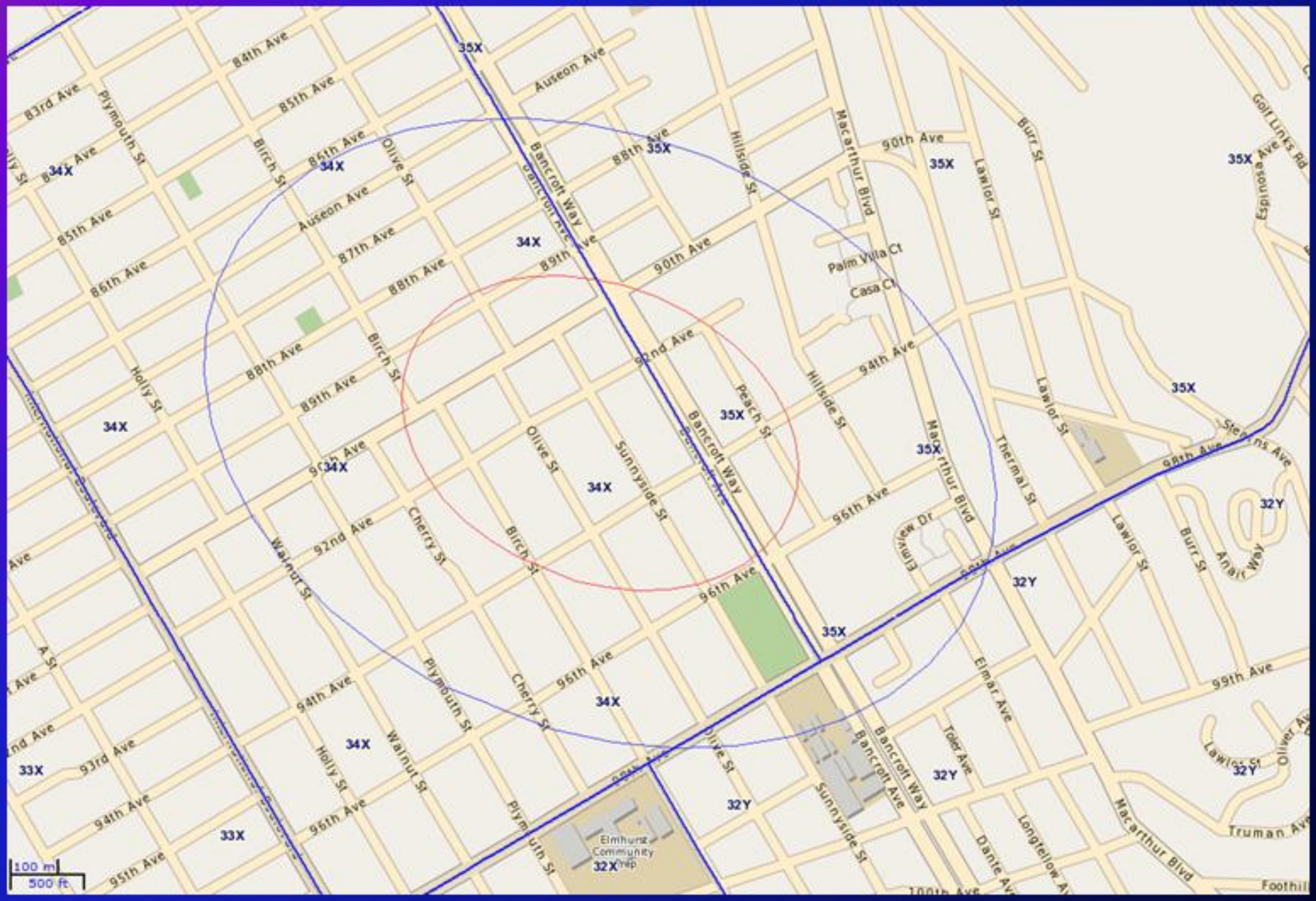


FORENSIC LOGIC

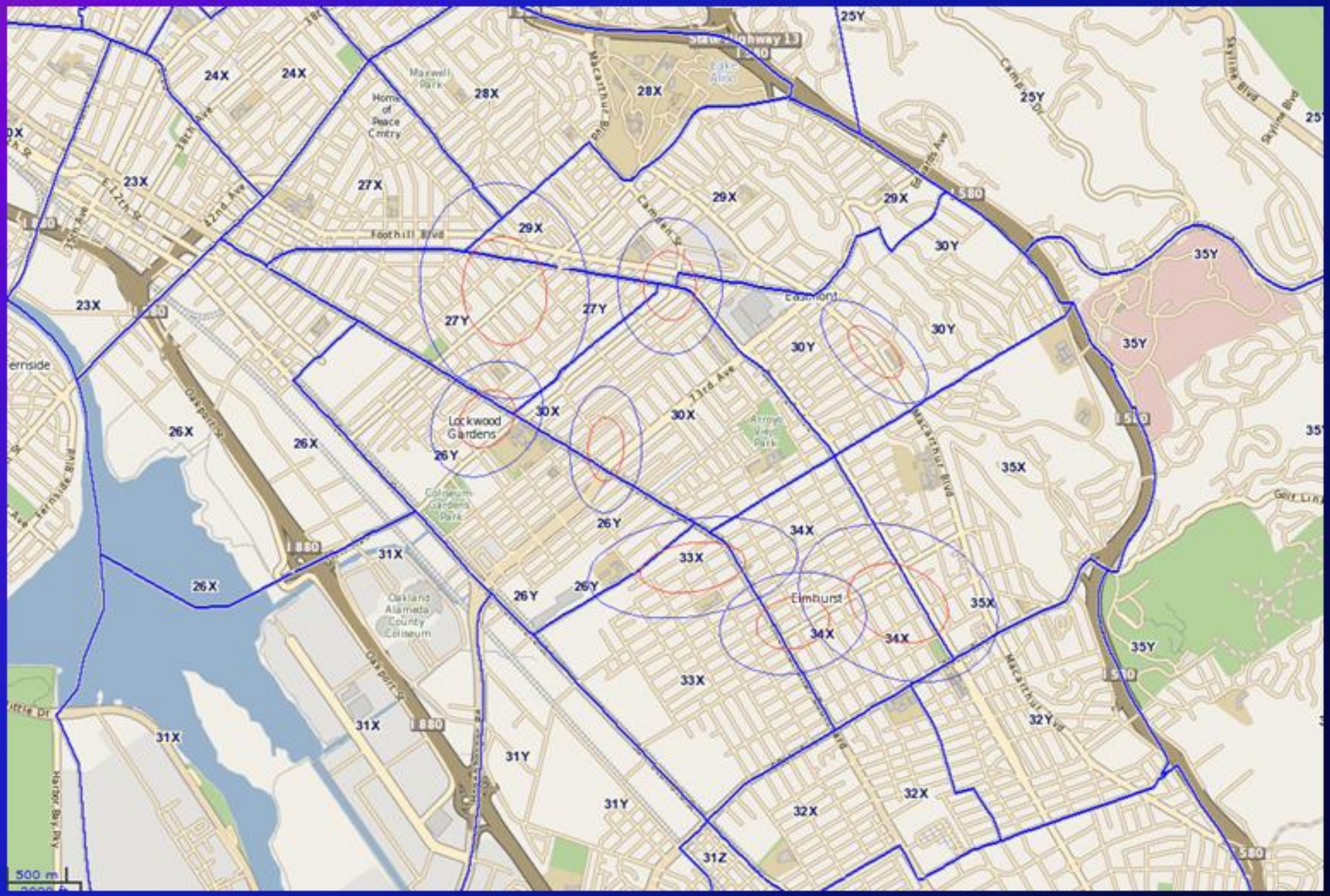
Hotspot # 10: 85 Shooting incidences



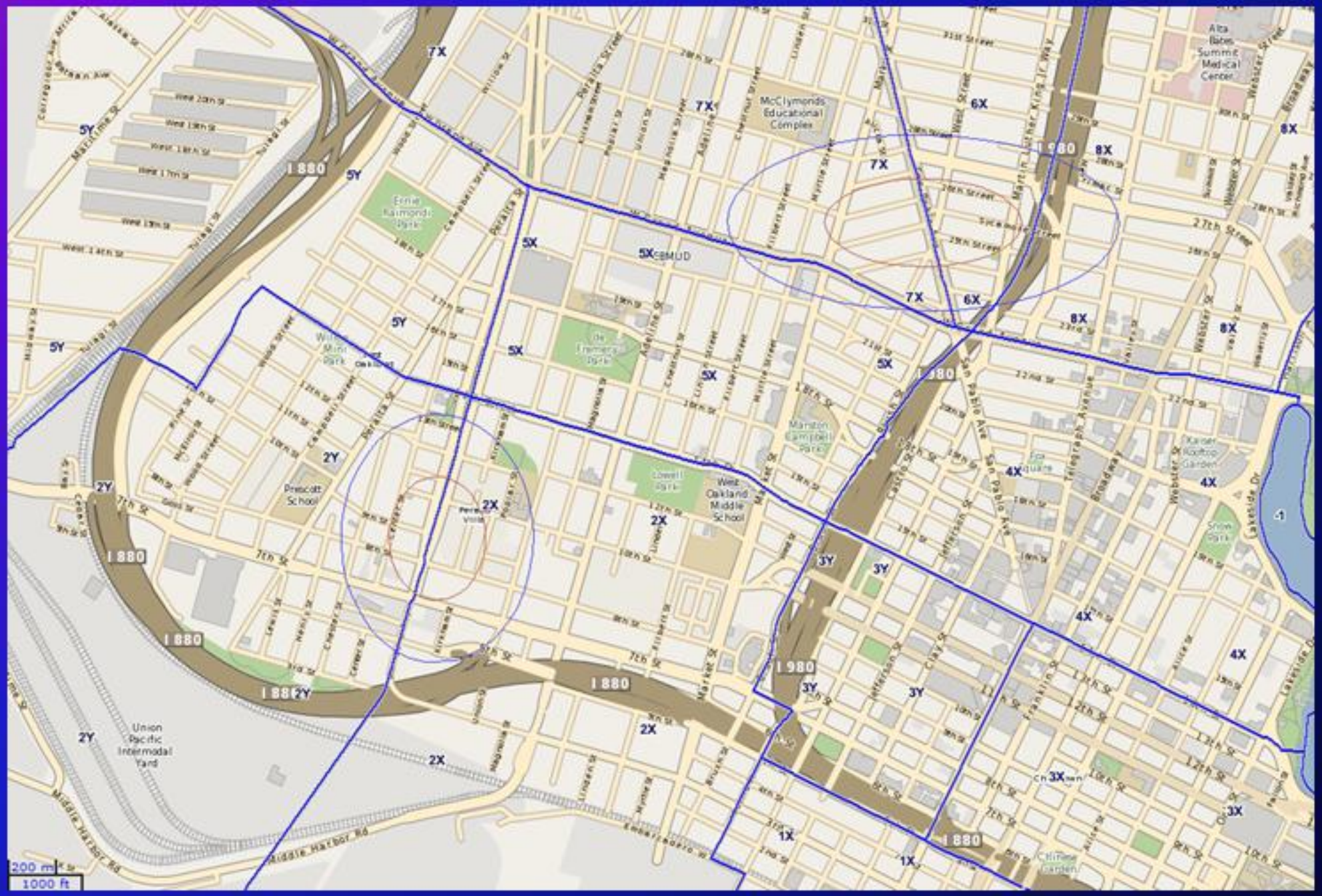
Focus blocks for Hotspot #10



8 Hotspots in East Oakland (BF02)



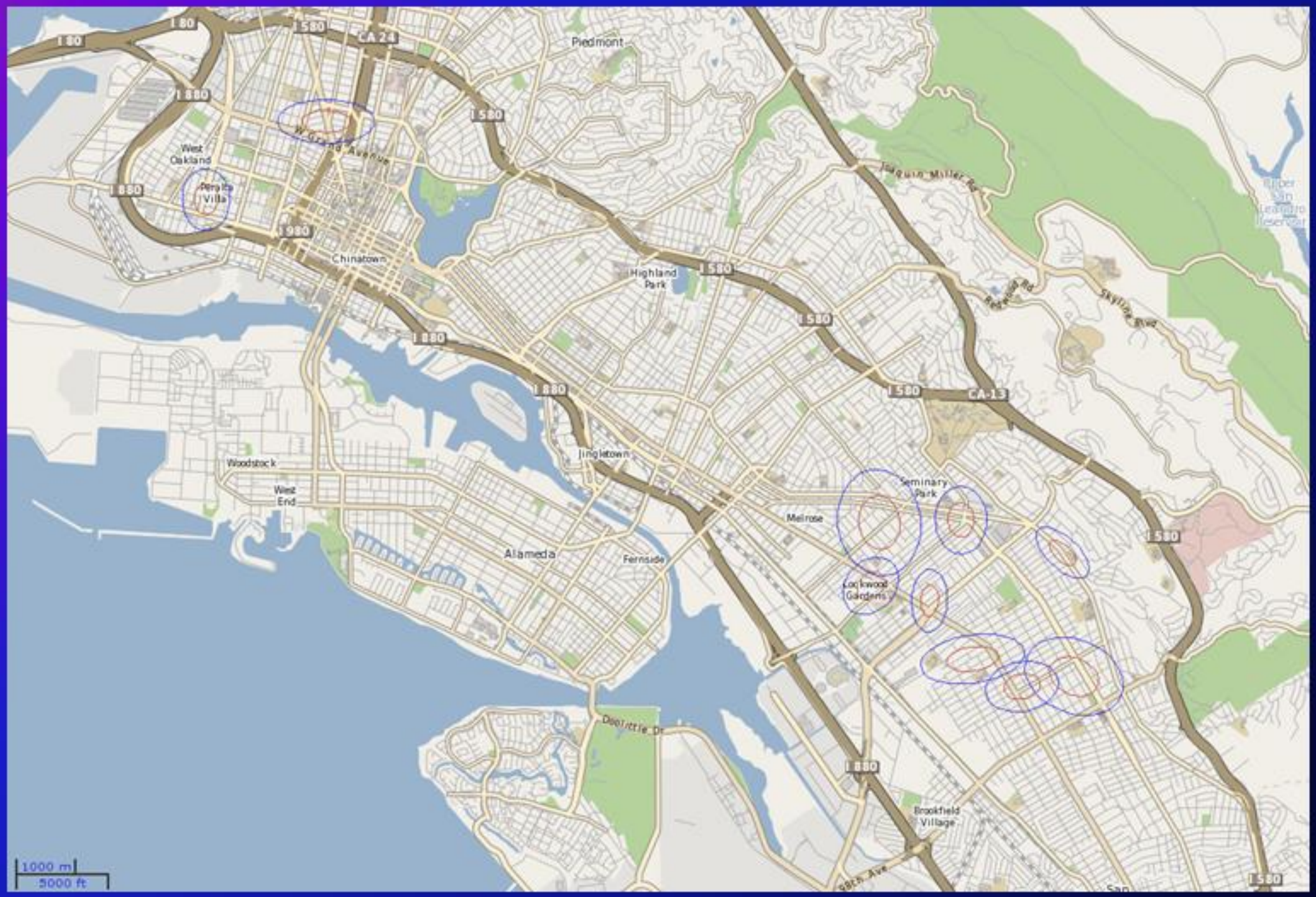
2 Hotspots in West Oakland (BFO1)



FORENSICLOGIC

Hotspots with BEAT boundaries

Hotspots without BEAT boundaries



OAKLAND POLICE DEPARTMENT

STRATEGIC PLAN

"We will be there when you need us"

(NEW OPD Motto)

Working Draft

August 2010

TABLE OF CONTENTS

Message from Chief Batts

Mission, Vision and Values 1

Vision 1: Oakland is One of the Safest Large Cities in California – Both in Reality and Perception 3

Strategic Objective 1.1: Focus Proactive Violence Suppression and Enforcement Units and Efforts on Gangs, Drugs, and Guns 7

Strategic Objective 1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement Agencies in the Region Working to Suppress Violence and Reduce Crime 9

Strategic Objective 1.3: Strengthen OPD's Intelligence Collection and Analysis Capability to Target Violent Crime in Oakland 10

Strategic Objective 1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and Organizations Working to Prevent and Reduce Violence and Crime In Oakland 11

Strategic Objective 1.5: Develop and Implement Innovative and Effective Approaches to Reducing Violence and Crime in Oakland Working with the Academic and Research Community 12

Vision 2: The Oakland Police Department Provides High Quality Services in a Community Driven and Customer Friendly Manner 14

Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance. 15

Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods 18

Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations 21

Vision 3: The Oakland Police Department is Trusted, Respected, and Valued By Those it Serves. 25

Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the Requirements of the Negotiated Settlement Agreement / MOU 26

Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the OPD and OPD Personnel 27

Strategic Objective 3.3: Increase the Level of Positive Interaction Between the Oakland Police Department and the Community 29

TABLE OF CONTENTS
Continued

Vision 4: The Oakland Community and the Oakland Police Department Work Together to Solve Community and Neighborhood Concerns and Issues 31

Strategic Objective 4.1: Effectively Implement Community Policing in Oakland as Defined by Current Policies and Requirements 31

Strategic Objective 4.2: Work with Members of the Community to Develop and Implement an Expanded Community Policing Model in Oakland Based on Best Practices 32

Vision 5: The Oakland Police Department is an Effective Organization, Providing a Supportive and Positive Work Environment for its Employees 34

Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment 35

Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees 36

Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices 38

Strategic Objective 5.4: Effectively Use Information and Technology to Improve OPD Management, Operations, and Performance 39

Strategic Objective 5.5: Effectively Plan and Manage Essential OPD Facilities and Equipment 40

Strategic Plan Appendix – Strategic Objectives and Priority Actions ..... A - 1

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, 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.

When I was appointed Chief of the Oakland Police I was directed to develop this strategic plan to improve how OPD serves the City of Oakland. To accomplish this I conducted an assessment of the policing needs of the City and the effectiveness of the Police Department. This included meeting with and listening to members of the Community and members of the Police Department, as well as comparing Oakland and OPD with other large California cities. This plan is the result of that assessment, and is what I believe needs to occur for OPD to effectively meet the needs of the City of Oakland.

Since development of this plan there has been a substantial reduction in OPD's sworn staffing, with the potential for additional reductions in the near future. These reductions do not change what I believe needs to occur for OPD to effectively meet the policing needs of the City of Oakland. Staff reductions will require further reductions in services provided to the Community, and will likely move the City of Oakland and OPD in the opposite direction to that established by this plan. Much of the positive progress achieved over the past several years is also at risk.

The Strategic Plan establishes a vision for the Community of 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 among the least safe and most violent cities in the United States. Services provided to the Community by the Police Department are nowhere near the standards 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 the expectations of some Community members.

The Department is clearly under staffed 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. The fact that employees 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.

The strategic plan is titled as a "Working Draft" because it must be a living document that will continue to evolve and be refined. Strategic planning is a dynamic and flexible way of managing the services and operations of the Police Department, not a static document.

Anthony Batts
Chief of Police

Mission, Vision and Values

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

- 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

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

Vision 1: Oakland is One of the Safest Large Cities in California – Both in Reality and Perception

Safety from crime and the fear of crime is critical to the future of Oakland. A safe environment is the foundation for any community to thrive. Often, communities that are seen as unsafe begin to decline in population as families and individuals move to safer areas. It becomes more difficult to attract new business and jobs, and for existing businesses to expand. Communities that are seen as unsafe develop a negative reputation and perception, and Oakland is certainly no exception.

Addressing Oakland's crime issues, and the related perceptions, is critical to the future economic viability and health of the City. Given this, the Police Department (in addressing crime) is a major economic driver or engine for the City.

Crime in Oakland

Recently released City Crime Rankings, published by CQPress, ranked Oakland as the 3rd most dangerous city – out of nearly 400 cities nationwide.

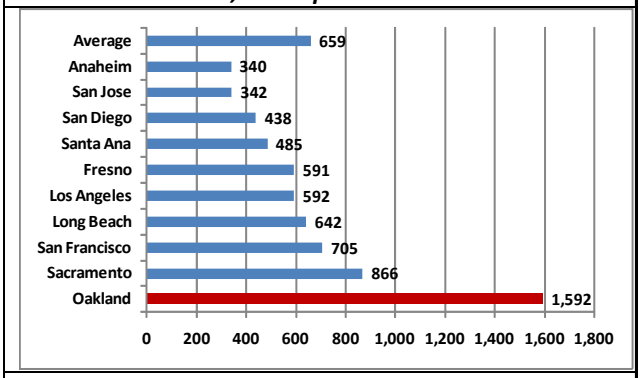
The violent crime rate in Oakland is much higher than that of other large cities in California. It is nearly double that of Sacramento, the city with the next highest violent crime rate. It is over four times that of San Jose and Anaheim, the Cities with the lowest violent crime rate. It is nearly two and one-half that of Long Beach, a city with very similar demographics to Oakland.

The homicide rate in Oakland is even more out of line with the other large cities in California. Oakland had 24.5 homicides reported per 100,000 population in 2009. This is nearly three times the homicide rate in Fresno, which reported 8.5 homicides per

Exhibit 1

Comparison of Police Workload, Staffing and Performance

Reported Violent Crime Per 100,000 Population in 2009

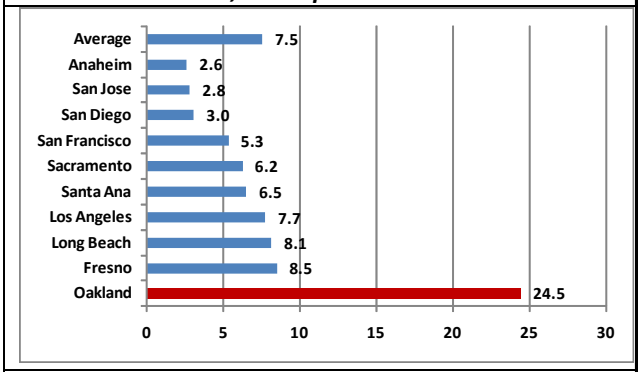


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

Exhibit 2

Comparison of Police Workload, Staffing and Performance

Reported Homicides Per 100,000 Population in 2009



Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

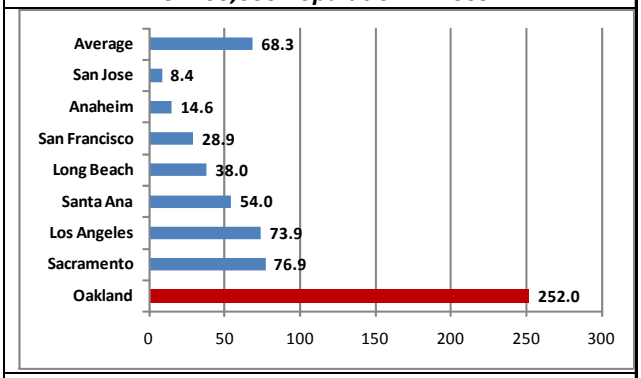
100,000 population in 2009. The homicide rate in Oakland was about 9 times the rate in the large cities with the lowest homicide rates – Anaheim and San Jose.

Not surprisingly, the number of reported shootings in Oakland is also much higher than in other large cities in California. Oakland had 252 reported shootings per 100,000 population in 2009. The next highest was Sacramento, with about 77 reported shootings per 100,000 population – about one-third the number in Oakland. San Jose had the fewest reported shootings in 2009 with 8.4 per 100,000 population. Oakland's reported shootings were 30 times that of San Jose.

Exhibit 3

Comparison of Police Workload, Staffing and Performance

Reported Shootings Per 100,000 Population in 2009



Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

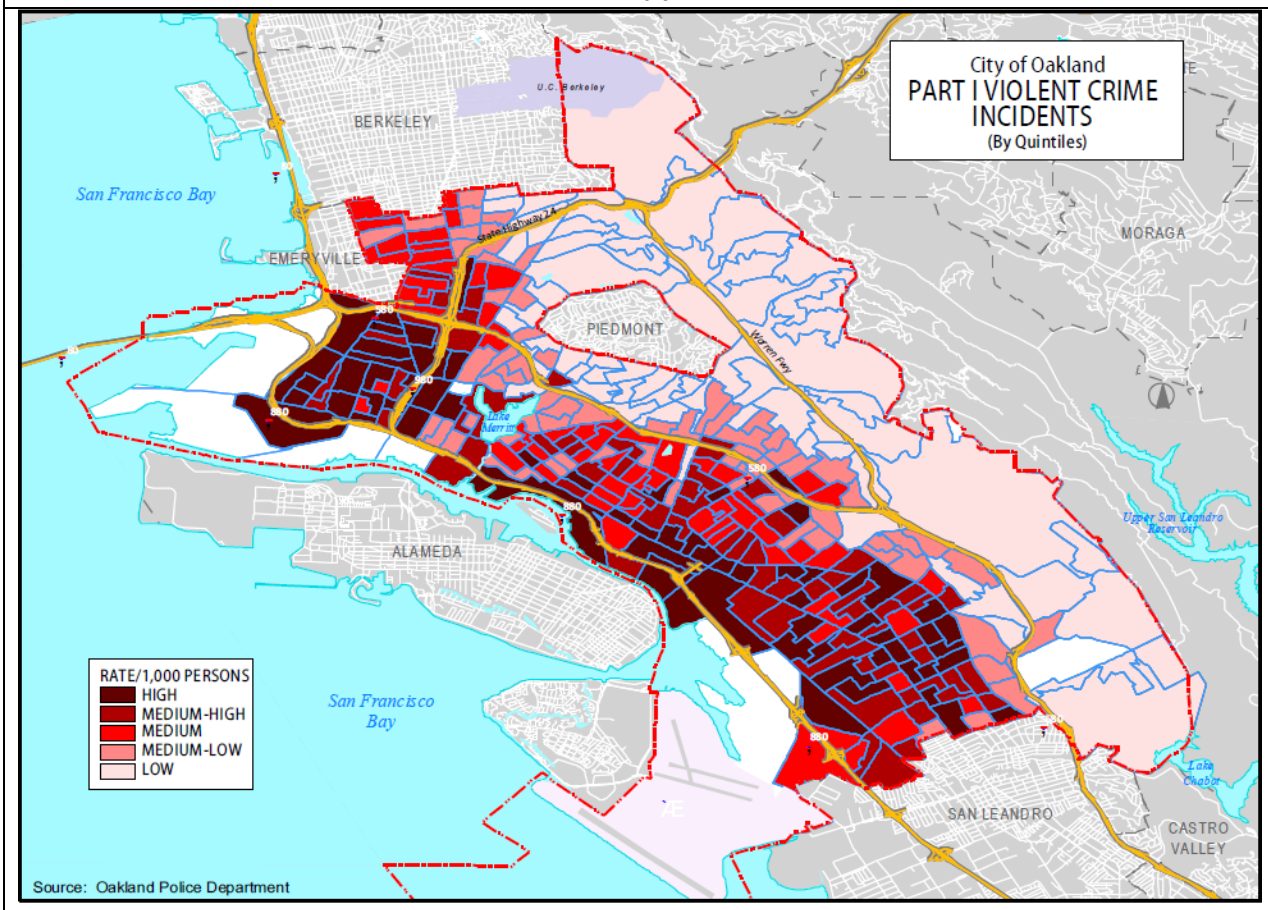
There is obviously a direct connection between the high number of shootings that occur in Oakland and the high level of homicides. There is also a higher likelihood for innocent bystanders to become victims of shootings given the comparatively high incidence in Oakland.

Each year the list of heartbreaking examples of innocent bystanders injured or killed by stray bullets continues to mount. Reducing the level of shootings in Oakland, and the destroyed lives that most often result, must be a priority of the Oakland Police Department and the Community it serves.

Crime Victims in Oakland

Violent Crime affects everyone in Oakland; however, it is more severe in certain areas of the City as the following map shows. The map below demonstrates that a substantial portion of the City of Oakland experiences high or medium-high rates of violent crime. The likelihood of being a victim of violent crime, or being an innocent bystander hit by a stray bullet is much higher in these areas of the City.

Exhibit 4

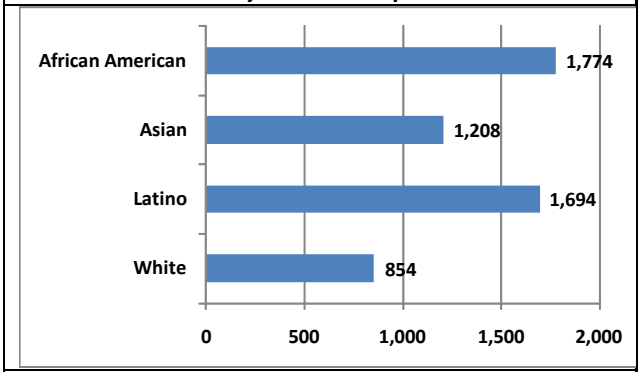


Violent crime not only impacts every area of the City of Oakland, it also impacts every ethnic group and every age group. Some may believe that the violent crime in Oakland is limited to certain ethnic groups. Although the African American and Hispanic communities are more severely impacted by violent crime all ethnic groups are impacted. The following exhibit shows the victims of violent crime in 2009 by ethnic group.

Exhibit 5

Violent Crime in Oakland

Reported Violent Crimes Per 100,000 Population By Ethnic Group



Source: Oakland Police Department Crime Reports, May 2010

African Americans and Latinos have a much higher likelihood to be victims of violent crime than other ethnic groups. While the

violent crime rate for Asians and Whites is lower, it is still much higher than reported violent crime rates in other large cities in California.

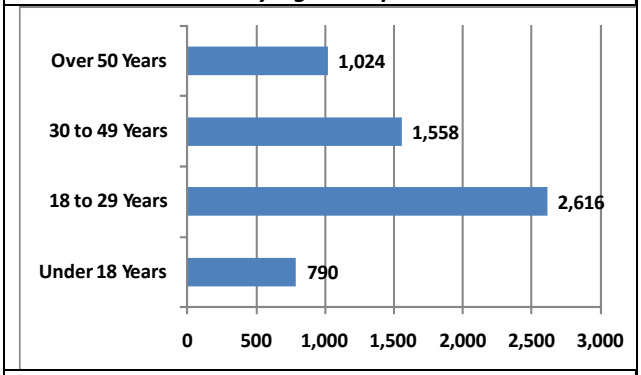
The average violent crime rate for large cities in California (including Oakland) was 759 per 100,000 population. Sacramento had the next highest rate of violent crime, with 866 per 100,000 population. Oakland's overall violent crime rate was 1,592 per 100,000 population.

Being a young person in Oakland poses a substantial risk for being a victim of violent crime. Young people between the ages of 18 and 29 have a high likelihood of being a victim of violent crime. Young people in this age group have a 64 percent greater likelihood to be a victim of violent crime. The rate of violent crime for individuals in this age group is about two and one-half times that of people over 50 years of age.

Exhibit 6

Violent Crime in Oakland

Reported Violent Crimes Per 100,000 Population By Age Group



Source: Oakland Police Department Crime Reports, May 2010

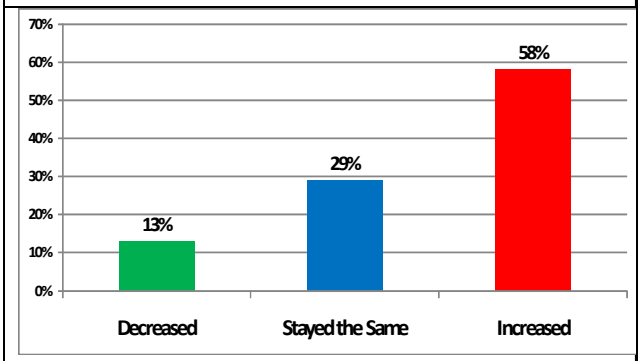
Community Perception of Crime in Oakland

While the violent crime rate in Oakland is very high, many in Oakland feel that crime is moving in the wrong direction. Over half of the Community members surveyed feel crime has increased. Only 13 percent feel crime has decreased. The remaining 29 percent see no change in crime in Oakland.

Members of the Community have shared their concerns about crime in Oakland at the numerous strategic plan input meetings held. Mothers and fathers who are afraid to let their children play outside because they may be hurt or killed, business people who are afraid to open and operate their business for fear of being harassed or robbed shared their concerns during the strategic plan meetings.

Exhibit 7

Community Perceptions of Crime in Oakland



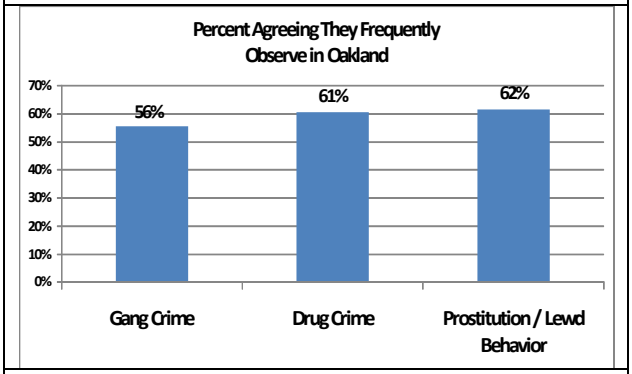
Source: San Jose State University OPD Community Opinion Survey, January 2010 (N=868)

Many members of the Oakland Community frequently observe crime in Oakland. In each category of crime – gang, drug, and prostitution – a majority of those surveyed agreed they frequently see these crimes in Oakland. This open and apparent crime activity adds to the perception of Oakland as a high crime Community.

Making Oakland one of the safest large cities in California by the Year 2015 is definitely a stretch goal for the Oakland Police Department. However, making this goal a reality is critical to the future health and well-being of the Community of Oakland.

Exhibit 8

Community Perceptions of Crime in Oakland



Source: San Jose State University OPD Community Opinion Survey, January 2010 (N=868)

The OPD is committed to achieving this vision, in partnership with the Community. The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 1.1: Focus Proactive Violence Suppression and Enforcement Units and Efforts on Gangs, Drugs, and Guns

OPD's current proactive violence suppression and enforcement efforts are fragmented among numerous specialized units. The individual focus and efforts of each of these units have been valuable and productive; however, these efforts have been largely uncoordinated and have lacked a common focus.

Recently, these units have been provided a common focus – gangs, drugs, and guns. Additionally, 90 violence reduction plans have been developed and implemented to strengthen this focus and coordination. In the longer-term, these units may be more productive if they are consolidated into a proactive violence suppression and enforcement unit.

It is essential that proactive violence suppression and enforcement resources be highly focused given the limited resources of the Department, and the high level of violent crime in the City. The occurrence of violent crime throughout the City, by area, by time of day, and by day of week should be reviewed and analyzed to determine an optimal deployment schedule and assignment areas for proactive violence suppression and enforcement units.

While much can be accomplished by refocusing and redeploying existing proactive resources, it is clear that additional resources will be required in the longer term. Identifying the staffing requirements for these proactive units and requesting these additional resources will be pursued when such resources are available.

Developing and implementing clear and consistent direction for these units, making sure activities are well coordinated, and clear policies, protocols, and operational standards are in place are also essential to accomplishing this objective. In addition, supplementary tools such as gang injunctions or anti-loitering ordinances may be effective. The Department will work with policy decision makers to develop and implement these resources.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and implement 90 day violence reduction tactical plans using current violence suppression and enforcement units.
- Review the current allocation of personnel among specialized units Department-wide, and determine which units to combine to establish a consolidated proactive violence suppression and enforcement unit.
- Review and analyze the occurrence of violent crime by time of day, day of week, and location to determine the optimal deployment schedule and assignment areas for the consolidated proactive violence suppression and enforcement unit.
- Identify the staffing requirements for the proactive violence suppression and enforcement unit based on deployment analysis and request additional personnel to fully staff the unit.
- Establish clear and consistent direction for the proactive violence suppression and enforcement unit including well defined and specific operational goals and objectives.
- Conduct weekly coordination meetings with area commanders and proactive unit commanders to establish weekly priorities and tactics. Communicate these priorities to proactive unit and patrol personnel.
- Develop and implement policies and protocols for the proactive violence suppression and enforcement unit that define operational standards including an intelligence-led policing approach.
- Develop performance standards, monitor and report weekly performance for the proactive violence suppression and enforcement unit.

Strategic Objective 1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement Agencies in the Region Working to Suppress Violence and Reduce Crime

OPD is one of many law enforcement agencies working in Oakland and the Bay Area to suppress violence and reduce crime. Each of these agencies collects and analyzes criminal intelligence and have ongoing enforcement operations. Partnering and coordinating with these agencies can contribute to making Oakland a safe City.

Additional assistance will be requested from each of these agencies to expand and enhance the Department's efforts. Planning and coordination will also be expanded, and the Department will take a more active role in regional planning and implementation of changes impacting regional law enforcement services.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Request increased assistance and resources from Federal law enforcement agencies including the FBI, DEA, ATF, IRS, USSS and the U.S. Marshals to focus on suppressing violence and reducing crime.
- Conduct monthly planning and coordination meetings with regional municipal law enforcement agencies to develop targeted cooperative operations and leverage existing partnerships.
- Conduct monthly planning and coordination meetings with the District Attorney's Office and other elements of the criminal justice system to develop and implement near-term objectives and tactics to suppress violence and reduce crime.
- Take an active role in the ongoing planning and implementation of changes in regional law enforcement services including communications, laboratory services, detention services, air support, etc… to improve services and reduce costs or contract-in services with other agencies.
- Identify potential services other regional law enforcement agencies could provide to OPD to enhance its ability to serve the Community and reduce costs.
- Actively use the City's State and Federal lobbyists to advocate for resources and legislation beneficial to Oakland and the OPD's mission.

Strategic Objective 1.3: Strengthen OPD's Intelligence Collection and Analysis Capability to Target Violent Crime in Oakland

One of the most effective tools for reducing violence and crime in Oakland is the effective collection, analysis, and use of intelligence. Much of the violent crime that occurs in Oakland is the result of ongoing disputes between rival gangs or ongoing disputes between individuals. Collecting and using information on these disputes can help prevent and reduce homicides in Oakland.

About 39 percent of the homicides committed in Oakland in 2008 were the result of the activities of gangs or criminally active groups. Nearly 25 percent of the remaining homicides were the results of personal disputes between individuals, with most of these being ongoing disputes. Another nearly 10 percent of the homicides were related to drugs. Taken together, nearly three-quarters of the homicides in Oakland were related to gang or criminal active groups, personal disputes, or drugs.

Exhibit 9

Oakland Homicide Circumstances in 2008

Circumstance	Number	Percent
Gang / criminally active group – related	**49**	**39.2%**
Ongoing dispute between two gangs / groups	25	20.0%
Personal dispute with gang / group dynamics	16	12.8%
Drug dispute with gang / group dynamics	6	4.8%
Robbery with gang / group dynamics	2	1.6%
Personal dispute	**31**	**24.8%**
Ongoing dispute between individuals	20	16.0%
Sudden dispute between individuals	11	8.8%
Drug-related	**12**	**9.6%**
Drug business dispute	8	6.4%
Drug robbery	4	3.2%
Robbery	**8**	**6.4%**
Domestic / family violence	**6**	**4.8%**
Other	**7**	**5.6%**
Unknown	**12**	**9.6%**
Totals	**125**	**100%**

Source: Understanding Serious Violence in Oakland: Preliminary Findings, Anthony A. Braga, Ph.D., Harvard University, January 2010

Having the right information at the right time – and using this information to target violence suppression and enforcement efforts - can potentially reduce the level of violence. To improve the Department's intelligence collection and analysis capabilities the existing crime analysis function will be centralized. A Department-wide approach to "intelligence-led" policing will be developed, along with new policies, procedures, training, and technology. In the longer term, a Counter-Terrorism Unit will be developed, staffed, and trained.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Centralize existing crime analysis function within Investigations to provide more coordinated analysis and results.
- Develop a Department-wide philosophy of intelligence-led policing and operationally integrate Intelligence-Led Policing into the OPD.

- Develop policies and procedures for the collection, development, analysis, sharing and use of intelligence among OPD and external partners. Ensure privacy issues are protected in policy and practice.
- Provide training to field and investigative personnel on collecting usable information and intelligence.
- Acquire technology tools that facilitate the development and analysis of information and intelligence using existing information on crime, calls for service, field interviews, witness and victim information, and other sources.
- Connect to the California criminal justice network and regional intelligence databases, and participate in information sharing initiatives.
- Routinely use intelligence to improve tactical and strategic decision making.
- Establish a well trained and responsive Counter Terrorism Unit.
- Train Department employees as Terrorism Liaison Officers (TLOs).
- Train all Department employees in Homeland Security mandates and critical facility protection and response.

Strategic Objective 1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and Organizations Working to Prevent and Reduce Violence and Crime In Oakland

The level of violence and crime in Oakland is largely due to underlying economic and social issues. These include poverty, a lack of jobs and other opportunities, and for many, limited future options and hope. Clearly, the long term solution is to address these underlying issues. Violence suppression and enforcement alone cannot provide long-term solutions.

Numerous organizations in Oakland are working to prevent and reduce violence and crime, including City of Oakland and Alameda County programs. It also includes programs and efforts of community and faith based organizations. The long-term success in reducing crime and violence and making Oakland a safe city requires OPD to have strong partnerships, and work in coordination with these agencies and programs.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and work with policy decision makers to implement additional violence suppression and enforcement mechanisms to strengthen OPD's ability to address violence and reckless behavior (e.g., gang injunctions, anti-loitering ordinances, etc.)
- 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.
- Expand interaction with Oakland's youth and youth development programs including the Explorer Program, Police Cadet Program, Police Athletic League (PAL), Youth Court, Code 33, and Our Kids (O.K.) Mentoring Program.
- Fully and actively participate in existing efforts to plan and coordinate efforts among City, County, and Community Based Organizations to prevent and reduce violence and crime in Oakland.
- Advocate for and support efforts to develop broad based violence and crime prevention planning and coordination among all public and community organizations.
- Identify violence and crime prevention services provided by other government and Community service organizations and provide it to enforcement personnel as referral opportunities for individuals at risk.
- Develop operational partnerships to develop multi-agency approaches to permanently transform violence and crime "hotspots" throughout the City.

Strategic Objective 1.5: Develop and Implement Innovative and Effective Approaches to Reducing Violence and Crime in Oakland Working with the Academic and Research Community

Making Oakland one of the safest large cities in California (given the likelihood of ongoing severely limited resources) will require innovation. The Department will develop strong partnerships with the academic and research community to assist in developing these innovative and effective approaches.

An advisory group of regional academic leaders in the fields of law enforcement and criminal justice has already been established to provide assistance and guidance. Research partners will be identified to assist the Department and community with pursuing grant funding where available. Ongoing efforts to work with the academic and research community will continue and be expanded when opportunities are present.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Establish an advisory group of regional academic leaders in the fields of law enforcement and criminal justice to provide assistance and guidance to the Chief and Department.
- Identify specific issues and areas of research in which to request assistance from the academic and research communities.
- Identify grant funds available to conduct research and develop and implement innovative and effective approaches to reducing violence and crime in Oakland and pursue funding in partnership with the academic and research communities.
- Continue to work with the academic and research communities to implement innovative approaches including, Operation Ceasefire and the "Call-In Program."

Vision 2: The Oakland Police Department Provides High Quality Services in a Community Driven and Customer Friendly Manner

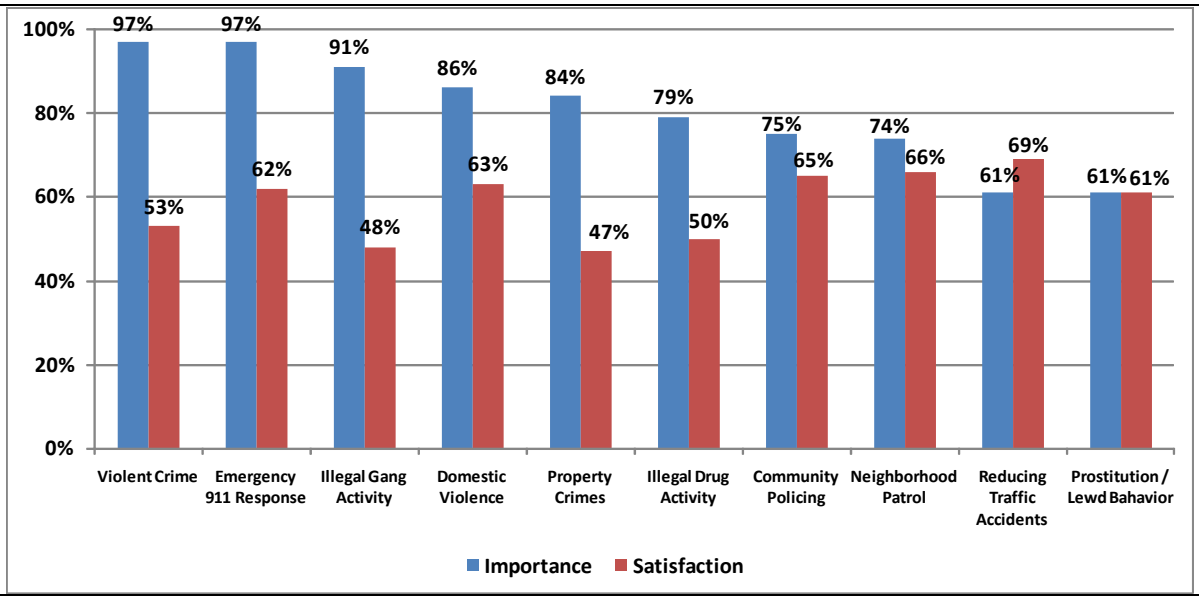
Like most public organizations, the Oakland Police Department is a service providing agency. It was created, and continues to exist, to serve the Community of Oakland and to meet the needs of its members. The future success of the Police Department is directly tied to how well it serves the needs and priorities of the Community. The quality and effectiveness of these services has a major impact on the level of crime and the feelings of safety in any community

Focusing on the priorities of the Community is also a basic principle of community policing. To successfully implement community policing the Department's foundation must contain a comprehensive understanding of the community and its priorities, as well as an ongoing commitment to focus on those priorities.

The following exhibit shows how Community members rated the importance of services provided by the OPD. The majority of Community members rated all of the services provided by the OPD as either extremely or very important. The most important services to the community were addressing violent crime and responding to emergency 911 calls for service. For each of these services 97 percent rated them as either extremely or very important. Addressing illegal drug activity and domestic violence also had a high percentage, rating them as extremely or very important.

Exhibit 10

Percent Rating Service Important and Satisfied with Current OPD Service



Source: San Jose State University OPD Oakland Community Opinion Survey, January 2010 (N=868)

This exhibit also shows the level of satisfaction with each of the services provided by the Police Department. The percentage of Community members that are either very or somewhat satisfied with these OPD services ranged from 47 percent for property crimes, to a high of 66 percent for neighborhood patrol.

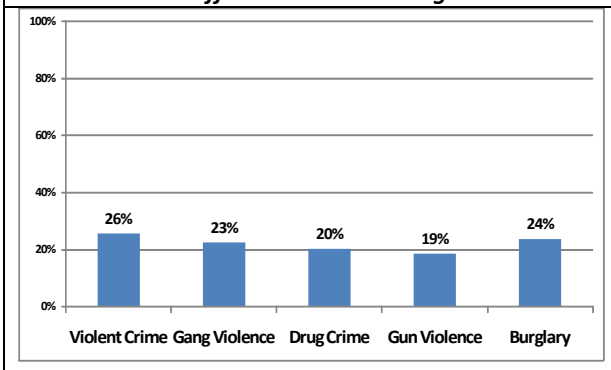
Less than half of Oakland Community members agreed the OPD was effective in controlling violent crime, gang violence, drug crime, gun violence, or burglary.

The OPD is committed to improving its services and providing high quality services based on the Community's priorities.

Exhibit 11

Community Member Perceptions of OPD Services

Percent Agreeing OPD is Effective at Controlling



Source: San Jose State University Oakland Crime, Justice, and Police Survey, 2008 (N=810)

The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance.

When a member of the Community dials 911 there is most likely an urgent need for some type of police service. There may be a robbery in progress, or a personal assault occurring. A Community member may have just returned home to discover their home had been broken into and burglarized in their absence, or car may have been stolen.

911 calls received by the Police Department may also be for medical emergencies or to report fires. Since the Police Department is the Public Safety Answering Point (PSAP) for Oakland, all calls to 911 are initially answered by the Police Department. The Police communications staff answering the call will get enough information to determine the type of emergency. If the call is for a medical emergency or fire the call will be transferred to the Fire Department for processing.

Regardless of the specific situation, members of the Community should have a reasonable expectation that such calls will be answered quickly, information transferred efficiently, and the appropriate response made; unfortunately this is not always the case. On average, it took 17 seconds for the Oakland Police Department to answer 911 emergency calls in 2009. It was not unusual for calls to be on hold for five or more minutes on the 911 line prior to getting through to an emergency call taker. The longest hold time for 2009 on the 911 line was 9.7 minutes.

The answering and hold times are even longer on the Police Department's non-emergency lines, with an average of 29 seconds for the two non-emergency numbers. The longest hold time on the two non-emergency lines was 43.2 minutes.

The call answering speed for Oakland was much longer than for other police departments serving California's largest cities. The average for the cities we were able to compare was 6.4 seconds, close to one-third as long as Oakland.

Not surprisingly, the percentage of emergency calls that are abandoned, or where the caller hangs up prior to the call being answered, is much higher in Oakland. Over 14 percent of the calls to the Oakland Police Department were abandoned in 2009. This is more than twice the average of 6.4 percent for the other large cities in California, and well above the next highest percentage in San Diego at 8.2 percent.

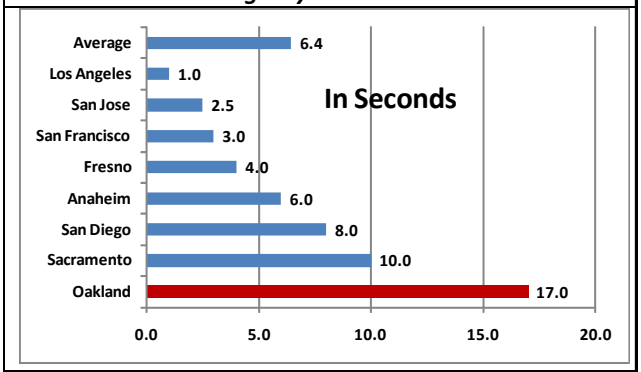
One of the primary reasons for the longer answering time and higher abandoned call rate in Oakland is the level of workload required of each dispatcher answering and dispatching calls for service. As the exhibit shows, the average number of dispatched calls per communications staff was higher for the Oakland Police Department than other departments. The average communications staff in Oakland handled 4,518 dispatched calls in 2009, which is about 56 percent more calls each than the average of the other cities.

The Oakland Police Department must clearly improve its call answering and handling speed to provide a better quality

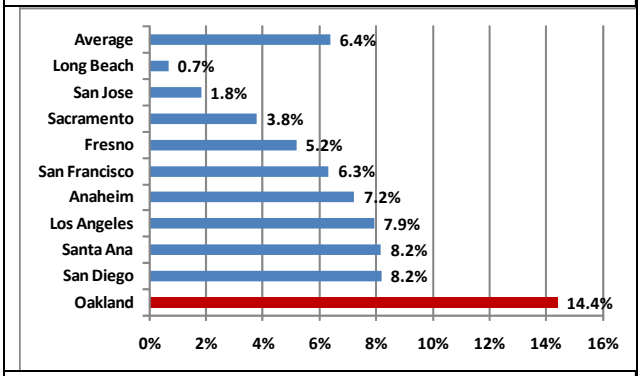
Exhibit 12

Comparison of Police Workload, Staffing and Performance

Average Time Required to Answer Emergency Calls in 2009



Percent of Emergency Calls Abandoned (Hang Ups) in 2009

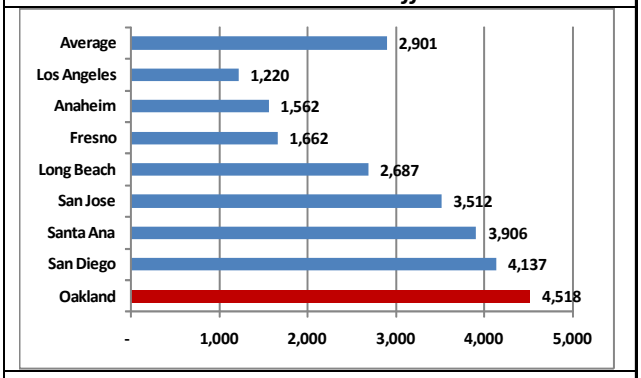


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

Exhibit 13

Comparison of Police Workload, Staffing and Performance

Average Dispatched Calls for Service Per Communications Staff in 2009



Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

service to the Community. Accomplishing this will clearly involve enhanced staffing, filling vacant positions, and revising the staff positions for call taker and dispatcher. Other changes will be required to improve this service which includes reviewing and revising policies and procedures, call priority rankings, and the method of call dispatch.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Re-assign sworn staff from Radio Room to other sworn functions and fully civilianize communications staff to reduce costs.
- Recruit and fill vacant dispatcher positions and maintain full staffing to the extent practical.
- Review the potential to develop separate call taker and dispatcher positions to provide a more effective career ladder and reduce the loss of effective call takers that are not able to make the transition to dispatching.
- Review and revise the shifts and schedule for call takers and dispatchers to reflect the distribution of call workload by day of week and time of day to the extent practical.
- Develop and implement policy and procedures for answering and handling 911 calls on hold to reduce the time required for a 911 call to initially be answered.
- Review and revise the call priority ranking to clarify how each call type should be handled and dispatched, including developing alternate methods of response (other than a physical response), and increase online crime reports.
- Review and revise the process for dispatching calls so calls are dispatched regardless of unit availability, allowing field units to know of calls requiring a response.
- Explore the potential for dispatching calls via the data system rather than by voice, to reduce the time required for dispatch.
- Plan for the implementation of Enhanced 911 (accepting 911 calls from cell and mobile phones directly based on location of the caller) and the potential expanded call volume from its implementation.
- Develop performance standards, monitor and report monthly performance for call answering, handling, and dispatch.

Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods

Responding to emergency calls and effectively addressing emergency situations is a high priority to the members of the Oakland Community. Ninety-seven percent of Oakland Community Members rated this service as either extremely or very important. Only 62 percent were satisfied with the current level of service provided by the Department.

Calls for service that require a physical police response are categorized and dispatched by Oakland Police in three priorities:

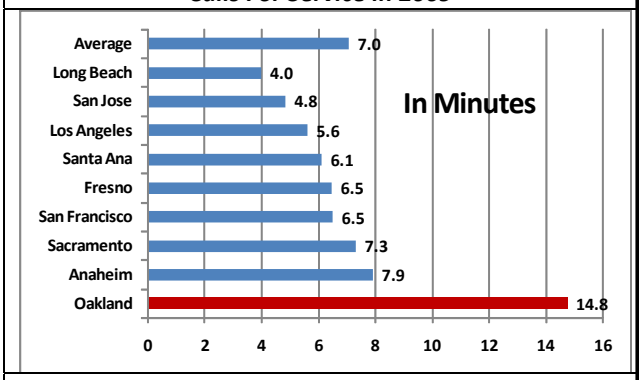
Priority 1 Calls: Are the highest priority and include situations where life or property is in imminent danger. These include crimes in progress such as robberies, rapes, assaults, or burglaries. These also include violent domestic disturbances, reports of individuals with guns or shots fired. A reasonable standard is for no more than 5 minutes to elapse from the time someone dials 911 until a police officer is on-scene for a priority 1 call. In Oakland, it takes an average of 14.8 minutes to respond to a priority 1 call. This is substantially higher than the average of 7 minutes for all the cities compared.

Priority 2 Calls: Include situations that require a fairly immediate police response, with no immediate threat to life or property. These could include family disputes, disturbances of the peace, and suspicious activities. Ideally, these calls should be responded to in between 10 and 15 minutes. In Oakland, it takes an average of 71 minutes to respond to a priority 2 call. This is substantially higher than the average of 20.1 minutes for all the cities compared and over four times as long as the next highest city.

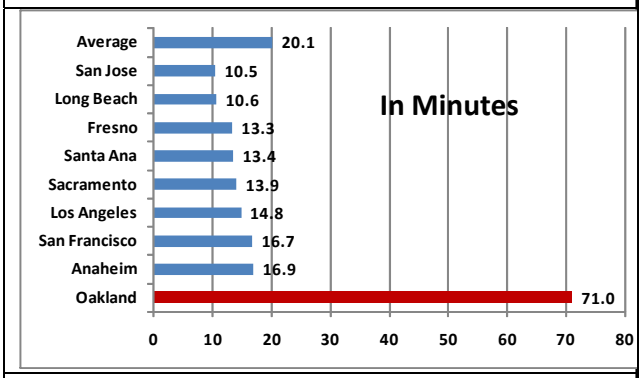
Exhibit 14

Comparison of Police Workload, Staffing and Performance

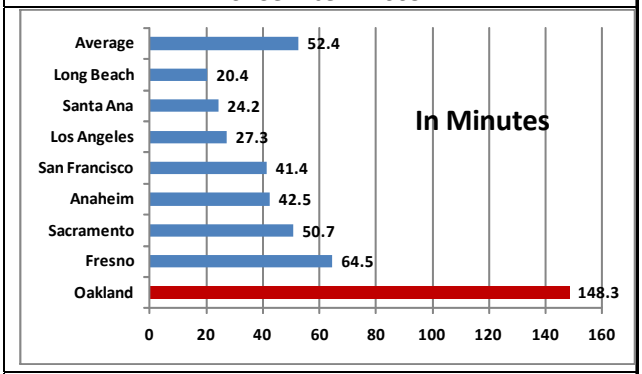
Average Time Required to Respond to Priority 1 Calls For Service in 2009



Average Time Required to Respond to Priority 2 Calls For Service in 2009



Average Time Required to Respond to Priority 3 Calls For Service in 2009



Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

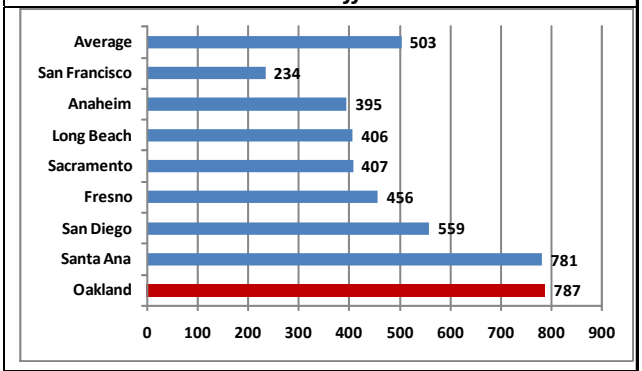
Priority 3 Calls: Include calls where there is no substantial threat to life or property, but a police response is needed. These include taking reports on crimes where a significant amount of time has elapsed since the occurrence of the crime. For example, someone comes home from work to find their home had been broken into several hours earlier. Ideally, these calls should be responded to within about 30 minutes. While there may be no immediate threat, being a crime victim can be traumatic and waiting for a police response for a long time adds to that trauma. In Oakland, it takes an average of 148 minutes to respond to a priority 3 call. This is substantially higher than the average of all the cities compared, and over twice as long as the next highest city.

These delays are primarily due to a lack of patrol units available to be dispatched to these calls. The number of dispatched calls for service for each sworn officer assigned to respond to these calls was much higher than for most other police departments in California's large cities. Oakland Police responded to an average of 787 calls for service per patrol staff in 2009. This is nearly 50 percent more calls than the average of 517 calls for all departments compared. The result of this high level of workload is that patrol units are often not available to respond quickly to calls.

Exhibit 15

Comparison of Police Workload, Staffing and Performance

Average Dispatched Calls for Service Per Patrol Staff in 2009



Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

Providing a police presence in neighborhoods to deter crime and provide a sense of security is another basic police service. Many members of the Oakland Community have said that for many neighborhoods in Oakland there is no police presence until there is an incident. Providing a police presence in neighborhoods requires that patrol officers have time available for directed patrol and for initiating enforcement activities when required. It is generally accepted among police professionals that (to be effective) patrol officers should spend at least one-third of their time in these directed patrol and officer initiated activities. The International Association of Chiefs of Police (IACP) has recommended that the amount of patrol officer time available for these activities be 40 percent.

Exhibit 16

Comparison of Current Patrol Staffing with Recommended Staffing Levels

Actual Patrol Officers in 2009	***334***	***Shortage***
Minimum Recommended Staffing (33% Officer Initiated Time)	***420***	***86***
IACP Recommended Staffing (40% Officer Initiated Time)	***517***	***183***

Source: Evaluation of Actual Calls for Service and Staffing Requirements, Analysis Central Systems, August 2010

An analysis of actual calls for service responded to by Oakland Police patrol officers shows that the current patrol staffing is not adequate to meet either the 33 percent or 40 percent targets. An additional 70 patrol officers would be required to provide 33 percent of officer initiated time, and an additional 159 officers would be required to meet the 40 percent target.

The Department has already begun moving sworn personnel from other functions into the patrol function to provide better patrol presence in neighborhoods and improve the response to Community calls for service. The current deployment of patrol officers by time of day and day of week will also be modified to better match demand for patrol services. Approaches to increasing the amount of time patrol units are available to respond to calls and patrol neighborhoods will be developed. In addition, the current beat structure and assignments will be revised to provide more effective deployment and better maintain beat integrity. Improved technology will also be used to better match resources and response requirements.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Acquire and implement the Police Resource Optimization System (PROS) to analyze Community call for service workload by beat, day of week, and time of day, to determine the optimal deployment approach for patrol resources based on call for service workload.
- Revise the deployment schedules and beat assignments for patrol resources based on the results of the PROS analysis, including beats that should be staffed with two-officer units (stresser beats), and those requiring one-officer units.
- Develop and implement policies and monitoring procedures for ensuring patrol units are deployed as assigned.
- Move police resources from other OPD functions into patrol functions to the extent practical.
- Review and revise the current beat structure and boundaries based on demand for service and workload – combining some beats with low demand for service and splitting other beats with high demand for service.
- Acquire and maintain adequate patrol vehicles and equipment to ensure patrol officers and units can be deployed.
- Explore options for maximizing the amount of time patrol units spend in the field and availability to handle calls including:
    - Expediting the patrol “line-up” process and time to the extent possible;

- Developing a field transport system for booking suspects in the field and transporting them to jail; and
- Streamlining the administrative and reporting processes required of patrol personnel.

- Improve field supervision on units responding to calls to expedite the return to service of units no longer needed as quickly as possible.
- Develop and implement policies and procedures for maintaining beat integrity for patrol units – assigning patrol units to specific beats and requiring units to remain on the their designated beats to the extent practical.
- Acquire and implement GPS / AVL Technology to provide the ability to centrally monitor and supervise patrol resources and dispatch based on location.
- Develop performance standards, monitor, and report monthly performance for responding to calls for service by priority.

Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations

Effectively investigating and solving crimes that have occurred is a key basic police service. When a crime does occur it is important that they be investigated and prosecuted – this is key to preventing future crime as well as providing justice for victims. The OPD's investigative resources are spread very thin – and many crimes in Oakland are not investigated at all.

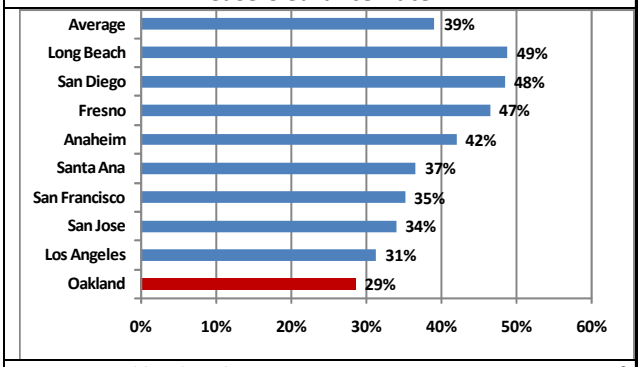
Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the District Attorney or City Prosecutor. Investigators support the prosecution of suspects, and often testify during criminal trials.

Violent crimes include homicides, robberies, assaults, and rapes. Addressing violent crime was the top priority of the members of the Oakland Community. Ninety-seven percent of Oakland Community Members rated this service as either extremely or very important. Only fifty-three percent were satisfied with the

Exhibit 17

Comparison of Police Workload, Staffing and Performance

Violent Crime Case Clearance Rate



Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

current level of service provided by the Department

The percentage of violent crimes that are solved, or cleared, in Oakland is lower than in any of the other large California cities. Only 29 percent are cleared, compared to an average of 39 percent for all the cities compared.

A key reason for the relatively low percentage of cases solved or cleared is the number of these crimes that must be investigated by each investigator assigned to these investigations. In Oakland, in 2009 there were about 7 homicides for each homicide investigator assigned to investigate homicides. This is almost four and one-half times as many as the average of 2.5 for the other large California cities.

Similarly, there are more violent crimes that occur in Oakland for each investigator assigned to these cases than in other cities. In Oakland in 2009 there were about 121 violent crimes for each investigator assigned to these cases. This is nearly 60 percent more cases than the average of about 77 for the other large cities in California.

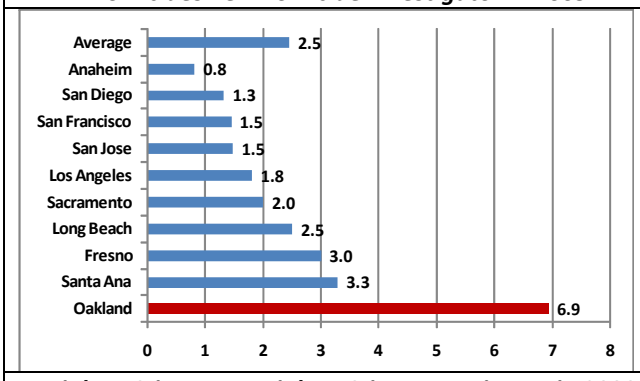
Property crimes include burglaries, auto thefts, larceny, and forgery or fraud cases. Addressing property crime was a lower priority of the members of the Oakland Community. However, eighty-four percent of Oakland Community Members rated this service as either extremely or very important. Only forty-seven percent were satisfied with the current level of service provided by the Department.

As with violent crime, the percentage of property crimes that are solved or cleared in Oakland is lower than in any of the other

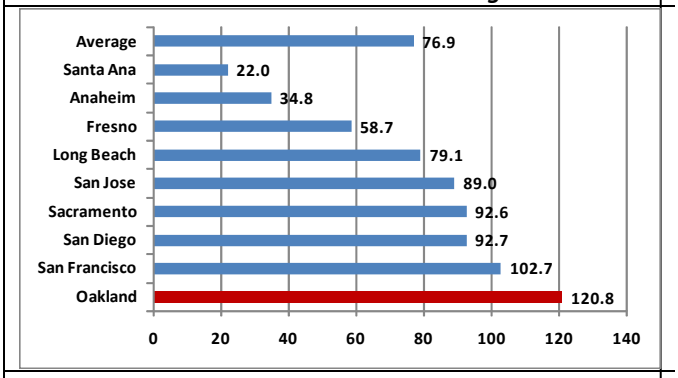
Exhibit 18

Comparison of Police Workload, Staffing and Performance

Homicides Per Homicide Investigator in 2009



Violent Crimes Per Violent Crime Investigator in 2009

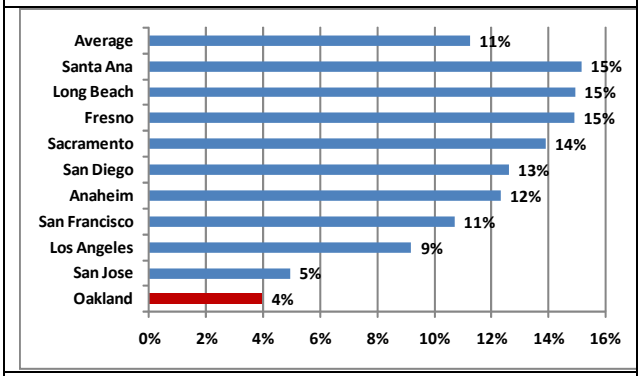


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

Exhibit 19

Comparison of Police Workload, Staffing and Performance

Property Crime
Case Clearance Rate in 2009



Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

large California cities. Only 29 percent are cleared, compared to an average of 39 percent for all the cities compared.

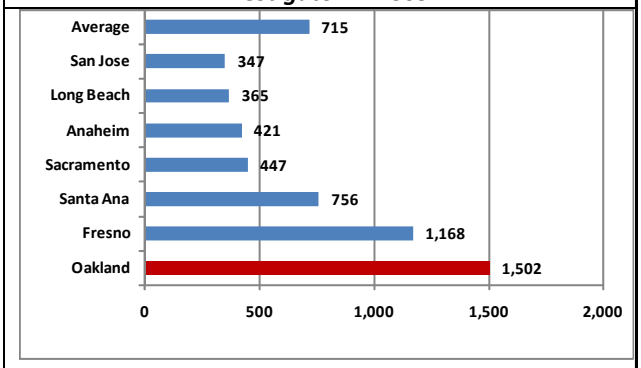
Like violent crime, there are more property crimes that occur in Oakland for each investigator assigned to these cases than in other cities. In Oakland in 2009 there were about 1,500 property crimes for each investigator assigned to these cases. This is over twice the number of cases than the average of 715 for the other large cities in California.

It is important to note that the number of investigators assigned to these crimes in Oakland is proportional to the other cities based on the size of each city. The difference is that the violent crime rate and the number of violent crimes committed in Oakland is substantially higher than in the other cities. This high rate of violent crime creates a tremendous demand for service or workload for the Oakland Police Department's investigators.

Exhibit 20

Comparison of Police Workload, Staffing and Performance

Property Crimes Per Property Crime Investigator in 2009



Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Review the caseload and staffing of criminal investigations and enhance the staffing level to match caseload.
- Deploy investigative personnel to match workload, including increased evening, night, and weekend shifts.
- Increase the level of field deployment of investigative personnel to conduct investigations, interview victims and witnesses, and collect evidence.
- Develop a working group in investigators and prosecutors from the District Attorney's Office to develop a working agreement on case filing and prosecution policies.
- Develop a plan to use civilian personnel to perform routine tasks related to investigations and case filing to expand the available time for sworn investigators to conduct investigations and reduce costs.

- Review the current structure, assignment, and staff composition of the crime scene response units and revise to make their function more consistent and aligned with the Crime Laboratory.
- Expand the capability of crime scene response units to collect evidence at the scene of crimes.
- Expand the capability of the crime lab to process evidence in a timely manner.
- Explore the potential for forensic laboratory services from other regional law enforcement agency laboratories.
- Develop performance standards and monitor and report monthly performance for criminal investigations, crime scene investigations, and crime lab services.

Vision 3: The Oakland Police Department is Trusted, Respected, and Valued By Those it Serves

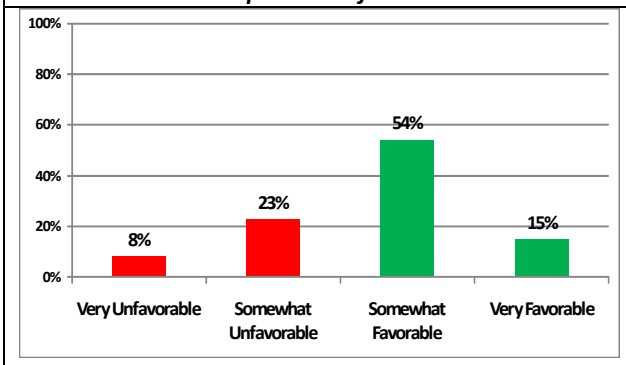
For any police organization to be effective it must have the trust and respect of the Community it serves. The Police Department needs public support and cooperation to be effective in its order-maintenance role, and particularly benefitS when they have the voluntary support and cooperation of most members of the public, most of the time.

Voluntary support and cooperation of the Police Department is linked to judgments about the legitimacy of the police. A central reason people cooperate with the police is that they view them as legitimate legal authorities, entitled to be obeyed. These public judgments about the legitimacy of the police and of policing activities are based on the public's assessments of the manner in which the police exercise their authority. Enhancing the Community's views about the legitimacy of the Police Department is essential to their success.

Exhibit 21

Community Perception of the OPD

Impression of OPD



Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)

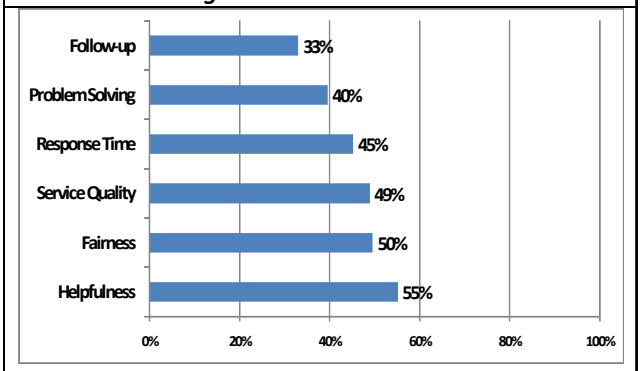
A total of 69 percent of the Community have a somewhat or very favorable impression of the Police Department. That leaves 31 percent of the Community members with a somewhat or very unfavorable impression of the OPD.

The level and quality of service provided by the Police Department has a major impact on the impression members of the Community have of the Department. When asked to rate the quality of service provided by OPD fewer than half rated those services as excellent or good. About half viewed OPD as helpful and fair. Fewer than half rated OPD's service quality, response time, problem solving, and follow-up as excellent or good. Making improvements in the quality of services provided, as outlined in the earlier sections of

Exhibit 22

Community Perception of the OPD

Percent Rating OPD Service as Excellent or Good



Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)

this strategic plan, will contribute to improving the Community's impression of the Department. The OPD is committed to improving the Community's level of trust, respect, and value for the Department. The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the Requirements of the Negotiated Settlement Agreement / MOU

In January 2003, the City of Oakland entered into a Negotiated Settlement Agreement as a result of a case of misconduct against four Oakland Police Officers. The Agreement set up an effective system to identify problem officers, investigate complaints related to officer conduct and ensure that officers who train others are the best in the Department.

The reforms and standards required by the Agreement aimed to make the Oakland Police Department one of the best in the nation by promoting effective and respectful policing. The Department considers compliance with the Agreement to be part of its commitment to provide competent and effective law enforcement to the citizens of Oakland. The goals of the Agreement are to use the best available practices for police supervision, training and accountability, and to enhance OPD's ability to protect the lives, rights, dignity and property of the community.

The original timeline for reaching compliance with the NSA was January 2008. The Department was not in compliance at that point and the NSA was extended for two additional years, through January 2010. In January of this year a number of requirements of the NSA had still not been completed. Rather than further extend the NSA the parties agreed to continue efforts toward compliance and documented this agreement in a Memorandum of Understanding (MOU).

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Review policy and procedures and develop mechanisms to gain compliance in outstanding settlement agreement tasks including:
    - Task 3: IAD Integrity Tests - 3.2 Proactive/reactive integrity tests
    - Task 5: Complaint Procedures for IAD - Gathering of evidence, evidence standards
    - Task 7: Methods of Receiving Citizen Complaints - 7.3 anonymous complaints
    - Task 16: Supporting IAD Process-Supervisor/Managerial Accountability - Properly identify and investigate supervisory failures

- Task 20: Span of Control for Supervisors - Sufficient primary sergeants
- Task 24: Use of Force Reporting Policy - Notification of supervisors following Use of Force
- Task 25: Use of Force Investigations and Report Responsibility - Use of Force investigation timeliness
- Task 26: Use of Force Review Board (UFRB) - FRB scheduled in timely manner
- Task 33: Reporting Misconduct - Anonymous complaints /confidential complaints
- Task 34: Vehicle Stops, Field Investigations and Detentions - Accurate data, searchable database, forms completed
- Task 42: Field Training Program - Reimplementation of FTP
- Task 45: Consistency of Discipline Policy - Skelly hearing inconsistencies

- Revise the approach to completing the requirements of the NSA / MOU from compliance driven to an approach driven by improving OPD management and operations using the concepts and requirements of the NSA / MOU across all divisions.
- Expand the command level resources of the Office of Inspector General to increase the focus on acceleration of the pace of accomplishment.
- Collaborate with the Monitor as an advisor in developing and implementing policies, procedures, and approaches to improving OPD management and operations consistent with the NSA / MOU.
- Create a culture and reality of effective accountability for accomplishing the requirements of the NSA / MOU.
- Provide training, mentoring, and supervisory support for managers and supervisors to facilitate effective accountability across all divisions.

Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the OPD and OPD Personnel

For the Police Department to be successful in meeting the needs of the Community it must be open and accessible to the members of the Community and must keep the Community well informed of its activities. There are definite barriers between the Department and Community. A major challenge for the Police Department is to develop an environment where individual Community members are comfortable to approach both the Department and individual officers, feel informed of and invested in police activities, and are enthusiastic about working together.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and institute a Department-wide philosophy and corresponding policies and procedures based on Community Based Legitimacy Policing standards.
- Conduct an annual survey of Community members to determine their perceived level of safety, priority of services, rating of police services, perspective of the OPD, and suggestions for improvements and use to evaluate progress and performance improvements over the past year.
- Conduct public meetings with Community and neighborhood groups throughout the City to solicit input into Police priorities and strategies.
- Develop and publish an annual progress report communicating to the Community the Department's efforts and results based on the Community's priorities.
- Implement individual body cameras on police officers in the field to record all officer interactions with members of the Community.
- Improve the language capabilities of the OPD and ability to directly communicate with Oakland's non-English speaking communities.
- Explore the use of current state-of-the-art technology to better communicate with the Community (twitter, facebook, blogs, texting, internet, up-to-date OPD website, etc.).
- Expand the Public Information / Media Office to improve access to OPD by the media and address OPD's and the City's negative image with positive stories.
- Expand the use of Community Advisory groups to provide input and assist the OPD in identifying and resolving Community issues and concerns.
- Strengthen the day-to-day coordination and working relationship with the Neighborhood Services Division and pursue changes in organizational structure to integrate the Division back into the OPD.
- Develop a plan to have officers attend school programs, neighborhood watch meetings, and other Community events.
- Reinforce the new values of the OPD focusing on service to the Community, professional and respectful demeanor, courteous customer service, and Community-based legitimacy.

- Expand the number of Community volunteers working with OPD, especially reserve police officers.
- Expand Community awareness and interaction training for all personnel including Field Training Officers.
- Expand efforts to communicate with and develop common understandings with Oakland's youth, focused on the role of OPD in meeting their needs.
- Expand efforts to develop Oakland youth and residents for service in OPD, and recruit and select residents of Oakland for positions to the extent practical.
- Explore the potential for providing encouragement and incentives for sworn OPD personnel at all levels to live within the City and become involved in the Community.

Strategic Objective 3.3: Increase the Level of Positive Interaction Between the Oakland Police Department and the Community

A key way to improve the level of trust, respect, and value for the Police Department is to increase the level of positive interaction between OPD and the Community. This will require some training of police personnel on how provide better Community and customer oriented service, and an increase in the importance placed on this positive interaction. Time must be made available for this interaction, and recognition and incentives provided to encourage this positive interaction. Positive information can also be developed and shared with the media.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and implement a comprehensive employee training program on Community and customer oriented service and legitimacy policing.
- Communicate and demonstrate to employees at all levels the importance of Community service and legitimacy orientation and customer service to the future success of the OPD.
- Communicate and demonstrate the importance of good police work (timeliness, courteousness, empathy, diligence, etc.) to improving the image and success of OPD.
- Develop and implement a recognition program for employees that excel in providing Community and customer service.
- Encourage police personnel at all levels to walk and talk in neighborhoods, and interact with members of the Community in informal settings, to the extent practical.

- Encourage police personnel to actively brief individuals in neighborhoods about OPD activities including crime problems, police activities to resolve those problems, and ways Community members can provide assistance.
- Develop an ongoing program of interaction with the business community, including identifying their concerns and issues, informing them of OPD activities, and identifying opportunities to work together to address issues and concerns.
- Develop and encourage the press/media to publish positive information about the Community's or OPD's activities.
- Develop programs for KTOP that inform the public on OPD activities and operations.
- Develop Community or business sponsored ads that inform the public on or promote police issues and activities.

Vision 4: The Oakland Community and the Oakland Police Department Work Together to Solve Community and Neighborhood Concerns and Issues

Collaboration with the Community of Oakland, and community policing, are key to the success of Oakland and the OPD. Members of this Community have invested untold hours and effort at making community policing work in Oakland; there is much to build on.

Looking to the future, the OPD must be completely committed to community policing and work very hard to make it as effective as possible in Oakland. The Community and OPD can work together to make community policing even better for the future.

The OPD is committed to improving Community Policing in Oakland. The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 4.1: Effectively Implement Community Policing in Oakland as Defined by Current Policies and Requirements

Community policing in Oakland is defined clearly and in substantial detail in current City ordinances and in the voter passed initiative known as Measure Y. These provide directives on how community policing is to be implemented. OPD must work within this current framework for community policing and do all that is possible to make the programs as defined as effective as possible.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Clarify the understanding of the objectives, strategies and desired outcomes of the Community Policing approach.
- Develop and implement Community Policing training for all OPD personnel and offer it on a frequent and consistent basis.
- Clearly define the roles and responsibilities of the Neighborhood Services Coordinators, the Neighborhood Crime Prevention Councils, Neighborhood Watch, and others involved in Community Policing.
- Develop and implement a community policing activity tracking system to provide information on problems identified, activities conducted, and outcomes achieved.

- Develop an annual Community Policing report highlighting the accomplishments of the Community, and OPD Community Policing in addressing Community Issues and concerns.

Strategic Objective 4.2: Work with Members of the Community to Develop and Implement an Expanded Community Policing Model in Oakland Based on Best Practices

In the long-term, there are substantial improvements that can be made to the current model of community policing in Oakland. The Community Policing Consortium of the International Association of Chiefs of Police (IACP) has put substantial effort into reviewing and evaluating various models and strategies for implementing community policing. This includes defining and evaluating various community policing models.

The model used in Oakland is referred to as the split force model. While there are some definite advantages to this model it also presents some clear disadvantages. The primary disadvantage is that it makes community policing the responsibility of a unit rather than the responsibility of everyone in the police department. The following exhibit outlines the advantages and disadvantages of this model.

Exhibit *23*
"Split Force" Model of Community Policing

Advantages	Disadvantages
• Provides Community Policing "specialists"	• Can result in animosity between regular and Community Policing officers
• Focused time and attention	• Not all officers buy into Community Policing
• Builds territorial imperative	• Patrol refers routine complaints to Community Policing
• Positive relationship with the Community	• Community attachment to "their" Community Policing officers
Source: Community Policing Deployment Models & Strategies, International Association of Chiefs of Police	

An alternative model is referred to as the "Total Community Policing Model." In this model the organization as a whole is fully committed to community policing – all segments of the department are involved in and support community policing. The following exhibit outlines the advantages and disadvantages of this model.

Exhibit *24*
"Total Community Policing" Model of Community Policing

Advantages	Disadvantages
• Organization fully committed to Community Policing	• Requires long-term commitment from Police Chief and Command Officers
• Builds territorial imperative among patrol officers and Community served	• Not a good starting point for Community Policing
• Builds long-term relationships	• Requires dedication of additional resources to patrol operations
• Focuses more on proactive problem solving	
Source: Community Policing Deployment Models & Strategies, International Association of Chiefs of Police	

Clearly, any changes to community policing in Oakland must be through collaboration – doing it any other way would violate the basic principles of community policing

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Collect information and conduct research on best practices in Community Policing and potential models to be implemented in Oakland.
- Develop a draft model for Community Policing in Oakland based on best practices research and Oakland's strong Community Policing history.
- Obtain feedback and input from members of the Community on the draft model for Community Policing in Oakland and revise as needed.
- Identify changes required in ordinances or voter initiatives to implement the revised model of Community Policing in Oakland and pursue needed changes.

Vision 5: The Oakland Police Department is an Effective Organization, Providing a Supportive and Positive Work Environment for its Employees

For a police department to be successful, as with any organization, it must have the basic capability to perform its functions. The Department is understaffed 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, are lacking and inadequate. The Department also lacks basic police management tools and processes that would allow the Department's limited resources to be focused most effectively.

The morale of the Department's personnel is also very low. Most Department employees felt that they were not valued or respected, and that the Department did not care about them. Most also felt their work units were not adequately staffed, and did not feel career development was good.

Perhaps most importantly, only about one-third of the Department's employees felt that OPD was doing a good job. Less than half felt OPD had a good reputation, and just over half were satisfied with their jobs. Clearly, most Department employees see substantial room for improvement in the performance and effectiveness of the Department's services. The fact that over two-thirds of employees still were proud to be part of the OPD speaks loudly about their love for and commitment to the organization.

Exhibit 25

OPD Employee Perspectives

Percent of All OPD Employees Who Agree:

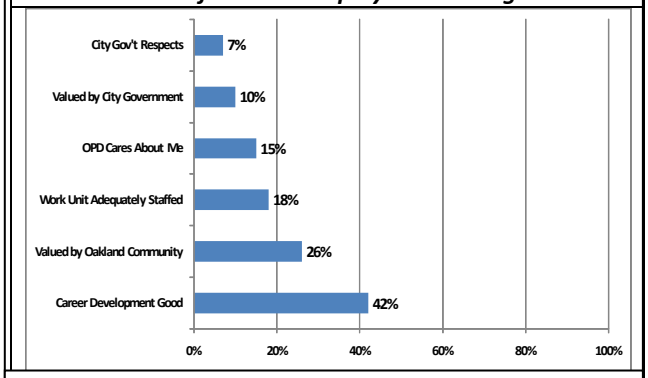
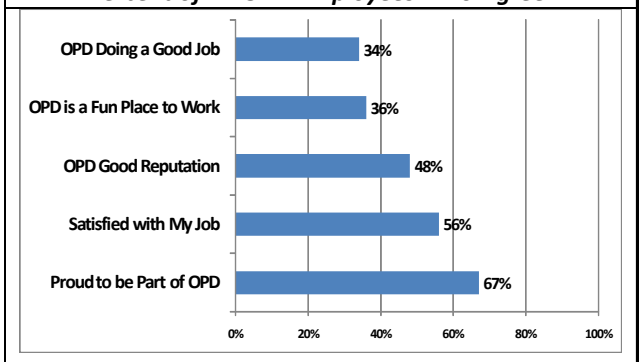


Exhibit 26

OPD Employee Perspectives

Percent of All OPD Employees Who Agree:



Source: William J Crampon & Associates OPD Employee Survey, November 2009 (N=788)

Improving the effectiveness of the Oakland Police Department is essential to accomplishing each of the visions outlined in this strategic plan. The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment

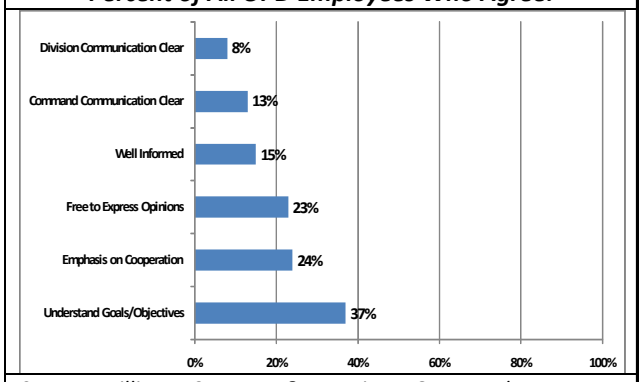
Clear, consistent, and open communication is key to the success of any organization. The Oakland Police Department has faced challenges in its efforts toward effective communication. Very few employees felt either division or command communication was clear in the Fall of 2009 when the employee survey was conducted.

Most did not feel well informed regarding what was going on within the Department, nor did they feel free to express their opinions. Only about one-quarter felt the Department placed an emphasis on cooperation within the Department, and only a little over one-third understood the Department's goals and objectives.

Exhibit 27

OPD Employee Perspectives

Percent of All OPD Employees Who Agree:



Source: William J Crampon & Associates OPD Employee Survey, November 2009 (N=788)

Progress has already been made in providing clear and consistent direction within the OPD, including a focus on gangs, drugs and guns. This strategic plan and the mission, visions, values, and strategic objectives provide ongoing detail on where the Department must move to be successful in the future. These efforts will continue and be expanded.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Communicate the new mission, visions, strategic objectives, values and motto of the OPD to all employees.
- Develop an organization wide philosophy and approach as a "learning organization", encouraging employee questions, suggestions, and opinions about OPD organization, management decisions, and operations; and continuously attempting to identify and implement improved ways of providing service or performing functions.
- Conduct annual employee surveys to identify their perspectives, concerns, and issues and to gauge progress in improving the work environment of OPD.

- Develop an ongoing web based employee suggestion capability that allows employees to provide feedback identifying themselves or remaining anonymous.
- Share information from Command staff meetings with all Department personnel to provide an increased communication about decisions and the direction of OPD.
- Maintain the employee Communications Focus Group and implement the Group's initiatives to the extent practical.
- Develop additional employee problem solving working groups to identify and resolve issues and concerns within OPD.
- Develop an OPD Intranet site for providing secure access to OPD information.
- Provide training to OPD managers and supervisors on the parameters of MOU's and how to effectively manage under these agreements, and how to motivate and obtain optimal performance from staff.
- Develop and implement departmental team building and other activities, including light social events, to provide opportunities for employees to interact with and build constructive work relationships outside their functional units.
- Explore methods of increasing recognition of professional staff as important members of the OPD team, including providing civilian employees with uniforms, including them in regular training, and expanding employee recognition and award programs to more fully incorporate professional staff.
- More actively publicize Department and individual accomplishments in the OPD newsletter, on the OPD Intranet site, and with the media.

Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees

More than most organizations, the skills and judgment of police personnel largely determines the success or failure of that police agency. Few occupations demand such a wide range of abilities or challenges those abilities as often. For a police department to be successful it must give its officers a great deal of discretion.

While rules and procedures are important, they cannot describe every situation nor prescribe behavior in every circumstance. Police Officers must have substantial freedom to decide how best to handle situations. To be effective, Officers must have very good decision making skills. Poor decisions by Police Officers may result in substantially more severe consequences than poor decision making in many other professions.

In addition, the requirements and expectations of police officers are changing as police departments move from their traditional role of law enforcement and crime control to a role of community improvement. Not only are officers expected to enforce the law and control crime, they are expected to be community problem solvers. Increasingly, police are being called upon to be entrepreneurial, finding creative ways of solving neighborhood and community problems.

The Oakland Police Department must make additional investments in developing the skills and capabilities of its personnel to be successful into the future.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Expand the level of training for all sworn staff in:
    - Tactical operations
    - Search and seizure laws
    - Strip search Mandates
    - Intelligence gathering on gang members and activities
    - Gun trafficking and sales
    - Tracking of arrests, citations, and field contacts.
- Increase the requirements for firearm qualification testing to enhance OPD personnel's firearm skills and capabilities.
- Conduct a comprehensive training needs assessment and develop a training matrix highlighting the skills required for each position within the OPD.
- Expand current training to meet OPD training needs identified through the training needs assessment.
- Develop weekly training topics and scenarios for supervisors to discuss with employees as training opportunities.
- Develop a Supervisory Excellence Training Module for new professional staff supervisors including progressive discipline, grievance procedures, sick leave management, how to motivate employees, worker's compensation procedures, effective leadership, payroll documents and timelines, management reports, applicable administrative instructions, performance evaluation procedures, documents and timelines, conflict resolution, and organizational structure.

- Develop a succession plan for leadership positions within OPD and provide leadership training and leadership development opportunities to expand individual skills, abilities, and to prepare future OPD leaders to fill the command positions in the future.
- Review positions currently filled with sworn personnel that do not require the skills of sworn personnel and reclassify them as professional staff to reduce the cost of these positions, increase the level of expertise, and maintain greater consistency of personnel in these positions.

Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices

In April the California Association of Tactical Officers (CATO) completed an independent assessment of the Oakland Police Department's Special Weapons Team (SWAT). The assessment included an overall analysis of the SWAT policies and procedures, command and control, selection, tactics, training, discipline, and equipment.

The assessment also included an in-depth appraisal of the SWAT team's conformity with the California POST SWAT Guidelines. These Guidelines address legal and practical issues of SWAT operations, personnel selection, fitness recommendations, planning, tactical issues, safety, after-action evaluation of operations, logistical and resource needs, uniform and firearms recommendations, risk assessment, policy considerations, and multi-jurisdictional SWAT operations.

Numerous recommendations for improving the Department's tactical policies, procedures, skills, capabilities, and practices were made by CATO. Implementing these recommendations is key to achieving this strategic objective.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and enforce a written Tactical Team Policy and Procedures Manual that includes:
    - Clearly defined roles and responsibilities of the Tactical Operations Team
    - Specific Tactical Operations Team activation procedures
    - Standardized reporting system for operational after action reports
    - High risk warrant planning, briefing, and service procedures

  - Documenting and archiving the planning and execution of emergency and pre-planned tactical operations
  - Oversight and supervisorial approval of all Tactical Team documentation
  - Internal accountability mechanisms such as a computerized database system to collect, track, monitor, and archive all SWAT incident reports, training records, and weapons, munitions, and equipment inventory

- Conduct a SWAT Team Needs Assessment to determine training requirements for the OPD Tactical Team including long-term training facilities with live fire ranges and practical application training structures.
- Develop annual training plans for the Tactical Operations Team.
- Review and revise the curriculum of the OPD Basic SWAT Course to include core skill training that is measureable and documented and scenario based training.
- Increase the level of training encompassing all elements of the Tactical Operations Team including tactical commanders, team leaders, entry team, sniper team, negotiators, and the support team.
- Develop and make use of SWAT subject matter experts (SME's) within the SWAT Team.
- Develop a tactical emergency medical support (TEMS) program.
- Develop and cultivate positive working relationships with SWAT Teams from other regional law enforcement agencies and pursue opportunities to conduct joint training exercises.
- Focus training for tactical operations on law enforcement SWAT practices rather than military based operations.
- Explore options for improving the response time to requests for service by the SWAT Team.
- Review and improve radio communication during tactical operations.

Strategic Objective 5.4: Effectively Use Information and Technology to Improve OPD Management, Operations, and Performance

Information is essential to effective law enforcement and crime reduction. Patrol Officers rely on it for their safety and effectiveness. Detectives rely on it to solve crime. Information is important to management in identifying progress made and holding employees, supervisors, and managers accountable. The effective use of information is critical to effective policing.

Advances in technology have revolutionized many functions and organizations, making it possible to provide more effective services with the same or fewer resources. Innovative technologies are continually developed and successfully implemented in police operations. The Police Department must ensure it is in a position to take advantage of these opportunities when presented, and must monitor and plan for future technological advances.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Establish an OPD Information and Technology Steering Committee to establish consistent direction among IT stakeholders, review options establish priorities, and monitor acquisition and implementation progress.
- Evaluate, acquire, and effectively implement technology that can improve the effectiveness of the OPD in accomplishing its mission.
- Develop and implement service level agreements between OPD and the Information Technology Department (ITD) clearly defining mutual expectations, roles and responsibilities, deliverables, and performance expectations for each project in development or technology being supported.
- Establish an OPD Planning and Research function responsible for researching new tactics, approaches, and technologies; and collecting and analyzing information on best practices for policing and law enforcement.
- Develop a system for tracking crime and violence in the City, assigning responsibility for addressing it, and accountability for results similar to CompStat used in other cities.

Strategic Objective 5.5: Effectively Plan and Manage Essential OPD Facilities and Equipment

At no time in the history of the Police Department has it operated out of so many different buildings and facilities. And at no time has it faced so many issues with these facilities. These facilities have become important in the Department's efforts to implement community policing. Providing adequate facilities is critical to the future success of the Department in meeting the Community's needs. In today's threat environment, security over these facilities is essential as well as reducing the potential loss of life and capability due to security breaches.

Equipment is also an essential resource to the Police Department. This equipment includes vehicles, radios, protective devices, and other miscellaneous items. The Department annually spends millions on this equipment. Ensuring it is functional and well maintained is important from an operational as well as financial perspective.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Conduct a threat and vulnerability assessment of OPD's Police Administration Building and enhance the level of building security as needed.
- Conduct a threat and vulnerability assessment of OPD's Eastmont Station Building and enhance the level of building security as needed.
- Develop and implement standard facility operating procedures including safety and contingency plans.
- Develop a facilities master plan that is based on the likely future organizational structure and staffing of the OPD, an inventory of future facility needs, and potential facility configuration, cost estimates, and potential development schedule. Include the potential for the further decentralization of police operations and facilities.
- Continue to explore and pursue alternative approaches to acquiring, maintaining, and replacing the OPD's vehicle fleet with one that more effectively and consistently meets the Department's fleet requirements.

OAKLAND POLICE DEPARTMENT STRATEGIC PLAN APPENDIX

Strategic Objectives and Priority Actions

Working Draft – August 2010

Vision 1: Oakland is One of the Safest Large Cities in California

Strategic Objectives:

1.1: Focus Proactive Violence Suppression and Enforcement Units and Efforts on Gangs, Drugs, and Guns

1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement and Criminal Justice Agencies in the Region Working to Suppress Violence and Reduce Crime

1.3: Strengthen OPD's Intelligence Collection and Analysis Capability to Target Violent Crime in Oakland

1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and Organizations Working to Prevent and Reduce Violence and Crime In Oakland

1.5: Develop and Implement Innovative and Effective Approaches to Reducing Violence and Crime in Oakland Working with the Academic and Research Community

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 1.1: Focus Proactive Violence Suppression and Enforcement Units and Efforts on Gangs, Drugs, and Guns

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.1.1	Develop and implement 90 day violence reduction tactical plans using current violence suppression and enforcement units.	Short-Term	Budget Neutral	BOI, BFO	Area Commanders
1.1.2	Review the current allocation of personnel among specialized units Department-wide, and determine which units to combine to establish a consolidated proactive violence suppression and enforcement unit.	Short-Term	Budget Neutral	BOI, BFO	Area Commanders
1.1.3	Review and analyze the occurrence of violent crime by time of day, day of week, and location to determine the optimal deployment schedule and assignment areas for the consolidated proactive violence suppression and enforcement unit.	Short-Term	Budget Neutral	BOI, BFO	Area Commanders
1.1.4	Identify the staffing requirements for the proactive violence suppression and enforcement unit based on deployment analysis and request additional personnel to fully staff the unit.	Mid to Long-Term	TBD	BOI, BFO	
1.1.5	Establish clear and consistent direction for the proactive violence suppression and enforcement unit including well defined and specific operational goals and objectives.	Short-Term	Budget Neutral	BOI, BFO	
1.1.6	Conduct weekly coordination meetings with area commanders and proactive unit commanders to establish weekly priorities and tactics. Communicate these priorities to proactive unit and patrol personnel.	Short-Term	Budget Neutral	BOI, BFO	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 1.1: Focus Proactive Violence Suppression and Enforcement Units and Efforts on Gangs, Drugs, and Guns

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.1.7	Develop and implement policies and protocols for the proactive violence suppression and enforcement unit that define operational standards including an intelligence-led policing approach.	Short-Term	Budget Neutral	BOI, BFO	
1.1.8	Develop performance standards, monitor and report weekly performance for the proactive violence suppression and enforcement unit.	Short-Term	Budget Neutral	BOI, BFO	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement and Criminal Justice Agencies in the Region Working to Suppress Violence and Reduce Crime

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.2.1	Request increased assistance and resources from Federal law enforcement agencies including the FBI, DEA, ATF, IRS, USSS and the U.S. Marshals to focus on suppressing violence and reducing crime.	Short-Term	Budget Neutral	OCOP	BOI
1.2.2	Conduct monthly planning and coordination meetings with regional municipal law enforcement agencies to develop targeted cooperative operations and leverage existing partnerships.	Short-Term	Budget Neutral	OCOP	BOI
1.2.3	Conduct monthly planning and coordination meetings with the District Attorney's Office and other elements of the criminal justice system to develop and implement near-term objectives and tactics to suppress violence and reduce crime.	Short-Term	Budget Neutral	BOI	
1.2.4	Take an active role in the ongoing planning and implementation of changes in regional law enforcement services including communications, laboratory services, detention services, air support, etc., to improve services and reduce costs or contract-in services with other agencies.	Short-Term	Budget Neutral	OCOP	Department-Wide
1.2.5	Identify potential services other regional law enforcement agencies could provide to OPD to enhance its ability to serve the Community and reduce costs.	Mid-Term	Budget Neutral	OCOP	Department-Wide

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement and Criminal Justice Agencies in the Region Working to Suppress Violence and Reduce Crime

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.2.6	Actively use the City's State and Federal lobbyists to advocate for resources and legislation beneficial to Oakland and the OPD's mission.	Short-Term	Budget Neutral	OCOP	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 1.3: Strengthen OPD's Intelligence Collection and Analysis Capability to Target Violent Crime in Oakland

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.3.1	Centralize existing crime analysis function within Investigations to provide more coordinated analysis and results.	Short-Term	Budget Neutral	BOI	
1.3.2	Develop a Department-wide philosophy of intelligence-led policing and operationally integrate Intelligence-Led Policing into the OPD.	Short-Term	Budget Neutral	OCOP	Department-Wide
1.3.3	Develop policies and procedures for the collection, development, analysis, sharing and use of intelligence among OPD and external partners. Ensure privacy issues are protected in policy and practice.	Mid-Term	Budget Neutral	BOI	
1.3.4	Provide training to field and investigative personnel on collecting usable information and intelligence.	Mid-Term	Budget Neutral	Training	BOI, BFO
1.3.5	Acquire technology tools that facilitate the development and analysis of information and intelligence using existing information on crime, calls for service, field interviews, witness and victim information, and other sources.	Short-Term	Budget Neutral	BOI	ITD
1.3.6	Connect to the California criminal justice network and regional intelligence databases, and participate in information sharing initiatives.	Short-Term	Budget Neutral	BOI	
1.3.7	Routinely use intelligence to improve tactical and strategic decision making.	Short-Term	Budget Neutral	BOI	BFO

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 1.3: Strengthen OPD's Intelligence Collection and Analysis Capability to Target Violent Crime in Oakland

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.3.8	Establish a well trained and responsive Counter Terrorism Unit.	Mid to Long-Term	TBD	BOI	
1.3.9	Train Department employees as Terrorism Liaison Officers (TLOs).	Mid-Term	TBD	Training	BOI
1.3.10	Train all Department employees in Homeland Security mandates and critical facility protection and response.	Mid-Term	TBD	BOS	BOI

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and Organizations Working to Prevent and Reduce Violence and Crime In Oakland					
	PRIORITY ACTIONS	**Implementation Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**	**Others Involved**
1.4.1	Develop and work with policy decision makers to implement additional violence suppression and enforcement mechanisms to strengthen OPD's ability to address violence and reckless behavior (e.g., gang injunctions, anti-loitering ordinances, etc.)	Short to Mid-Term	Budget Neutral	OCOP	City Attorney
1.4.2	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.	Short-Term	Budget Neutral	BOI	
1.4.3	Expand interaction with Oakland's youth and youth development programs including the Explorer Program, Police Cadet Program, Police Athletic League (PAL), Youth Court, Code 33, and Our Kids (O.K.) Mentoring Program.	Long-Term	TBD	BOI	
1.4.4	Fully and actively participate in existing efforts to plan and coordinate efforts among City, County, and Community Based Organizations to prevent and reduce violence and crime in Oakland.	Short-Term	Budget Neutral	Department-Wide	City, County, State, CBO's
1.4.5	Advocate for and support efforts to develop broad based violence and crime prevention planning and coordination among all public and community organizations.	Short-Term	Budget Neutral	OCOP	City, County, State, CBO's

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and Organizations Working to Prevent and Reduce Violence and Crime In Oakland					
	PRIORITY ACTIONS	**Implementation Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**	**Others Involved**
1.4.6	Identify violence and crime prevention services provided by other government and Community service organizations and provide it to enforcement personnel as referral opportunities for individuals at risk.	Mid-Term	Budget Neutral	BOI	Area Commanders
1.4.7	Develop operational partnerships to develop multi-agency approaches to permanently transform violence and crime “hotspots” throughout the City.	Short-Term	Budget Neutral	BOI	BFO

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 1.5: Develop and Implement Innovative and Effective New Approaches to Reducing Violence and Crime in Oakland Working with the Academic and Research Community

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.5.1	Establish an advisory group of regional academic leaders in the fields of law enforcement and criminal justice to provide assistance and guidance to the Chief and Department.	Short-Term	Budget Neutral	OCOP	Academic Advisory Group
1.5.2	Identify specific issues and areas of research in which to request assistance from the academic and research communities.	Short-Term	Budget Neutral	OCOP	Academic Advisory Group
1.5.3	Identify grant funds available to conduct research and develop and implement innovative and effective approaches to reducing violence and crime in Oakland and pursue funding in partnership with the academic and research communities.	Short-Term	Budget Neutral	OCOP	Academic Advisory Group
1.5.4	Continue to work with the academic and research communities to implement innovative approaches including Operation Ceasefire and the “Call-In Program.”	Short-Term	Budget Neutral	OCOP	Academic Advisory Group

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Vision 2: The Oakland Police Department Provides High Quality Services in a Community Driven and Customer Friendly Manner

Strategic Objectives:

Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance.

Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods

Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance					
	PRIORITY ACTIONS	**Implementation Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**	**Others Involved**
2.1.1	Reassign sworn staff from Radio Room to other sworn functions and fully civilianize the communications staff to reduce costs.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.2	Recruit and fill vacant dispatcher positions and maintain full staffing to the extent practical.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.2	Review the potential to develop separate call taker and dispatcher positions to provide a more effective career ladder and reduce the loss of effective call takers that are not able to make the transition to dispatching.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.3	Review and revise the shifts and schedule for call takers and dispatchers to reflect the distribution of call workload by day of week and time of day to the extent practical.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.4	Develop and implement policy and procedures for answering and handling 911 calls on hold to reduce the time required for a 911 call to initially be answered.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.5	Review and revise the call priority ranking to clarify how each call type should be handled and dispatched, including developing alternative methods of responding (other than a physical response), and increased on-line crime reporting.	Short-Term	Budget Neutral	Radio Room Commander	BOS, BFO
2.1.6	Review and revise the process for dispatching calls so calls are dispatched regardless of unit availability, allowing field units to know of calls requiring a response.	Short-Term	Budget Neutral	Radio Room Commander	BOS

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.1.7	Explore the potential for dispatching calls via the data system rather than by voice to reduce the time required for dispatch.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.8	Plan for the implementation of Enhanced 911 and the potential expanded call volume from its implementation.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.8	Develop performance standards, and monitor and report monthly performance for call answering, handling, and dispatch.	Short-Term	Budget Neutral	Radio Room Commander	BOS

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.2.1	Acquire and implement the Police Resource Optimization System (PROS) to analyze Community call for service workload by beat, day of week and time of day, to determine the optimal deployment approach for patrol resources based on call for service workload.	Short-Term	Budget Neutral	BFO	Area Commanders, ITD
2.2.2	Revise the deployment schedules and beat assignments for patrol resources based on the results of the PROS analysis, including beats that should be staffed with two-officer units (stresser beats), and those requiring one-officer units.	Mid-Term	Budget Neutral	BFO	Area Commanders, ITD
2.2.3	Develop and implement policies and monitoring procedures for ensuring patrol units are deployed as assigned.	Mid-Term	Budget Neutral	BFO	Area Commanders
2.2.4	Move police resources from other OPD functions into patrol functions to the extent practical.	Short-Term	Budget Neutral	OCOP	Department-Wide
2.2.5	Review and revise the current beat structure and boundaries based on demand for service and workload – combining some beats with low demand for service and splitting other beats with high demand for service.	Mid-Term	Budget Neutral	BFO	OCOP, Area Commanders
2.2.6	Acquire and maintain adequate patrol vehicles and equipment to ensure patrol officers and units can be deployed.	Mid-Term	TBD	BOS	BFO, Public Works

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.2.7	Explore options for maximizing the amount of time patrol units spend in the field and availability to handle calls including: • Expediting the patrol "line-up" process and time to the extent possible • Developing a field transport system for booking suspects in the field and transporting them to jail, and • Streamlining the administrative and reporting processes required of patrol personnel	Mid-Term	Budget Neutral	BFO	Area Commanders, BOS
2.2.8	Improve field supervision on units responding to calls to expedite the return to service of units no longer needed as quickly as possible.	Mid-Term	Budget Neutral	BFO	Area Commanders
2.2.9	Develop and implement policies and procedures for maintaining beat integrity for patrol units – assigning patrol units to specific beats and requiring units to remain on their designated beats to the extent practical.	Mid-Term	Budget Neutral	BFO	Area Commanders
2.2.10	Implement GPS / AVL Technology to provide the ability to centrally monitor and supervise patrol resources and dispatch based on location.	Short-Term	Budget Neutral	BOS	BFO
2.2.11	Develop performance standards, and monitor and report monthly performance for responding to calls for service by priority.	Short-Term	Budget Neutral	BFO	Area Commanders

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.3.1	Review the caseload and staffing of criminal investigations and enhance the staffing level to match caseload.	Long-Term	TBD	BOI	
2.3.2	Deploy investigative personnel to match workload, including increased evening, night, and weekend shifts.	Long-Term	TBD	BOI	
2.3.3	Increase the level of field deployment of investigative personnel to conduct investigations, interview victims and witnesses, and collect evidence.	Long-Term	TBD	BOI	
2.3.4	Develop a working group in investigators and prosecutors from the District Attorney's Office to develop a working agreement on case filing and prosecution policies.	Short-Term	Budget Neutral	BOI	District Attorney's Office
2.3.5	Develop a plan to use civilian personnel to perform routine tasks related to investigations and case filing to expand the available time for sworn investigators to conduct investigations and reduce costs.	Long-Term	Cost Savings	BOI	
2.3.6	Review the current structure, assignment, and staff composition of the crime scene response units and revise to make their function more consistent and aligned with the Crime Laboratory.	Short-Term	Budget Neutral	Crime Lab Director	BOS, BOI, BFO
2.3.7	Expand the capability of crime scene response units to collect evidence at the scene of crimes.	Long-Term	TBD	Crime Lab Director	BOS, BOI, BFO
2.3.8	Expand the capability of the crime lab to process evidence in a timely manner.	Long-Term	TBD	Crime Lab Director	BOS, BOI

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.3.8	Explore the potential for forensic laboratory services from other regional law enforcement agency laboratories.	Mid-Term	TBD	Crime Lab Director	BOS
2.3.9	Develop performance standards and monitor and report monthly performance for criminal investigations, crime scene investigations, and crime lab services.	Short-Term	Budget Neutral	BOI	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Vision 3: The Oakland Police Department is Trusted, Respected, and Valued by Those it Serves

Strategic Objectives:

Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the Requirements of the Negotiated Settlement Agreement / MOU

Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the OPD and OPD Personnel

Strategic Objective 3.3: Increase the Level of Positive Interaction Between the Oakland Police Department and the Community

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the Requirements of the Negotiated Settlement Agreement / MOU

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.1.1	Review policy and procedures and develop mechanisms to gain compliance in outstanding settlement agreement tasks including: • Task 3: IAD Integrity Tests - 3.2 Proactive/reactive integrity tests • Task 5: Complaint Procedures for IAD - Gathering of evidence, evidence standards • Task 7: Methods of Receiving Citizen Complaints - 7.3 anonymous complaints • Task 16: Supporting IAD Process-Supervisor/Managerial Accountability - Properly identify and investigate supervisory failures • Task 20: Span of Control for Supervisors - Sufficient primary sergeants • Task 24: Use of Force Reporting Policy - Notification of supervisors following Use of Force • Task 25: Use of Force Investigations and Report Responsibility - Use of Force investigation timeliness • Task 26: Use of Force Review Board (UFRB) - FRB scheduled in timely manner • Task 33: Reporting Misconduct - Anonymous complaints /confidential complaints • Task 34: Vehicle Stops, Field Investigations and Detentions - Accurate data, searchable database, forms completed • Task 42: Field Training Program - Reimplementation of FTP • Task 45: Consistency of Discipline Policy - Skelly hearing inconsistencies	Short-Term	Budget Neutral	OIG	Department-Wide

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the Requirements of the Negotiated Settlement Agreement / MOU

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.1.2	Revise the approach to completing the requirements of the NSA / MOU from compliance driven to an approach driven by improving OPD management and operations using the concepts and requirements of the NSA / MOU across all divisions.	Short-Term	Budget Neutral	OIG	Department-Wide
3.1.3	Expand the command level resources of the Office of Inspector General to increase the focus on acceleration of the pace of accomplishment.	Short-Term	Budget Neutral	OIG	
3.1.4	Collaborate with the Monitor as an advisor in developing and implementing policies, procedures, and approaches to improving OPD management and operations consistent with the NSA / MOU.	Short-Term	Budget Neutral	OIG	
3.1.5	Create a culture and reality of effective accountability for accomplishing the requirements of the NSA / MOU.	Short-Term	Budget Neutral	OCOP	OIG
3.1.6	Provide training, mentoring, and supervisory support for managers and supervisors to facilitate effective accountability across all divisions.	Short-Term	Budget Neutral	BOS	OIG

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the Oakland Police Department and OPD Personnel

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.2.1	Develop and institute a Department-wide philosophy and corresponding policies and procedures based on Community Based Legitimacy Policing standards.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.2.2	Conduct an annual survey of Community members to determine their perceived level of safety, priority of services, rating of police services, perspective of the OPD, and suggestions for improvements and use to evaluate progress and performance improvements over the past year.	Short-Term	Budget Neutral	OCOP	
3.2.3	Conduct public meetings with Community and neighborhood groups throughout the City to solicit input into Police priorities and strategies.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.2.4	Develop and publish an annual progress report communicating to the Community the Department's efforts and results based on the Community's priorities.	Short-Term	Budget Neutral	OCOP	PIO
3.2.5	Implement individual body cameras on police officers in the field to record all officer interactions with members of the Community.	Short-Term	TBD	BOS	BFO, Area Commanders, BOI
3.2.6	Improve the language capabilities of the OPD and ability to directly communicate with Oakland's non-English speaking communities.	Long-Term	TBD	BOS	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the Oakland Police Department and OPD Personnel

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.2.7	Explore the use of current state-of-the-art technology to better communicate with the Community (twitter, facebook, blogs, texting, internet, up-to-date OPD website, etc.)	Short-Term	Budget Neutral	BOS	ITD
3.2.8	Expand the Public Information / Media Office to improve access to OPD by the media and address OPD's and the City's negative image with positive stories.	Short-Term	Budget Neutral	OCOP	
3.2.9	Expand the use of Community Advisory groups to provide input and assist the OPD in identifying and resolving Community issues and concerns.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.2.10	Strengthen the day-to-day coordination and working relationship with the Neighborhood Services Division and pursue changes in organizational structure to integrate the Division back into the OPD.				
3.2.11	Develop a plan to have officers attend school programs, neighborhood watch meetings, and other Community events.	Short-Term	Budget Neutral	BOS	BFO, BOI
3.2.12	Reinforce the new values of the OPD focusing on service to the Community, professional and respectful demeanor, courteous customer service, and Community-based legitimacy.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.2.13	Expand the number of Community volunteers working with OPD, especially reserve police officers.	Short-Term	Budget Neutral	BOS	Neighborhood Services

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the Oakland Police Department and OPD Personnel

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.2.14	Expand Community awareness and interaction training for all personnel including Field Training Officers.	Mid-Term	Budget Neutral	Training Commander	BOS
3.2.15	Expand efforts to communicate with and develop common understandings with Oakland's youth, focused on the role of OPD in meeting their needs.	Short-Term	Budget Neutral	BOI	BFO/BOS
3.2.16	Expand efforts to develop Oakland youth and residents for service in OPD, and recruit and select residents of Oakland for positions to the extent practical.	Short-Term	Budget Neutral	BOS	
3.2.17	Explore the potential for providing encouragement and incentives for sworn OPD personnel at all levels to live within the City and become involved in the Community.	Mid-Term	TBD	BOS	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 3.3: Increase the Level of Positive Interaction Between the Oakland Police Department and the Community					
	PRIORITY ACTIONS	**Implementation Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**	**Others Involved**
3.3.1	Develop and implement a comprehensive employee training program on Community and customer oriented service and legitimacy policing.	Mid-Term	Budget Neutral	BOS	Department-Wide
3.3.2	Communicate and demonstrate to employees at all levels the importance of Community service and legitimacy orientation and customer service to the future success of the OPD.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.3.3	Communicate and demonstrate the importance of good police work (timeliness, courteousness, empathy, diligence, etc.) to improving the image and success of OPD.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.3.4	Develop and implement a recognition program for employees that excel in providing Community and customer service.	Short-Term	Budget Neutral	BOS	
3.3.5	Encourage police personnel at all levels to walk and talk in neighborhoods, and interact with members of the Community in informal setting, to the extent practical	Short-Term	Budget Neutral	OCOP	Department-Wide
3.3.6	Encourage police personnel to actively brief individuals in neighborhoods about OPD activities including crime problems, police activities to resolve those problems, and ways Community members can provide assistance.	Short-Term	Budget Neutral	Department-Wide	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 3.3: Increase the Level of Positive Interaction Between the Oakland Police Department and the Community

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.3.7	Develop an ongoing program of interaction with the business community, including identifying their concerns and issues, informing them of OPD activities, and identifying opportunities to work together to address issues and concerns.	Short-Term	Budget Neutral	BFO	Area Commanders
3.3.8	Develop and encourage the press/media to publish positive information about the Community's or OPD's activities.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.3.9	Develop programs for KTOP that informs the public on OPD activities and operations.	Short-Term	Budget Neutral	OCOP	KTOP
3.3.10	Develop Community or business sponsored ads that inform the public on or promote police issues and activities.	Short-Term	Budget Neutral	OCOP	Community and Business Groups

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Vision 4: The Oakland Community and Oakland Police Department Work Together to Solve Community and Neighborhood Concerns and Issues

Strategic Objectives:

Strategic Objective 4.1: Effectively Implement Community Policing in Oakland as Defined by Current Policies and Requirements

Strategic Objective 4.2: Work with Members of the Community to Develop and Implement and Expanded Community Policing Model in Oakland Based on Best Practices

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 4.1: Effectively Implement Community Policing in Oakland as Defined by Current Policies and Requirements

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
4.1.1	Clarify the understanding of the objectives, strategies and desired outcomes of the Community Policing approach.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.1.2	Develop and implement Community Policing training for all OPD personnel and offer it on a frequent and consistent basis.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.1.3	Clearly define the roles and responsibilities of the Neighborhood Services Coordinators, the Neighborhood Crime Prevention Councils, Neighborhood Watch, and others involved in Community Policing.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.1.4	Develop and implement a community policing activity tracking system to provide information on problems identified, activities conducted, and outcomes achieved.	Short-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.1.5	Develop an annual Community Policing report highlighting the accomplishments of the Community, and OPD Community Policing in addressing Community Issues and concerns.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 4.2: Develop and Implement an Expanded Community Policing Model in Oakland Based on Best Practices in Partnership with Members of the Community					
	PRIORITY ACTIONS	**Implementation Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**	**Others Involved**
4.2.1	Collect information and conduct research on best practices in Community Policing and potential models to be implemented in Oakland.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.2.2	Develop a draft model for Community Policing in Oakland based on best practices research and Oakland's strong Community Policing history.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.2.3	Obtain feedback and input from members of the Community on the draft model for Community Policing in Oakland and revise as needed.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.2.4	Identify changes required in ordinance or voter initiatives to implement the revised model of Community Policing in Oakland and pursue needed changes.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board, City Council, Voters

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Vision 5: The Oakland Police Department is an Effective Organization Providing a Supportive and Positive Work Environment for its Employees

Strategic Objectives:

Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment

Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees

Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices

Strategic Objective 5.4: Effectively Use Information and Technology to Improve OPD Management, Operations, and Performance

Strategic Objective 5.5: Effectively Plan and Manage Essential OPD Facilities and Equipment

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.1.1	Communicate the new mission, visions, strategic objectives, values and motto of the OPD to all employees.	Short-Term	Budget Neutral	OCOP	Department-Wide
5.1.2	Develop an organization wide philosophy and approach as a "learning organization", encouraging employee questions, suggestions, and opinions about OPD organization, management decisions, and operations; and continuously attempting to identify and implement improved ways of providing service or performing functions.	Short-Term	Budget Neutral	OCOP, Command Staff	Department-Wide
5.1.3	Conduct annual employee surveys to identify their perspectives, concerns, and issues and to gauge progress in improving the work environment of OPD.	Short-Term	Budget Neutral	OCOP	Department-Wide
5.1.4	Develop an ongoing web based employee suggestion capability that allows employees to provide feedback identifying themselves or remaining anonymous.	Short-Term	Budget Neutral	OCOP	Department-Wide
5.1.5	Share information from Command staff meetings with all Department personnel to provide an increased communication about decisions and the direction of OPD.	Short-Term	Budget Neutral	OCOP	Command Staff
5.1.6	Maintain the employee Communications Focus Group and implement the Group's initiatives to the extent practical.	Short-Term	Budget Neutral	Assistant COP	Department-Wide

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.1.7	Develop additional employee problem solving working groups to identify and resolve issues and concerns within OPD.	Short-Term	Budget Neutral	Assistant COP	Department-Wide
5.1.8	Develop an OPD Intranet site for providing secure access to OPD information.	Short-Term	Budget Neutral	BOS	ITD
5.1.9	Provide training to OPD managers and supervisors on the parameters of MOU's and how to effectively manager under these agreements, and how to motivate and obtain optimal performance from staff.	Mid-Term	Budget Neutral	Training	
5.1.10	Develop and implement departmental team building and other activities, including light social events, to provide opportunities for employees to interact with and build constructive work relationships outside their functional units.	Mid-Term	Budget Neutral	BOS	OPOA
5.1.11	Explore methods of increasing recognition of professional staff as important members of the OPD team, including providing civilian employees with uniforms, including them in regular training, and expanding employee recognition and award programs to more fully incorporate professional staff.	Mid-Term	Budget Neutral	BOS	
5.1.12	More actively publicize Department and individual accomplishments in the OPD newsletter, on the OPD Intranet site, and with the media.	Mid-Term	Budget Neutral	BFO	Area Commanders, PSO's, NCPC's, Neighborhood Services

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees					
	PRIORITY ACTIONS	**Implementation Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**	**Others Involved**
5.2.1	Expand the level of training for all sworn staff in: • Tactical operations • Search and seizure laws • Strip search Mandates • Gather Intelligence on gang members and activities • Gun trafficking and sales • Tracking of arrests, citations, and field contacts.	Short-Term	Budget Neutral	Training	Command Staff
5.2.2	Increase the requirements for firearm qualification testing to enhance OPD personnel's firearm skills and capabilities.	Short-Term	Budget Neutral	Training	Command Staff
5.2.3	Conduct a comprehensive training needs assessment and develop a training matrix highlighting the skills required for each position within the OPD.	Mid-Term	TBD	Training	
5.2.4	Expand current training to meet OPD training needs identified through the training needs assessment.	Mid to Long-Term	TBD	Training	
5.2.5	Develop weekly training topics and scenarios for supervisors to discuss with employees as training opportunities.	Short-Term	Budget Neutral	Training	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.2.6	Develop a Supervisory Excellence Training Module for new professional staff supervisors including progressive discipline, grievance procedures, sick leave management, how to motivate employees, worker's compensation procedures, effective leadership, payroll documents and timelines, management reports, applicable administrative instructions, performance evaluation procedures, documents and timelines, conflict resolution, and organizational structure.	Short-Term	Budget Neutral	Training	
5.2.7	Develop a succession plan for leadership positions within OPD and provide leadership training and leadership development opportunities to expand individual skills, abilities, and to prepare future OPD leaders to fill the command positions in the future.	Mid-Term	Budget Neutral	Training	
5.2.8	Review positions currently filled with sworn personnel that do not require the skills of sworn personnel and reclassify them as professional staff to reduce the cost of these positions, increase the level of expertise, and maintain greater consistency of personnel in these positions.	Mid-Term	Cost Savings	BOS	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices					
	PRIORITY ACTIONS	**Implementation Time Frame**	**Fiscal Impact**	**Assignment of Responsibility**	**Others Involved**
5.3.1	Develop and enforce a written Tactical Team Policy and Procedures Manual that includes: • Clearly defined roles and responsibilities of the Tactical Operations Team • Specific Tactical Operations Team activation procedures • Standardized reporting system for operational after action reports • High risk warrant planning, briefing, and service procedures • Documenting and archiving the planning and execution of emergency and pre-planned tactical operations • Oversight and supervisorial approval of all Tactical Team documentation • Internal accountability mechanisms such as a computerized database system to collect, track, monitor, and archive all SWAT incident reports, training records, and weapons, munitions, and equipment inventory	Short-Term	Budget Neutral	BFO	
5.3.2	Conduct a SWAT Team Needs Assessment to determine training requirements for the OPD Tactical Team including long-term training facilities with live fire ranges and practical application training structures.	Short-Term	Budget Neutral	BFO	BOS
5.3.3	Develop annual training plans for the Tactical Operations Team.	Short-Term	Budget Neutral	BFO	BOS

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.3.4	Review and revise the curriculum of the OPD Basic SWAT Course to include core skill training that is measureable and documented and scenario based training.	Short-Term	Budget Neutral	BFO	BOS
5.3.5	Increase the level of training encompassing all elements of the Tactical Operations Team including tactical commanders, team leaders, entry team, sniper team, negotiators, and the support team.	Short-Term	Budget Neutral	BFO	BOS
5.3.6	Develop and make use of SWAT subject matter experts (SME's) within the SWAT Team.	Short-Term	Budget Neutral	BFO	
5.3.7	Develop a tactical emergency medical support (TEMS) program.	Short-Term	Budget Neutral	BFO	
5.3.8	Develop and cultivate positive working relationships with SWAT Teams from other regional law enforcement agencies and pursue opportunities to conduct joint training exercises.	Short-Term	Budget Neutral	BFO	
5.3.9	Focus training for tactical operations on law enforcement SWAT practices rather than military based operations.	Short-Term	Budget Neutral	BFO	
5.3.10	Explore options for improving the response time to requests for service by the SWAT Team.	Short-Term	Budget Neutral	BFO	
5.3.11	Review and improve radio communication during tactical operations.	Short-Term	Budget Neutral	BFO	BOS

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 5.4: Effectively Use Information and Technology to Improve OPD Management, Operations, and Performance

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.4.1	Establish an OPD Information and Technology Steering Committee to establish consistent direction among IT stakeholders, review options, establish priorities, and monitor acquisition and implementation progress.	Short-Term	Budget Neutral	BOS	ITD
5.4.2	Evaluate, acquire, and effectively implement technology that can improve the effectiveness of the OPD in accomplishing its mission.	Mid to Long-Term	TBD	BOS	ITD
5.4.3	Develop and implement service level agreements between OPD and the Information Technology Department (ITD) clearly defining mutual expectations, roles and responsibilities, deliverables, and performance expectations for each project in development or technology being supported.	Short-Term	Budget Neutral	BOS	ITD
5.4.4	Establish an OPD Planning and Research function responsible for researching new tactics, approaches, and technologies; and collecting and analyzing information on best practices for policing and law enforcement.	Long-Term	TBD	BOS	
5.4.5	Develop a system for tracking crime and violence in the City, assigning responsibility for addressing it, and accountability for results similar to CompStat used in other cities.	Short-Term	Budget Neutral	BOS	ITD

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Objective 5.5: Effectively Plan and Manage Essential OPD Facilities and Equipment

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.5.1	Conduct a threat and vulnerability assessment of OPD's Police Administration Building and enhance the level of building security as needed.	Short-Term	Budget Neutral	BOS	
5.5.2	Conduct a threat and vulnerability assessment of OPD's Eastmont Station Building and enhance the level of building security as needed.	Short-Term	Budget Neutral	BOS	
5.5.3	Develop and implement standard facility operating procedures including safety and contingency plans.	Short-Term	Budget Neutral	BOS	
5.5.4	Develop a facilities master plan that is based on the likely future organizational structure and staffing of the OPD, an inventory of future facility needs, and potential facility configuration, cost estimates, and potential development schedule. Include the potential for the further decentralization of police operations and facilities.	Long-Term	TBD	BOS	
5.5.5	Continue to explore and pursue alternative approaches to acquiring, maintaining, and replacing the OPD's vehicle fleet that more effectively and consistently meets the Department's fleet requirements.	Short-Term	TBD	BOS	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Plan Implementation

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined

Strategic Plan Implementation

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
I.1	Determine the relative importance of each strategic objective and priority action and the potential for effective implementation with resources available.	Short-Term	Budget Neutral	OCOP	Department-Wide
I.2	Provide a copy of the Strategic Plan to every OPD employee and provide a forum to answer employee questions and to underscore the Plan's importance.	Short-Term	Budget Neutral	OCOP	
I.3	Make the OPD's Mission, Vision, and Values Statements highly visible.	Short-Term	Budget Neutral	OCOP PIO's	
I.4	When possible, explicitly tie budgetary and operational decisions to the strategic plan visions and strategic objectives.	Short-Term	Budget Neutral	OCOP	Department-Wide
I.3	Keep OPD employees apprised of status toward achievement of Strategic Plan goals by regularly providing information including developing posters and other visual aids that provide updates on progress toward visions and OPD's performance and post them throughout OPD facilities.	Mid to Long Term	Budget Neutral	OCOP	
I.4	Keep City residents apprised of status toward achievement of Plan goals through the regular provision of information.	Mid to Long Term	Budget Neutral	OCOP PIO's	
I.5	Keep the Mayor and City Council members apprised of status toward achievement of Plan visions and strategic objectives.	Mid to Long Term	Budget Neutral	OCOP	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined