



Oakland Police Department

CITY COUNCIL

STRATEGIC PLAN PRESENTATION

September 21, 2010



Presentation Topics

- Strategic Plan Overview
- Police Resource Optimization System Analysis and Results (PROS)
- Community Policing Policy
- Civilianization
- Progress So Far



Strategic Plan Overview



Strategic Plan Purpose

- Provide a new focus and new direction based on Community concerns and priorities
- Improve OPD's performance in providing police services to the Community
- Improve the relationship between OPD and the Community
- Build an effective and supportive organization



Strategic Plan Structure





New 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



Visions for Oakland and OPD

1. Oakland one of the safest large cities in California
2. OPD provides high quality services
3. OPD is trusted, respected, and valued
4. Community and OPD work together to solve concerns and issues
5. OPD is an effective organization



Strategic Objectives and Priority Actions

- Institutionalize the NSA reforms to ensure fair and legitimate police practices
- Focus resources on top priority issues and services
- Improve management systems, oversight, and accountability
- Expand partnerships, coordination, and collaboration
- Improve the relationship with the Community



Example Strategic Objectives

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



Example Priority Actions

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



Example Priority Actions

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	<p>Explore options for maximizing the amount of time patrol units spend in the field and availability to handle calls including:</p> <ul style="list-style-type: none"> • 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	<p>Improve field supervision on units responding to calls to expedite the return to service of units no longer needed as quickly as possible.</p>	Mid-Term	Budget Neutral	BFO	Area Commanders
2.2.9	<p>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.</p>	Mid-Term	Budget Neutral	BFO	Area Commanders
2.2.10	<p>Implement GPS / AVL Technology to provide the ability to centrally monitor and supervise patrol resources and dispatch based on location.</p>	Short-Term	Budget Neutral	BOS	BFO
2.2.11	<p>Develop performance standards, and monitor and report monthly performance for responding to calls for service by priority.</p>	Short-Term	Budget Neutral	BFO	Area Commanders



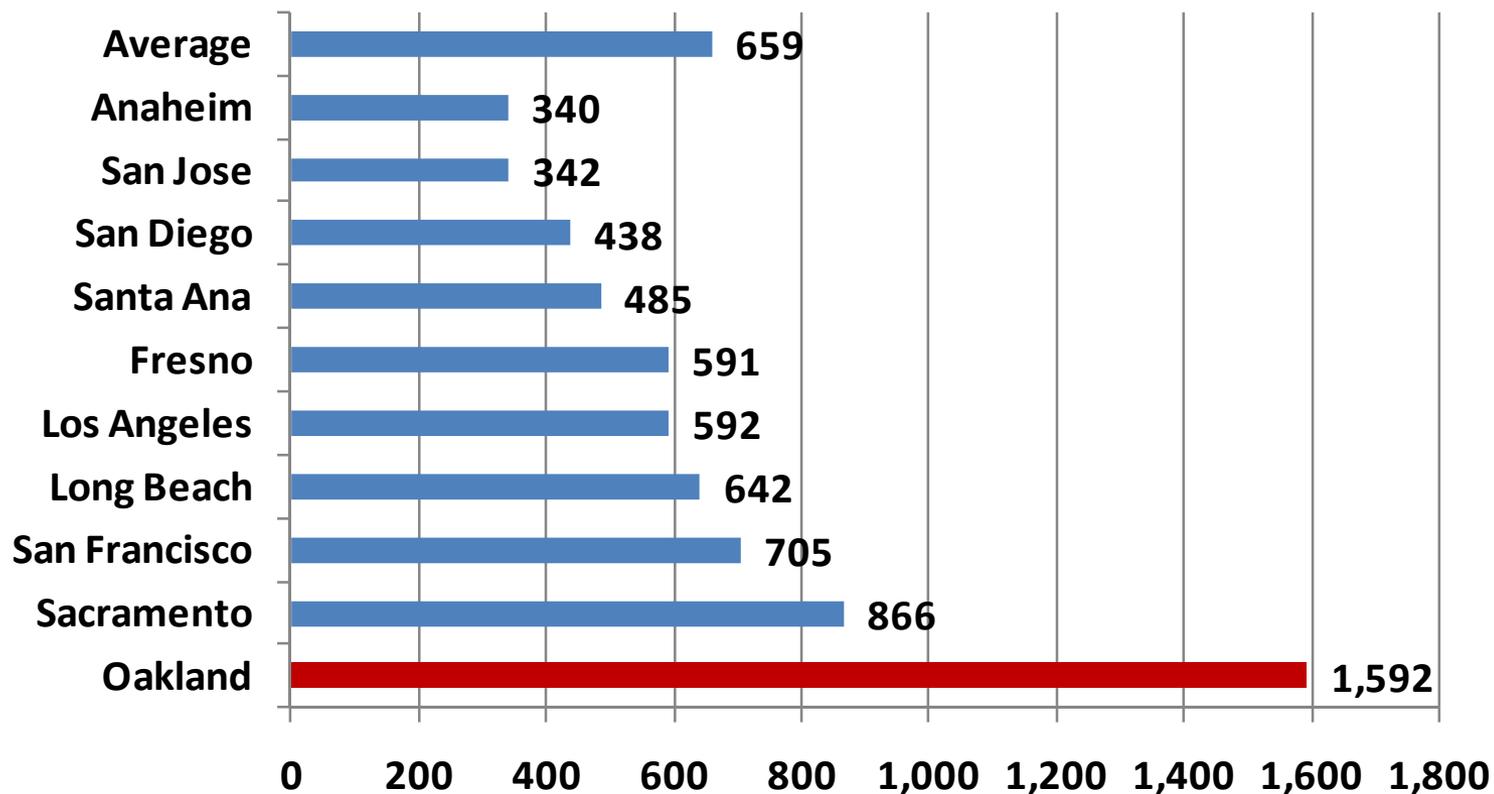
Key Strategic Issue 1

Oakland's demand for police services is much higher than other large California cities



Demand for Police Service

Reported Violent Crime Per 100,000 Population in 2009

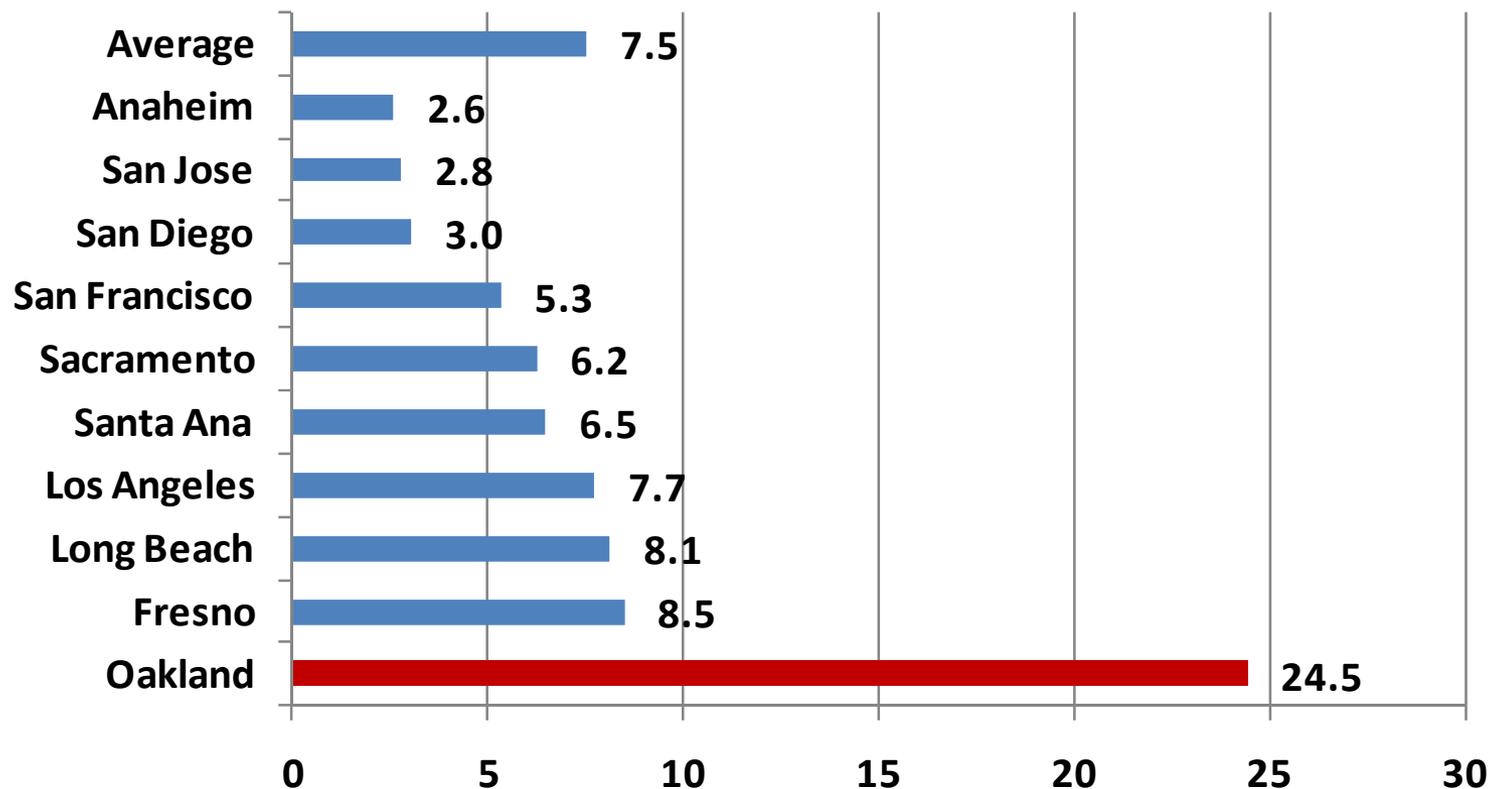


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Demand for Police Service

Reported Homicides Per 100,000 Population in 2009

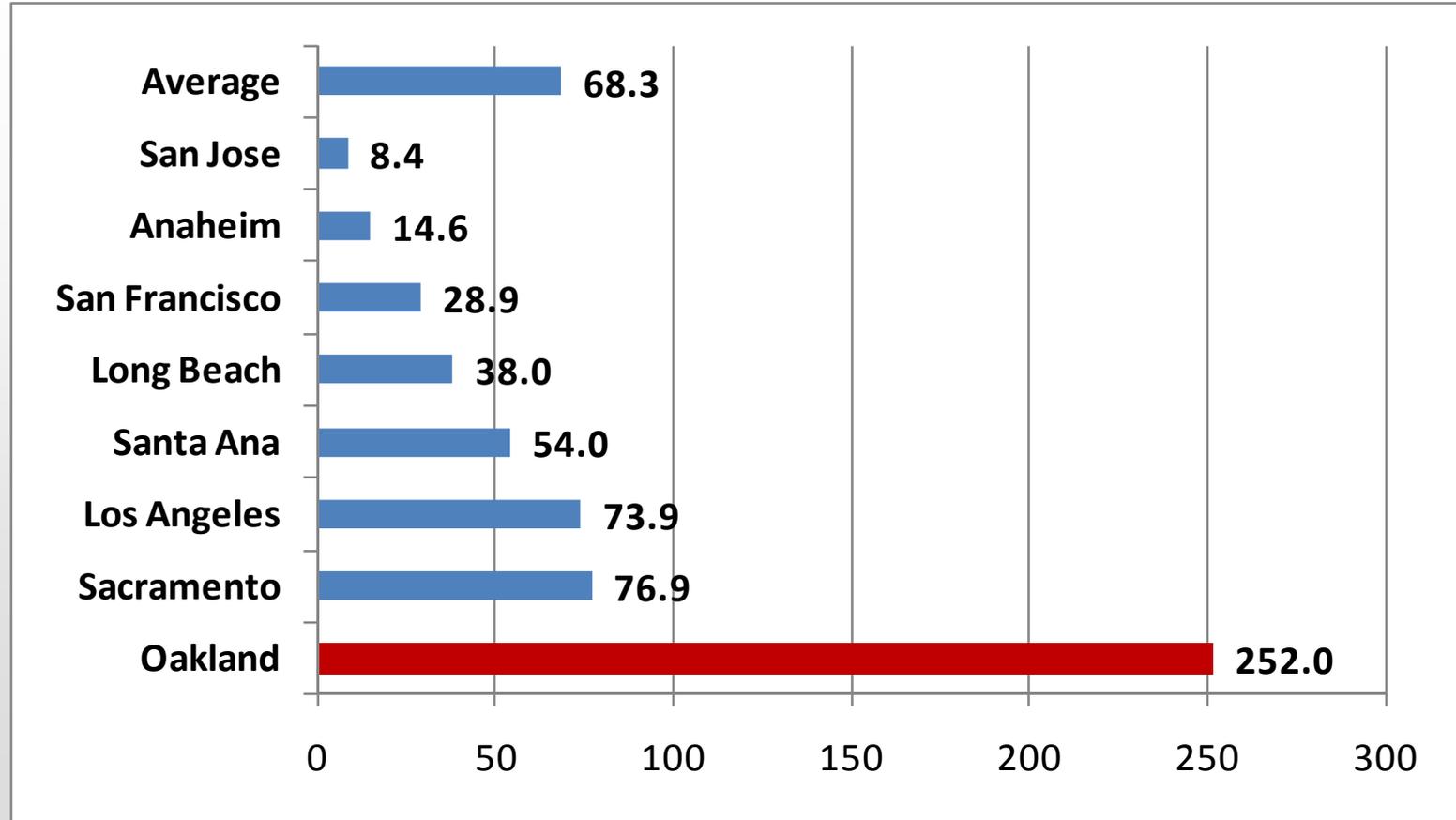


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Demand for Police Service

Reported Shootings Per 100,000 Population in 2009

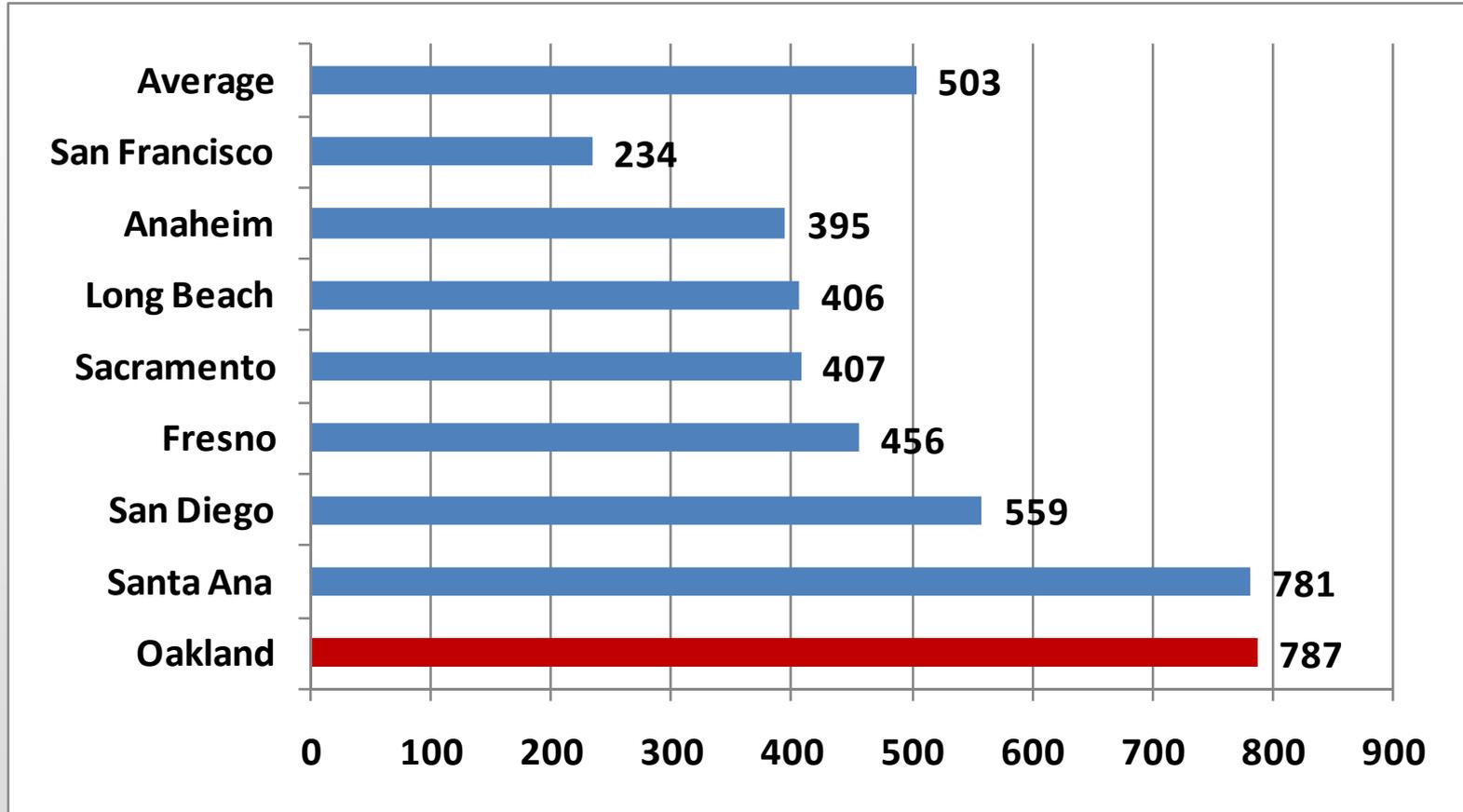


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Demand for Police Service

Dispatched Calls for Service Per Patrol Staff in 2009

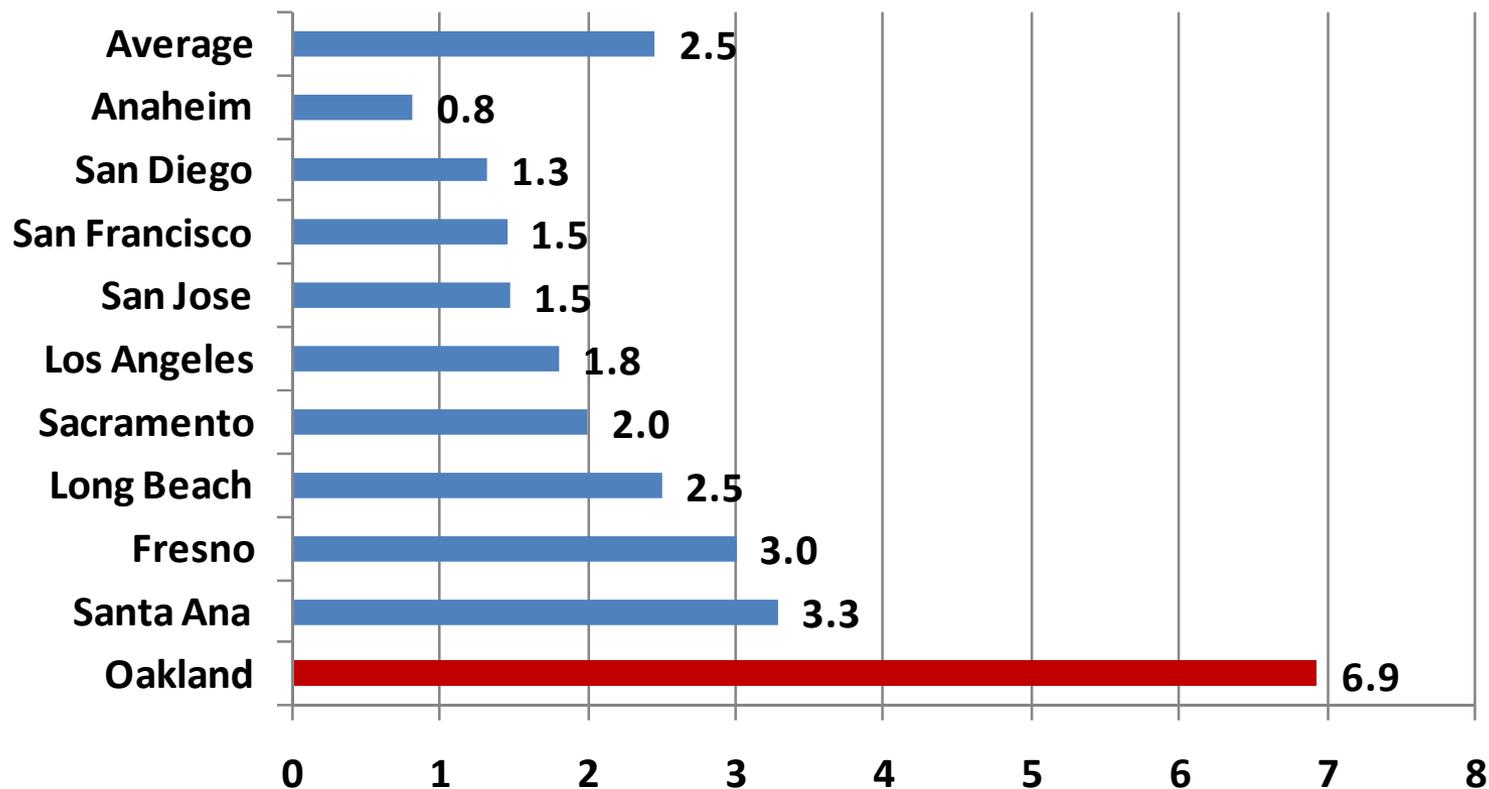


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Demand for Police Service

Homicides Per Homicide Investigator in 2009

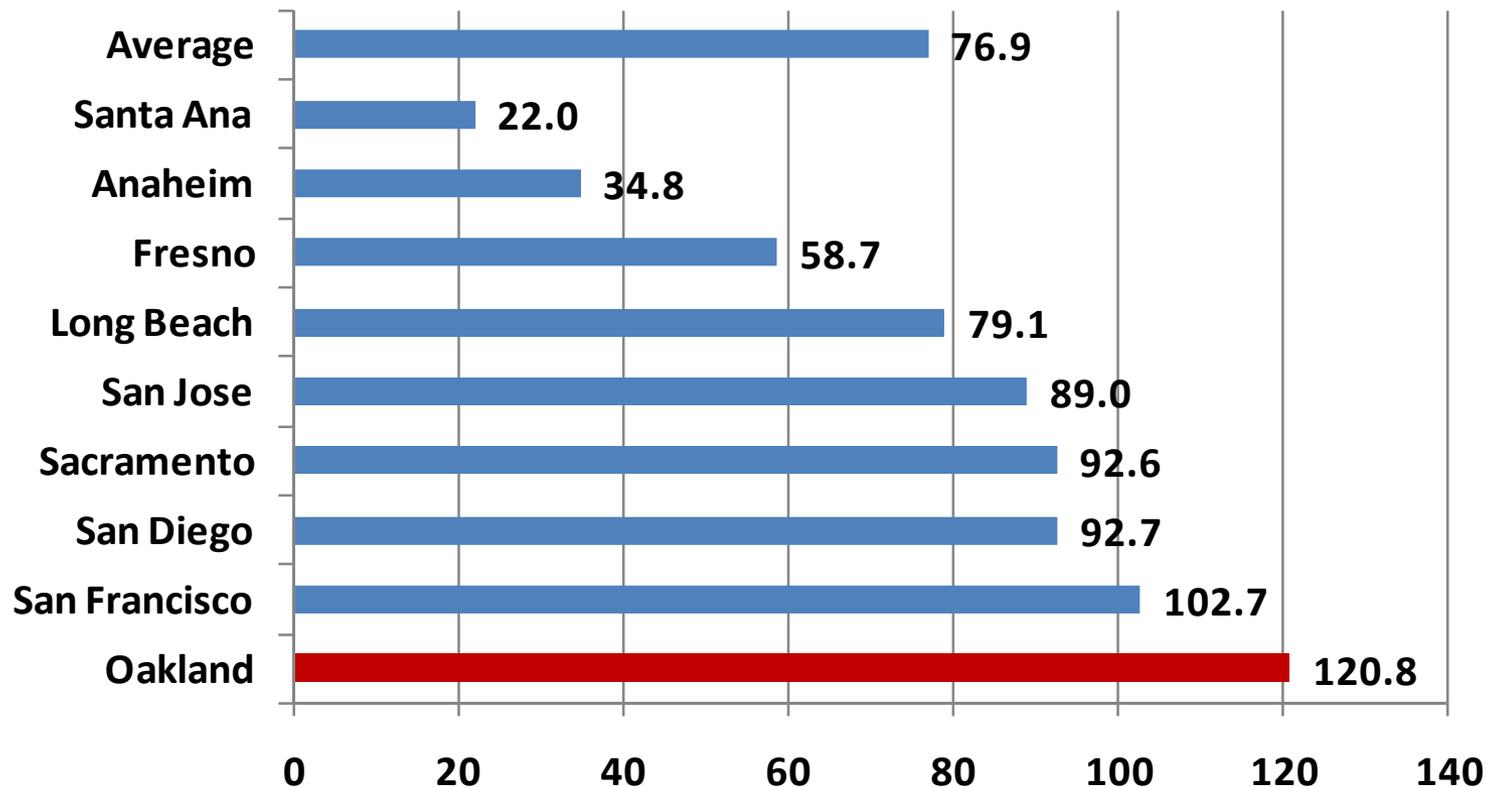


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Demand for Police Service

Violent Crimes Per Violent Crime Investigator in 2009

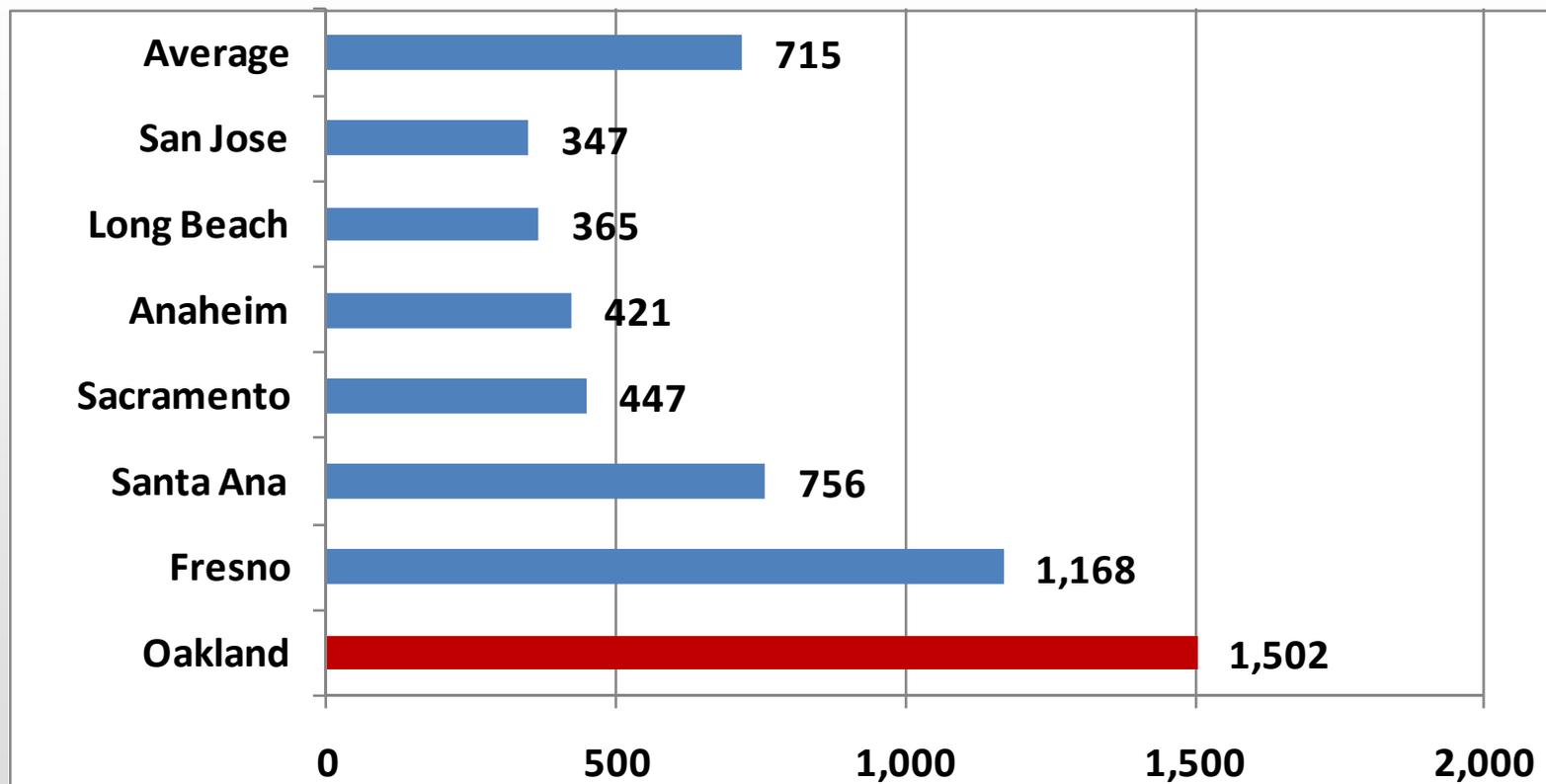


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Demand for Police Service

Property Crimes Per Property Crime Investigator in 2009



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



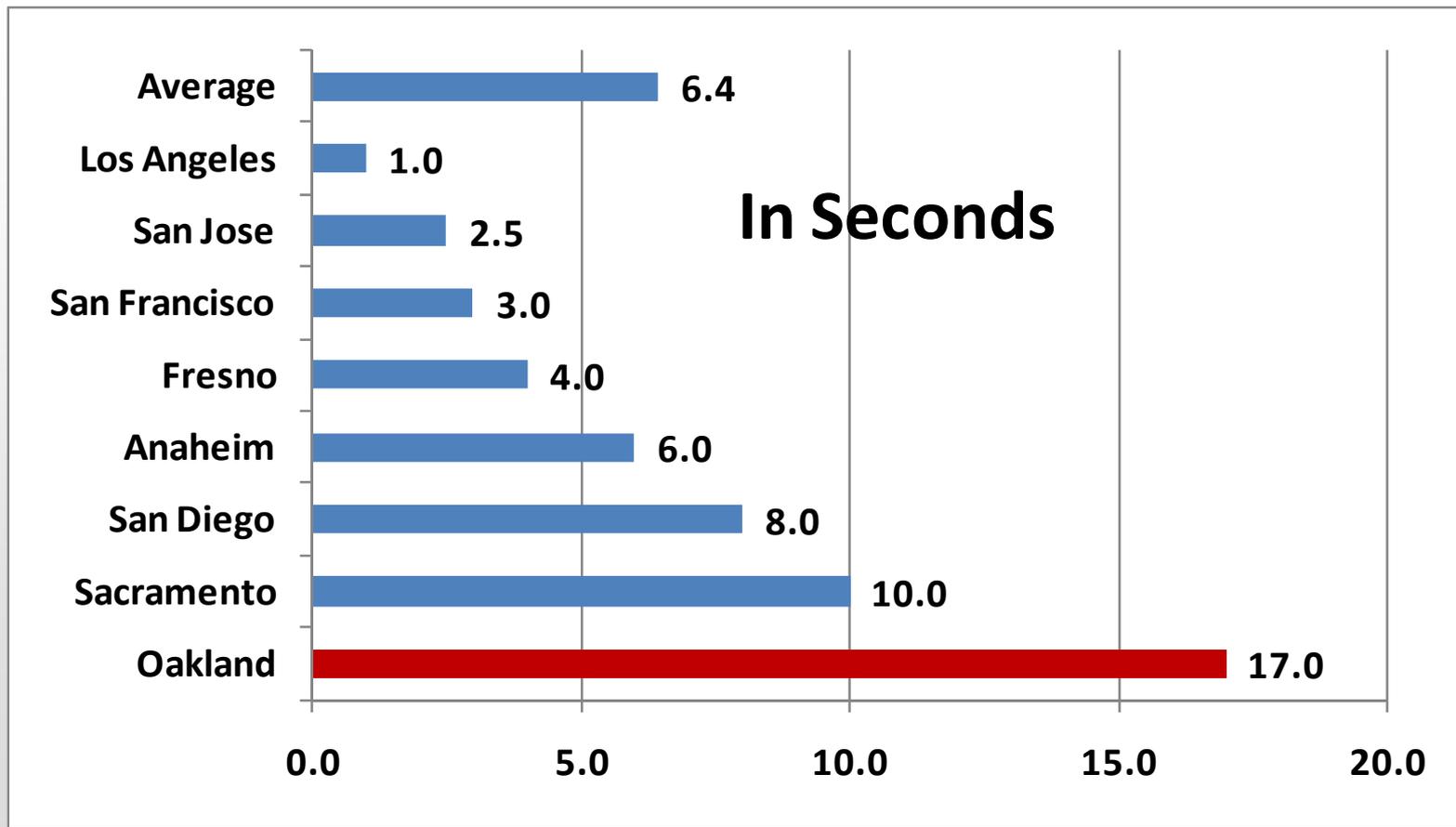
Key Strategic Issue 2

Due to the high demand for police services and limited staffing resources, OPD has significant challenges meeting the Community's public safety workload and expectations



Police Service Standards

Time Required to Answer 911 Telephone Calls in 2009

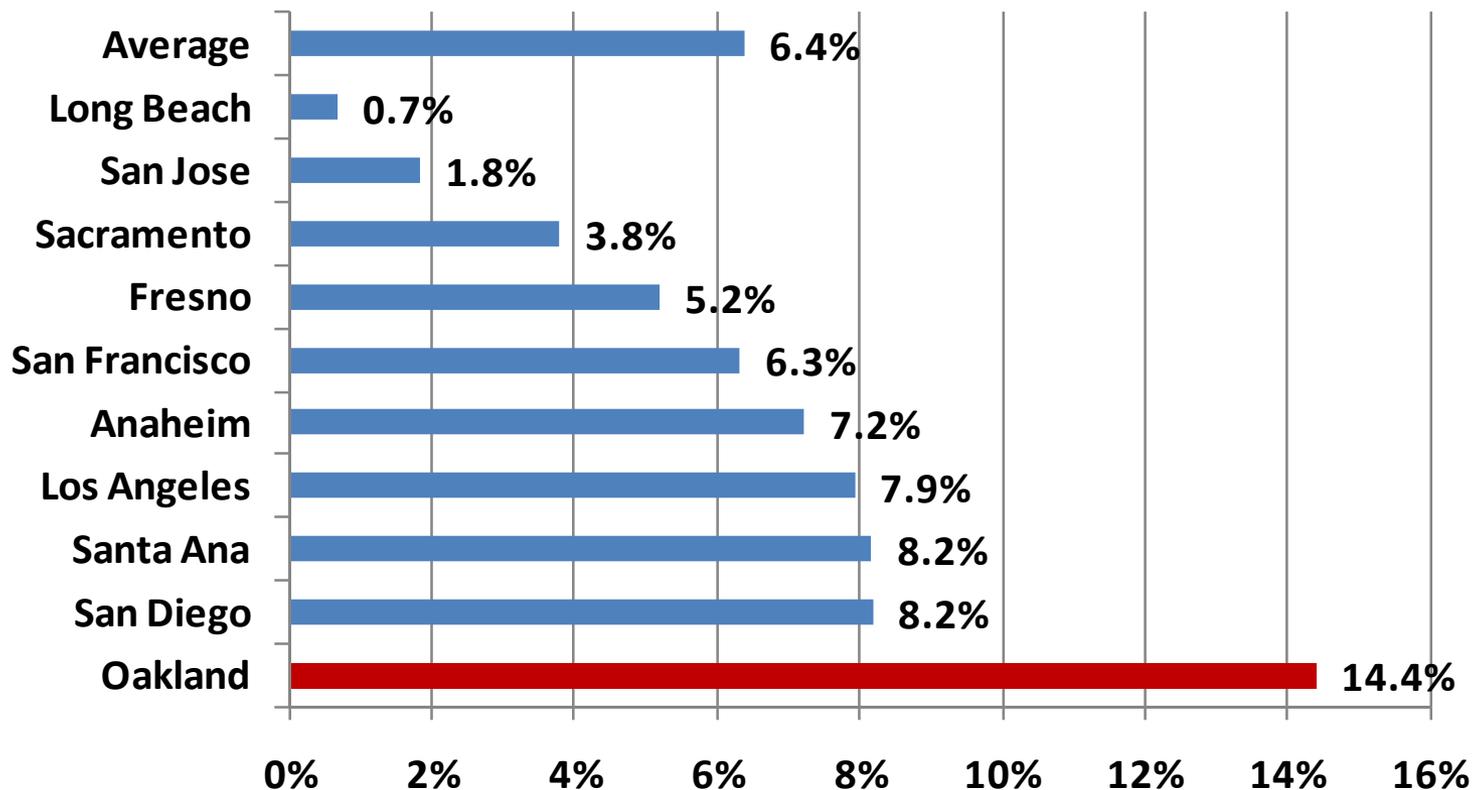


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Police Service Standards

Emergency Calls Abandoned (Hang Ups) in 2009

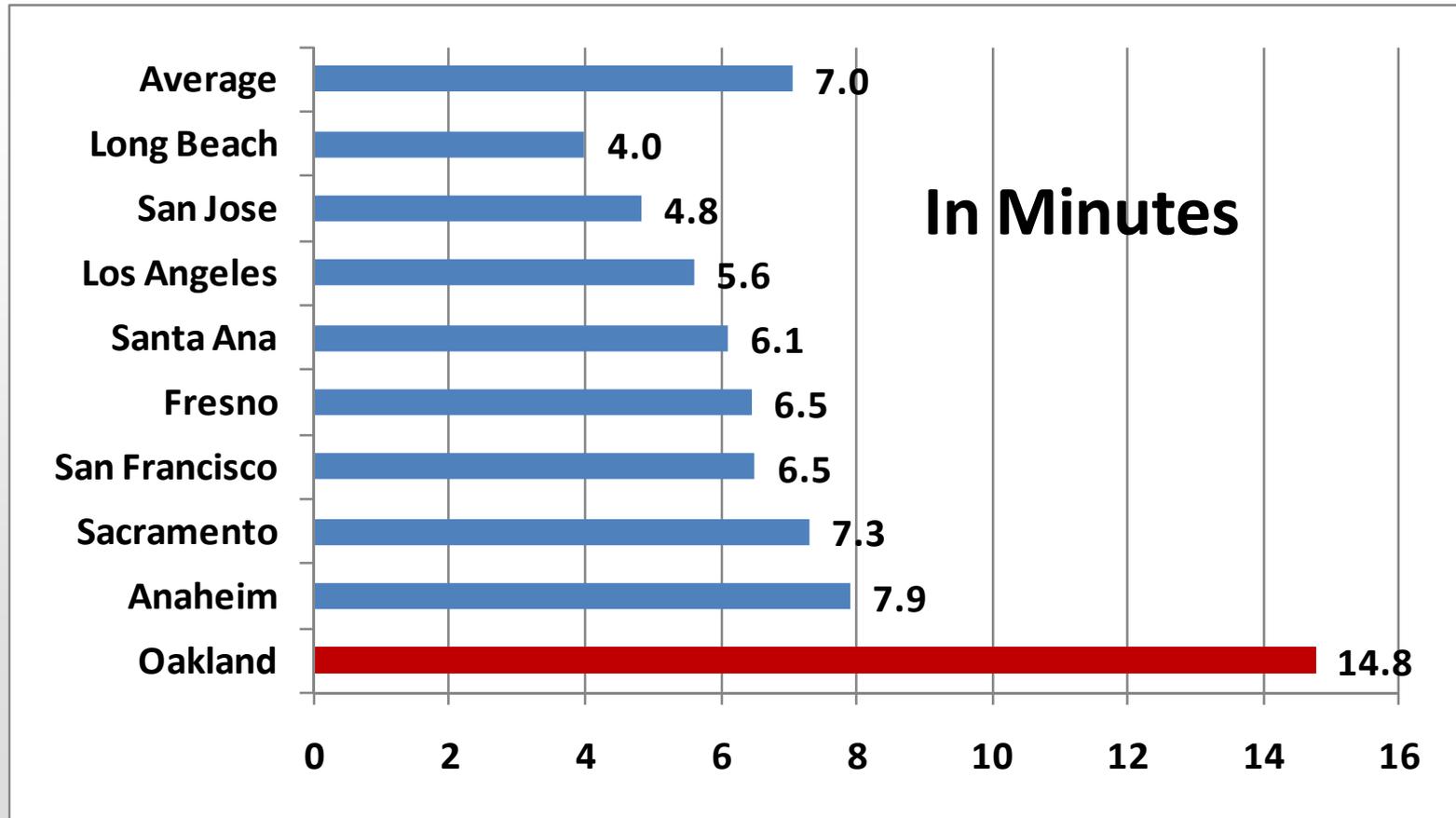


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Police Service Standards

Response Time to Priority 1 Calls for Service in 2009

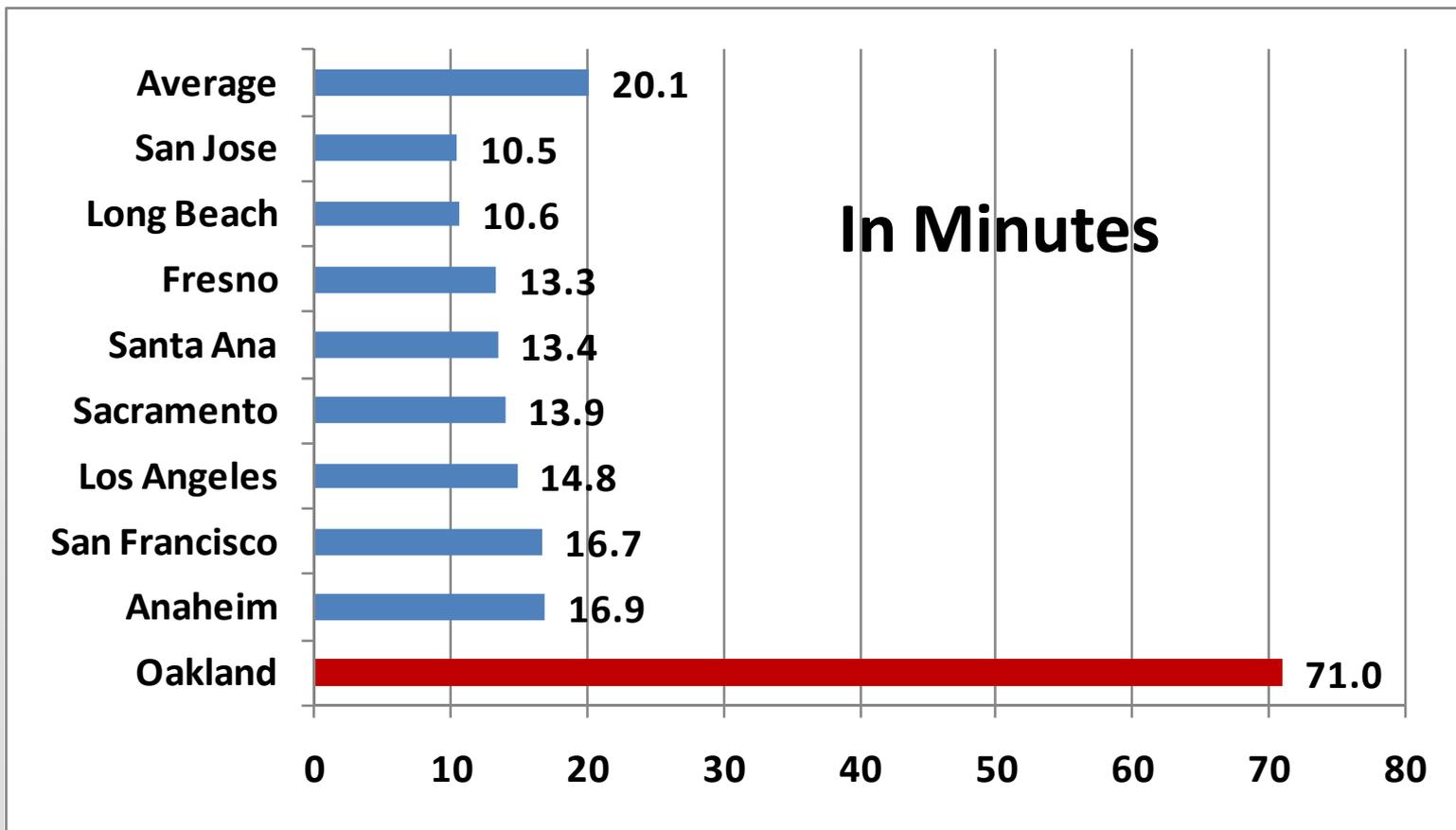


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Police Service Standards

Response Time to Priority 2 Calls for Service in 2009

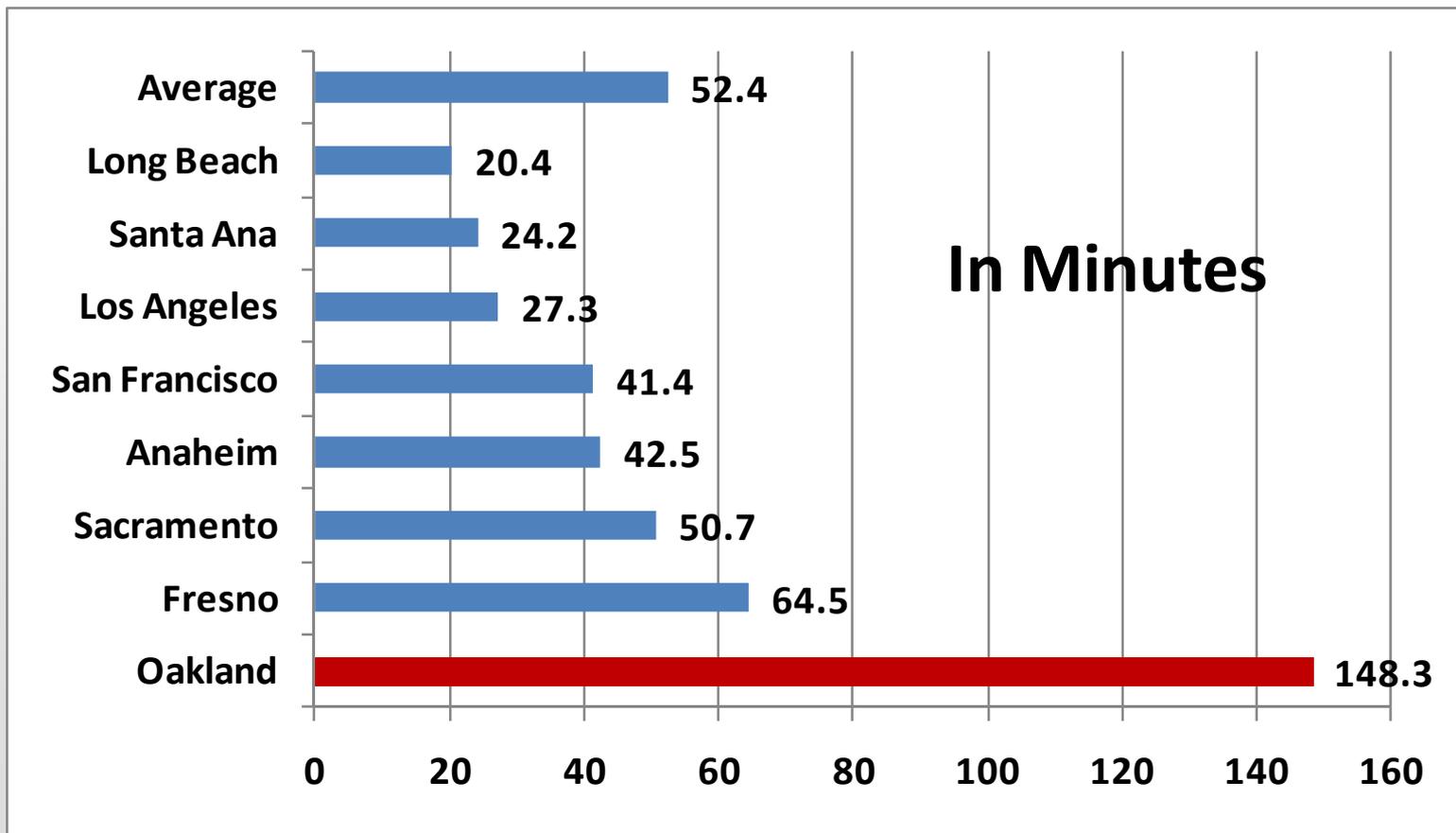


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Police Service Standards

Response Time to Priority 3 Calls for Service in 2009

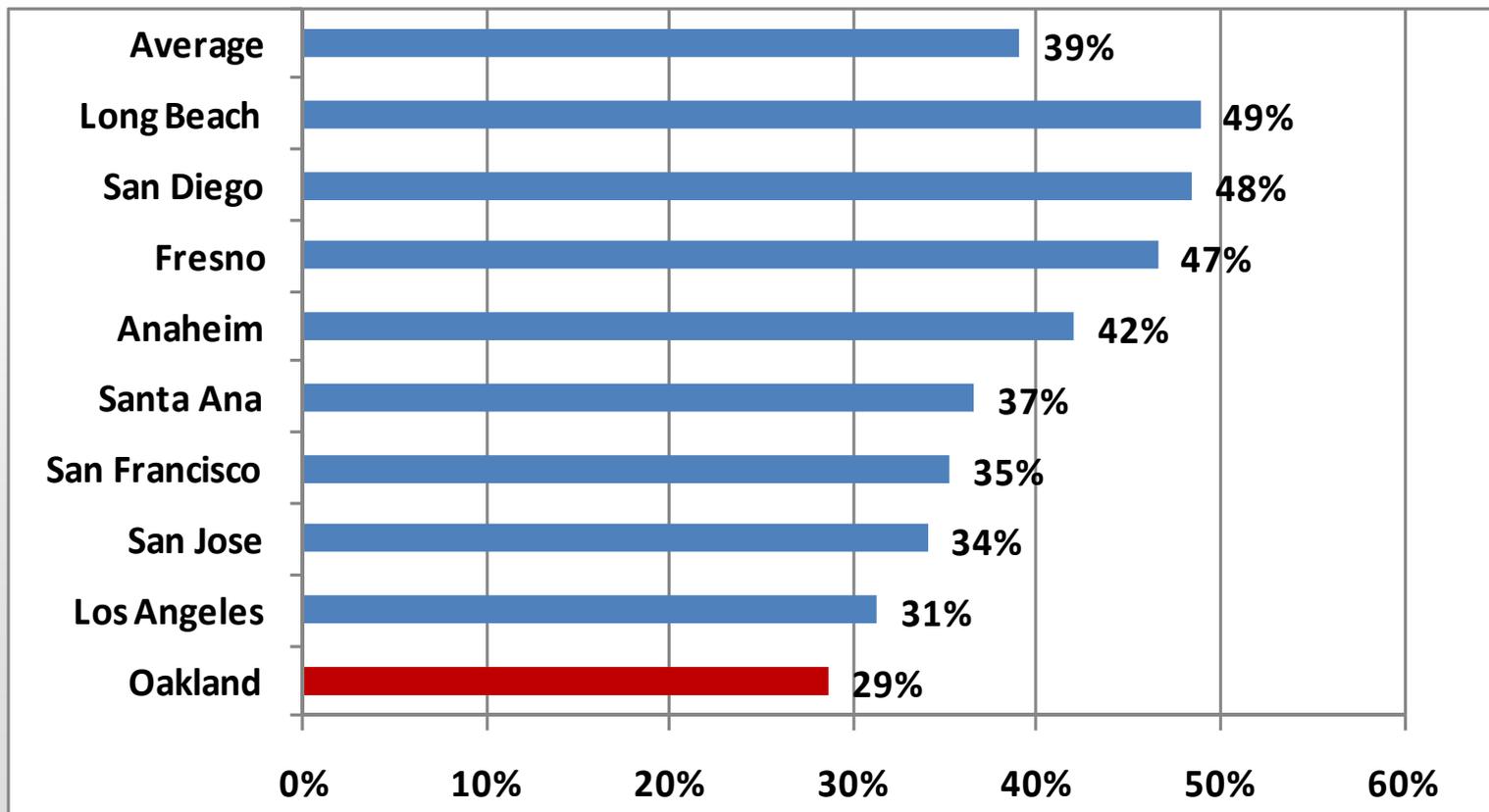


Source: Oakland Police Department Comparison Survey of California Police Departments, May 2010



Police Service Standards

Violent Crime Case Clearance Rate in 2009

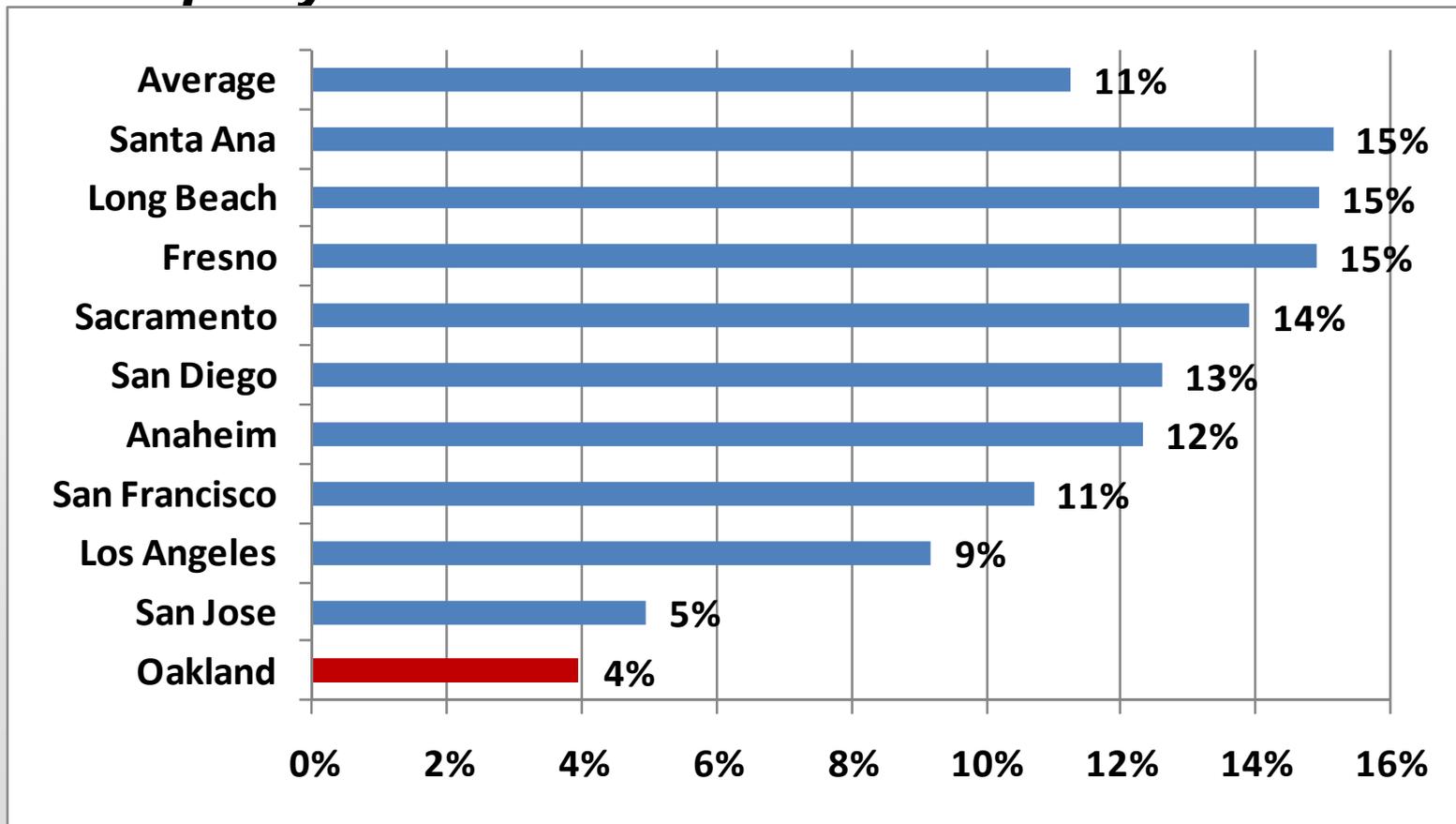


Source: *Oakland Police Department Comparison Survey of California Police Departments, May 2010*



Police Service Standards

Property Crime Case Clearance Rate in 2009



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



Police Resource Optimization System (PROS) Analysis and Results



Resource Analysis Purpose

- Determine Patrol Officer deployment needs based on actual calls for service
- Identify crime patterns and officer performance levels
- Reduce cross dispatching and improve response time by deploying patrol officers where the need is greatest
- Forecast, allocate, and optimize available resources based on workload demand



Proactive Policing Standards

- Staffing below recommended levels risks officer, as well as public safety
- Staffing below recommended levels reduces proactive and problem solving activities and increases response time
- California Police Officer Standards and Training (POST) recommends patrol officers have 33% of time available for crime prevention, problem solving, community relations, and pro-active activities
- The International Association of Chiefs of Police (IACP) recommends 40 to 50%



Resource Analysis Results

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

Patrol Officers only – does not include command or supervisory personnel, or other police functions such as investigations, support services, or administration



Community Policing Policy



Background

- Previous OPD Community Policing efforts centered on the functions performed by Problem Solving Officers (PSO's)
- PSO's were eliminated as the result of recent reduction in force and layoffs
- Staff is developing an updated plan to implement a community policing philosophy in all areas of the Department, City, and Community



Community Policing Plan

- Community Policing Manual will assist in transition from a unit based approach to a Department-wide approach
- Citizen Community Policing Manual also being developed in conjunction with Neighborhood Services to encourage involvement from all aspects of the City
- All OPD staff will be trained in community policing and problem solving including key concepts which will be further incorporated into recruiting, performance evaluations, and promotions



Community Policing Plan

- Beat Officers will be assigned as liaisons with Neighborhood Crime Prevention Councils (NCPC's)
- Area Commanders will deploy resources to best meet Community needs
 - NCPC top priorities will be addressed and tracked
 - Project updates and outcomes will be communicated to NCPC's
- Area Commanders will consider information provided from other Community members outside the NCPC's



Civilianization

- The Police Executive Research Forum (PERF) identified 58 sworn positions that could be effectively civilianized
- Some of these positions have been civilianized, as reported in December 2008
- The Department identified 47 positions which could be civilianized in the 2008 report
 - This is a starting point; the Department continues to look for opportunities to civilianize



Civilianization

- In June the San Francisco Office of the Controller recommended 328 SFPD sworn positions be civilianized
- Many of these similar positions had previously been civilianized at OPD
 - Civilian Evidence Technicians
 - Civilian Police Services Technicians to respond to non-injury traffic accidents
 - Some civilian positions that replaced sworn have since been eliminated due to budget



Progress So Far

- Crime in Oakland is down in 2010 compared to the same period last year
 - Violent crime is down 16 %
 - Homicides are at 61 so far, compared to 78 for the same period last year – a reduction of 22 %
 - Auto thefts are down by 33 %
 - Burglaries have decreased 10%
- Through August 874 guns have been taken off the street



Progress So Far

- The District Attorney and Judges report seeing a dramatic increase in the number of cases presented, as well as a general improvement in the quality of arrests and cases
- Increased police presence on the street by moving 26 headquarters staff into the field
- Required remaining headquarters staff to regularly work shifts on the street
- Restructured Code 3 response to Priority 1 Calls for Service to improve response time



Progress So Far

- Eliminated the “Side Shows” and associated deaths and injuries through “Safe Oakland Streets” (SOS) proactive approach to this problem – First quiet summer in 20 years
- Successfully managed two large crowd control situations with minimal property damage and injuries
- Increased the level of coordination with others working to address violent crime – the Alameda County Sheriff, DA, Probation, Parole, FBI, DEA, ATF and regional municipal police agencies



Progress So Far

- For the first time in Oakland, the Department held a Gang Summit to bring Federal, State and Local agencies together to combat violent crime
- Improved security of Police Headquarters consistent with Homeland Security standards
- Acquired state-of-the-art technology to analyze patrol workload, deploy resources to better match that workload and analyze existing data
- Increased coordination and sharing of criminal intelligence information within the Department



Progress So Far

- Developed and issued new policies and procedures regarding
 - Search and seizure
 - Handcuffing
 - Informants
 - Officer discipline
 - Search warrants
 - Stop data collection
 - Vehicle pursuits



Progress So Far

- Expanded the level of tactical training and qualifications testing for better decision making under high-pressure situations
- Downsized one Deputy Chief position to achieve salary savings
- Centralized the crime analysis function within Criminal Investigations to provide more coordinated analysis
- Increased transparency through monthly media availabilities, so the press can talk to the Chief and Deputy Chiefs directly



Progress So Far

- Volunteered to participate in studies and research in innovative policing with Harvard University and John Jay College
- The Department is continually updating the current website with relevant information about OPD and services we provide
- The Department is moving forward with the personal video camera program. In the near future, OPD will outfit every patrol officer with a video recording device.



Progress So Far

- Increased the number of positive stories about police officers and the Department
- Provided greater visibility in the Community, Churches, and meetings by Police Department Executive Staff
- Developing a program to train officers to more effectively interact with and address aggressive mentally ill individuals
- Expanded the Call-In Program to target repeat offenders and provide positive alternatives



Progress So Far

- Implemented hot-spot policing through Comp-Stat processes locally and regionally with regional police agencies
- Worked with the City Attorney to establish the North Oakland Gang Injunction, which has helped to reduce gang activity in that area



Summary

- We will continue to fight crime and violence and work toward making Oakland a safe city
- We will work to provide quality service in a respectful and positive manner
- We will work to optimize available resources
- We will provide the highest possible level of public safety to the residents of Oakland