



OAKLAND POLICE DEPARTMENT STRATEGIC PLAN FRAMEWORK

New OPD Motto:

“We will be there when you need us”

February 2010



Oakland Police Department Mission

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

1. By the Year 2015, Oakland is one of the safest large cities in California – both in reality and perception
2. The Oakland Police Department provides high quality services in a Community-driven and customer-friendly manner
3. The Oakland Police Department is trusted, respected, and valued by those it serves
4. The Oakland Community and the Oakland Police Department work together to solve Community and neighborhood concerns and issues
5. The Oakland Police Department is an effective organization, providing a supportive and positive work environment for its employees



Oakland Police Department Strategic Goals

1. Focus on the underlying causes of violent crime in Oakland – gangs, drugs, and guns
2. Improve police services provided based on the Community's priorities
3. Improve the relationship between the Oakland Police Department and the Community
4. Develop and implement a “total community policing” model in Oakland
5. Expand the capability of the Oakland Police Department to meet its mission



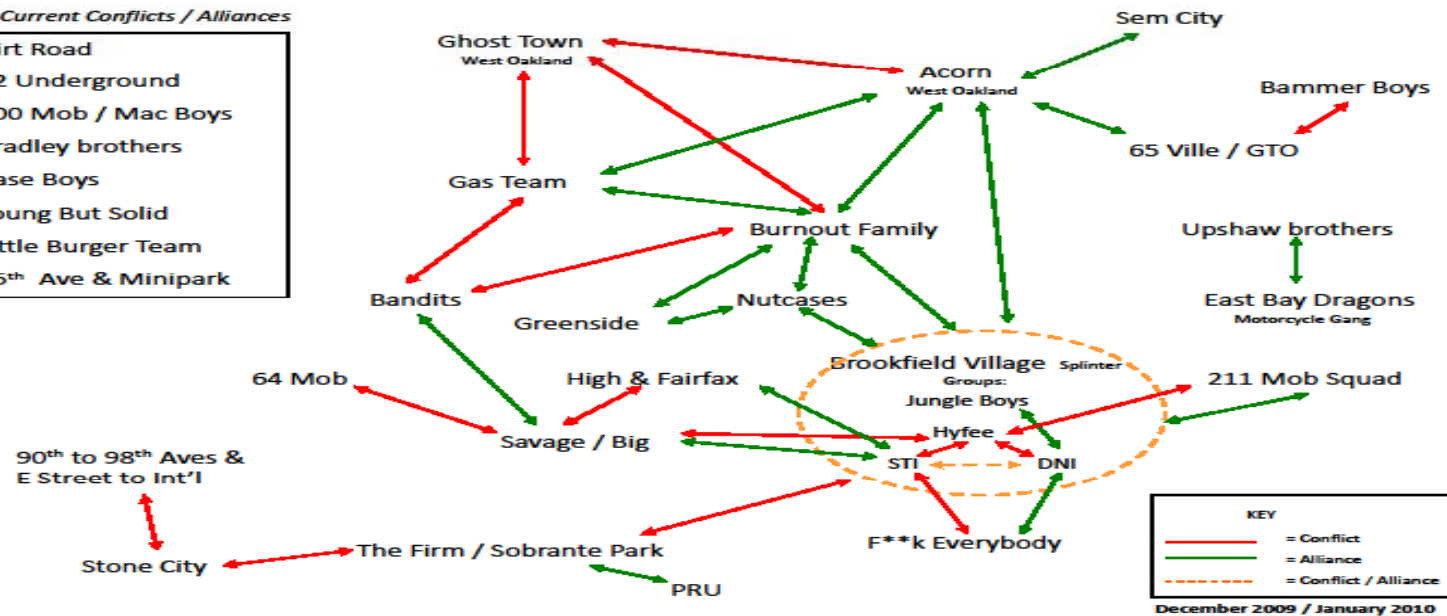
Vision 1: By 2015 Oakland is Among the Safest Large Cities in California

Current Reality – Violent Crime in Oakland is Complex

CONFLICTS AND ALLIANCES AMONG GANGS AND GROUPS IN AREA COMMAND 3 / EAST OAKLAND

No Current Conflicts / Alliances

- Dirt Road
- 52 Underground
- 600 Mob / Mac Boys
- Bradley brothers
- Case Boys
- Young But Solid
- Little Burger Team
- 85th Ave & Minipark



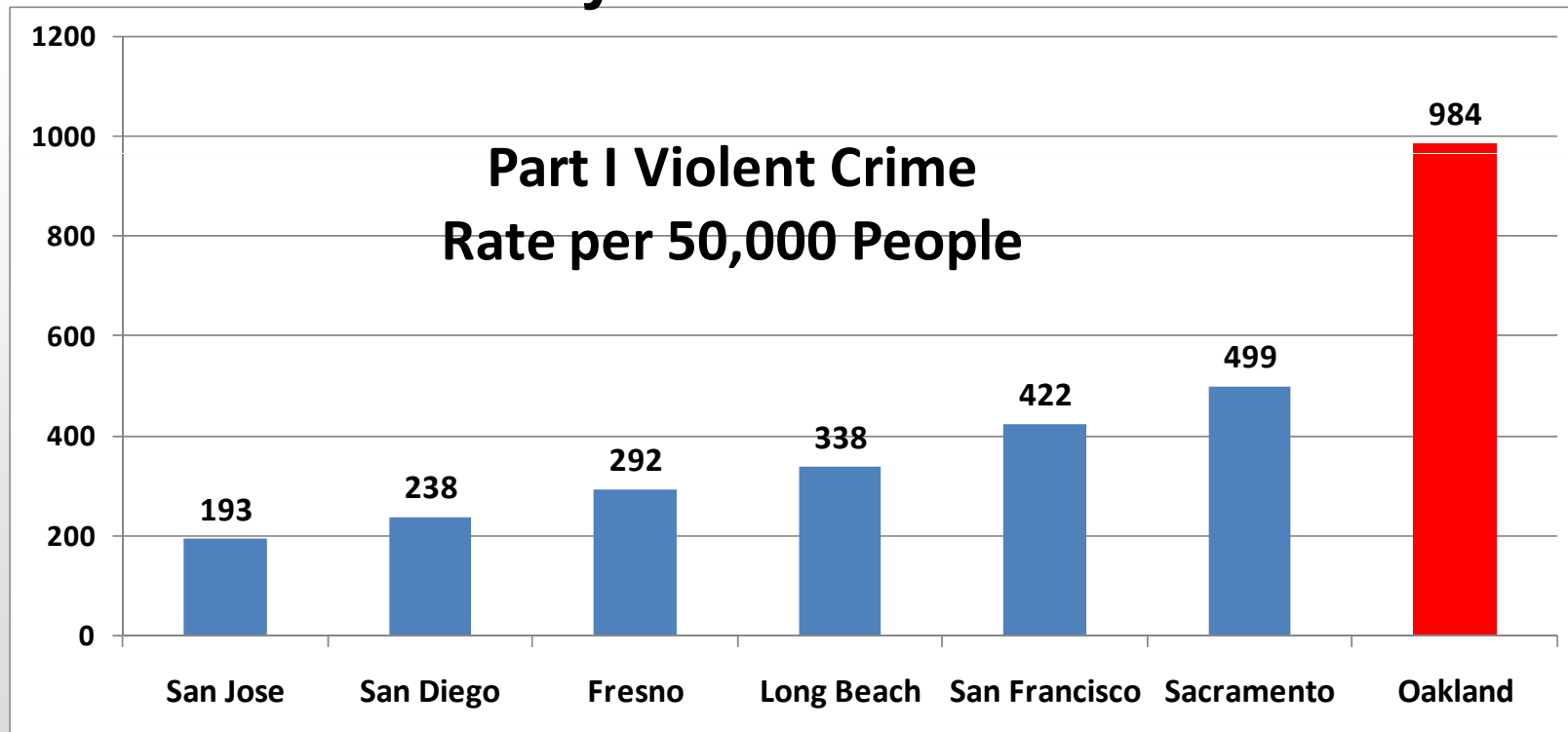
KEY
 — = Conflict
 — = Alliance
 - - - = Conflict / Alliance
 December 2009 / January 2010

Source: Understanding Serious Violence in Oakland: Preliminary Findings, Anthony A Braga, PhD, Harvard University



Vision 1: By 2015 Oakland is Among the Safest Large Cities in California

Current Reality – Violent Crime in Oakland

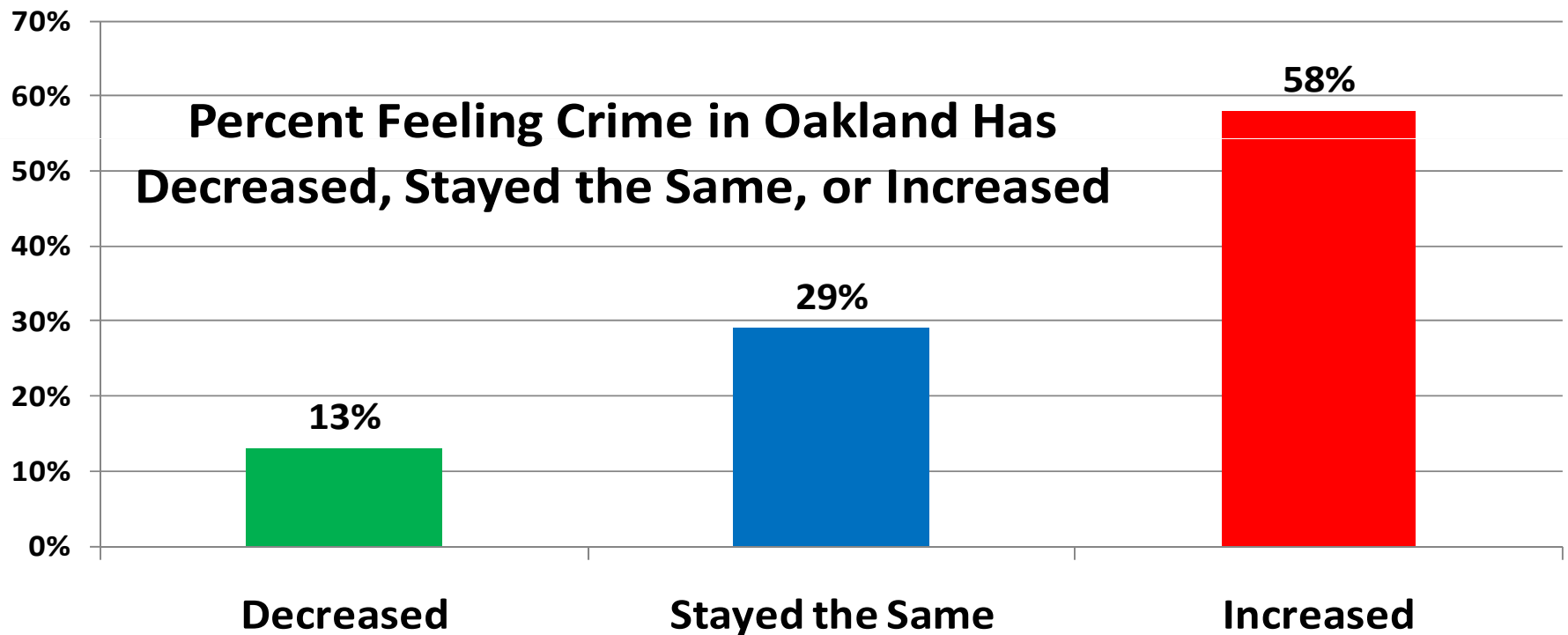


Source: FBI Uniform Crime Reports, 2008



Vision 1: By 2015 Oakland is Among the Safest Large Cities in California

Current Reality – Many Feel Crime is Increasing

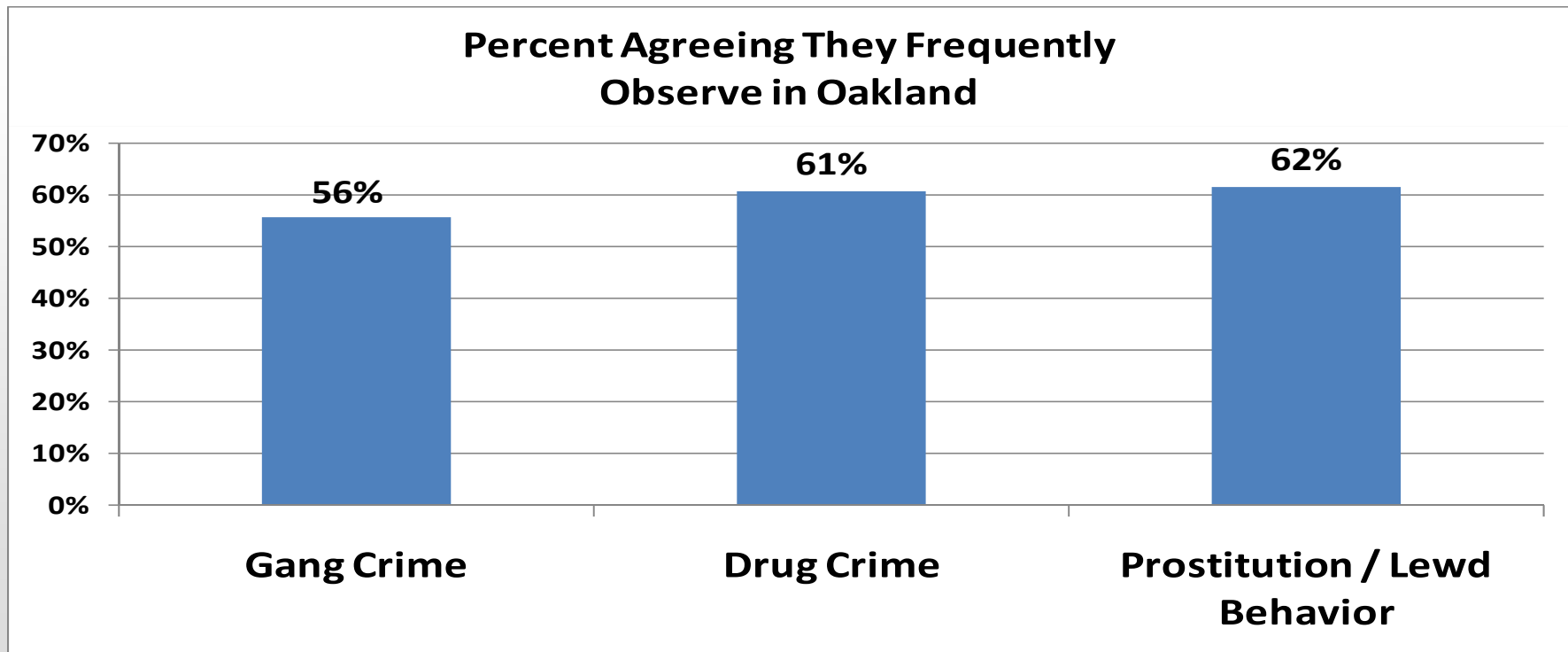


Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)



Vision 1: By 2015 Oakland is Among the Safest Large Cities in California

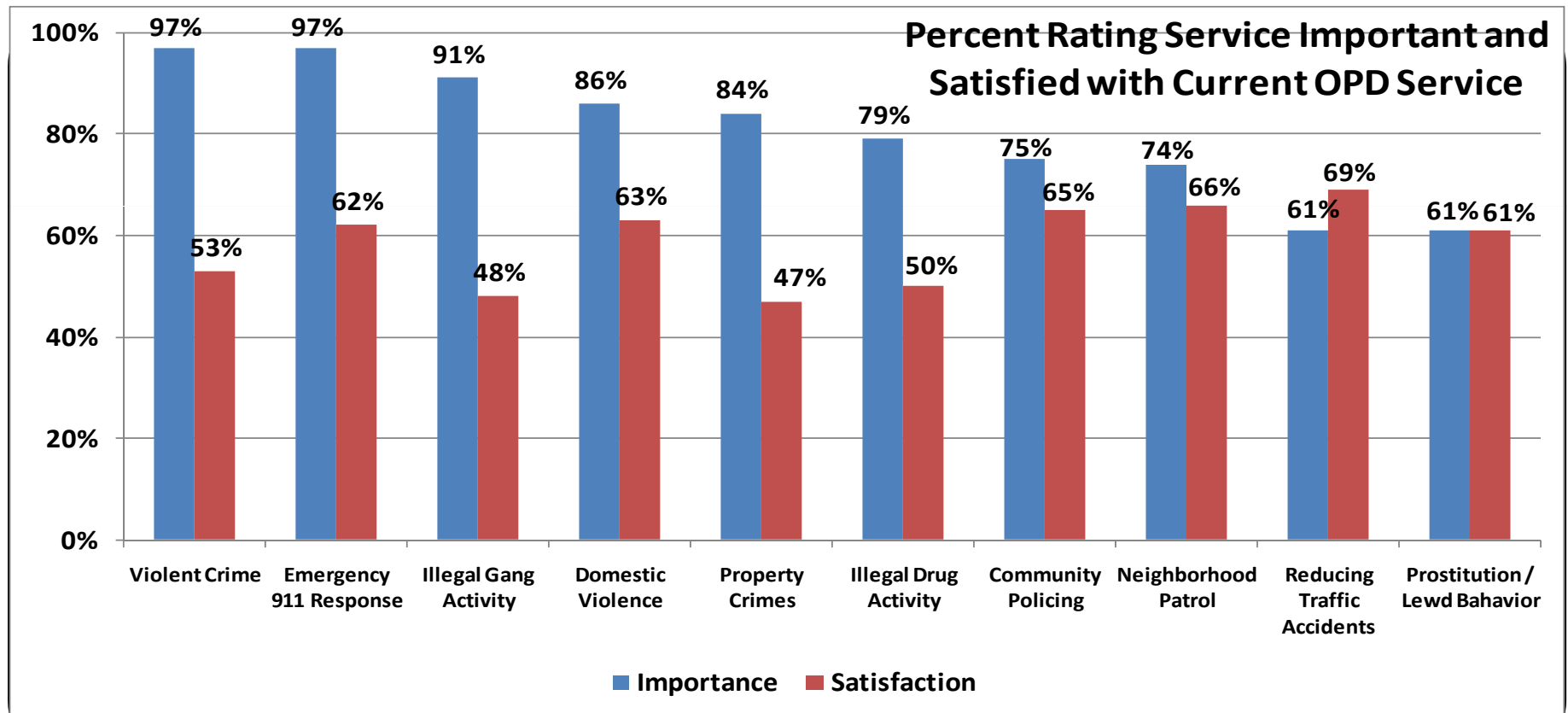
Current Reality – Many See Crime Around Them



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



Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

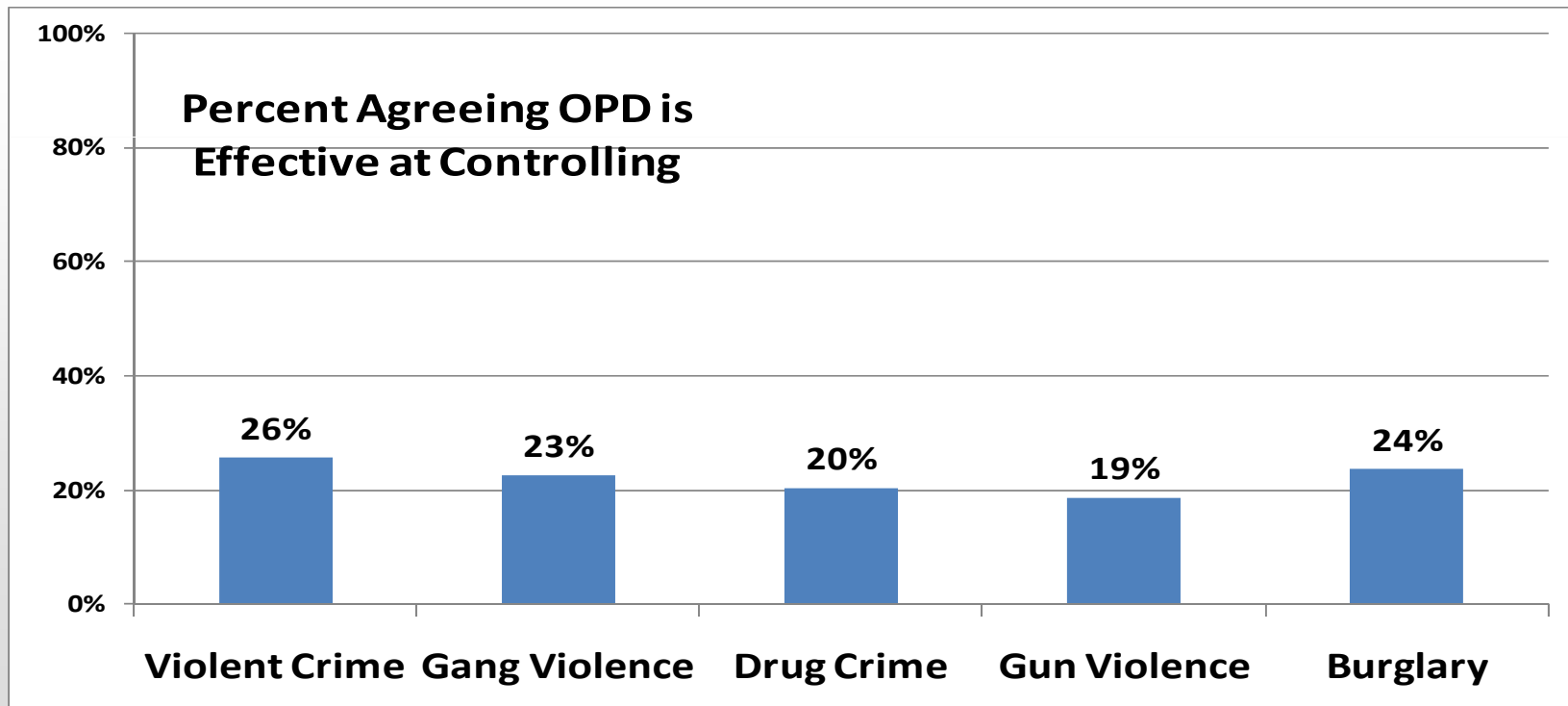


Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)



Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

Current Reality – Views of OPD's Effectiveness

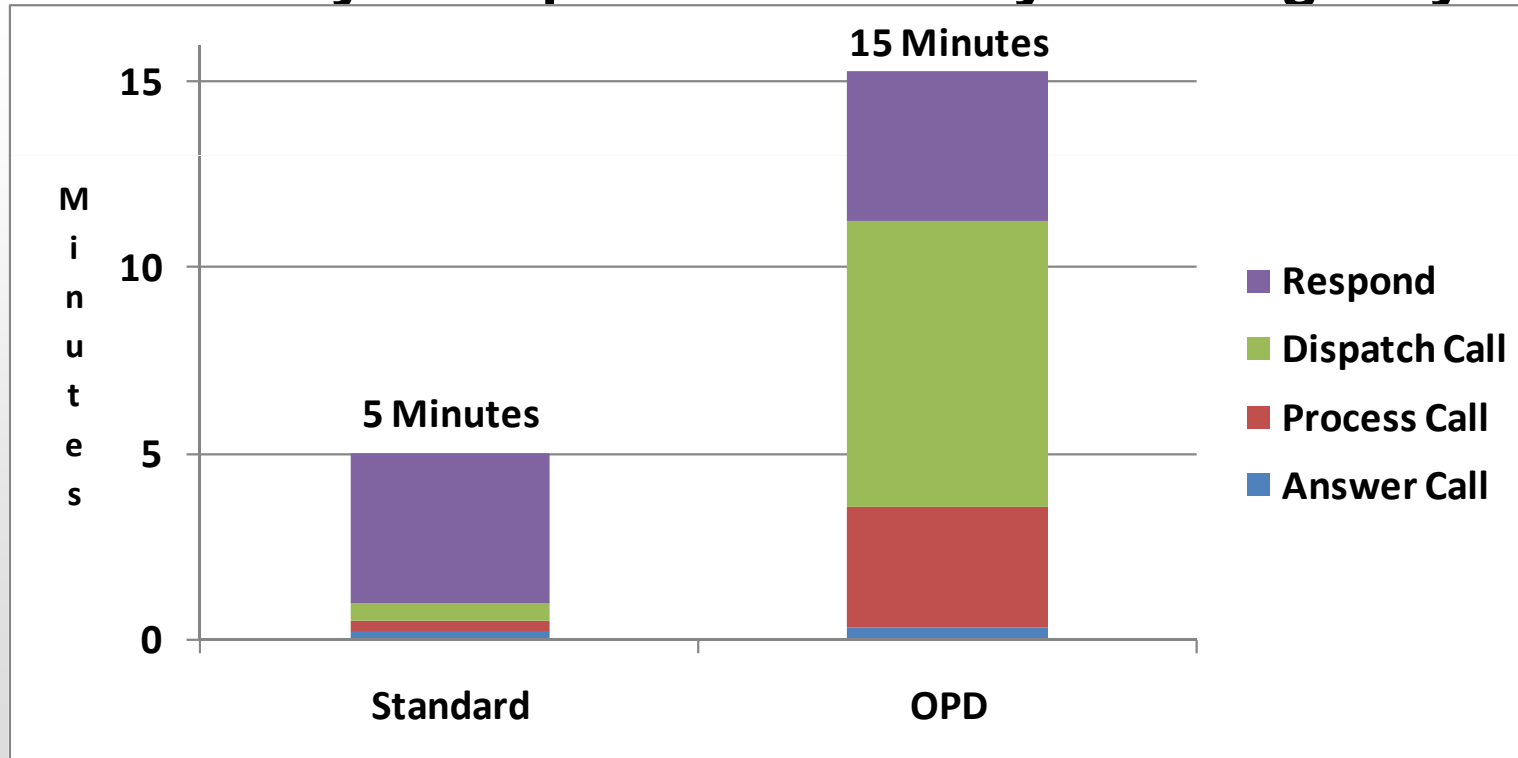


Source: San Jose State University Oakland Crime, Justice, and Police Survey, 2008 (N=810)



Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

Current Reality - Response to Priority 1 Emergency Calls

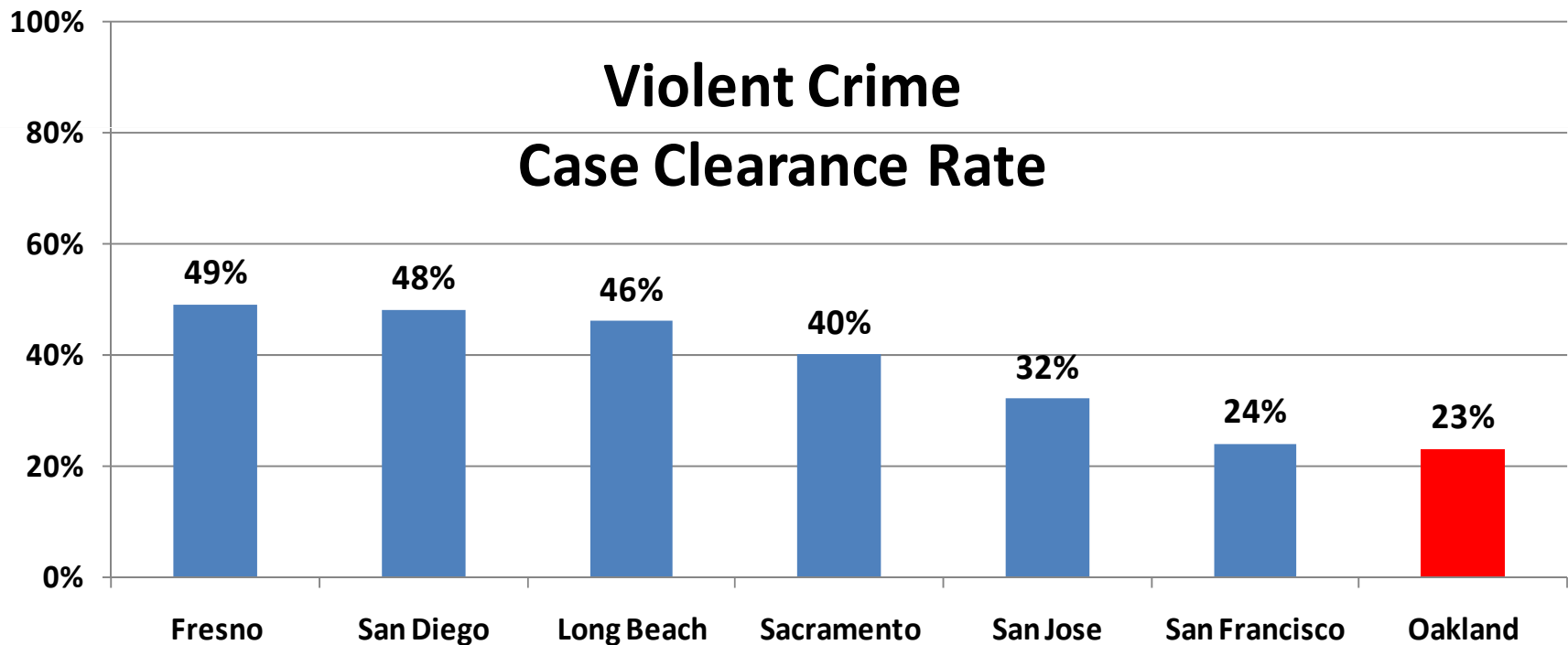


Source: OPD Communications Div. Activity Report, Sept 2009 (OPD Time to Respond Estimated)



Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

Current Reality – Many Crimes Are Unsolved in Oakland

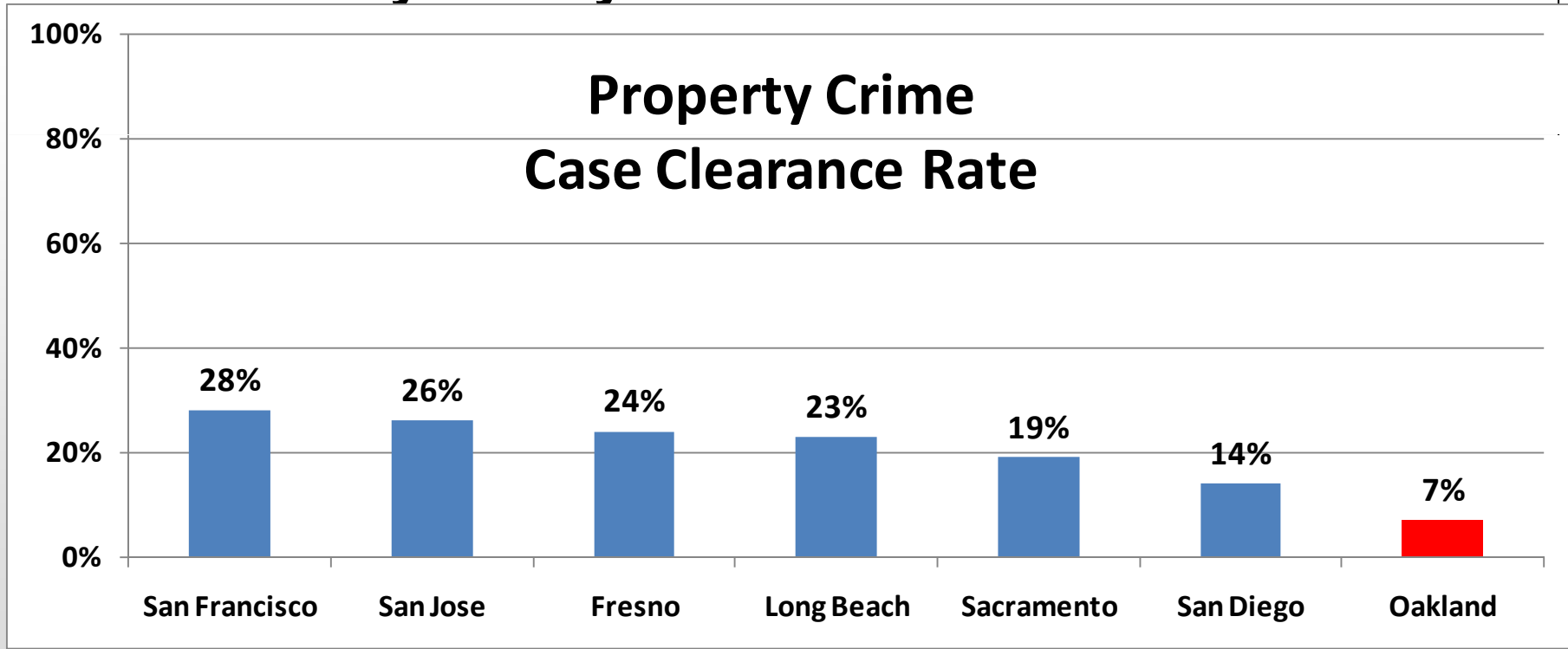


Source: Crimes Cleared 2007, California Office of the Attorney General



Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

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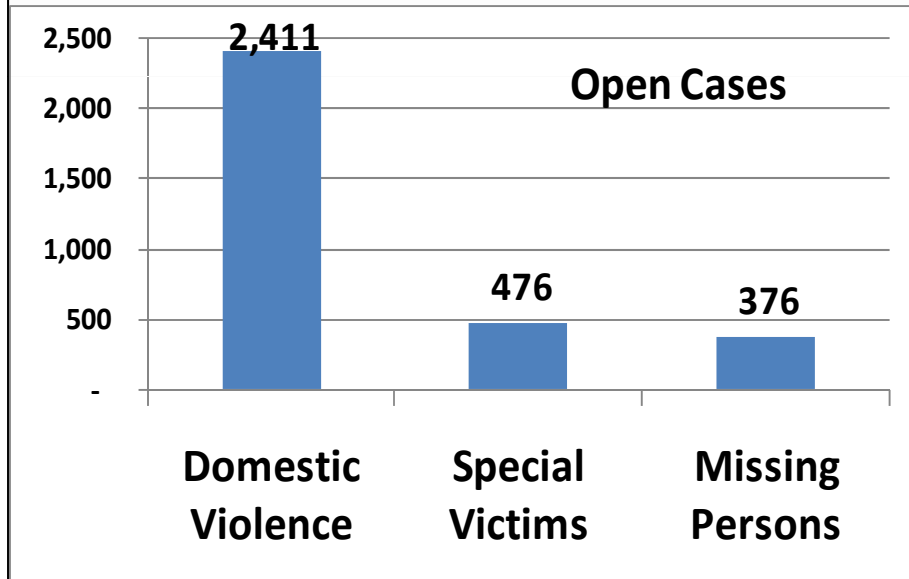


Source: Crimes Cleared 2007, California Office of the Attorney General

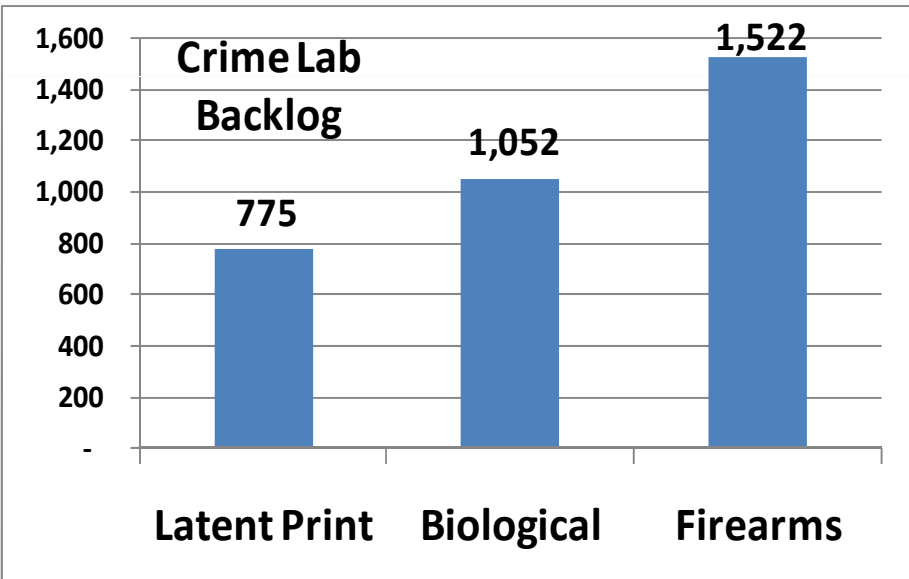


Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

Current Reality – Substantial Open Cases / Backlogs



Source: OPD Youth and Family Services Division's Investigative Services Section

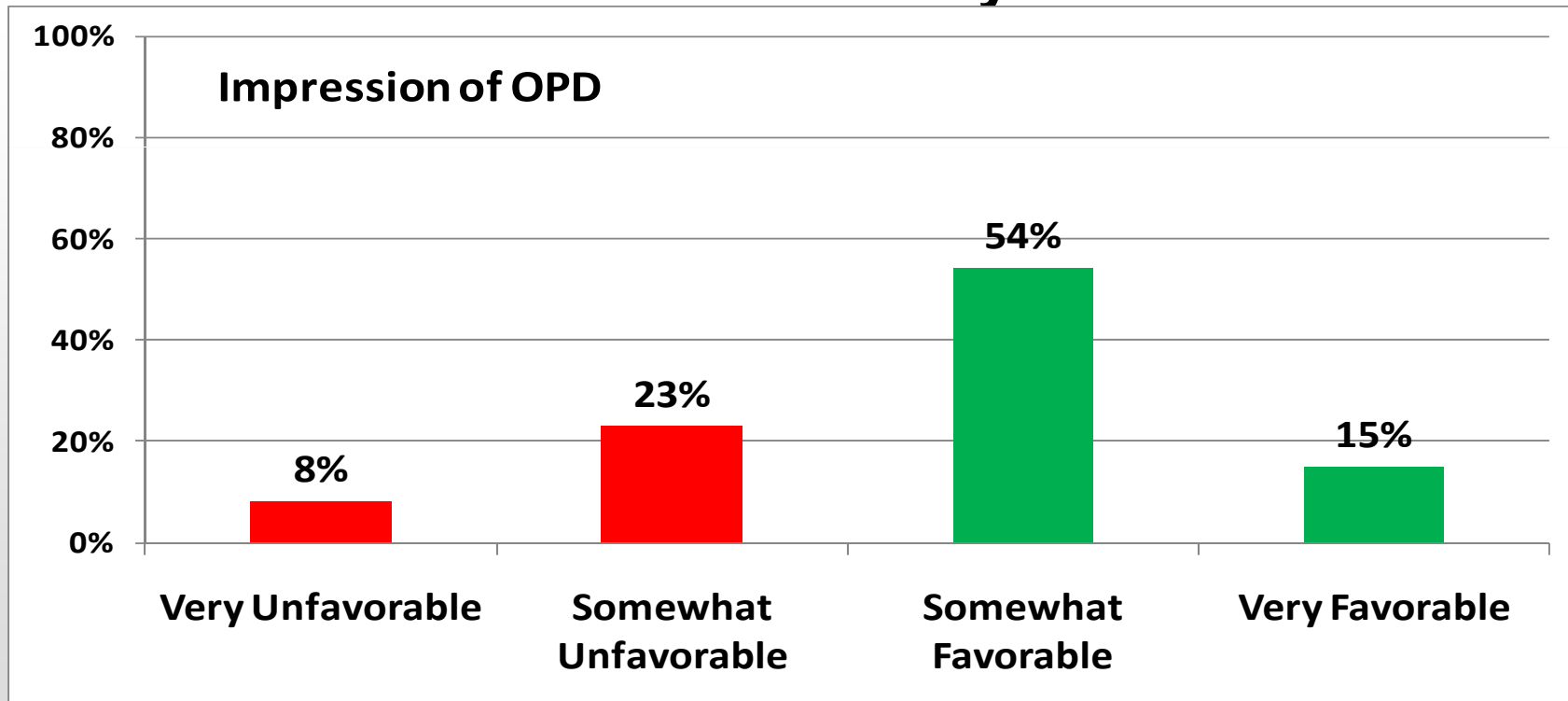


Source: OPD Criminalistics Division



Vision 3: OPD is Trusted, Respected and Valued by Those it Serves

Current Reality

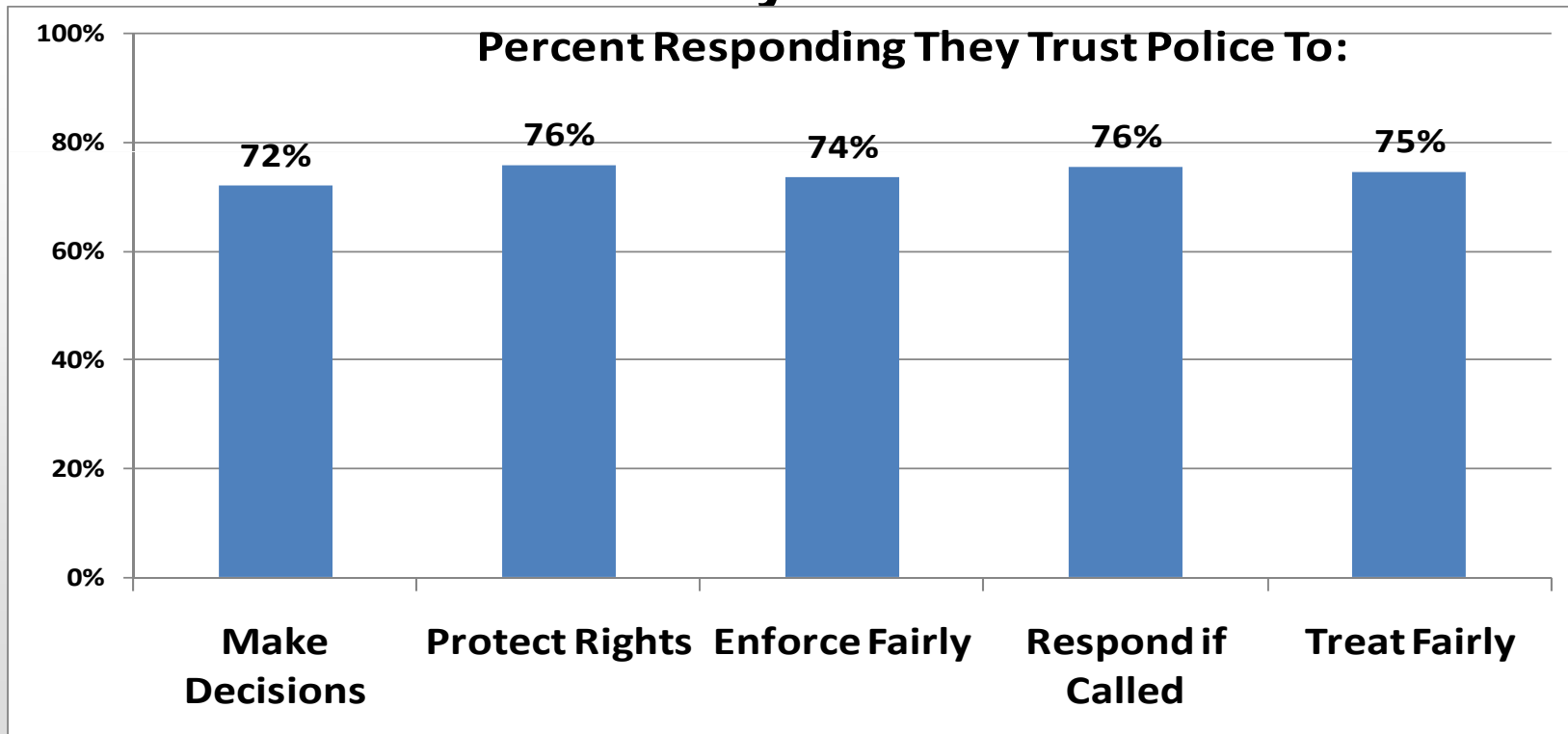


Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)



Vision 3: OPD is Trusted, Respected and Valued by Those it Serves

Current Reality – Trust of OPD

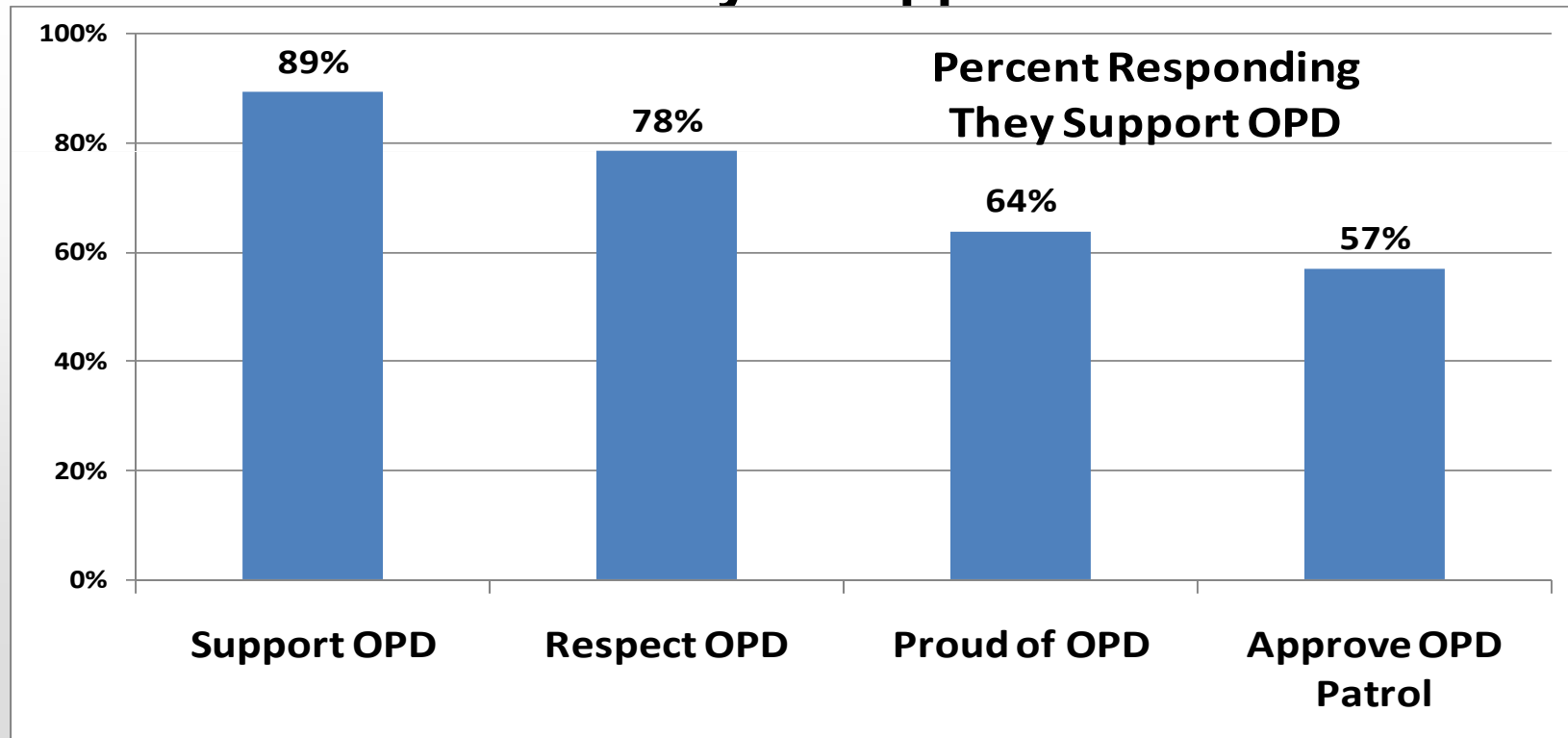


Source: San Jose State University Oakland Crime, Justice, and Police Survey, 2008 (N=810)



Vision 3: OPD is Trusted, Respected and Valued by Those it Serves

Current Reality – Support of OPD



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



Vision 4: OPD and the Oakland Community Work Together

Current Reality – Split Force Model of Community Policing

Advantages

- Provides Community Policing “specialists”
- Focused time and attention
- Builds territorial imperative
- Positive relationship with the Community

Disadvantages

- Can result in animosity between regular and Community Policing officers
- Not all officers buy into Community Policing
- Patrol refers routine complaints to Community Policing
- Community attachment to “their” Community Policing officers

Source: Community Policing Deployment Models & Strategies, Int'l Assoc of Chiefs of Police



Vision 4: OPD and the Oakland Community Work Together

Current Reality – Total Community Policing Model

Advantages

- Organization fully committed to Community Policing
- Builds territorial imperative among patrol officers and Community served
- Builds long-term relationships
- Focuses more on proactive problem solving
- Gives Community a voice in Police priorities

Disadvantages

- Requires long-term commitment from Police Chief and Command Officers
- Not a good starting point for Community Policing
- Requires dedication of additional resources to patrol operations

Source: Community Policing Deployment Models & Strategies, Int'l Assoc of Chiefs of Police



Vision 5: OPD Is an Effective Organization – Supporting Employees

Current Reality – Negotiated Settlement Agreement / MOU

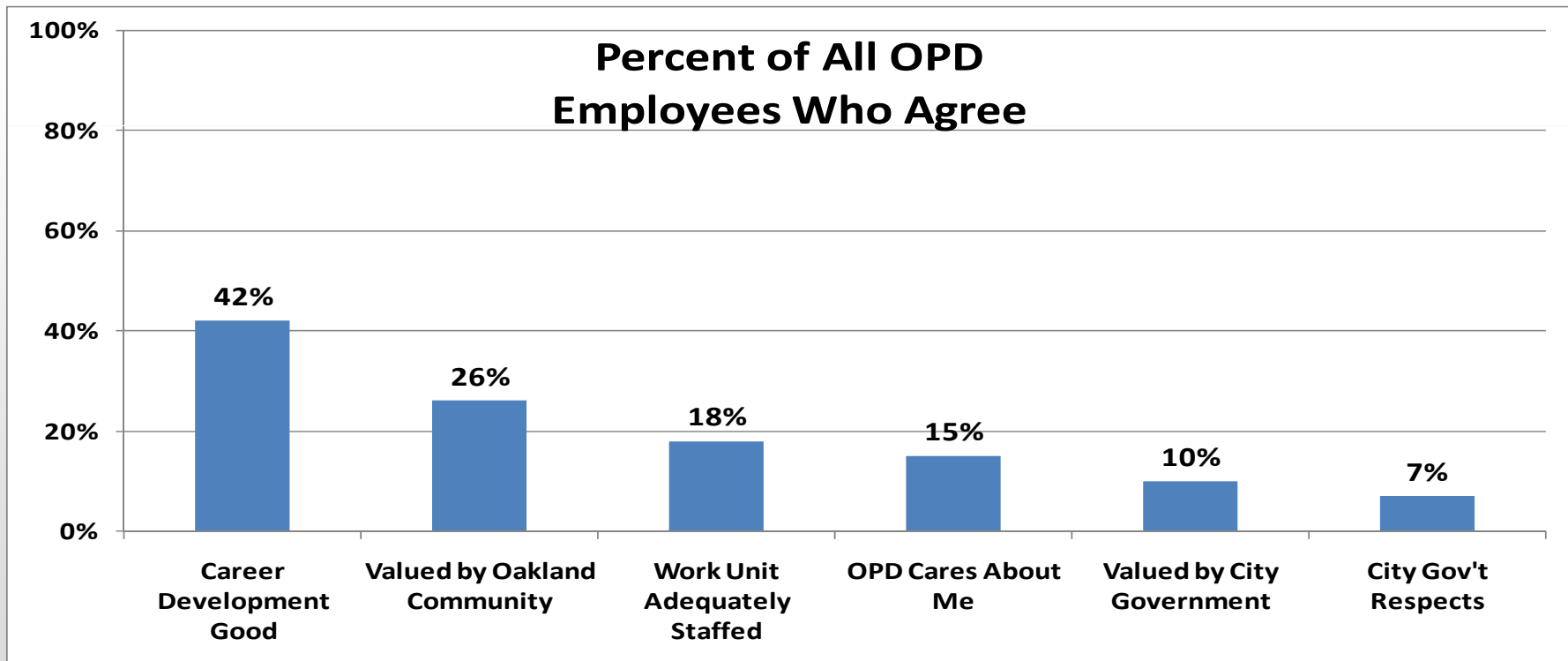
Tasks in Policy Compliance	51 of 51
Tasks in Training Compliance	44 of 44
Tasks in Full Actual Practice Compliance	32 of 51
Tasks in Partial Actual Practice Compliance	16 of 51
Tasks Out of Compliance	3 of 51

New Independent Monitoring Team
Began Active Monitoring in January



Vision 5: OPD Is an Effective Organization – Supporting Employees

Current Reality – Support for OPD Employees

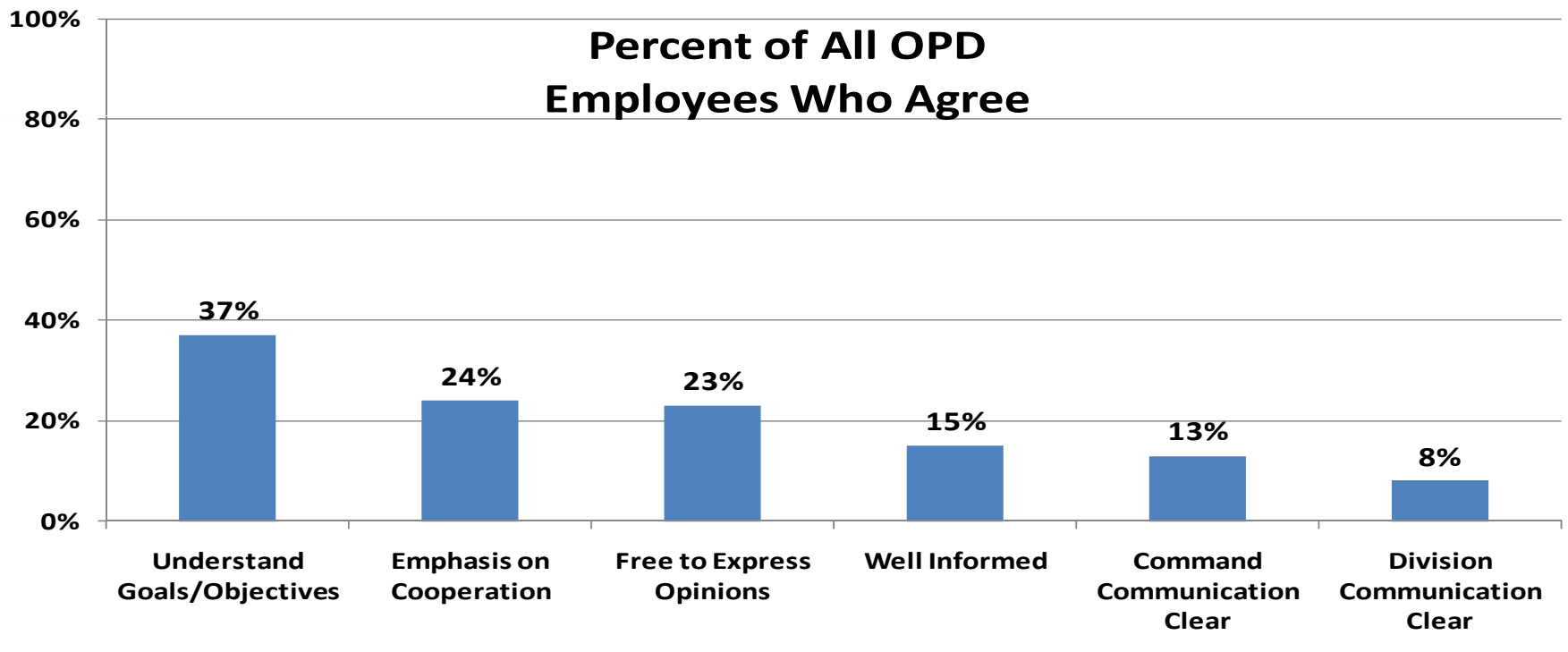


Source: William J Crampon & Associates OPD Employee Survey, November 2009 (N=788)



Vision 5: OPD Is an Effective Organization – Supporting Employees

Current Reality – Communication Within OPD

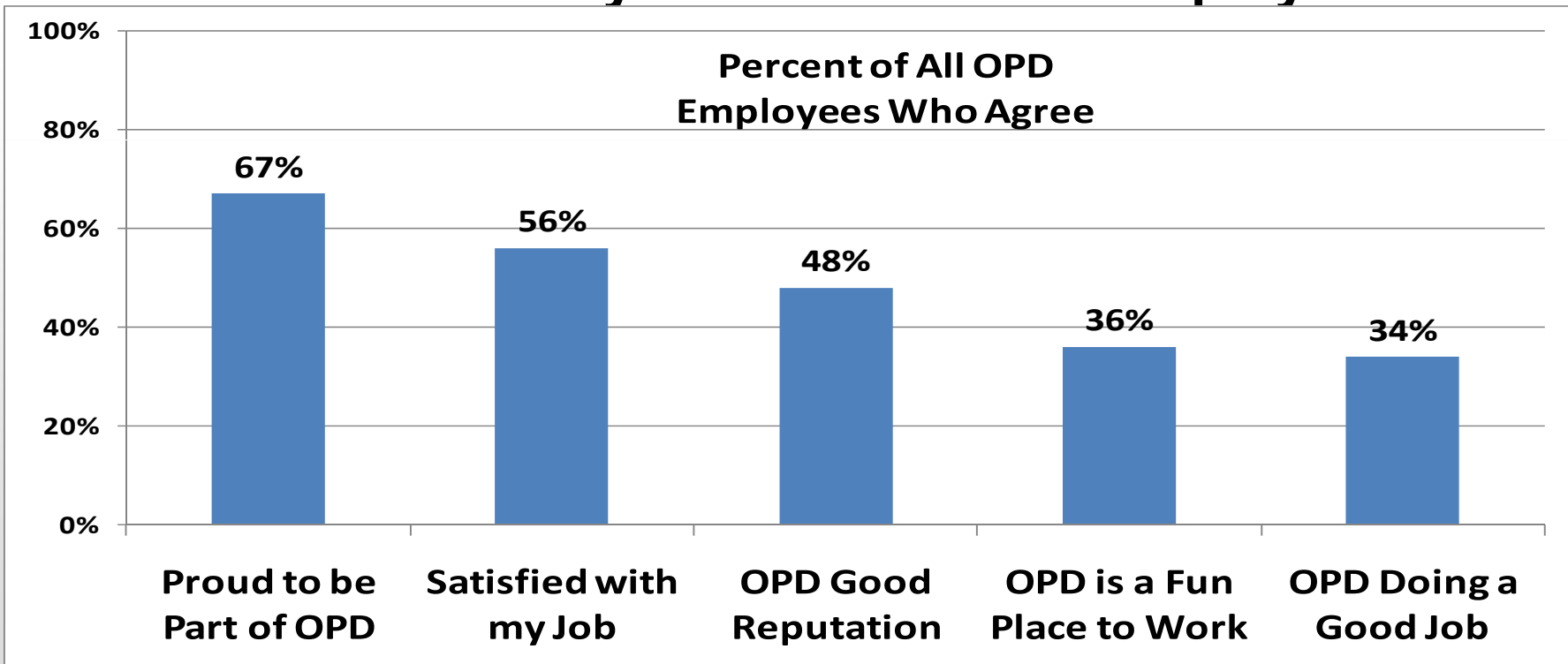


Source: William J Crampon & Associates OPD Employee Survey, November 2009 (N=788)



Vision 5: OPD Is an Effective Organization – Supporting Employees

Current Reality – Morale of OPD Employees



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



Oakland Police Department Progress So Far

1. Increased police presence on the street by moving headquarters staff into the field
2. Acquired state-of-the-art technology to analyze patrol workload, deploy resources to better match that workload and analyze existing data
3. Increased the level of coordination with others working to address violent crime – the Alameda County Sheriff, DA, Probation, Parole, FBI, DEA, ATF and regional municipal police agencies



Oakland Police Department Progress So Far

4. Increased coordination and sharing of information within the Department
5. Expanded the level of tactical training and qualifications testing
6. Centralized the crime analysis function within Criminal Investigations to provide more coordinated analysis
7. Developed and began implementation of a violence reduction tactical plan



Oakland Police Department Progress So Far

8. Expanded the Public Information function to improve access to OPD by the media
9. Conducted Community and Employee surveys to identify perspectives, issues and concerns



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

Priority Actions

1. Use state-of-the-art technology to develop a gang and drug intelligence capability
2. Consolidate and strengthen gang and drug field enforcement
3. Develop a Major Crimes Unit to focus on investigations of violent crimes
4. Modify and strengthen existing laws and ordinances that could help protect members of the Community and provide more effective crime-fighting tools



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

Priority Actions

5. Work with the Oakland Unified School District to reduce the level of truancy, and to provide Gang and Drug Resistance Education and Training to Elementary and Middle School students
6. In the long-term, expand Department interaction with youth and youth development programs including the Explorer Program, Police Cadet Program, Police Athletic League (PAL), Youth Court, and Our Kids (O.K.) Mentoring Program



Strategic Goal 2: Improve Top Priority Police Services Provided to the Community

Priority Actions

1. Address the deficiencies in OPD's call center and improve its call taking and dispatch capabilities
2. Move as many police resources into the field as is practical by requiring as many sworn personnel as possible to work two shifts each month in patrol
3. In the long term increase the use of civilian personnel to handle functions that are currently being done by sworn personnel
4. Use state-of-the-art technology to determine the demand or workload and need for each OPD service, and identify police resources needed to provide a reasonable service



Strategic Goal 2: Improve Top Priority Police Services Provided to the Community

Priority Actions

5. Revise the deployment approach using state-of-the-art technology to make sure patrol and other resources are matched with the demand for services or workload to the extent possible
6. Provide a police presence in neighborhoods and establish beat integrity for patrol units – assigning a patrol unit to each beat and requiring units to remain in their designated beats as much as possible
7. Obtain and maintain adequate patrol vehicles so patrol units can be fielded



Strategic Goal 2: Improve Top Priority Police Services Provided to the Community

Priority Actions

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



Strategic Goal 3: Improve the Relationship Between the OPD and the Community

Priority Actions

1. Fully implement the Negotiated Settlement Agreement / MOU - moving from compliance to making the concepts an integral part of police management and operations
2. Reinforce ethical, honest, and professional values within OPD
3. Increase the level of positive interaction between the police officers in the field and members of the Community – getting officers out of their cars to talk more with people in the neighborhoods
4. Improve Community awareness and interaction training for all personnel, focusing on the Field Training Officers



Strategic Goal 3: Improve the Relationship Between the OPD and the Community

Priority Actions

5. Increase the Department's communication with, understanding of, and interaction with Oakland's youth to improve relationships and reduce violence
6. Expand the Department's efforts to develop Oakland youth and residents for service in OPD, and recruit and select residents of Oakland for positions to the extent possible
7. Improve the language capabilities of the Department and access to the Department by Oakland's non-English speaking Community
8. Expand the number of Community volunteers working with OPD, especially reserve police officers



Strategic Goal 3: Improve the Relationship Between the OPD and the Community

Priority Actions

9. Expand the use of Community advisory groups that provide input and assist OPD to identify and resolve issues
10. Use state-of-the-art technology to better communicate with the Community (twitter, facebook, blogs, texting, etc)



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

Priority Actions

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



Strategic Goal 5: Improve the Capability of the OPD to Meets its Mission

Priority Actions

1. Provide clear and consistent direction
2. Improve communication within the Department by implementing initiatives of the Communications Focus Group
3. Identify the demand for police services or workload for the Department and attempt to match personnel resources to work load
4. Provide the basic tools needed by Department personnel to perform their functions
5. Treat employees fairly and earn their trust and confidence



Strategic Goal 5: Improve the Capability of the OPD to Meets its Mission

Priority Actions

6. Effectively select and implement technology through a “Strategic Technology Plan”
7. Improve personnel development and raise the standards for promotion at all levels
8. Improve and streamline internal investigations and disciplinary processes while maintaining high standards
9. Strengthen tactical knowledge, capability, and discipline within the Department



Strategic Goal 5: Improve the Capability of the OPD to Meets its Mission

Priority Actions

10. Develop and implement a Career Development Program offering mentoring, training and evaluation to assist employees in achieving their professional goals
11. Improve the relationship and partnership between labor (both sworn and civilian) and management
12. Monitor employee morale and issues through periodic employee surveys



Next Steps – Strategic Plan Implementation

- Review and obtain input on the strategic plan framework from Community members, city leaders, OPD personnel and labor
- Develop implementation working groups with department personnel, Community members, and academia
- Implementation working groups will develop specific actions and steps to achieve the vision and oversee its implementation