

The Oakland Crime Reduction Strategy

Police, Governmental Agency, and Community
Collaboration

By Chief Howard Jordan

Need for City-Wide Crime Strategy

- Significant increases in violent crime
- Decreases in police department staffing levels
- City Council request for a Crime Reduction Strategic Plan
- Improve community relations and collaboration
- Enhance partnerships and involvement of city departments
- Further compliance with NSA

Project Development

- The Wasserman work, requested by Chief Jordan, to identify best practices against current OPD efforts
 - Community engagement in training
 - Need for improved performance management
 - Organizational restructuring/OPD Cultural Assessment
 - Improved call for service management
 - Strengthened support for Ceasefire
 - Strengthened investigative processes
 - Improved Internal Affairs complaint processes

City-Wide Crime Strategy

- Two-part plan: 1) strengthening policing focus on crime throughout the community; 2) development of the long-term strategy involving all city agencies and neighborhoods
 - All city departments must have a role in addressing crime in Oakland
 - Communities and other Oakland institutions must be full partners
 - Strategy must be based on wide community input, at the neighborhood level
 - Strategy must support a strong moral voice against violence from neighborhood leadership
 - The plan must be carefully reviewed by community partners prior to being adopted
 - Most result in real, sustainable action to reduce crime and prevent criminality in a challenging economic environment

Objectives of the Work

- **Develop a high-impact strategy to improve police response to crime**
 - Investigative practices
 - Performance management – CompStat
 - Crime analysis and data collection
 - Strategic approaches to crime pattern intervention
 - Coordination of Federal, State, and Local resources
 - Strengthen the police participation in Ceasefire
- **Develop a City-wide Long-term strategy for reducing crime**
 - Inventory current resources within government and the community that can and do impact crime levels
 - Develop community input regarding the community role, policing strategies, and effective crime resistance strategies
 - Define the roles for police, other governmental agencies and the community
 - Provide for widespread community review of the strategies and tactics, roles and responsibilities, and associated accountabilities.
 - Following widespread community review, neighborhood by neighborhood, develop an implementation strategy and evaluation plan.

The Core Commitments

- **The Process**
 - Full transparency
 - Oversight and advice from city-wide panel
 - Broad input from the community
- **The Negotiated Settlement Agreement**
 - All strategies and tactics must embody and support the requirements of the NSA
- **The Oakland Requirements**
 - Strategies and tactics must reflect Oakland expectations and culture
 - Police department committed to treating all persons with respect and dignity, regardless of circumstances
 - Strong neighborhood-based policing structure with accountable leadership for each policing area
 - Strong moral voice from the community against crime and violence
 - Long term focus on prevention

The Primary Consultant Team

- **Robert Wasserman**
Principal, Strategic Policy Partnership, LLC; community policing and police practices advisor to police agencies and communities
- **Robert Stewart**
Use of Force expert US Department of Justice, former Executive Director, National Association of Black Law Enforcement Officials; Associate Monitor, Virgin' s Islands DOJ Consent Decree
- **William Bratton**
Former LA Chief of Police and NY Police Commissioner
- **Patrick Harnett**
Former Chief of Police, Hartford; author of report on Oakland Police, 2006
- **Edmund Hartnett**
Former Police Commissioner, Yonkers, NY
- **William Andrews**
Police procedure and practice advisor

Staffing and Action Areas

- **Develop a high-impact strategy to improve police response to crime**
 - Bratton, Harnett, Hartnett, Andrews
 - Performance management- CompStat strengthening
 - Investigative strengthening; clearance rates
 - Improved strategic actions to prevent crime
 - Better information, intelligence, and crime analysis
 - Stronger interfaces in support of Ceasefire
- **Develop a City-wide Long-term strategy for reducing crime**
 - Wasserman, Stewart, and staff
 - Broad community outreach for content
 - Development of a draft plan of strategy
 - Review of all elements by each neighborhood
 - Implementation plan that is sustainable

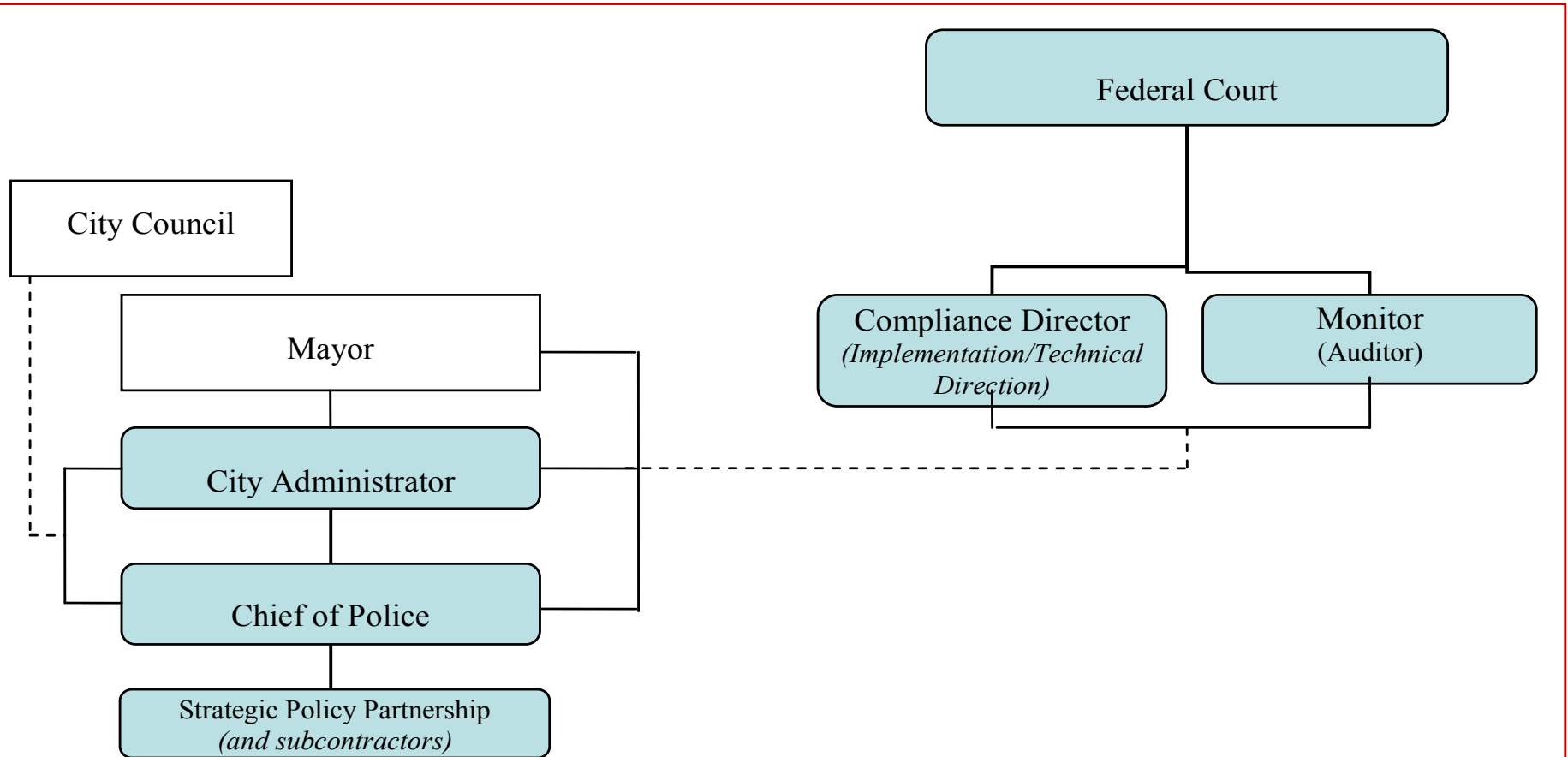
Time Line for Actions

- **Develop a high-impact strategy to improve police response to crime**
 - Assessment and review of current processes **Month 1**
 - CompStat review and improvements **Month 1**
 - Information and intelligence needs identified **Month 1**
 - Development of recommended improvements **Month 2**
 - Review of recommendations by Advisory/Oversight Panel **Month 2**
 - Implementation after adjustments **Month 3-5**
- **Develop a City-wide Long-term strategy for reducing crime**
 - Interviews and community forums and focus groups **Month 1-2**
 - Assessment of current capabilities in government of community organizations **Month 1-2**
 - Development of a draft plan of long-term strategy **Month 3-4**
 - Review of all plan elements by each neighborhood **Month 4-5**
 - Implementation plan that is sustainable **Month 5 -7**

NSA & Consultant Structure

- Compliance Director: direct OPD with achieving and sustaining compliance with NSA.
- Monitor: audit and monitoring progress with complying and sustaining compliance with NSA.
- Both report directly to the Federal Court.
- Wasserman Group makes recommendations to Chief.
- Chief's responsibility to implement recommendations.
- Chief to obtain approval, or consult, with Compliance Director before implementing changes related to the NSA.

Authority Structure



Note: Solid line, direct management reporting relationship. Dashed (- - -), non-direct reporting relationship.

The Outcomes

- Definitive near-term actions that will impact serious crime
- Robust implementation of those actions
- Detailed strategic plan for long-term engagement on crime reduction
- Robust implementation of that long-term plan
- Robust neighborhood involvement in these activities through the new neighborhood policing organizational structure

Vision for Policing Oakland

- Strong community collaboration and sharing of responsibility for effective crime reduction and safety throughout the city.
- An effective crime prevention strategy with robust implementation of the Ceasefire process, aiming at reducing violent crime by 10% from current levels over the next year.
- Strong performance management initiatives – including a problem-solving CompStat – to ensure employees are accountable for outcomes resulting from their activities, with active collaboration with the community.

Vision for Policing Oakland

- Stronger integration between police and other city agencies in providing services to reduce violent or destructive behavior.
- Developing a strong moral voice in every neighborhood from a community that truly shares responsibility for setting the standard for safety and security; where community members will not tolerate criminal and other behavior that damages neighborhoods quality of life.
- A strong commitment to assisting victims of crime, to lessen the impact of criminal events on their lives and well-being.

Vision for Policing Oakland

- High levels of satisfaction with police performance in meeting community needs, resulting in higher levels of police legitimacy in the community and increased confidence that the police are treating everyone with respect, regardless of the circumstances.
- Widespread acknowledgement in the community that “cops count” in maintaining Oakland as a great place to live and work.
- Achieve full compliance with the NSA.