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Multi-Year Strategic Plan 2010 — 2015

Revised December 1, 2009



“Commitment to Community”

**Oakland Housing Authority Police Department
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Executive Summary

This is the fourth revision of the strategic plan. Most of the information contained in the plan is exactly as originally created.

The Police Department is one of nine departments in the Oakland Housing Authority (OHA). Since the last revision of this plan the Authority has added one additional Department, the Department of Resident Initiatives. In addition, the agency organized into three offices, which are the Office of Property Operations, the Office of Program Administration, and the Executive Office. Currently, the Police Department resides in the Executive Office and reports to the agency's executive Director.

As a supplemental policing agency within the City of Oakland, the department builds upon the baseline services of the Oakland Police Department. The Department's dominant operating philosophy is best described as Community/Problem-Oriented Policing (C/POP). This philosophy is equally focused on problem solving and community building. The community-building component reaches beyond OHA residents and staff to include residents in the general city population, to merge public housing into the general community.

The department was managed under a unique contract with the Oakland Police Department. A command officer from the Oakland Police Department was assigned to the Oakland Housing Authority as the Chief of Police. This began in 1991, when David L. Krauss was selected Chief of Police. On December 1, 2002, the Oakland Housing Authority ended this contract with the City of Oakland and hired a command officer from within the organization to serve as Chief of Police.

The strategic plan was first developed in 1998 by Chief Michael Holland, and was developed with the full intent of preparing the department for executing its obligations in the 21st century, building a unique model of policing for public housing, and creating greater levels of excellence in department operations and effectiveness. Our vision, mission, principles, and values are the guiding forces in the development of this plan and our daily operations. Our motto, "Commitment to Community," expresses our commitment to the residents and staff of the Oakland Housing Authority.



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Acknowledgments

This strategic plan is the result of hard work by staff in the Police Department. The sacrifices and diligence of these hard working professionals has resulted in a plan that will enable the department to demonstrate our “Commitment to Community” throughout the 21st century.

We must also acknowledge the comprehensive, continued support of the California Police Accreditation Coalition (CALPAC). The work completed by CALPAC has assisted the department in ensuring that all national standards are maintained. This in turn breeds a more efficient department. Furthermore, their advice and technical support have been invaluable in our CALEA (Commission on Accreditation for Law Enforcement Agencies) assessment, accreditation, and reaccreditation process.

It takes a team effort to accomplish our goals and objectives. Without the dedication and hard work from all Authority employees, this plan would not be possible. We would like to give special thanks to the following for their support:

Jon Gresley, Executive Director
Authority Deputy Executive Directors
All Department Directors
Board of Commissioners
The Oakland Police Department
Alameda County Sheriff’s Department
Community at Large,
and all Authority Employees

The Oakland Housing Authority Police Department employees would also like to thank our residents for their partnership and continued support.



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Vision

Police Department Vision

The vision of this department is to be a premier police department for the Oakland Housing Authority, its residents and staff; a department that proudly executes the highest ethical and professional standards in performing our duties, continuously improving upon the safety and security conditions for residents and staff, and protecting the fixed assets owned by the Authority; creating a safe, nurturing environment where children can develop their talents and abilities for the betterment of themselves and their community, an environment free from destructive influences of drugs, violence and hopelessness; using creativity, technology and training to execute our business as a progressive community-oriented police department, a department that continuously promotes trust, relationships, cooperation and partnership with the community we serve.

Mission

Oakland Housing Authority Mission

The Mission of the Oakland Housing Authority is to assure the availability of quality housing for low-income persons, to promote the civic involvement and economic self-sufficiency of residents, and to further the expansion of affordable housing within Oakland.



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Key Principles

Honor

Nobility of Mind
Serve with Distinction

Integrity

A steadfast commitment to our ethical standards, our profession, our agency, and the community we serve

Service

A commitment to provide assistance for the public and to the Authority

Organizational Values

1. Excellence in everything we do
2. An environment of teamwork and trust
3. Appreciating the value of each employee
4. A commitment to Authority residents and staff -- a service mentality
5. Executing details well
6. Integrity in the conduct of our business
7. A partnership with the community at large for the execution of our goals

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Strategic Planning Process

The Strategic Plan serves two purposes.

- ◆ First is to provide logical, sequential growth that predicts and plans for the department's current and future needs.
- ◆ Second is to allow prudent financial planning based on a prioritization of needs and a responsible stewardship of public funds. An annual set of goals and objectives are developed each year using the Multi-Year Plan as the template. Annual budget preparations are also guided by the Multi-Year Plan.

The Multi-Year Plan is dynamic and is reassessed each year to address changing needs and available fiscal resources.



The strategic planning model focused first on the component of the Oakland Housing Authority Mission Statement. How the department fits into this mission was discussed and clearly defined. This activity alone, however, was not going to provide the guidance necessary for the department to continue as a leader in the public housing policing industry.

The next step was establishing a broad and exceptionally challenging vision that the entire staff could develop, adopt, and support. Employees in the department developed the

vision, which reflects the desires and foresight of management, supervisors, and staff. It was completed in November 1997 and revised in 2001, and will remain a powerful delineation of the possibilities for the department and the communities we serve.

The department's six existing values were reviewed by a planning committee to assure that they were congruent with the concepts and direction articulated in both the mission and the vision. This process resulted in the creation of a seventh value.

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Strategic Planning Process

Next, key principles were established. These principles were developed by the Chief to provide a simple guide for every employee in everyday operations. The three key principles were developed and defined in such a way as to support the mission, vision, and values. These key principles and organizational values were revised in 2001.

Over the past few years, a Strategic Planning Committee was convened to create new goals and objectives and to re-evaluate current strategies and goals. At times, our progress on those goals was assessed. As expected, we achieved several of our first-year goals. Others were modified or dropped; several new ones were added and prioritized. Some were not reached.

On October 28, 2009, sixteen (16) of the departments 33 employees met to development the goals and objectives for the department for the next few years. In the prior plans the department's focus was limited mainly to technology, equipment, and training. The 2010—2015 plan will focus on technology, communications, crime prevention, training, operations, facilities, policy, and equipment. At the conclusion of the planning session 127 potential items were selected to be incorporated into the plan.



In addition, prior to the development of the new goals and objectives the group discussed and evaluated progress made toward the goals and objectives outlined in the prior plan. The discussion revealed that the department met or exceeded the majority of goals listed in the prior Multi-Year Plan.



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Strategic Goals and Objectives Primary Areas of Interest

Five primary areas of interest have been identified by the Oakland Housing Authority Police Department for the agency. They are:

1. Department growth and organization
2. Crime prevention and reduction
3. Employee enrichment and professionalism
4. Training and technology
5. Capital improvement projects
6. Accreditation

1. Department Growth and Organization:

Establish a comprehensive staffing strategy that responds effectively to business opportunities pertaining to service population growth and increasing demand for community services and that supports targeted service levels. What must occur is:

- Determine required police, civilian, and Dispatch Operations Center staffing ratios to support calls for service, strategic initiatives, and divisional goals and objectives.
- Align the department's organizational structure to facilitate goal achievement.
- Recruit and retain qualified, experienced, and service-oriented personnel.
- Plan for officer retirements and turnover.
- Determine functions currently handled by sworn officers that can be handled by civilian personnel.

2. Crime Prevention and Reduction:

The Department shall utilize a community-based, problem-oriented policing philosophy to achieve the highest level of quality service and citizen satisfaction while reducing overall crime trends. What must occur is:

- Prioritize, develop, and implement powerful crime prevention and reduction strategies through proactive problem-oriented policing and community partnerships.
- Develop and implement strategies to reduce the Authority's vulnerability to disasters and enhance its ability to respond.
- Continue to develop relationships with the community to engage in joint problem-solving activities.
- Provide necessary support to crime victims through the establishment of a victim advocacy program.
- Reduce gang and drug-related violence through the use of specialized policing resources.



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Strategic Goals and Objectives Primary Areas of Interest

3. Employee Enrichment and Professionalism:

The department shall maintain an organizational environment that fosters the capabilities of each employee and enhances professionalism and community trust. What must occur is:

- Enhance employee performance, supervision, leadership, and management capabilities through training and accountability.
- Foster an environment that encourages and recognizes individuals who accept responsibility, show initiative, and pursue personal and professional growth.
- Train all members in ethics.

4. Training and Technology:

The Department shall provide employees with the knowledge, skills, and equipment required to enhance service to the community while ensuring officer safety. What must occur is:

- Empower employees with the knowledge, skills, and abilities necessary to provide better service by enhancing opportunities for training and personal development.
- Continue Department-wide training in the Incident Command System (ICS) and the National Incident Management System (NIMS).
- Enhance analysis capabilities in crime analysis, population tracking, calls for service, personnel tracking, and records management.
- Utilize technology to improve the Department's efficiency and effectiveness.

5. Capital Improvements:

As the agency continues to change, certain improvements are necessary in order to maintain the department's functions. Three capital improvement projects have been identified as essential to the continued and efficient operation of the Police Department.

- Continue Service Center building improvement project.
- Continue incorporating our recently upgraded CAD/RMS functions into our daily working activities.
- Continue to evaluate our fleet capabilities.



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Strategic Goals and Objectives Primary Areas of Interest

6. Accreditation

The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) conducted an initial assessment in January 1999, and re-assessments in December 2001, 2004 and 2007. Our next onsite accreditation is scheduled for December 2011. At the Commission Conference in March 2008, the Oakland Housing Authority Police Department was awarded "FLAGSHIP" status for our achievements through the accreditation process.

Achieving and maintaining accredited status must continue to be the goal of each employee. The Department has benefited from accreditation through a proven management system of written directives, enhanced training ideals, clearly defined lines of authority, and the development of routine reports and analysis that will be utilized by the Command Staff to further direct this agency into the future.

Accreditation also controls liability for the Department through its use of up-to-date policies, community advocacy, and involvement and routine reporting and analysis, which will help to identify trends and potential obstacles that might challenge the Department.



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OPERATIONAL STRENGTHS, WEAKNESSES & OPPORTUNITIES

Departmental Strengths

Community Policing Philosophy – The inception of applying community policing as the dominate operating philosophy rather than a program has progressed as expected. We are continuing in this direction and expect to see this philosophy grow.

Accreditation Process – This process has proven to be very successful in identifying our strengths and weaknesses Department-wide. As a benchmark system for comparison with other agencies, we have been able to find areas to improve and expect to continue finding other areas for future development through the use of these tools.

Specialized Areas – The Department continues to provide services that are specific in nature and encompass well-trained specialized services and employees. These services are unique to our service population as well based on the fact that we remember that the agency is in the housing business, not the policing business. These services have responded well in many situations, including cooperative efforts with other city, county, state, and federal entities.

Weaknesses

Staffing Levels – This is a complex issue with numerous points, each of which must be reviewed entirely to completely understand the challenges. First, a lag-time of approximately six months to one year remains before we are able to deploy a minimally-trained officer to replace an officer who has left the agency or to place an officer on the streets.

Our challenge will be to find alternative ways of providing services without lessening the quality of service. One of the methods to resolving this issue is to continue to add reserve police officer positions within the department. Because reserve officers have the same hiring requirements as full-time officers the Department may be able to ultimately use this pool as its main source for replenishing full time FTE's. This could cause the lag time to reduce from six months to one year, to 18 to 20 weeks.

Opportunities

Juvenile Programs- Support for various programs that have been successful has been the key to their continuation. Juvenile programs have flourished under the direction of crime prevention officers. Juvenile programs, which were non-existent just a few years ago, are now bulging very important to the health of communities, as well as to be able to ensure that children are



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OPERATIONAL STRENGTHS, WEAKNESSES & OPPORTUNITIES

provided every opportunity to succeed. Our Crime Prevention officers have been tasked with starting a CADET and an EMPLOYER program to target children between the ages of 14 to 20.

Explorers and Cadets will be able to observe how a police department operates, learn why it functions in a particular manner and be able to participate in activities which allow them to have hands-on experience with police officers in their roles within the community.

They will be required to attend one monthly meeting and other details as they arise. The meetings will cover topics and training that will assist them in pursuing a career in Law Enforcement. The training received includes but is not limited to Traffic Control, Report Writing, , Basic Patrol Procedures, Defensive Tactics and many other Law Enforcement related topics.

Community service will be the main function of the program, and will primarily involve Authority residents.

Contracting of Services — A potential way to grow the Department's size, as well as to ensure that crime is reduced on Authority-owned and controlled properties is to examine establishing contacts with our housing partners to take over policing responsibilities at various properties.



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Prior Plan Review

The following are a few of the goals and objectives from the prior plan, as well as whether or not the its core objective was obtained.

- Implement Tasers, all sworn staff has been issued a taser, objective met.
- Obtain Air (sim-munitions) and implement training, objective Met.
- Implement a Patrol Rife Program, 6 rifles have been deployed, objective met.
- Covert Surveillance Vehicle, objective not met.
- New Duty Weapons, Upgraded the Glock pistols, objective met.
- New Gun Safe, objective met.
- Laptops for Aides, objective met.
- New building for Police, objective modified. Build-out in current facility was substantial enough to warrant staff wishing to remove this as a goal.
- Report writing station for officers, objective met.
- Computer cloning equipment, objective not met, will be continued in the this plan.
- Drivers license reader for patrol, objective not met.
- ALACO Narcotics Task Force participation, Officer was assigned in February 2006 on five year commitment. He was set to transfer back in February 2011. Objective met.
- Educational Incentives, objective not met, will be continued in the this plan.
- Petty cash fund for investigations unit, objective met.
- New portable radio's, objective met. All radio's have been replaced.
- Safety PERS, objective met effective October 26, 2009.
- Building Custodian, objective met.
- Flex schedule for non-sworn staff, objective met.
- Training facility, objective met, effective 9-30-2008.



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Prior Plan Review

The following are a few of the goals and objectives from the prior plan, as well as whether or not the its core objective was obtained.

- Mobile Audio and Video Equipment for Vehicles, objective met.
- Redman Training Suits, objective met.
- Civilian Accreditation Manager, Objective removed.
- Police Explorer Program, objective not met, will be continued in the this plan.
- Shotguns, they are currently used now for bean bags (less lethal). With the incorporation of patrol rifles it was the opinion of the group to remove this item.
- Tactical Lights, objective met.
- Taser Instructors School, objective met.
- OC for Aides, objective met in 2004.
- Entry, Building, Clearing Search Training, objective met and is continuing.
- Crystal Report Training, set for February 2009.
- Computer Seizure Training, objective met.
- Krav-Maga Training, objective met.
- CPTED Training, objective met.
- Admin,. Assistant cross training. This became unnecessary when one Admin was reclassified.
- Use of Force Cross Training, continuing into the next plan.
- Civilian Accreditation Manager, objective not met, will be continued in the this plan.
- Reserve Officer Coordinator Training, objective met.
- Bullet Proof Vest Reimbursement Plan, objective met, budgeted each year.

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Current Assessment

Recruiting and Retention

Over the past fifteen (15) years, the department's staffing level has changed constantly. The elimination of the PHDEP grant has caused the department to operate in an unbalanced manner. In addition, reduced HUD funds have continued to influence the department's ability to fill vacancies as they occur. From 2001 to April 2004, the department was not able to hire any personnel. As a result of comprehensive workload assessments, which provided key insight to the agency's Executive Director in 2004, three new full-time officers were hired, along with the implementation of a reserve officer program.

The past report showed the department was operating at 69% of authorized sworn staffing. One of the largest reasons was based upon the Police Department placement in the retirement system. They were not afforded safety retirement. After actuarial studies and budget discussions sworn staff was placed into safety retirement which is comparable with other law enforcement agencies. Currently the department is operating at 100% capacity in relations to sworn full time equivalent (FTE's). The department's sworn staffing is as follows:

Number of Positions	Actual	Position	Position Status
1	1	Chief of Police	Filled
1	1	Lieutenant Of Police	Filled
3	3	Sergeants	Filled
0	0	Corporals	Eliminated
16	16	Police Officers	Filled
21	21		

The Department is also staffed for ten (10) reserve police officers. Currently, there are five in the Department, with plans to hire an additional five by March 2010. The addition of the Police Reserve Unit has enhanced our ability to successfully recruit, from a continuous hiring pool of applicants. Ultimately, because the Reserve Officers must pass the same hiring criteria as full-time officers and must have the same initial hiring qualifications as full-time officers, the reserve unit should become our main source of hiring for full-time police officers.

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Since 2004, the Department has hired thirteen (13) members as reserve police officers, and has offered full-time paid positions to six (6) of the thirteen (13).

Our new recruiting strategy will be to continue to cultivate the reserve unit as the main source of hire of full-time officers.

The department's non-sworn staffing level is as follows.

Number of Positions	Actual	Position	Position Status
1	1	Administrative Assistant	Filled
1	1	Collections Officer	Filled
1	1	Clerical Service Supervisor	Filled
1	1	Dispatchers	Filled
6	4	PSA	(2 Vacant)
10	8		

There are currently two Police Service (PSA) Aide vacancies. PSA's are field personnel who issue parking citations and also provide dispatching responsibilities. These are the only two vacancies with the non-sworn ranks. Recruitments are currently under way to have a person in place by January 2010. On October 2008, a salary study was conducted on this position and a 30% salary increase was authorized. This increase has provided a competitive salary and will assist in the future recruitment, and current retention of staff.

Technology

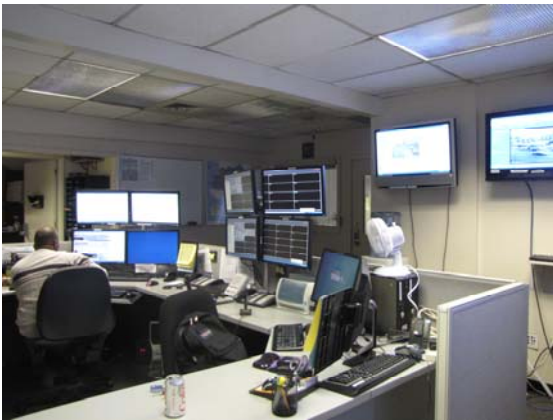
In 1999, the department entered into a contract with Indico Corporation to provide us with a Computer Aided Dispatching (CAD) and Records Management (RMS) system. This system was installed March 2000. Several upgrades have occurred, as well as the upgrading of hardware to ensure that the system operates at its fullest capacity.

The system has continued to allow the department to operate wirelessly. Officers in the field have access to complete call information via their laptops, as well as the ability to update call

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information. In addition, they have full access to RMS, as well as a paperless reporting system. The paperless reporting system has reduced the volume of work dispatchers had by 30%. They no longer have to place information in the RMS system, since officers do this routinely from the field.

Other systems obtained through our relationship with the Alameda County Sheriff's Department are:



- CAL- PHOTO

A system in which authorized staff can view the photograph of anyone who has obtained a drivers license or California ID in the state of California. The RMS system has allowed dispatch to immediate attach photo to live calls for service in order for officer to identify persons in the field within seconds.

- LEADS

This system allows officers to check the status of persons on parole, by address, general location or by a person's name.

- CABS

This system allows staff to view the status of persons in-custody.

- CRIMS

This is a data sharing system for law enforcement agencies in Alameda County. The county has created a system to link RMS data to be viewed by any County Agency . This system has allowed staff to query the databases of other agencies and obtain critical information without contacting them.

These systems are in addition to the California Law Enforcement Telecommunications System which provides the basic law enforcement data which include DMV information, warrants, stolen vehicle data, rap sheets, and other pertinent information.

The general assessment of the departments technology needs are very positive, and the needs for additional technology is not paramount as compared to prior years.



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The department has just completed its twelfth revision of the paperless Policy and Procedures Manual. All General Orders, Rules and Regulations, Training Bulletins, Special Orders, and the Authority's Employee Manual have been placed on a CD-Rom format to be used with an Internet Explorer Application. In addition to the listed policy and procedures, the CD-Rom also currently includes:

- Unusual Occurrence Manual
- Emergency Response Guidebook
- Emergency Operations Manual
- California Emergency Plan
- California Terrorism Response Plan
- The Authority's Mission Statement, Organizational Values, and Departmental Key Principles
- Authority Administrative Bulletins
- All Police Department job descriptions
- Salary schedule
- Annual reports
- Forms and publications, and
- Law Enforcement Code of Ethics

The cost of copying one manual is approximately \$100, compared to a \$0.10 CD-Rom. This will save the Authority a significant amount of money and allow officers to be more efficient in the field.

Facilities & Equipment

The department is still housed in the same building as the Housing Authority Office of Property Operations and Contract Compliance and General Services Section (warehousing & purchasing). In 1999, the Communications Center was moved to a larger office that was previously occupied by patrol. Due to the department's increasing technology that office was again expanded in 2007 to accommodate two 46 inch, and three 32 inch flat screen monitors. These monitors capture surveillance activity, Global Positioning on Police vehicle, and local and national news.

A recent assessment was conducted of the Communications Center which revealed that the space was still under sized for the operation. A new expansion is being planned for early 2010 which should provide a few hundred additional square feet of space.

The men's locker room for the officers was inadequate. It was not totally self-contained nor secure from access by other departments' staff members. In addition, the women's locker room was also inadequate.

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In June 2009, space in the Facility was secured, and a new women's and men's locker room was built. In addition, new state of the art lockers were purchased.

Other space issues covered in the old plan included the lack of office area for supervisors, the need for a report writing station for officers, and the Fraud Investigations Unit, and Section 8 officer's office was at a different office location. The Authority consolidated the Development Department with the Capital Improvements Division (CID) of the Oakland Housing Authority. This meant the departure of the CID to a new facility leaving the space they once held for the Police Department. What made it even more attractive is the fact that this space is located in the same facility as the Police Department. Currently the space holds the police command staff, investigations, two report writing stations, and the Crime Prevention Unit.



Training, is a essential component of law enforcement. Its functions require a level of physical fitness not demanded by many other occupations. The Oakland Housing Authority recognizes that a standard of fitness combined with a regiment of training ensures the highest level of performance with a minimum amount of liability. OHA opened its first training room in 2001 at a scattered site located at 1236 E. 17th Street, which was later moved to Tassafioranga in 2003. In 2006 it was moved to a new facility at the West District Office. In July 2008 a new 1300 square foot building was brought in on-site, which has allowed the department to train staff more frequently and has allowed staff to exercise each day.



Storage is still insufficient and not completely secure. Radios and weapons are kept in the lineup room with the department's ammunition. This continues to be a problem that may not be resolved over the next few years. The department will continue to attempt to work with the Development Department to solve this issue.

At the September 28, 2009 Strategic Planning session prior goals were discussed. The question was posed to the committee as to whether or not our current issues with lack of space was of issue. The entire group state it should be removed as a goal in the up-coming plan.

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Anticipated Personnel Level and Population Trends

The 2000 U.S. Census ranked Oakland as the eighth largest city in California with a population of 399,484. Oakland's diverse, well-educated population is attractive to both retailers in search of customers with disposable income and businesses in search of skilled workers. The California Department of Finance estimates Oakland's population as of January 1, 2008, at 420,183.

To put Oakland's population in perspective, the city has a larger population than Minneapolis, MN; Miami, FL; St. Louis, MO; Pittsburgh, PA; Cincinnati, OH; Newark, NJ; and Louisville, KY. Oakland's

Projected Population

	Oakland	Alameda County
2000	399,484	1,443,741
2005	415,700	1,573,200
2010	423,200	1,615,900
2015	431,500	1,641,700
2020	440,000	1,671,700

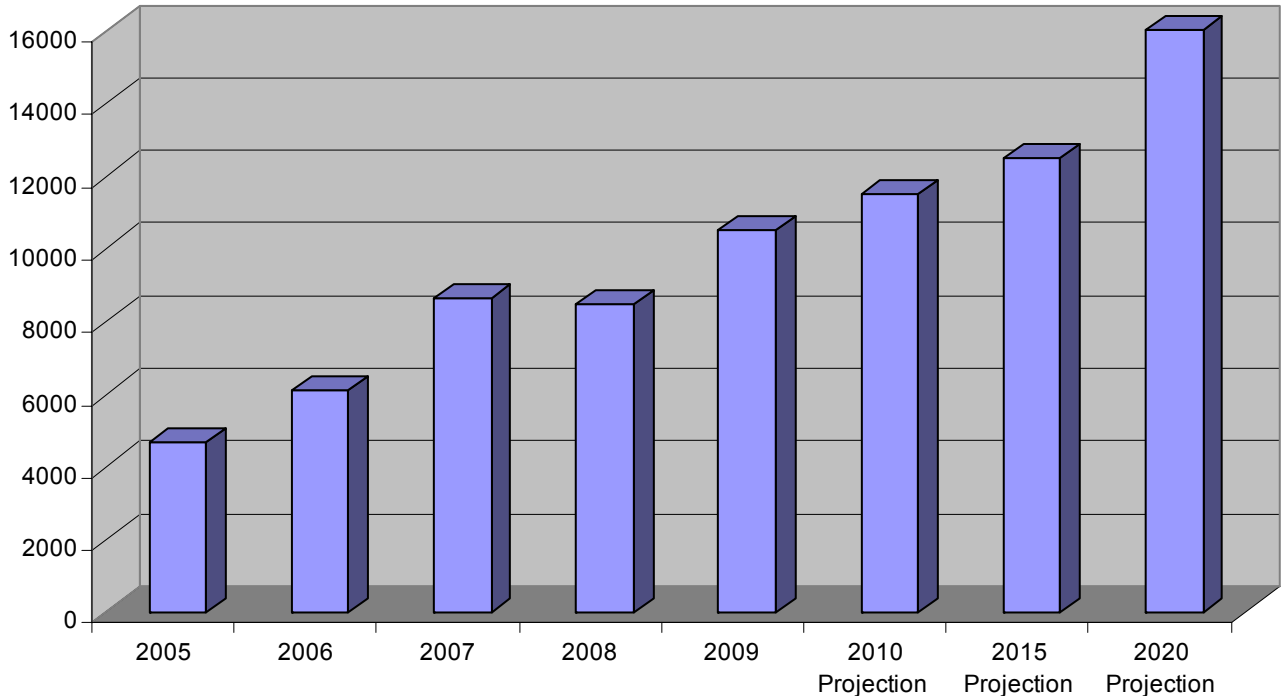
The City of Oakland is expecting 3% to 4% growth over the next ten years. External factors that often cause deviation from projections include: the state of the local and national economy, budget shortfalls for the United States Department of Housing and Urban Development, changes in Section-8 funding, the conversion of public housing into mixed HOPE-6 housing, reductions and decreases in capital fund money, re-development on other non-OHA sites, as well as the ability of the City of Oakland to maintain adequate policing.

Projections were based on U.S. Census Population Figures . Calls for service are not the only workload indicator; they do, however, provide a benchmark for assessing the performance of the department. Other workload indicators include incident reports, and external crime data. All of these indicators should be weighed in order to reach valid conclusions and develop courses of action. Changes in enforcement policy may also produce significant changes in productivity.

Calls for service (CFS) are the total number of calls that are either dispatched or initiated by an officer. For the calendar year through October 2009 the Police Department generated 8479 service numbers that are a combination of service related work and pro-active police work. The total 2009 projection for service numbers is 10,000+ incidents.

The current projected workload represents a 53% increase in activity from 2005, 38% from 2006, 13% from 2007, and 15% from 2008. The steady increase in activity could result in the totals for 2010 exceeding 11,000 incidents. (See chart on next page).

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CURRENT DEPLOYMENT ISSUES

Over the past two years crime has been rising in the City of Oakland, specifically on and about Authority-owned property. In addition, due to this increase in crime our HOPE IV partners, such as John Stewart Company have requested OHAPD to begin looking at the possibility of also policing their properties. Based on our current staffing levels, we cannot do this without adding additional officers in the Department. In addition, based on current staffing level of the Department, it does not appear likely that the Department will be able to focus immediate attention on any part of the city without allowing crime to flourish in other areas. The following is a snapshot of current crime related issues:

Campbell Village – This development has routinely been a problem for OHA and OPD based upon its proximity within a neighborhood that is blighted, and full of illegal activity. The major problems in this area, including on our property are drug sales, drug possession, and violent crimes such as recent homicides. OPD nor OHA has control of this area.

Peralta Village – This area is not blighted, and is situated at a location where other properties have been improved. However, Peralta contains 390 units and there exist several residences in the Development where illegal drug sales are occurring. In addition, there has been other violence at the Development, including firearms related issues.



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Across Union Street is the Acorn Development which is unsecure as it relates to security, and has a consistent level of crime. Across 8th Street is our HOPE IV property Mandela Gateway that is currently being impacted by several burglaries, gang related activity, robberies, and violence. Active drug dealing is occurring on Mandela Blvd, from 10th Street to 8th Street. Response to the site is reactive from OHAPD, very little pro-active policing occurs.

Lockwood – This large development is consistent with Peralta. Drug dealing, homicides, and violence are consistent in the 1300 to 1400 block of 65th Ave. Parolees and unauthorized probationers are residing in several residences in the development and are establishing narcotic distribution points. OHAPD has done several operations in the area for narcotic enforcement and has made several arrests. However, with limited staffing we are unable to remain in the area. Response to the site is reactive from OHAPD, very little pro-active policing occurs.

Supervision of Officers – Currently, the Department is only authorized 3 sergeants to supervise field operations. Because there are only three sergeants two shifts must go unfilled, or the Chief or Lieutenant must cover the supervisory role for those days. With the quantity of administrative duties, the oversight of investigations, communications and records, this is very burdensome and unfair to field officers who need daily direction and advice from experienced supervisors. A fourth sergeant needs to be added to the Department.

Crime Prevention/ Site intervention Officers – Currently the two officers assigned to crime prevention/ site intervention can only spend 50% of their time void of calls for service, or acting as a secondary officer for patrol staff. In order for them to be effective they must be able to perform their functions free from daily patrol activities. Their intelligence gathering and other field related work should support patrol and not supplement it.

WHAT IS NEEDED TO ENSURE EFFECTIVENESS

Lockwood/ Peralta /Campbell Village – These sites are too large not to have any level of dedicated staff. One officer per development should be added, one of which should be a crime prevention officer. These officers should be deployed Monday – Saturday, 12:00 p.m. to 10:00 pm. These hours will cover the times when activity is the highest. Patrol officers will supplement their efforts for surveillance operations and other enforcement activities. Through community policing efforts they will establish partnerships with residents and work together to resolve issues. In addition, this will assist in freeing the time of our Crime Prevention Officer for proactive community policing. Recommendation – Add three additional police officers to the Department.

Supervision – The conduct and performance of staff is of great importance to Authority. Their role is a paradoxical role -- responsive to both the management of the department and to those under their immediate supervision. It is the sergeant who defines service delivery more accurately, consistently and personally than any other member of the department. They are the ones who transmit the values, standards and culture of the department to those under their supervision. As well as the ones who have the most immediate and personal contact with residents, co-workers, outside agencies, and the community at large.

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They are the ones who, based on job knowledge and experience, direct the daily work of subordinates.

The work of sergeants, much like that of a symphony conductor, can either enhance or weaken the perception of our subordinates, co-workers, the community we serve, and finally our organizations professionalism. We cannot afford not to have them in the field at all times, Recommendation – Add a forth Sergeant to the Department.

Recommended Sworn Staffing Level

Number of Positions	Actual	Proposed Staffing	Sworn Positions	Current Position Status	Proposed Position Status
1	1	1	Chief of Police	Filled	Filled
1	1	1	Lieutenant of Police	Filled	Filled
3	3	4	Sergeants	Filled	1 Vacant
16	16	19	Police Officers	Filled	3 Vacant
21	21	25			4 Total Vacant

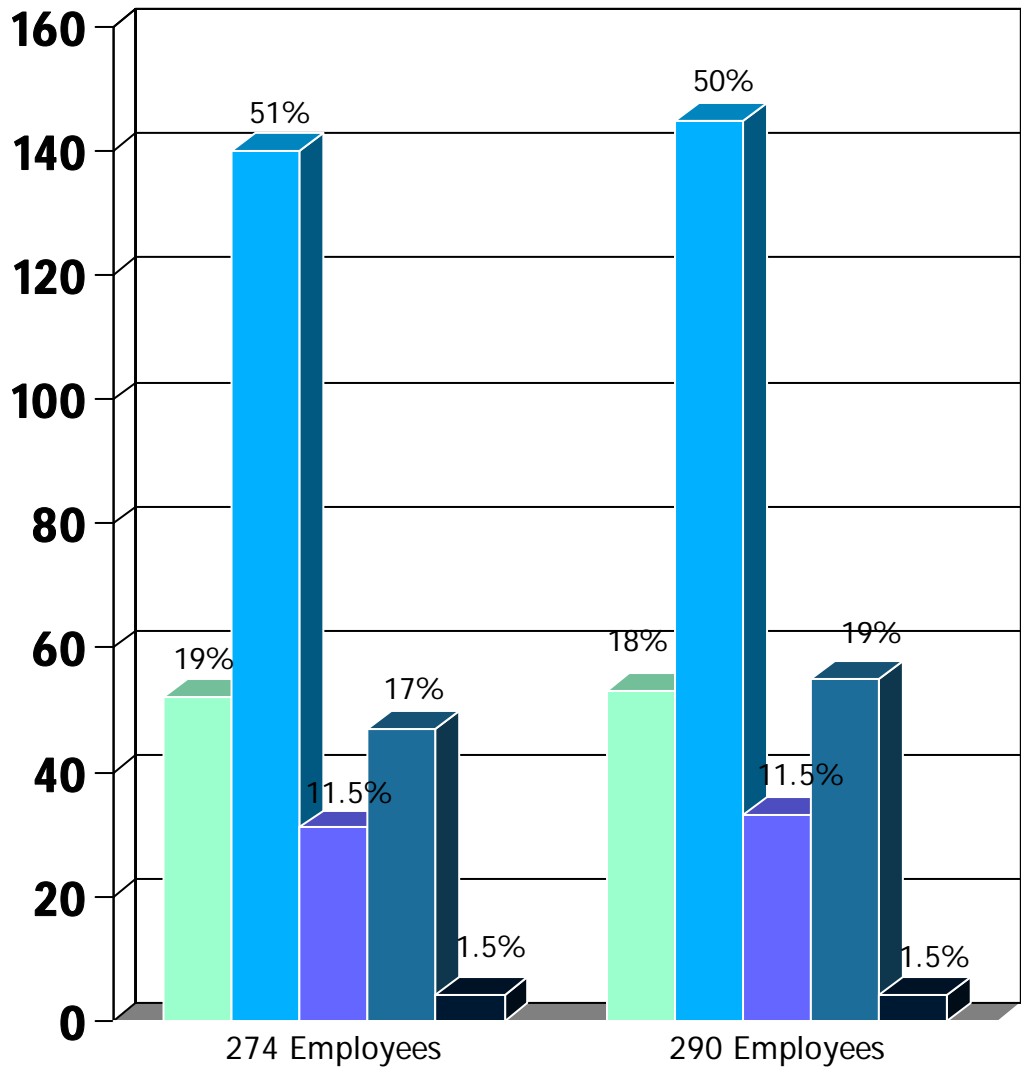
The Oakland Housing Authority was established on April 28, 1938 to provide low-income residents of the City of Oakland with access to low-cost housing. Currently, the Authority provides 3,308 public housing units on 268 sites, 1,386 units at large developments, 1,615 units at scattered sites, and 307 units in mixed-finance partnerships, and 11,142 Section 8 leased housing units (rental assistance to private owners).

Conventional housing is owned by the Authority, while Section-8 is not and is dependent upon authorization from the U.S. Department of Housing and Urban Development (HUD) to hold this number of vouchers. Recently, the Oakland Housing Authority department that administers Section-8 was told by HUD to reduce the number of vouchers in the program to 10,000. Since the majority of revenue we receive is generated from the rent we collect in the Conventional Housing Program and the management fees obtained from the Section-8 program, any reduction in fees would affect the Police Department's ability to project future funds.

The Oakland Housing Authority provides housing to families who live in units from studios up to five-bedrooms. The majority of units are three bedrooms. On average our service population is 43,353.

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Employment Demographics



White	52	53
Black	140	145
Hispanic	31	33
Asian or Pacific Islander	47	55
American Indian or Alaskan Native	4	4

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2010—2015 Strategic Planning Core Objectives

On October 28, 2009, sixteen (16) of the departments 33 employees met to develop the goals and objectives for the department for the next few years. In the prior plans the department's focus was limited mainly to technology, equipment, and training. The 2010—2015 plan will focus on technology, communications, crime prevention, training, operations, facilities, policy, and equipment. The following core objectives were developed.:

CRIME PREVENTION / COMMUNITY RELATIONS			
Goals	Tasks	Personnel Assigned	Due Date
Maintain national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).	Conduct policy review and update General Orders. Ensure proofs of compliance are maintained. Conduct mock assessment prior to on-site	Lieutenant James Williams	December 2010
Hire Intelligence Analyst - Team Based Patrol	Civilian to assist Crime Prevention Officers	Chief Duplessis	FY 2011 - 2012
Operations ID	Assist Residents in recording and marking their property in case of theft.	Crime Prevention Officers	FY 2010-2011
Enhanced Patrol (Lockwood)	Crime Prevention Operations	Command Staff	On-going
Expand Resident Survey	Conduct expanded survey of resident concerns and opinions. Design a more comprehensive survey with quantitative results.	Crime Prevention Officers	August 2011
Conduct CP Training for Residents	Health Realization – Self empowerment	Crime Prevention Officers	On-going
Purchase New McGruff Suit	Events such as National night-out	Crime Prevention Officers	On-going
Community Meetings	Increase meeting attendance by 15% over 2010 - 2015.	Crime Prevention Officers	On-Going
DARE Training/ Program	Create program	Crime Prevention Officers	On-Going
Conduct Domestic Violence Training	Create or locate training for all personnel	Sergeant Coats	By, December 2011
Implement Restorative Justice Program	Juvenile Program	Crime Prevention Officers	By, December 2012
Continue Police Athletic League (PAL) activities which include camping trips and other outings with youth.	Camping trips and other youth related activities.	Crime Prevention Officers	Each year of plan

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TRAINING			
Goals	Tasks	Personnel Assigned	Due Date
Earthquake Preparedness	Unusual Occurrence Training	Sergeant Coats	December 2011
Bankruptcy Filing Training	Fraud Unit	Sergeant Coats	June 2011
Grant Writing	Internal control over grant submission	Sergeant Coats	December 2012
EVOC Update Training Update	Emergency Driving	Sergeant Coats	December 2011
Child Endangerment Recognition	Training and policy	Sergeant Coats	December 2011
Purchase Rifle (SIM) kit	Create lesson Plans	Firearm Instructors	June 2011
Tactical Dispatching	Training and policy	Jackie Mesterhazy	September 2010
Advance Crime Prevention	Cultural Diversity Emphasis	Crime Prevention Officers	By December 2012
UOF Science Research Center	Officer Certification	Sergeant Coats	December 2011
Instructor Development	All Departmental Training Instructors	Sergeant Coats	December 2013
UOF Training	Increase situational training	Sergeant Coats	December 2010
Cross Train UOF Instructors	Training Development	Sergeant Coats	December 2015
Mobile Command Center	Train 100% staff on how to use the Command Center and its operations.	Sergeant Coats	June 30, 2011
Bicycle Officers	65% of sworn	Sergeant Coats	June 30, 2011
CALEA Training	Pre-conference Training	Lt. Williams	September 2010
Dealing with Difficult Customers	Customer Service	Sergeant Coats	December 2011
Advanced Officer School	Link with OPD or ALACO	Sergeant Coats	June 30, 2011
OPERATIONS			
Goals	Tasks	Personnel Assigned	Due Date
Team Concept Patrol	Redeployment Activity/ Review schedule	Command Staff	Discuss by June 30, 2010
Canine Officer	New canine – Drug only	Sergeant Farris	June 30, 2011

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Add Civilian Investigator	Fraud Unit	Chief Duplessis	July 2012
Parking Permit Conversion	PSR	Jackie Mesterhazy	July 2011
PSA Assignment to Team	Redeployment Activity	Command Staff	Discuss by June 30, 2010
Patrol Operation/ Plans	Propose new strategy	Command Staff	Discuss by June 30, 2010
PSA Usage - Reports	Look at job description	Command Staff	Discuss by June 30, 2010
Outside Policing Contracts	HOPEIV and other sites	Chief Duplessis	July 2012
Citation Appeals Process	Revise practice	Sergeant Jacobs	June 2011
FACILITIES			
Goals			
Tasks			
Personnel assigned			
Due Date			
Multi-Media Training Room	Improve line-up	Lt. Williams	By, December 2012
Service Center Security	Card Readers and camera's	Chief Duplessis	June 30, 2013
Rear auto gate	Vehicle Security	Chief Duplessis	June 30, 2011
Interview Room	Fraud Unit – Hearings	Chief Duplessis	June 30, 2011
Records Storage Room	Background Files, etc.	Sergeant Farris	June 2010
Professional Building look	Outside painting and signage	Chief Duplessis	December 2013
Mark Police Car Parking	Paint lines	Command Staff	Discuss by June 30, 2010
Women's Restroom and shower	Upgrade	Chief Duplessis	December 2010
Expand Communications	Upgrade	Chief Duplessis	June 30, 2011
Radio PA in Locker-rooms	Communications	Jackie Mesterhazy	June 2010
Better Use of equipment Room	Include Storage Room	Kenneth Nielsen	June 2010
POLICY			
Goals			
Tasks			
Personnel Assigned			
Due Date			
Critical Incident Stress Management	New GO	Sergeant Coats	December 2011
Peer Counseling	New GO	Sergeant Coats	December 2011
Pay Incentives	Personnel Policy	Chief Duplessis	Discuss with HR by December 2010

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CAC Policy	New GO Customer Assistance Center	Melanie Gilbert	July 2010
Citation Appeal	New GO	Sergeant Jacobs	July 2010
Crime Prevention	Crime Prevention Officers A-26	By, December 2011	Crime Prevention Officers
Mediation Policy	New GO	Crime Prevention Officers	By, December 2011
K-5 Patrol Rifle	GO Update	Crime Prevention Officers	By, December 2011
Uniforms and Equipment	GO Update C-1 & C-1.3	Lt. Williams	March 2010
Off Duty Weapon	Discussion	Command Staff & Firearm Instructors	June 2013
Personnel Files Policy	Update GO M-9	Command Staff	June 2010
Personnel Web-Site Policy	New GO	Command Staff	June 2010
GO on-line update	PowerDMS	Sergeant Coats	June 2012
EQUIPMENT			
Goals			
Tasks		Personnel Assigned	
Due Date			
Portable Ballistic Shields	New	Sergeant Jacob	July 2014
Level IV Vests	Replacement	Sergeant Jacobs	July 2015
Portable Scanner	Fingerprinting	Sergeant Jacobs	July 2012
Blackberry for all staff	New	Chief Duplessis	December 2015
Taser XREP	Phase out old devices	Sergeant Farris	December 2015
Patrol Bicycles	Phase out old bikes	Lt. Williams	December 2015
Mobile Command Center	Update	Officer Ribeira	July 2010
Shotguns	Additional	Officer Malech	July 2011
Silent Ear Pieces	Patrol	Sergeant Farris	July 2011
Surveillance Vehicle	New Equipment	Command Staff	July 2011
New Office Equipment	Various Offices	Admin	July 2012
Dispatch Headsets	Communications	Jackie Mesterhazy	July 2011
New BTU's	Issue for discussion	Command Staff	July 2015
Emergency Preparedness Trailer	Talk to Risk management – Agency Goal	Chief Duplessis	July 2015
In Field AFIS Readers	New	Lt. Williams	July 2015
Electronic Ticket Machine	New	Sergeant Jacobs	July 2015
Less than Lethal options	Examine Choices	Appropriate trainers	July 2015
New laptop Mounts	Replace old mounts	Sergeant Jacobs	July 2015
New rail Gun Lights	Replacement	Officer Malech	July 2010
Full Patrol Rifle Deployment	Will have further discussions	Sergeant Jacobs	December 2015
Electric Vehicles (Aides)	New	Sergeant Jacobs	June 2013

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TECHNOLOGY			
Goals	Tasks	Personnel Assigned	Due Date
OPD Field reporting System	Or Data Mining	Jackie Mesterhazy	December 2011
Camera Access on Laptops	Prisoner Security – To be discussed	Command Officers	December 2015
Dash CAMS	Vehicle System	Command Officers	December 2015
Crime Mapping Software	Upgrade	Jackie Mesterhazy	December 2012
PHAMS Access on laptops	IT Deliverable	Jackie Mesterhazy	December 2012
Public Records Database	Look at all options – (Entersect)	Fraud Unit	December 2014
Voice Stress Analyzer	Look at uses	Sergeant Farris	December 2014
Hi-def camera	Training	Sergeant Farris	December 2011
Tactical Maps	Updated	Sergeant Farris	December 2011
COMMUNICATIONS			
Goals	Tasks	Personnel Assigned	Due Date
OPD Patch Capability		Jackie Mesterhazy	December 2012
Work Stations	Ergonomic	Jackie Mesterhazy	December 2010
Hot Line to OPD/OFD		Jackie Mesterhazy	December 2012
Tactical Emergency Plan	Upgrade	Jackie Mesterhazy	December 2010
Voicemail	Maintenance	Jackie Mesterhazy	December 2012

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CAPITAL EXPENDITURES AND EQUIPMENT

These items are what is anticipated to cover the period of January 1, 2010 through December 31, 2015. Capital expenditures include any individual item value at \$750.00 or more.

ITEM	QUANTITY	ISSUE	Unit Cost	TOTAL COST
Patrol Vehicles	12	Sworn Pursuit Vehicles	\$26,666	\$320,000
Equipment for Patrol Vehicles	12	Light bar, radio, installation	\$8,000	\$96,000
Police Service Aide	3	Civilian Vehicles	\$17,000	\$51,000
Equipment for Aide Vehicles	3	Equipment	\$7,500	\$22,500
Bullet Proof Vests	25	5 Year shelf life	\$12,000	\$30,000
Voice Stress Analyzer	1	Investigations	\$15,000	\$15,000
McGruff Suite	1	Crime Prevention	\$750	\$750
Patrol Bicycles	6	Replacement	\$2,000	\$12,000
In Car Video	14	All Patrol Vehicles	\$4,000	\$56,000
Canine	1	Obtain Pre-trained	\$8,000	\$8,000
Mobile Command Center	1	upgrade	\$25,000	\$25,000
Service Center Upgrades	1	Card Reader and CCTV	\$35,000	\$35,000
Women's Restroom	1	Upgrade	\$40,000	\$40,000
Portable Ballistic Shields	2	Entry Operations	\$800	\$1,600
Portable Scanner	2	Fingerprinting	\$4,500	\$9,000
Laptop Replacements	30	Field reporting	\$2,000	\$60,000
Emergency Trailer	1	Unusual Occurrences	\$7,500	\$7,500
Surveillance Vehicle	1	DVR and Equipment	\$80,000	\$80,000
Crime Mapping	1	Software	\$5,800	\$5,800
Hi-Definition Camera	1	Training and Site Issues	\$6,000	\$6,000
Dispatch Work Station	1	Ergonomic	\$12,000	\$12,000
Media Training Room	1	Line-up	\$10,000	\$10,000
Taser	10	Replacements	\$1,000	\$10,000
			\$330,516	\$913,150

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CRIME STATISTICS

Our goal is to promote a safe and secure community, reduce the incidence of crime, and enhance safety for the residents of the Oakland Housing Authority

Below are the current crime statistics for the Oakland Housing Authority Police Department.

The Goal for the Department is to lower each of these offense categories by 5% per year for the term of the plan.

A goal of reducing calls for service will not exist in this plan, as calls may increase as serious crime decreases. If this occurs the Department will evaluate the reasons for the increase or decrease and adjust policing strategies accordingly.

Offense	2006	2007	2008	YTD 2009
Murder	2	1	4	2
Rape	1	1	7	2
Aggravated Assault	92	84	145	180
Robbery	10	20	19	15
Burglary	78	65	85	108
Theft	50	179	238	308
Auto Theft	204	134	177	174
Narcotics Violation	261	318	287	334
TOTAL OFFENSES	698	802	962	1123
Arrests	304	366	297	348
Total Calls/ Incidents for Service	6113	8633	8479	9397
% of Arrests vs. Calls	4.97 %	4.23 %	3.50 %	3.70 %