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# Public Safety Districts:

## *Background to the Strategy*

- Since his inauguration, Mayor Dellums has affirmed community policing as a central public safety strategy for Oakland.
- In 1996, the City Council adopted Resolution 72727 to implement community policing. This resolution was amended in 2005 by Resolution 79235 to provide a more structured approach to community involvement.
- In 2004, Oakland residents overwhelmingly passed Measure Y, the Violence Prevention and Public Safety Initiative. Measure Y provides funding for 63 police officers assigned to specific community-policing objectives and an array of violence prevention programs.
- Community policing establishes a working partnership between Oakland residents and police to analyze neighborhood problems, sets problem-solving priorities, develops proactive strategies, and works together to improve the quality of life in Oakland. Community policing employs a comprehensive interdepartmental approach to solving neighborhood problems.
- As the framework for Oakland's public safety strategy, Mayor Dellums has adopted the PIES model. PIES stands for **P**revention, **I**ntervention, **E**nforcement, and **S**ustainability.

# Public Safety Districts:

## *Background to the Strategy*

- In 2007, Mayor Dellums and Police Chief Tucker determined that the Oakland police department needed to be re-organized along geographic lines to strengthen the department's capacity to implement effective community policing. In January of 2008, Mayor Dellums and the Oakland Police Department launched a new "geographic policing" model that organized the department into three separate geographic districts, each headed up by a captain and four lieutenants. This was a major advance toward full implementation of community policing, empowering each Captain to command the full array of police services in each district. The result is enhanced accountability and beat integrity throughout the City.
- In the Mayor's January, 2008 State of the City speech, Mayor Dellums announced his vision for expanding this model to other departments to create a "true community policing" model for the city. His vision is to re-align the distribution of other city services along the same geographic lines as the police department's, thereby enhancing efficiency, collaboration, and accountability.
- This coordination and re-alignment will create three "Public Safety Districts" in which participating agencies will engage residents, share information, develop strategies and collaborate to meet public safety goals.
- This plan aims to develop the framework for the three new public safety districts, and create a uniform and highly coordinated multi-agency strategy to enhance community policing and bring peace to Oakland's streets.

# Public Safety Districts:

## *Goals of the Strategy*

There are four goals that this strategy seeks to achieve in order to create three “Public Safety Districts” in which community policing is implemented through a uniform and highly coordinated multi-agency approach that tangibly improves public safety:

- **STRENGTHENED COMMUNITY ENGAGEMENT:** To strengthen mechanisms for ongoing community engagement to resolve public safety issues.
- **UNIFORM STRATEGIES:** To develop clear and uniform strategies for neighborhoods and public agencies that guide the city’s public safety efforts.
- **INFRASTRUCTURE FOR COORDINATION:** To develop an infrastructure that fosters effective and efficient multi-agency collaboration, achieves shared outcomes, and improves public safety.
- **SHARED OUTCOMES:** To develop shared public safety outcomes across agencies, share information and data to track and report on these outcomes, and evaluate the effectiveness of our strategies.

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# Public Safety Districts Goal #1:

## *Strengthened Community Engagement*

Key community engagement strategies include:

- Expanding scope of Neighborhood Crime Prevention Councils (NCPCs) beyond crime prevention to function as Neighborhood Councils that address a broader range of neighborhood issues.
- Empowering Neighborhood Councils and SDS Teams to serve as the primary vehicles for solving neighborhood problems.
- Setting benchmarks for increasing resident and merchant participation in neighborhood councils.
- Ensuring leadership development for neighborhood council participants.
- Ensuring that the citywide policy council has representation from faith and community groups.
- Training community members and staff in key areas, including community organizing, meeting facilitation and problem solving.

# Public Safety Districts: Goal # 2

## *Overarching Strategies*

The second goal is to develop and strengthen uniform strategies across agencies. Community policing—community members partnering with police to identify and resolve community problems - is the overarching methodology for improving public safety in Oakland. Within that overarching framework, there are specific strategies and program areas that need to be initiated or strengthened to achieve shared outcomes. The following are the major strategic program areas we seek to build and strengthen. Some of these initiatives are already underway in Oakland. The vision for this plan is to utilize the PIES model to strengthen the coordination of these strategies, begin funding them to scale, and elevate them as our core strategic program areas to be sustained over time:

- Neighborhood organizing and neighborhood improvement for improved quality of life.
- Public education and training on community policing,
- Wrap-around individual and family intervention services.
- Comprehensive re-entry services.
- Job development, training and job placement.
- Substance use treatment and mental health services.
- Street outreach and conflict mediation services.
- Data sharing, cultural competency training, deployment and coordination between law enforcement and criminal justice agencies.
- Neighborhood healing centers.
- Stable and affordable housing.
- Public education and training on community policing and neighborhood organizing.
- Social justice media and marketing campaign. Peace curriculum.

# Public Safety Districts: Goal # 2

## *Definitions for the Strategies*

### Data sharing and training, deployment, and coordination among law enforcement agencies :

- Data-sharing across law enforcement and criminal justice entities and improved technology to make this possible.
- Flexible, geographic deployment for police and coordinated deployment with other agencies.
- Officers assigned to all community policing beats. Strengthened cultural competency training for officers.

### Street outreach and Conflict Mediation:

- Street-based outreach and conflict mediation services available to neighborhoods, and support for expansion of street outreach.

### Wrap Around Individual and Family Services:

- Deliver services to children and families in need by building on their strengths and addressing multiple problems at once rather than different agencies handling different issues separately.

### Job Development and Job Placement:

- Enhanced coordination for all job training and placement programs in Oakland. Support for improved and expanded job placement programs to match the size of the population in need.

### Comprehensive Re-entry Services:

- Re-entry services accessible and available in all neighborhoods.

### Drug Treatment and Mental Health Services:

- Substance use treatment and mental health services accessible and available in all neighborhoods.

### Neighborhood Improvement and Neighborhood Organizing:

- Expand and improve the Neighborhood Services Division's capacity to organize and train residents.
- Enhanced Service Delivery System for blight and nuisance abatement.

### Public Education/Media Blitz. Peace Curriculum:

- Anti-violence messaging through billboards, PSAs, TV spots, etc. Widespread education and training on the risk and resiliency factors correlated with violence.

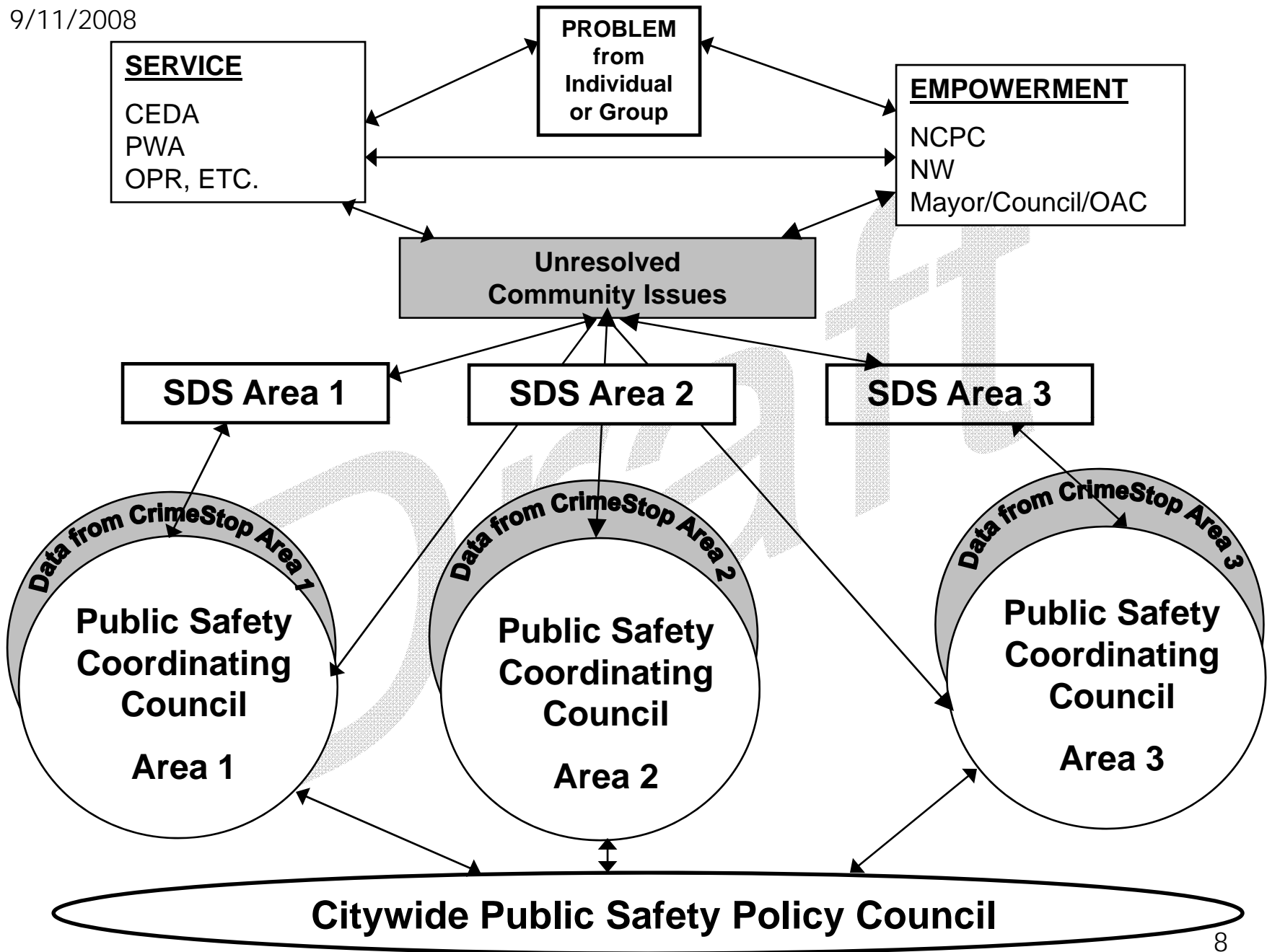
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# **Public Safety Districts: Goal #3**

## *Infrastructure for Coordination*

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Arrows go both ways to show the feedback loop back to the community group or individual who reported problem.

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# Public Safety Districts: Goal #3

## *Infrastructure for Coordination*

### **SDS Teams**

Each team is led by an SDS Team Lead chosen by the City Administrator. Each team meets weekly for the first three months after implementation to ensure that the teams are strengthened, have the proper authority to address problems quickly and creatively and have established an effective and efficient way to identify, prioritize and resolve issues. After the first three months, team decides how often to meet based on the systems and agendas they have established.

**Role:** The SDS Team has an expansive view of problem-solving with city services. SDS uses a case management approach to solve property-based issues. The SDS team addresses quality of life issues.

**Participants:** Team members have a can-do approach and solve problems holistically using the Prevention, Intervention, Enforcement and Sustainability (PIES) approach. Team Members include: SDS Team Lead, Code Enforcement, Redevelopment, Planning, Council reps., OPD Problem Solving Officers, Public Works, Neighborhood Services Coordinators, Oaklanders Assistance Center, City Attorney Law Corps, Fire

**Structure:** SDS Team Lead sets agenda and distributes to team members in advance to ensure that the right staff people with authority to make decisions attend the meeting. SDS Team Lead ensures that every problem being worked on is assigned to a particular team member(s) for follow-up. Assigned team members work problems through to resolution and report back to the community and to fellow team members. SDS Team Lead is responsible for bringing problems of “people” and “behaviors” that cannot be solved by the community, City services or the SDS Team to the Public Safety Coordinating Council for resolution.

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# Public Safety Districts: Goal #3

## *Infrastructure for Coordination*

### **Public Safety Coordinating Council**

Each Public Safety Coordinating Council (PSCC) is co-led by the City's Public Safety Director and a County representative. The SDS Team Lead/Public Safety District Coordinator for the Area assists the Public Safety Director by tracking all of the issues for the Area PSCC meeting and driving those issues to resolution in between meetings. Each team meets monthly after implementation.

**Role:** The Public Safety Coordinating Council takes an expansive view of problem-solving with City, County and State services. The PSCC uses a case management approach to solve people and behaviors-based issues. The PSCC addresses major crime and violence issues, facilitates coordinated strategies with other Areas when necessary and tracks outcomes.

**Participants:** Team members have a can-do approach and solve problems holistically using the Prevention, Intervention, Enforcement and Sustainability (PIES) approach. Team members include: Public Safety Director, Council reps., SDS Team Lead/Public Safety District Coordinator, OPD Captains & Specialized Unit (when needed), Probation, Parole, District Attorney, Youth serving agencies (when needed), DHS/Outreach Coordinator, Oakland Housing Authority, Public Health, Neighborhood Services Division supervisors, City County Neighborhood Initiative (when needed), Oakland Unified School District, City Attorney Misdemeanor prosecution, Parks & Recreation, Libraries (when needed), Urban Strategies Council & UC Berkeley Center on Criminal Justice (when needed)

**Structure:** The Public Safety Director and County Co-Lead set the agenda and distribute to team members in advance to ensure that the right staff people with authority to make decisions attend the meeting. SDS Team Lead/Public Safety District Coordinator ensures that every problem being worked on is assigned to a particular team member(s) for follow-up. Assigned team members work problems through to resolution and report back to the community and to fellow team members. SDS Team Lead/Public Safety District Coordinator is responsible for bringing problems of properties that cannot be solved by the community, City services or the PSCC to the SDS Team for resolution.

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# Public Safety Districts: Goal #3

## *Infrastructure for Coordination*

### **Public Safety Policy Council**

The Citywide Public Safety Policy Council is co-led by the Mayor and a County representative. The Public Safety Director helps set the agenda based on issues that come from the three Area PSCCs and tracks issues through to resolution in between meetings. The Policy Council meets monthly after implementation.

**Role:** The Public Safety Policy Council is a high-level citywide policy team that addresses major public safety issues and guides the overarching goals and strategies of the Public Safety Districts.

**Participants:** Team members have a can-do approach and solve problems holistically using the Prevention, Intervention, Enforcement and Sustainability (PIES) approach. Team members include: Mayor Dellums, Public Safety Director, City Council Public Safety Committee chair, Chief of Police, Chief of Fire, Director of Department of Human Services, Director of Parks and Recreation, Director of Public Works, Oakland Unified School District Administrator, Alameda County Board of Supervisors Public Protection Committee Chair, Alameda County District Attorney, Alameda County Chief of Probation, Workforce Investment Board Representative, Public Safety District coordinators/SDS team leads, City Attorney, Representative from Federal, State and County Legislative offices, Public Safety Task Force conveners, Community Policing Advisory Board representative, Youth representation appointed by Mayor, Community leaders appointed by Mayor, Faith leaders appointed by Mayor

**Structure:** The Mayor, County Co-Lead and Public Safety Director set the agenda and distribute to team members in advance to ensure that the right Agencies are represented at the meeting. The Public Safety Director ensures that issues are assigned to a particular team member(s) for follow-up. Assigned team members work problems through to resolution and report back to the community and to fellow team members. SDS Team Lead/Public Safety District Coordinator is responsible for bringing problems that cannot be solved by the community, City services or the Citywide Policy Council to the Area PSCC and the SDS Team for resolution.

# Public Safety Districts: Goal #3

## *Infrastructure for Coordination*

### **Scenario #1 – Problem Resolved at Empowerment Level**

A Neighborhood Crime Prevention Council (NCPC) worked to put conditions on a liquor store to prevent loitering, drinking and drug use on the property. After the conditions were in place, things were fine for awhile. However, residents later noticed loitering and drinking on the property and complained at the NCPC meeting. The Neighborhood Services Coordinator (NSC) researched the calls for service and found only a few. The NSC organized the residents to work together to place calls to ABAT, Drug Hotline and 911 whenever they saw violations.

### **Scenario #2 – Problem Resolved at Service Level**

A neighbor calls the Oaklanders Assistance Center to report a building on her block that is in disrepair. The City staff person asks the following questions: Is it a single family or multi-unit building? Is there drug use or drug sales on the property? Are there barking dogs or noise issues? Is there loitering on the property? The neighbor answers no to all of these questions. The staff person determines that the address should be referred to the City's Code Enforcement Division.

### **Scenario #3 – Problem Resolved at SDS or Public Safety Coordinating Council**

A neighbor calls the Oaklanders Assistance Center to report a building on her block that is in disrepair. The City staff person asks the following questions: Is it a single family or multi-unit building? Is there drug use or drug sales on the property? Are there barking dogs or noise issues? Is there loitering on the property? The neighbor answers yes to some or all of these questions. Depending on the level of violence/criminal activity, this issue would be referred to the Area SDS team or the Area Public Safety Coordinating Council.

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# Public Safety Districts: Goal #3

## *Infrastructure for Coordination*

### **Scenario #4 – Problem Referred to SDS, Public Safety Coordinating Council & Citywide Public Safety Policy Council**

A homicide occurs directly in front of five adjoining properties (all 4-plexes) with multiple owners located on a major corridor in Oakland. They are each in varying states of disrepair, ranging from minor code violations to serious substandard code violations. Serious violence has occurred around the properties, including the recent homicide, drug activity, drinking, loud noise, sideshow directly in front, and loitering. There may be a small number of tenants involved in the activity, but it is unclear. OPD feels that most of the tenants are being held hostage by the activities occurring on and directly in front of the properties. The Public Safety Director sends this issue to the Area SDS Team and the Area Public Safety Coordinating Council to address.

The SDS Team discusses the short-term goals of shoring up the buildings and documenting code violations. Team members take on these assignments and work them through to completion. The team also determines mid-term solutions such as substandard litigation or receivership and long-term strategies for revitalizing the properties with the assistance of redevelopment and real estate. Team members take on these assignments, work up a timeline for implementation and work them through to completion.

The Public Safety Coordinating Council develops a strategy for Prevention, Intervention, Enforcement and Sustainability (PIES) on the site. The team also develops a long-range organizing effort to help the community become self-sustaining and self-monitoring to keep this problem from reoccurring.

The Citywide Policy Council discusses shortening the time it takes to do an emergency board-up and clean-up. It discusses changes to the current policy on shrines and thinks about broader ways to support community empowerment, such as lending mechanisms for property maintenance issues.

# Public Safety Districts: Goal #4

## *Shared Outcomes*

The first goal is to develop overarching shared outcomes across neighborhoods and public agencies. These outcomes will be driven by community priorities, tracked across agencies through sharing data, information, and strategies, and reported out to impacted communities. The following are the core outcomes we seek to achieve. The Mayor's office, in collaboration with participating agencies and Neighborhood Councils, will develop the benchmarks to be achieved and the specific measures to be tracked within each of these outcomes:

- Fully implement community policing citywide by hiring, assigning, and maintaining 57 problem-solving officers, one for each community policing beat.
- Increase resident involvement in Neighborhood Councils and Neighborhood Watch Programs. Foster “organizational parity” in Neighborhood Councils with facilitated training sessions.
- Enhance quality of life via focused delivery of city services to reduce blight and other nuisance abatement issues.
- Improve outcomes for Oakland youth with services targeted to increase school attendance, graduation rates, skill training, and employment.
- Reduce recidivism by utilizing viable re-entry programs and services.
- Reduce the incidence of gun and street violence with coordinated violence reduction efforts by OPD and other law enforcement agencies.

# Public Safety Districts

## *A Call To Action*

- **Menu of activities for community members to choose from as a starting point for community involvement**
- **For those already involved and connected, encourage people you know to participate**
- **Examples include:**
  - Attend the community organizing and problem solving training and organize your neighborhood
  - Learn your neighbors name
  - Organize a block party
  - Attend your Neighborhood Watch and Neighborhood Crime Prevention Council meeting
  - Apply to serve on a City Board or Commission
  - Organize a neighborhood clean-up
  - Participate in National Night Out
  - Volunteer to help paint out graffiti
  - Activate your homeowners association
  - Create a neighborhood newsletter
  - Start a book club with your neighbors
  - Join a parent group
  - Hire a local youth
  - Help an elderly neighbor
  - Call when you notice a streetlight or signal that is burned out
  - Support local businesses
  - Alert the editor of your newspaper to a community story not being told