



# OAKLAND POLICE DEPARTMENT

## STRATEGIC PLAN

2021-2024

# CHIEF'S MESSAGE

Every day I am proud of the incredible responsibilities that we, the Oakland Police Department have. The Oakland Police Department has developed this Strategic Plan for 2021-2024, a road map to a brighter future. Our strategic plan embodies our Mission, Vision, and Values, and serves as a guiding document in setting forth the Department's strategic framework to continue to enhance our performance and service as we set our end goal and making sure it's actionable and measurable. As an agency, we must continue to enhance our foundational strength to successfully achieve our critical mission. Planning is a multi-year process, building upon the strategic plan in providing foundational milestones and overall direction. The goals and objectives outlined in this Department Strategic Plan specifically focus on the organizational, administrative, and operational priorities over the next three years that will guide the successes of our incredible respected workforce and invaluable law enforcement and community partnerships.



Beyond providing milestones and specific action items for the organization to strive for promoting excellence, within the tenets of this plan each of us – Department leaders, sworn officers, and professional personnel – has a role in accomplishing the goals and objectives of the Department Strategic Plan. In the continuance of reaching organizational excellence where we embrace our professional service, diversity, inclusion, accountability, and proficiencies, we must all collectively rise to meet the goals and objective set forth in this plan.

As an agency, we are committed to building a culture of greatness and being a part of something greater than ourselves. I am proud of that commitment. This includes our diligent internal and external assessments, accountability throughout the organization, responsiveness to our community with an emphasis on planning for the future while championing sustainable compliance in practice and achieving nationally recognized best practice in 21<sup>st</sup> Century Constitutional policing.

We are tasked with successfully managing one of the most progressive law enforcement police agency in the country. I am confident that we will continue to embrace our shared successes and the trust from those that we are privileged to serve by tenaciously focusing on the progress and improvement through our dedication to achieving the Department Strategic Plan for 2021–2024.

## Defining the Department's Strategic Direction For 2021-2024

To identify the Department's goals and strategies, the Department's leaders, both sworn and professional personnel to include members of our community and other stakeholders were surveyed, interviewed, and asked to share their insight and observations about the Department's current operations and its workforce. They were also asked what changes the Department should focus on over the next three years. Information gained was analyzed for common themes, frequency of key topics, and highest priority focus areas.

To define the Department's goals and objectives for 2021-2024, five strategic goals were identified:

### Goal 1: Reduce Crime To Improve Public Safety.

OPD is committed to ensuring the safety and security of the Oakland Community. OPD will continue to focus on reducing violent crime by removing guns from the streets and utilizing intelligence-based approaches to enforcement. In addition, OPD will maintain its collaboration with the members and partners of the Community to identify and help those most at-risk of committing or being the victims of violence. OPD will also put a focus on decreasing Priority Response Times. These combined efforts will make Oakland a safer Community.

### Goal 2: Improve Community Engagement and Strengthen Community Trust.

As guardians of our Community, OPD is not apart from the Community – our talent, our purpose, and our very legitimacy spring from the support and direction of the Community we Serve. As professionals who are tasked by the Community to meet some of our most difficult challenges, we strive to provide an environment marked by respectful, engaged, and consistent communication where the ideas and priorities of the Community are listened to and incorporated into our service delivery.

### Goal 3: Develop and foster a high-quality, involved, and respected workforce.

OPD is, at heart, an organization built around people. Every contact our staff makes with our Community is an opportunity to build trust, convey respect, provide competent service, and solve a problem. Having the best trained, equipped, and developed workforce that embraces this heavy responsibility, while feeling supported by organizational leaders, our government, and our Community will make it that much easier for OPD to make these everyday encounters the best they can be.

### Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.

Although OPD has been part of a negotiated settlement agreement (NSA) since 2003, much has changed since the time that agreement first took shape. This plan not only provides an opportunity to look back on all we have accomplished as an organization but to also take stock of the remaining few tasks, set our sights on compliance, and blaze a path forward towards setting new and even better benchmarks for best practices in policing.

Goal 5: Prepare for the Future of Police Service Delivery.

Oakland has been at the forefront of many social revolutions, and policing is no different. As we prepare to enter the 2<sup>nd</sup> quarter of the 21<sup>st</sup> century, OPD will look to the future of police service delivery. Whether this means improvements in recruiting, reviewing, and updating the department’s patrol plan, taking on the challenge of major infrastructure updates, or increasing our use of technology, we plan on being part of the future in a way that intentionally weaves us further into the Community we Serve.

To the men and women of the Oakland Police Department, sworn and professional staff, I want to thank all of you who completed a survey, expressed your opinion to me or other department leaders, or provided assistance and work on this strategic plan. You should feel proud to see the sentiments you and your colleagues expressed on each page of this document.

To the members of our Community, I want to thank you for your trust, your patience, and your willingness to provide your feedback, criticism, and support. OPD is an expression of the will of every Community member; even when we make compromises or take unpopular positions, we do so in the knowledge that our goal is always to Serve our Community.

Together we will represent the Oakland Police Department through Professionalism, Pride and Effectiveness, a leader in Law Enforcement Excellence.



In Service,

LeRonnie L. Armstrong  
Chief of Police

# MISSION STATEMENT

The Oakland Police Department's mission is to provide police service focused on public safety and the *sanctity of life*, to hold ourselves accountable to a high standard of conduct, efficiency and efficacy, and to promote mutual respect between the Department and the Communities of Oakland.

# OAKLAND POLICE DEPARTMENT VISION

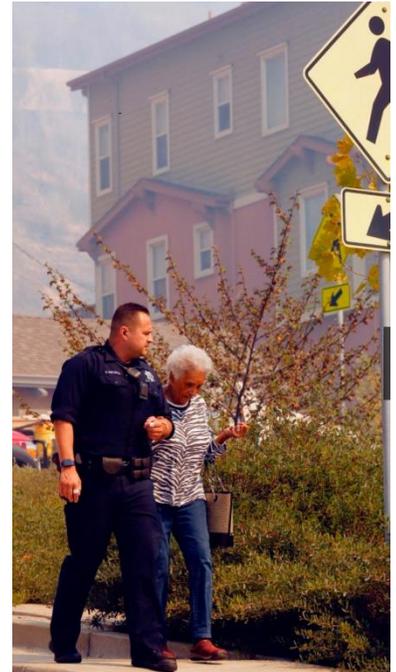
We will work in partnership with our Community, recognize the successes of our staff, build a team of professionals who are trained and developed to provide top quality Service, hold ourselves and each other accountable, and continually seek to be the exemplar for 21<sup>st</sup> Century Constitutional Policing, Community engagement, and positive employee morale within the police profession.

In short: *We will be Leaders in the transformation of policing in the U.S.*

# Core Values

## Fairness

We value fairness in our dealings with our Community and with each other. Fairness is the opportunity to deliver services to our Community and make decisions that are impartial, equitable, and just.



## Integrity

Though it includes a consistency between our statements and our actions, integrity is more than service to the truth. Integrity encompasses a transparency and accountability that are born from a desire to do the right thing, even when times are difficult.

## Respect

Mutual respect begins at home; we value respect throughout our organization, both up and down the chain of command. How we treat each other will be reflected in the way every staff member will be expected to treat every member of our Community.



## Service

Our decisions are constantly guided by our mission of providing services focused on public safety and quality of life, while also ensuring that our services are provided in an efficient and effective manner.



## Teamwork

Purpose of mission and adherence to values are best drawn out from employees who are supported, valued, and developed. Whether through peer, supervisory, or command support and mutual respect, OPD expects that our staff all work together to achieve our common goal.



# Executive Summary

## Mission

- Law Enforcement Excellence which prioritizes the *Sancitivity of Life*

## Vision

- Leaders in Transformaional Policing

## Values

- Fairness
- Integrity
- Respect
- Service
- Teamwork

Reduce Crime & Improve Safety

Community Engagement & Trust

High Quality Workforce

NSA Compliance & Accountability

Embracing the Future of Police Services



# Transformational Policing

We are transforming how we interact with our Community by embracing 21<sup>st</sup> Century policing principles. By taking these steps, we hope to establish the legitimacy of our services, keeping Trust and Respect at the forefront of our actions.



The Ceasefire Program has OPD working with Community Leaders and is effectively reducing gun violence by those who are most at risk, using data to drive engagement and outreach.

There has been a 62% decrease in overall stops between 2017 and the end of 2020, dramatically reducing our overall policing ‘footprint’.

On average, Non-dispatch stops were Intelligence Driven 37% of the time in 2020, a 10x increase from 2015.

Encounters, such as traffic-stops, of African American’s decreased by 71% from 2017 to 2020.

Training in Procedural Justice has topped 14,000 hours since the program’s inception.

Officers have had over 4,000 hours in De-escalation Training since 2020.

# Transformational Policing (Continued)

During the last 5-year period measured, the average number of officer-involved shootings decreased to less than one per year, a decrease of 600% from the previous 5 years.

The Crisis Intervention Team (CIT) at OPD is a leader in its space, providing almost 500 hours of training to internal officers, and over 1,000 hours to external agencies in CA.

# Embracing Diversity

We are taking steps to ensure our workforce, both sworn and civilian, reflects the diversity of the Community we Serve.



## Embracing Diversity (Continued)

We have partnered with Eastbay Works, Oakland Rising, and Oakland LGBTQ Community Center to help increase the diversity in our candidate pool.



In addition, we have outreach programs at O.U.S.D. and several local Community Colleges: Laney College, Chabot, Peralta, College of Alameda, Merritt Community College; to ensure we target local candidates.



# Embracing Diversity (Continued)

Finally, we are partnering with HBCUs, including Spellman College, Morehouse College, and Clark Atlanta University. We are continually looking to add more colleges to this program to further drive diversity in our workforce.



# Goal One: Reduce Crime To Improve Public Safety

## Objective 1: Reduce Violent Crime

Action Item: Increase staffing and physical infrastructure of the Department's Violent Crime Operations Center (VCOC).

Action Item: Increase partnerships with the Federal Bureau of Alcohol, Tobacco, and Firearms (ATF) and US Marshall's service to focus on firearms and violent crime offenders.

Action Item: Build capacity in Department's Crime Gun Intelligence Center (CGIC).

Action Item: Increase partnership with City Department of Violence Prevention (DVP) on violence prevention initiatives.

Action Item: Increase number and frequency of Ceasefire call-ins.

Action Item: Improve our ability to remove guns from the Community by hiring a gun tracing specialist.

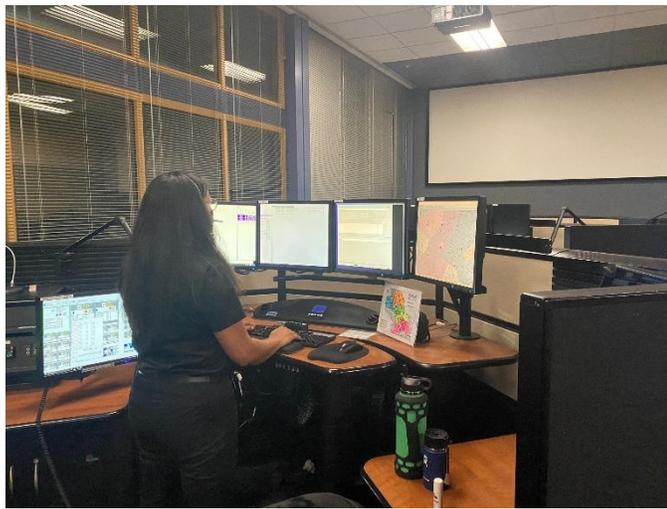


## Objective 2: Bolster Investigative Capacity

Action Item: Augment Department's internal intelligence and information sharing capacity and infrastructure.

Action Item: Enhance liaison capacity between CID and PIO to leverage information from and increase proactive communication to the Community.

Action Item: Formalize and sustain in-house basic investigator training for prospective and new Criminal Investigation Division (CID) investigators.



## Objective 3: Focus Field Activity on Public Safety

Action Item: Explore options to decrease patrol response times to 911 calls, especially priority 1 calls for service.

Action Item: Build traffic and pedestrian safety operations and investigation capacity.

Action Item: Partner with Alameda County Probation Department and Neighborhood Opportunity and Accountability Board (NOAB) for addressing juvenile offenders.

# Goal Two: Improve Community Engagement and Strengthen Community Trust

## Objective 1: Expand External Communication

Action Item: Increase the use of OPD's social media platforms and expand the content.

Action Item: Re-start the OPD citizen's academy and add a virtual, on-demand option.

Action Item: Commit to recognizing employee achievements and using external channels to broadcast the positive work of employees to the Community.

Action Item: Set a yearly schedule of planned information sharing with Community.

Action Item: Ensure that OPD maintains a searchable database of reported missing persons.



**Objective 2: Facilitate Continued Trust Building with Community Members**

Action Item: Work with the Community and Police Commission on the purchase of an improved, non-militaristic armored vehicle.

Action Item: Expand de-escalation training and offer de-escalation training to Community members.

Action Item: Facilitate surveys of representative Oakland communities to ensure that all voices are heard.

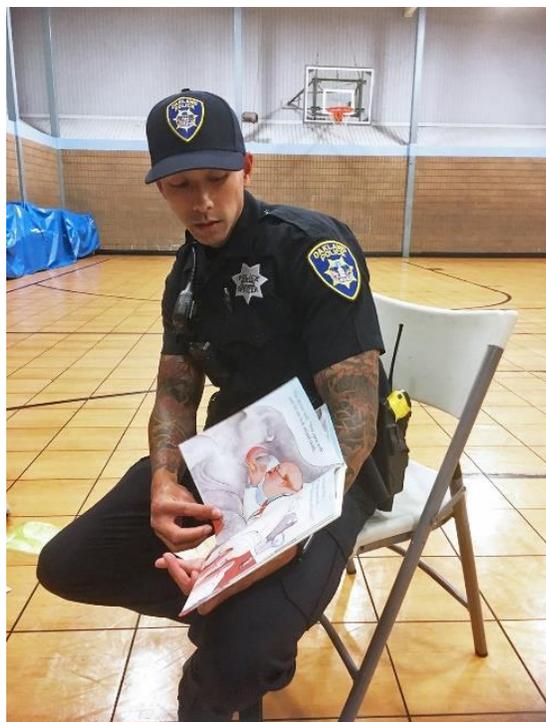
Action Item: Hold bi-annual strategic planning Community meetings.

Action Item: Host Community events that encourage participation by both residents and OPD employees, such as block clean-ups or movie nights.

Action Item: Explore successful trust-building programs from other cities, such as Newark’s “Trauma to Trust”, for adoption in Oakland.

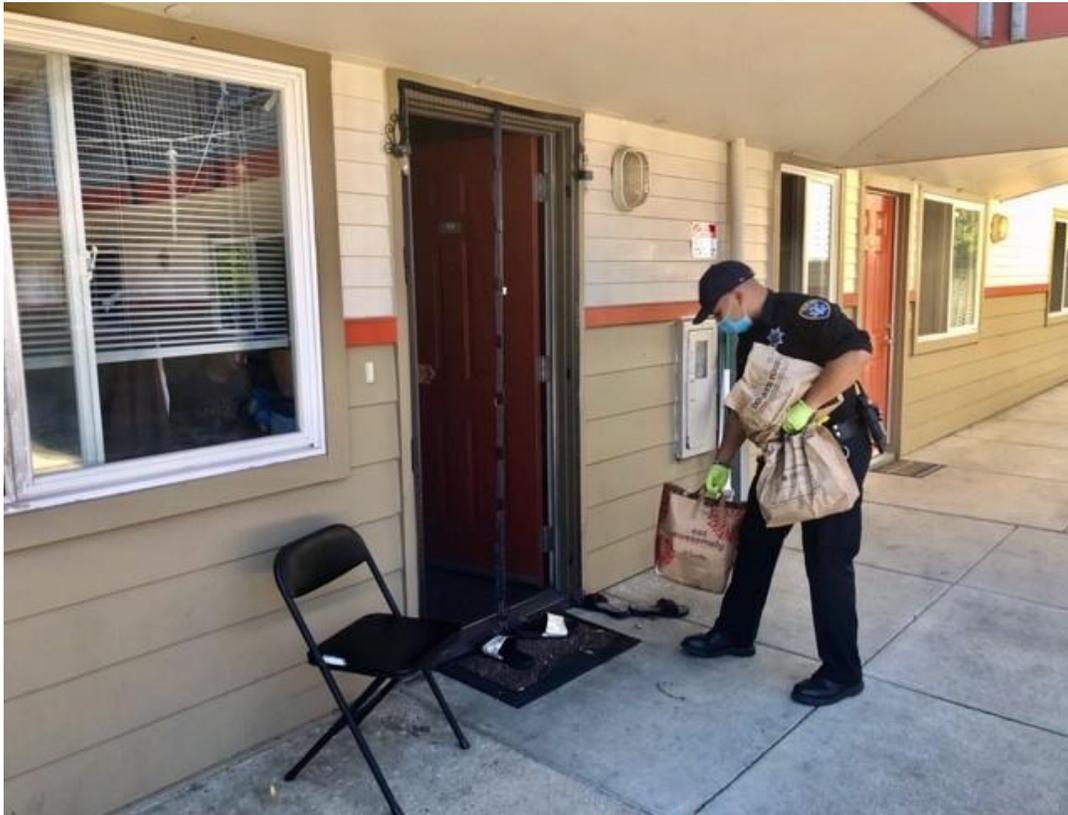
Action Item: Explore a Public Records Request (PRR) dedicated unit or increased resourcing for PRR to ensure public transparency.

Action Item: Strengthen connections with Oakland’s Youth.



### Objective 3: Involve Community in Setting Operational Goals for the Department

Action Item: Set bi-annual area Community meetings led by each area Captain, where Community needs for crime prioritization are explored.



### Objective 4: Increase Community Resilience and Preparation

Action Item: Facilitate Community participation in city emergency preparedness drills for natural disasters.

Action Item: Plan Community events that focus on Community resilience, especially for vulnerable populations (e.g., blanket drives for unsheltered in the fall, Community cooling preparation for elderly in the spring).

## Objective 5: Streamline Work with Community Stakeholders and Oversight Bodies

Action Item: Set forth formal processes for liaison and program/policy development with all oversight bodies.

Action Item: Encourage a city-wide review of oversight for the police department with an aim of ensuring accountability while also reducing redundancy.

Action Item: Work with the Police Commission on facilitating a Commission process to receive feedback and concerns directly from OPD employees.



# Goal Three: Develop, foster, and retain a high-quality, involved, and respected workforce



## Objective 1: Enhance Internal Communication

Action Item: Institute an open-door policy with Executive Command and increase top-down communication on current events, organizational goals, and needed improvements.

Action Item: Institute regular team-building programs throughout the organization.

Action Item: Explore an employee input council or liaison program separate from the obligated meet and confer with employee unions.

Action Item: Improve internal trust with regular anonymous surveys, focus groups, and solicited input.

Action Item: Reset the internal command culture of the organization with focused training and workshops for leaders throughout the organization.

Action Item: Implement monthly video updates from Executive Command.

Action Item: Increase command staff presence during field assignments.

## Objective 2: Practice Internal Procedural Justice

Action Item: Explore and institute a 360° evaluation process for supervisory and command/management staff.

Action Item: Develop and implement clear leadership expectations for supervisors, commanders, and managers.

Action Item: Increase the legitimacy of the Internal Affairs discipline process by only disciplining for discovered class II conduct where the behavior contravened the organization's expressed core values.

## Objective 3: Improve Development and Succession of Professional Staff

Action Item: Emphasize career development and promotional opportunities for professional staff.

Action Item: Design and implement a structured mentoring program for professional staff.

Action Item: Explore professional staff exposure to different divisions within the Department to promote mutual understanding and respect.



#### Objective 4: Emphasize Employee Success and Risk Mitigation into all Facets of the Organization

Action Item: Codify internal recognition efforts and hold supervisors and commanders responsible for identifying and nominating worthy employees.

Action Item: Develop a sense of internal ownership and accountability throughout the organization.

Action Item: Re-develop the risk mitigation process to emphasize employee success and employee buy-in as a key part of the process.

Action Item: Re-emphasize immediate, hands-on supervision at all levels of the organization.

Action Item: Increase availability of training, including virtual and at-your-own pace courses, for all employees.



## Objective 5: Re-imagine the Complaint and Accountability Process

Action Item: Explore a restorative justice-based option for complaint resolution.

Action Item: Increase immediately available training options for trends that drive Community complaints.

Action Item: Re-focus accountability measures on training and improvement, and away from punitive measures.



# Goal Four:

## Demonstrate Sustained Compliance with the Negotiated Settlement Agreement

### Objective 1: Create a Memoir of Overall Compliance Efforts to Date

Action Item: Establish a historical record of the state of OPD at the beginning of the NSA.

Action Item: Document OPD's major accomplishments during the NSA in systemic fashion.

Action Item: Capture historical compliance initiatives and outcomes in a digestible, public format and share with Community.

### Objective 2: Craft a Public Roadmap for Compliance

Action Item: Set an achievable performance standard, and plan for accomplishing that standard, for each outstanding task.

### Objective 3: Re-visit Every NSA Task and Evaluate Best Practices for Sustained Compliance

Action Item: Work with the Police Commission to examine each NSA task and determine if the task still serves Oakland's public safety goals.

Action Item: Document and publish the sustained compliance plan for all tasks that still embody best practices in policing and public safety.

# Goal Five: Prepare for the Future of Police Service Delivery

## Objective 1: Increase the Quality and Number of Qualified, Diverse, and Exciting Recruits for All Positions Within the Department

Action Item: Update and revamp the Department's recruiting website, opdjobs.com.

Action Item: Update and revamp OPD's recruiting materials.

Action Item: Explore expanding partnerships with colleges and universities throughout the country, especially Historically Black Colleges and Universities (HBCUs).

Action Item: Commit budget and staff to maintaining a large, diverse OPD cadet program.



## Objective 2: Review and Strengthen the Patrol Division

Action Item: Explore options for revamping of the 35 beat, 5 area patrol deployment plans.

Action Item: Review patrol minimum staffing and explore area-, bureau-, or city-wide supplemental patrol squads.



## Objective 3: Enhance Resilience with Emergency Planning

Action Item: Prepare a disaster recovery plan for the OPD Communications Section.

Action Item: Update OPD's natural disaster preparedness plans.

Action Item: Review and update OPD's plans for known recurring demonstration events.

## Objective 4: Update Department Infrastructure

Action Item: Engage in short-term work to make the Police Administration Building (PAB) more aesthetically welcoming for employees and Community members.

Action Item: Continue to work with City leaders on a plan for a new Public Safety Building to replace the 1960's era PAB.

Action Item: Explore emerging technology which enhances operations, accountability, and safety.



## Accept the Challenge – Join OPD



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