

The Oakland Police Department (OPD) has been working with the Center for Public Safety Management (CPSM) to conduct an analysis of its Calls For Service and its operations. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services. Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website www.cpsm.us, publications, research, professional development, and membership.

CPSM's local government technical assistance experience includes workload and deployment analysis, using unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices. CPSM has conducted over 348 such studies in 39 states and provinces and 211 communities. Many of the studies utilized top subject matter experts to assess workload and staffing needs. The CPSM will provide a report with recommendations based on industry best practices.

The first phase of the OPD process involves conducting an analysis of the department's calls for service to determine those which may lend themselves to an alternative response.

While the in-depth analysis is ongoing, CPSM has completed some of the early steps to identify those categories of calls which may be either fully or partially realigned to alternative responses to include both civilian and/or other entities to handle.

Phase One: Identification of Calls for Service that could be handled through non-sworn alternative response:

CPSM extracted CAD data regarding OPD's calls for service and responding units focusing on 2019. OPD provided a list of all 314 call categories. CPSM identified 33 of the 314 call categories that may not require a response from sworn personnel in the categories of mental health, homelessness, parking violations, vehicle collisions, and tows, This was based on a variety of factors to include best and emerging practices, legal constraints, their knowledge and experience as a foremost nationwide consultant on calls for service data, and several other filtering factors to include safety and the deeper analysis of the outcome of the calls.

The first three steps have been completed thus far and are attached to this memo in an excel spreadsheet

The final two steps and final report from CPSM on phase 1 is expected by mid-December:

- 1) Extracting, Sorting and Identifying all calls for service from CAD – approximately 314 categories (attached excel spreadsheet tab 1)
- 2) Researching disposition codes entered by officers and other factors that indicate the severity of the calls and confirming with dispatch and field staff
- 3) Identifying through further analysis and filters the calls for service that may wholly or partially be handled by a non-sworn response – 33 categories identified (attached excel spreadsheet tab 2)
- 4) Researching the categories of calls identified for potential alternative responses through Subject Matter Experts to determine initial percentage of those categories deemed potentially safe for alternative response

- 5) Issuing final report on phase 1 identifying initial percentages of call categories that would lend themselves to alternative responses

Analyzing calls for service requires a thorough review of the events related to the calls because using only the call categories and algorithms based on dispatch criteria and disposition codes do not adequately provide a full picture of what occurred. For example, many emergent low priority calls may still require a sworn response to assess and address potential safety concerns before relinquishing the remainder of the response to another resource.

During the second phase of the CPSM study, CPSM will examine these calls by further utilizing internal (OPD) and external (CPSM) subject matter experts to confirm the viability of alternative responses, as well as balancing out Calls for Service based on workload. Phase 2 will also examine OPD workload, operations, and organizational structure to determine best form and function moving forward.