



# POLICE DEPARTMENT STATUS REPORT

SEPTEMBER 6, 2010

*CHIEF RONALD L. DAVIS*

## POLICE DEPARTMENT STATUS REPORT

### Dear City Manager:

The purpose of this report is to summarize the activities and successes of the Police Department over the past 4 years and provide you information to gauge our progress.

During this period, the Police Department has worked closely with the community and allied agencies to achieve five (5) primary goals:

1. Reduce crime and violence
2. Improve police-community relations
3. Enhance the professionalism of the Department
4. Build the internal capacity of the Department
5. Implement community policing

I believe notable progress has been made in each of these areas; albeit much work remains. Below is a summary of activity for each of the areas.

### 1. Reduce Crime and Violence

Upon my appointment as chief of police, the number one crime challenge facing the city was the inordinate violence rate. In 2005, the city experienced 15 murders and 122 assaults with a firearm (shootings). This murder per-capita rate was the 2<sup>nd</sup> highest in California and the 5<sup>th</sup> highest in the United States.

Four years later, in 2009, there were 8 murders and 86 shootings. This represents a 47% decrease in murders and a 30% decrease in shootings. Overall crime also decreased by 7%. Below is a chart that compares 2005 to 2009.

Crime Category	2005	2009	Percentage Change
HOMICIDE	15	8	-47%
RAPE	27	17	-37%
ROBBERY	109	158	45%
ASSAULT	413	426	3%
*ASSAULT W/FIREARM	122	86	-30%
BURGLARY	390	438	12%
LARCENY	443	332	-25%
MOTOR VEHICLE THEFT	302	207	-31%
<b>Total</b>	<b>1699</b>	<b>1586</b>	<b>-7%</b>

\*Assaults with a Firearm are a subset of Assaults

So far this year (2010), the dramatic decline in violence is continuing: murders are down another **20%**; assaults with a firearm (shootings) are down **51%**, and overall crime is down **13%**.

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Below is a chart outlining crime statistics for January 1 to July 31, 2009 compared to the same period in 2010.

<b>PART I CRIMES</b>	<b>YTD 2009</b>	<b>YTD 2010</b>	<b>2009 – 2010 % Change</b>
<b>HOMICIDE</b>	<b>5</b>	<b>4</b>	<b>-20%</b>
<b>RAPE</b>	<b>8</b>	<b>12</b>	<b>50%</b>
<b>ROBBERY</b>	<b>83</b>	<b>62</b>	<b>-25%</b>
<b>ASSAULT</b>	<b>256</b>	<b>195</b>	<b>-24%</b>
<b>*ASSAULT WITH A FIREARM</b>	<b>59</b>	<b>29</b>	<b>-51%</b>
<b>BURGLARY</b>	<b>255</b>	<b>233</b>	<b>-9%</b>
<b>LARCENY</b>	<b>192</b>	<b>159</b>	<b>-17%</b>
<b>MOTOR VEHICLE THEFT</b>	<b>131</b>	<b>143</b>	<b>9%</b>
<b>TOTAL CRIME</b>	<b>930</b>	<b>808</b>	<b>-13%</b>

\*Assaults with a Firearm are a subset of Assaults

Notwithstanding this success, periodic spikes in violence experienced each year prove that the root causes of crime and violence remain. In other words, we are on the right track but we must enhance our efforts to achieve and sustain even greater reductions in the future. To this end, the Department has and will continue to work with the community to implement progressive crime-reduction strategies that blend enforcement, prevention and intervention, such as:

Crime-Reduction Programs & Grants

Since 2006, the Department has secured approximately \$8 million in grants to implement key enforcement, prevention and intervention programs. These programs tackle issues such as parole reentry, jobs for parolees, at-risk youth, gang prevention, anti-gang enforcement, nuisance abatement and blight removal, traffic enforcement and other key issues in reducing crime and violence.

Below is a chart that summarizes these grants.

<b>Programs &amp; Grants</b>	<b>Amount</b>
➤ Project Safe Neighborhood (PSN)	\$175,000
➤ Parole Reentry Program	\$3,500,000
➤ Parolee-Job Program	\$1,132,000
➤ Gang Resistance, Education And Training	\$300,000
➤ Traffic Enforcement	\$250,000
➤ Anti-Gang Grant (BJA)	\$215,000
➤ Youth Grant – OJJDP	\$400,000
➤ Police Activities League (PAL)	\$109,000
➤ Cal GRIP	\$200,000
➤ Graffiti Arts Project (GAP)	\$42,000
➤ Code Enforcement/Nuisance Abatement	\$50,000

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➤ Civil Injunction program	\$66,000
➤ ShotSpotter technology	\$200,000
➤ Gang Suppression Activities	\$120,000
➤ Youth Interns	\$15,000
➤ Technology/Equipment	\$200,000
➤ SLEF Grant	\$400,000
➤ DOJ – Byrne Grants	\$600,000
<b>Total</b>	<b>\$7,974,000</b>

The majority of these programs involved police-community partnerships. Out of the \$8 million in grants, the Department contracted with numerous community and faith-based organizations for over \$3.8 million. These grants not only respond aggressively to crime and violence, they also create jobs for parolees, youth interns, and community members, and strengthen police-community relations. The chart below outlines these contracts:

Grant/Program	Community Contract Amount
Project Safe Neighborhood	\$85,000
Parole Reentry Program	\$2,500,000
Parolee-Job Program	\$996,000
GREAT	\$60,000
PAL	\$109,000
Graffiti Arts Project	\$42,000
Cal GRIP	\$50,000
<b>Total</b>	<b>\$3,842,000</b>

The Department is currently in negotiations with the California Department of Corrections and Rehabilitation to obtain another \$3 to \$6 million contract.

Crime Analysis Unit

In 2005, the Department formed the Crime Analysis Unit and hired a crime analyst to track crime, identify crime patterns and trends, provide comprehensive crime-analysis, and work with management to strategically deploy our resources. The Department had previously held this position vacant for over ten years.

Through this unit the Department has become more proactive than reactive. This unit provides the Area Commanders weekly statistical reports and prepares monthly reports for the chief that track crime trends and patterns. The unit also conducts link-analysis of cases which is used in targeting specific individuals and gangs.

CompStat

The Computer Statistical (CompStat) model is an accountability system that requires management to understand crime, identify crime patterns and trends, and identify why crime is occurring. This analysis is a key component of Problem-Oriented Policing and its SARA (Scanning, Analysis, Response, and Assessment) model.

As part of CompStat, the chief meets with the two Area Commanders, detectives, officers and the crime analyst monthly to review crime patterns and trends, and develop strategies that respond to these trends and prevent future ones. The CompStat system was developed in New York City in the '90s and is credited with dramatic decreases in crime and violence.

Through the use of CompStat, the Department responds not only to crime incidents, but the root causes of crime as well, and do so in a strategic and effective manner.

#### Criminal Investigation Division

In 2006, the Department formed the Criminal Investigation Division (CID) and resumed responsibility to conduct criminal investigations in East Palo Alto. For ten years before that, the City had contracted with the Sheriff's Office to conduct these investigations. The Deputies assigned to this function did a great job, but it was, and remains, my belief that local detectives can better solve crime because they have an established relationship with the community.

It is also critical to the organization to maintain such a capacity to provide staff growth and development opportunities that benefit the employee and the organization when that that experience and expertise to shared.

***The City's murder clearance-rates (the rate at which murders are solved) have more than tripled since the CID reformation.***

#### Community Collaboration & Problem-Solving

The community and police department have partnered to implement a comprehensive strategy designed to reduce crime and violence. Our strategy thus far has proved effective and will likely serve as a national model on how to use community policing to aggressively respond to violence.

The strategy is intelligence-based and multi-faceted, balancing enforcement, prevention and intervention efforts. Using intelligence gathered from the Criminal Investigations Division and information obtained by the community, the Department is able to identify the nature of most of the crime and violence and then develop a strategy that blends enforcement, prevention and intervention.

#### Enforcement

Over the past 4 years, the Department has partnered with numerous law enforcement agencies to implement strategic enforcement programs. These allied-agencies include:

- San Mateo County Sheriff's Department
- San Mateo County Gang Task Force
- Menlo Park Police Department
- Palo Alto Police Department
- California Department of Justice (DOJ)
- San Mateo County Probation
- California State Parole
- Federal Bureau of Investigation (FBI)
- United States Marshal Service
- California Highway Patrol (CHP)
- Bureau of Alcohol, Tobacco and Firearms (ATF)

The partnership between the Department and these have agencies have contributed greatly to our crime and violence reductions. Below are examples of the operations and programs that have been implemented.

- In June 2005, the Department received assistance from the California Department of Justice (DOJ) to conduct a 5-year analysis of violence in the City.

This analysis provided “real-time” data to better understand the nature of crime and rapidly deploy our resources strategically.

- In June 2005, the Department partnered with the United States Marshal and created the “East Palo Alto Most Wanted” list. 8 fugitives were captured. .
- In June 2005, the Department partnered with the United States Attorney to federally prosecute criminal organizations, gang members, and those in possession of firearms that meet the federal charging criteria.
- In August 2005 the Department partnered with the California Highway Patrol (CHP) to implement “Operation Impact”. This project increased traffic enforcement in designated “hot spots”.
- In 2005, the Department partnered with the U.S. Drug Enforcement Agency (DEA) and conducted investigations that resulted in 44 federal indictments of drug dealers and the recovery of a large cache of drugs and weapons.
- In 2006, the Department implemented “Operation Disrupt and Dismantle”. This operation involved over 14 local, county, state and federal agencies and specifically targeted the Sacramento Street Gang. The Sacramento Street gang has been dismantled and their impact to the community dramatically reduced.
- In 2006, the Department partnered with the Sheriff’s Department to implement “Operation Clean Sweep” designed to target gang activity.
- In 2007, the Department and CHP once again implemented “Operation Impact”.
- In 2007, the Department partnered with numerous agencies and community and faith-based organizations to implement “Project Safe Neighborhoods”. This program involved enforcement operations that resulted in arrests and weapons seizures, in addition to police and community activities such as the Unity March and Rally and the Youth Summit.
- In 2007, the Department partnered with the California Department of Justice (DOJ) to conduct special gang and narcotics investigations. DOJ made 11 arrests of mid-level drug dealers.
- In 2007, the Sheriff’s Department and the Menlo Park Police Department each assigned two officers (and deputies) to partner with two EPA Officers to conduct anti-gang efforts. This effort was critical in stemming a spike in violence that occurred at that time.
- In April 2008, the Department and the CHP implemented “Operation Impact”.
- In April 2008, the Department implemented the second year “Project Safe Neighborhood” project.
- In October 2008, the Department implemented “Operation 4<sup>th</sup> Quarter” designed to prevent the historic increase of violence that occurs the last quarter of the year.

The Department formed a team comprised of EPA, Sheriff's deputies, and probation and parole officers to conduct weekly warrant services and parole and probation checks. This team is still operating.

- In December 2008 (in response to the recent spike in violence) the CHP has once again assigned 1 sergeant and 4 officers to the Department for 90-days.
- In April 2009, the Department and the CHP implemented Operation Impact.
- In 2009, the Department partnered with the Menlo Park Police Department to conduct anti-gang efforts. This effort was critical in stemming a spike in violence that occurred in early 2009. The joint team made over 80 arrests and recovered large amounts of narcotics and weapons.
- In March 2009, the Department, in partnership with the FBI and Menlo Park Police Department, arrested fifty (50) "Taliban" gang members after an intensive 18-month long investigation. This was the largest multi-agency gang operation in Bay Area history.
- In August 2009, the Department implemented "Operation 4<sup>th</sup> Quarter" early based on a spike of violence in July. Shootings dropped by over 47%.
- In 2010, the Department formed the Violence Interdiction Team (VIT) and began implementation of a new, comprehensive strategy known as "**Operation Ceasefire**". Governor Arnold Schwarzenegger selected the Police Department to receive approximately \$200,000 in grant funds to assist with this strategy.

### **Operation Ceasefire**

This evidence-based strategy uses crime-intelligence to identify those involved in gangs, drugs and violence; partners law enforcement with the community to sit down with these individuals and offer them services that provide alternatives to their destructive behavior, and uses strategic enforcement programs to hold accountable those who fail to take advantage of the services and continue to victimize our community.

### **Violence Interdiction Team (VIT)**

As a part of Operation Ceasefire, the Department formed a new team called the *Violence Interdiction Team (VIT)*. The VIT will be comprised of 1 Sergeant, 2 Detectives, 1 Parole Reentry Officer, 1 Crime Analyst, and 1 Civilian Investigator. The VIT will:

- Implement a data-driven, problem-solving approach focused on reducing gun violence and shutting down open air drug markets.
- Collaborate with local, county, state and federal law enforcement agencies to use strategic enforcement efforts, including comprehensive investigations of gangs, the use of restraining orders, etc., to "disrupt and dismantle" gang activity.
- Collaborate with state and federal law enforcement agencies to target illegal gun sales, purchases and firearms possession.

- Development of a unified law enforcement message that will be communicated directly to members of the targeted gangs that violence will not be tolerated, and backing up that message by “pulling every lever” legally available (i.e., applying appropriate sanctions from a varied menu of possible law enforcement actions from going to prison for parole violations to receiving a sentence for 10 years without parole in a federal penitentiary) when violence occurs.
- Scheduled “call-ins”. This is where gang members likely to be involved in violence are brought into a room with Task Force members and offered a choice to either stop the violence and take advantage of job training and other services offered, or face the full force of the community and law.
- Work with the Task Force to conduct home visits of those on probation and parole for drugs and/ or violence and offer services to provide viable alternatives.
- Coordinate with Parole and Probation monthly to put pressure on gang members to change their behavior or face incarceration.

#### Intervention & Prevention

Enforcement alone will not reduce crime and violence. The Department must work the community to implement intervention and prevention programs as well. Over the past three years, the Department’s relationship with the community has strengthened and together, we have implemented intervention and prevention such as:

- Beat Meetings (problem-solving and community coordination). The City is divided into 4 Beats. A meeting hosted by the Police Department is conducted for each Beat on a monthly basis. This allows the Department and the residents to work together to identify and solve problems.
- Gang Resistance, Education And Training (GREAT). Officers provided a 13-week curriculum in the schools. Over 250 kids have graduated from this program.
- Police Activities League (PAL). The Department has reinstated PAL and received a grant to fund a boxing and track and field program.
- Risk Prevention Program with the Probation Department. Probation officers work in the schools with District officials to work with at-risk youth and intervene before they enter into the Criminal Justice System.
- Youth Summit. Through the Project Safe Neighborhoods (PSN) grant, the Department co-sponsored a summit with Over 300 youth.
- Unity March and Rally. The police department co-sponsored this event. Over 1000 people attended.
- Live in Peace Movement. The Department is co-sponsoring this movement with numerous community and faith-based organizations.
- Police Chaplain Summit. The Department works with faith-leaders to identify long-term solutions to violence and garner support from youth in the community.

- Anti-Graffiti Campaign (in coordination with Public Works and Community Services). Graffiti has been removed from over 150 locations in the City.
- Code Enforcement. The Department embraces the Crime Prevention Through Environmental Design (CPTED) concept and works with the community to remove blight. Code enforcement officers work tirelessly to remove blight, graffiti and trash, and target home owners who fail to comply with standards.
- Graffiti Arts Project. The Department partnered with the Mural, Music and Arts Project (MMAP) to implement an anti-graffiti program that works with at-risk youth to transfer their graffiti talents into creative art talents.
- Youth Court. The Department is working with the East Palo Alto Youth Court to provide juvenile first-time offenders alternatives to incarceration and provide much need social services.
- Parole Reentry Program. The Police Department works in partnership with the California Department of Corrections and local community and faith-based organizations to provide parolees programming services designed to reduce parolee recidivism. This is the only such program in California.
- Parolee-Job Program. The Department is working with CAL Trans and the CDCR to provide parolees jobs working on the highways.

#### Parole Reentry Program

In 2006, the Police Department worked closely with Assemblymember Ira Ruskin to craft Assembly Bill (AB) 2436. AB 2436 required the California Department of Corrections and Rehabilitation (CDCR) to implement a parole-reentry program in East Palo Alto. The bill required a program that blends enforcement with programming services.

The Police Department worked collaboratively with CDCR and the community to develop a program known as the East Palo Alto Community-Based Coalition. The program is funded by CDCR at \$3.5 million for 3.5 years. Below is a summary of services.

1. The creation of a Day Reporting Center that provides a single reporting location for parolees and provides a host of reentry services, such as:
  - a. Individualized treatment plans
  - b. Residential/transitional housing
  - c. Substance abuse education and treatment
  - d. Anger management
  - e. Domestic violence programs
  - f. Cognitive and life skills development
  - g. Parenting and family reintegration
  - h. Community service
  - i. Educational services (GED preparation)
  - j. Budgeting and money management
  - k. Job readiness and job search
  - l. Discharge planning and aftercare
2. Provide transitional sober living accommodations for 12 parolees which equates to ten percent of the target population.

3. Conduct a prerelease needs assessment of inmates scheduled to parole to East Palo Alto.
4. Develop of a reentry plan identifying services needed by persons returning to the community.
5. Establish a partnership between the police and CDCR parole agents to enhance the level of supervision and accountability of parolees residing in East Palo Alto.
6. Partner with local community organizations and service providers to provide support services to parolees such as transitional housing, job training, or placement, or substance abuse treatment.

#### Overview of Program Services and Requirements

Recognizing the need for parole reentry to involve the community, the City outsourced the programming services to a coalition of community organizations including: Free-At-Last, Job-Train, the Ministerial Alliance, and For Youth By Youth (FYBY). The Police Department was charged with oversight of the program, including the implementation of the enforcement component

#### Parolee Work Crew Program

As a part of this program, CDCR and the California Department of Transportation – also known as Cal Trans – partnered to develop a parolee work crew program designed to provide training and employment opportunities to parolees involved in reentry programs. This job component was added to the East Palo Alto reentry program. Specifically, the CDCR provided funding to:

1. Employ 20 parolees for two work crews to provide labor on state highways.
2. Employ two work crew supervisors (non-parolees)
3. Provide support services, equipment and training to the parolee work crew program.

#### Reentry Program Status Report

The DRC began accepting parolees on January 7, 2008. Since that time, the DRC has served 205 participants. Parolees are receiving the type of services that affect real and permanent changes in their lives. **Out of the 205 participants, 30 or 14% returned to prison, well below the state average of 70%.**

#### Special Acknowledgement

In addition to the aforementioned programs, key community and faith-based leaders often hit the streets to talk to our youth and encourage them to stop the violence. These leaders have been successful in negotiating several successful cease-fires.

#### Technology

Another key component to crime-fighting is technology. The use of technology allows the Department to more effectively and efficiently respond to crime and violence. For example:

- The City has obtained grants to implement the ShotSpotter gunshot detection system. East Palo Alto is the only city in the United States to have citywide coverage. The system has proven to be invaluable in shooting investigations and in making arrests of people with firearms.
- The Department purchased sophisticated crime-analysis software systems that are part of the Department's CompStat (Computerized Statistical) process.

- The Department contracted with CrimeReports.com, to provide advanced crime analysis, including the ability for community members to view crime in their neighborhood and receive crime-alerts.
- The Department also installed Mobile Digital Computers (MDTs) in each patrol vehicles. These computers are linked to various local and state databases, as well as the Departments records management system. This allows officers to conduct more investigative actions in the field and complete their crime reports without returning to the Police Department.
- The Department also secured the services of Connect CTY to provide citywide phone notification capabilities.
- The Department purchased Training Management System (TMS) software to better track employee training.
- In 2009, each patrol vehicle was equipped with a video camera to record stops, pursuits and police contacts.

## **2. Improve Police-Community Relations**

Much progress has been made in this area; however, there is much more to accomplish. Over the past 4 years, the Department has engaged the community at historic levels. The Department conducts 4 Beat meetings every month, which provides community members the forum to share their concerns with the police and work in partnership to solve problems.

### Chats with the Chief

The Chats with the Chiefs forum were designed to allow community members to meet with the chief of police, provided input, feedback and criticism, and learn about the programs and efforts of the Department. Chats were initially conducted on a monthly basis, but with the implementation of Beat Meetings, Chats are now conducted quarterly.

The Chief conducts special Chats to address emerging crime trends and other special issues facing our community. Because our senior citizens often face different challenges, the Chief conducts a quarterly Senior Chat with the Chief at the Senior Center to directly meet with the seniors and hear their concerns. The Chief has conducted televised Chats and made numerous appearances on the local cable channel to provide the community information.

### Letters to the Community

To ensure the Department is open to the community, the Department publishes letters that outline new programs, initiatives, reform efforts and other activities within the Department. To date, Letters to the Community have been published on topics such as:

- Community-policing efforts
- Crime and Violence (including crime statistical reports)
- Anti-Crime Initiatives such as:
  - Project Safe Neighborhood
  - Operation Impact
  - Parole Reentry
- New Programs in the Department, such as the:
  - The formation of the Criminal Investigation Division (CID)

- The formation of the Professional Standards Unit
- New Community Complaint Process
- The Implementation of Area Command
- Enforcement of the curfew
- Cold Case (unsolved homicides) Program
- Operation Ceasefire

These letters are widely distributed and are published on epa.net and epatoday.org.

#### Police-Youth Relations

This is one of the most critical areas in community relations and community policing. Too often police and youth relations are strained with both sides harboring mistrust.

The Department has made notable strides to improve this relationship, although this effort must be continually enhanced. The Department has partnered with several youth organizations to better the relationship. Below is a list of youth programs the Department is involved with.

- Mural, Music and Arts Program (MMAP)
- Graffiti Arts Program (GAP)
- Gang Resistance Education And Training (GREAT) program
- Sponsored Employment Program
- Police Activities League (newly formed)
- Youth Summit
- Unity March and Rally
- Police Explorers
- Police Basketball Team (playing games with Boys & Girls Club)

The Department has also worked with numerous youth committees, task forces and organizations to improve the relationship between the police and the community; especially our young adults.

#### Openness & Accessibility

The Department believes that openness and accountability are paramount to public trust and confidence. Over the past 3 years the Department has taken tremendous steps to make the Department open and accessible to the community. These efforts include:

- Revamping the Citizen Complaint process to ensure community members can file complaints without intimidation. The new process requires that all complaints be accepted – even anonymous complaints
- Providing “complaint” flyers and brochures to educate the community on the complaint process and their rights to file complaints against officers
- Establishing 4 kiosk in the City for community members to file complaints (anonymously if they chose) so they do not have to go to the Police Department
- Establishing an online complaint process for community members to file complaints and/or provide feedback to the Department
- Publish an annual complaint summary report for the community that outlines the number and type of complaints filed against police officers, and provides a summary of the findings of these investigations.

- The establishment of a racial profiling program that includes a comprehensive policy prohibiting racial profiling and the mandate to collect traffic-stop data. The first stop-data report will be released in early 2009.
- Publishing police policies online

### **3. Enhance Professionalism of the Department**

On the first day of my appointment as Chief of Police, I announced to the Department the newly established “Five Deadly Sins”. In other words, these violations would not be tolerated under any circumstance and would result in my immediate recommendation to terminate employment.

1. Brutality
2. Untruthfulness
3. Retaliation Against Witness
4. Discrimination
5. Acceptance of Gratuities

#### **Mission-Vision-Values**

A key component of professionalism is to identify the core mission of the Department; provide a clear vision for staff, and establish a set of core values that are consistent with our community. Below is the Mission-Vision-Statement of the Police Department.

#### **Mission**

It is the mission of the East Palo Alto Police Department to work in partnership with the community to reduce crime and violence and provide quality law enforcement services.

#### **Vision**

Our vision is to create a professional and progressive Police Department that is respectful, responsive and accountable to the community.

#### **Values**

Service  
Teamwork  
Respect  
Integrity  
Vision  
Excellence

#### **Our Motto**

“STRIVE for perfection in order to achieve excellence”

#### **Professional Standards Unit (PSU)**

In 2007, the Police Department formed the Professional Standards Unit. This unit is comprised of a Sergeant and reports directly to the Chief of Police. Its duties focus exclusively on the oversight of the community complaint and internal audit and inspection processes. The PSU is a critical component of Area Command and enhances the culture of accountability within the Police Department and oversees a complaint system that instills public trust and confidence.

### Complaint Process

In 2007 the Department adopted a new comprehensive complaint policy that ensures timely, objective and thorough investigations of complaints filed against the police. The policy requires the following:

1. Accept all complaints, including anonymous.
2. Classify complaints
  - a. Class 1 – serious violations and crimes
  - b. Class 2 – other violations
  - c. Service – complaints about Departmental services or the lack thereof
3. Types of Investigations
  - a. Requires formal Investigation for all Class 1 investigations
4. Conduct of Investigations
  - a. All investigations shall be completed no later than 90 days after complaint was initiated, unless otherwise allowed by chief of police.
  - b. Investigations shall be thorough, including taking statements from all witnesses, collection of evidence, and the identification of all violations.
  - c. Complainants shall be notified of status of investigation every 30-days.
  - d. Complainants shall be notified, in writing, of adjudication of finding.
  - e. Complainant shall be afforded opportunity to meet with chief if not satisfied with investigation.
5. Case Adjudication
  - a. Findings shall be limited to one of the following:
    - i. Sustained
    - ii. Exonerated
    - iii. Unfounded
    - iv. Not Sustained
  - b. If a case is determined to Exonerated, Unfounded or Not Sustained, the immediate supervisor shall review the investigation and determine if there are any policy and/or training issues.

### Training & Employee Development

Training and employee development are the foundation of professionalism and competence. The Department has improved both the quality and quantity of training provided to its staff. This training includes:

- Quarterly training sessions that include:
  - Advanced Community Policing
  - Cultural Competency Training
  - Narcotic Investigations & Handling Informants
  - Forensic Interviewing
  - Crime Scene Management
  - Administrative Processes
  - Area Command & Community Policing
  - Internal Investigations
  - Strategic Planning
  - Leadership
  - Ethics
- Continual Professional Training (CPT) – 24 hours as required by the State. The Department is in compliance with POST Standards. We currently send officers to the Oakland PD CPT training course. This course provides:

- Legal Updates (search & seizure)
- Firearms Qualification
- Driving Training
- Defensive Tactics
- Ethics/Leadership
- Numerous training courses presented throughout the Bay Area and country
- Sergeants have attended the 8-month Supervisory Leadership Institute (SLI)
- Federal Bureau of Investigation (FBI) National Academy
- West Point Leadership Academy in Los Angeles
- Basic and Advanced Investigator's Courses
- Tactical Commander Courses
- Defensive Tactics
- Community Policing & Problem-Solving
- Crime Analysis & Mapping, including Predictive Policing
- Records Management
- Canine training

#### Strategic Planning

In 2009, the Department (working with its employees and Snyder and Associates) developed a 3-Year Strategic Plan to achieve the goals outlined by the City Council and community. The Department has been consistent in its efforts in implementing the provisions of the plan. Over the past year, the Department has conducted numerous strategic planning sessions to monitor progress, ensure overall accountability with regards to the Strategic Plan, and evaluate if the provisions of the plan require revisions.

#### National Accreditation

The Department has initiated the process to receive national accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA was created in 1979 through the joint efforts of law enforcement's major executive police associations:

- International Association of Chiefs of Police (IACP);
- National Organization of Black Law Enforcement Executives (NOBLE);
- National Sheriffs' Association (NSA); and the
- Police Executive Research Forum (PERF).

The goals of CALEA are to:

- Increase community and staff confidence in the agency;
- Strengthen crime prevention and control capabilities;
- Formalize essential management procedures;
- Establish fair and nondiscriminatory personnel practices;
- Improve service delivery; and
- Solidify interagency cooperation and coordination.

The CALEA process provides law enforcement agencies an opportunity to voluntarily demonstrate that they meet an established set of professional standards which:

- Develop and improve the Department's relationship with the community.
- Strengthen a Department's accountability, both within the agency and the community, through a continuum of standards.

- Develop a comprehensive uniform set of written directives achieve administrative and operational goals while providing clear direction to personnel.
- Implement an emergency preparedness program to effectively address natural or man-made disaster and/or critical incidents.
- Provide the police chief the necessary reports and analyses to make fact-based, informed management decisions.
- Dramatically reduce liability and risk.
- Facilitate an agency's pursuit of professional excellence.

According to CALEA's 2007 annual report, only 10 police departments (out of the over 300 police agencies in the state) are CALEA accredited.

#### Professional Image and Standing

Over the past few years, the Department has made significant advances in both its image and standing in the law enforcement industry. Below is a list of conferences the Department was selected to conduct formal presentations:

- The 2007 COPPS conference in Washington, DC.
- The 2008 International Association of Chief of Police (IACP) conference in San Diego.
- The 2008 National Institute of Justice conference in Washington, DC
- The 2009 National Organizational of Black Law Enforcement Executives (NOBLE) conference in Oakland.
- The 2009 "Black and Brown" summit in Stockton.
- The 2009 National parole reentry conference in San Francisco, CA.
- The 2010 National Institute of Justice Conference in Washington, DC.
- The 2010 National Association of Psychologist conference in San Diego, CA.
- 2010 International Association of Chiefs of Police Conference in Orlando, Florida.

The Department was also asked to participate in several national "think-tanks" and advisory boards that work to establish industry best-practices. These groups include:

- Harvard University Executive Sessions on Policing
- United States COPPS Office Project on Anti-Bias Training
- UC Berkeley Advisory Group on Reentry
- International Association of Chiefs' of Police Advisory Group on parole reentry.

The Department has also implemented programs that are recognized as industry best-practices, such as:

- Parole Reentry
- Anti-Gang Initiatives
- Graffiti Arts Project
- Gunshot Detection System (citywide deployment)
- Online crime reporting and tracking
- Community policing

## POLICE DEPARTMENT STATUS REPORT

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### Recruiting & Hiring

The Department hired ten officers in 2009. There is one police officer vacancy remaining. Filling staff vacancies took an inordinate amount of time; however, this was necessary as the Department adopted the philosophy that we would rather have vacancies than hire a candidate that is not qualified to serve our community.

Consequently, approximately 80 to 90% of all applicants either fail our process or they are not hired. Our recruiting and hiring efforts have also resulted in an extremely diverse and education workforce. Below is a chart that profiles the Department.

	<b>Total</b>	<b>Black</b>	<b>White</b>	<b>Latino</b>	<b>Asian</b>	<b>Pacific Islander</b>	<b>Other</b>
Males	36	7	12	3	9	3	2
Females	12	3	1	5	1	1	1
<b>Total</b>	<b>48</b>	<b>10</b>	<b>13</b>	<b>8</b>	<b>10</b>	<b>4</b>	<b>3</b>

### Education

- 15 or 31% of the Department has an accredited college degree.

### Multi-Lingual

The Department has officers that speak the following languages:

- Spanish
- Samoan
- Tongan
- Tagalong
- Chinese
- Farsi
- Vietnamese

### Policies

The Department has had all of its policies reviewed by a legal expert and is now in the process of updating these policies.

### Racial Profiling/Stop-Data Collection

In March 2008, the Department implemented a policy prohibiting racial profiling and mandating stop-data collection. This is the only Department in San Mateo County, and there is only a handful in the Bay Area, that voluntarily collected this data. As part of this process, the Department will form a community-policing working group in 2010 to review and interpret the data.

### Early Intervention System

The Department began its implementation of an Early Intervention System. This system is designed to track the at-risk behaviors of officers and provide increased supervision, counseling, training and intervention to prevent misconduct. Our theory: If it is predictable, it is preventable.

In 2008, the Department conducted a thorough review of all personnel in the Department. Supervisors completed a matrix for every employee in the Department that outlined the following information:

- Use of force incidents
- Complaints
- Sick Leave
- Vehicle Accidents
- Discipline & Awards
- Reporting Writing
- Performance Evaluations

The Executive Team reviewed each matrix to identify any problematic trends both at the individual officer and organizational level. This process will be conducted every six months. The Department also reviewed all uses of force and complaints filed against the Department to identify any individual and organizational concerns requiring intervention, training, and/or policy changes.

#### **4. Build Internal Capacity**

In order to effectively and efficiently respond to crime and violence, the Department needed to improve its internal capacity. This was also paramount to organizational morale and the overall appearance and reputation of the Police Department. In 2007, the police department relocated from 2415 University Avenue to 141 Demeter Street.

Thanks to the leadership of the former City Manager and the City Council, the Department's usable space increased from 3500 to 7000 square feet. Using grants, the Department was able to purchase new furniture and equipment for the new facility.

In 2009, the Department also secured 7500 square feet at 141 Demeter Street. This facility houses the parole reentry program (and is funded, in part, by the State) and the Criminal Investigation Division. In 2009, the Department made vast upgrades to property and evidence storage capacity and facilities as recommended in the Brann Report and Property & Evidence Audit.

#### **Equipment**

Over the past 4 years the Department has purchased new equipment to include:

- Patrol Vehicles
- Firearms & safety equipment for all officers
- Ballistic Vests for all officers
- Digital Cameras & Recorders
- Thumb-scanners
- ShotSpotter technology
- Mobile Digital Computers (vehicles)
- Laptop computers
- Desktop computers/Servers
- Videoconferencing system
- Flat-screen televisions and monitors
- In-car video cameras

The majority of the equipment was purchased using grant funding.

#### **5. Implement Community Policing**

In July 2007, with City Council authorization, the Department restructured to what is known as "Area Command".

The Area Command structure is a progressive policing structure that has been adopted in cities across the nation, such as Washington, DC, Richmond, CA, and most recently, Oakland, CA.

What is Area Command?

1. A structure that provides both **“Managerial”** and **“Geographic”** accountability.
2. It divides the City into two Areas (with 2 Beats in each Area). An Area represents a geographical half of the City for purposes of staffing, deployment, resource allocation, crime tracking and reduction, and problem-solving.
3. Embraces neighborhood policing by assigning a captain to each Area to serve as Area Commander.
4. Decentralizes the Department to eliminate bureaucracy and rapidly respond to community needs and crime trends.

Benefits of Area Command

- Flattens Organization
- Enhances community policing and crime reduction efforts
- Makes Department more responsive to community
- Provides both “Managerial and Geographic” accountability
- Consistent with Brann Report & Grand Jury recommendations
- Strengthens internal capacity and operational systems
- Enhances managerial accountability
- Provides for succession planning
- Increases the administrative capacity of the Department
- Increases Department’s ability to obtain and maintain grants

Conclusion

Our notable successes over the past few years demonstrate the effectiveness of working together and community policing. Yet, our crime and violence rates remain too high and we know there is much more work to do.

To that end, the Police Department, in partnership with the community, has launched additional anti-crime and violence initiatives in 2010, including:

- ✓ The implementation of “Operation Ceasefire”.
- ✓ Negotiating with the California Department of Corrections and Rehabilitation (CDCR) to continue the reentry program for additional 3 years, including jobs with the Department of Transportation. This contract should be final by the end of the year.
- ✓ Launching the second Graffiti Arts Project in September and the third in October.
- ✓ Conducting the third annual Youth Summit in 2010 in November.
- ✓ Received additional funds to increase services and programs offered by the Police Activities League (PAL)
- ✓ Received congressional funding to launch a youth-reentry program in 2011.
- ✓ Assigned a School Resource Officer to the Ravenswood School District to work with teachers, parents and students to reduce truancy and increase campus safety.

## POLICE DEPARTMENT STATUS REPORT

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- ✓ Received funding to purchase technology such as license plate readers, surveillance cameras, etc.
- ✓ Continue to work with City Attorney and District Attorney to obtain civil injunctions against gang members.
- ✓ Work with the City Council and the Measure C Oversight committee to develop and implement a comprehensive Measure C expenditure strategy designed to enhance public safety.

I look forward to working with you and our community to achieve even greater crime and violence reductions in the future.

Respectfully,

Ronald L. Davis  
Chief of Police



## **OUR MISSION:**

IT IS THE MISSION OF THE EAST PALO ALTO POLICE DEPARTMENT TO WORK IN PARTNERSHIP WITH THE COMMUNITY TO REDUCE CRIME AND VIOLENCE AND PROVIDE QUALITY LAW ENFORCEMENT SERVICES.

## **OUR VISION:**

THE EAST PALO ALTO POLICE DEPARTMENT WILL BE NATIONALLY ACCREDITED AND RECOGNIZED AS AN INDUSTRY LEADER THAT IS COMMITTED AND RESPONSIVE TO THE NEEDS OF OUR COMMUNITY.

## **OUR VALUES:**

- **SERVICE**
- **TEAMWORK**
- **RESPECT**
- **INTEGRITY**
- **VISION**
- **EXCELLENCE**

## **OUR MOTTO:**

***“STRIVE FOR PERFECTION IN ORDER TO ACHIEVE EXCELLENCE”***