



# POLICE DEPARTMENT SUMMARY REPORT

DECEMBER 26, 2008

*CHIEF RONALD L. DAVIS*

POLICE DEPARTMENT SUMMARY REPORT

Dear Community Member:

The purpose of this report is to summarize the activities of the Police Department over the past 3 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

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**

Since 2006, homicides are down 42% and overall crime is down 20%. These dramatic reductions prove that our community policing efforts are working.

Below is a 3-Year Crime-Comparison Chart (as of December 18, 2008).

Crime Category	2006 – 2008	2003 – 2005	Percentage Change
HOMICIDE	18	31	-42%
RAPE	55	74	-26%
ROBBERY	290	310	-6%
ASSAULTS	1065	1314	-28%
*ASSAULTS/FIREARM	396	389	2%
BURGLARY	928	988	-6%
THEFTS	899	1591	-43%
AUTO THEFTS	896	866	3%
<b>TOTALS</b>	<b>4151</b>	<b>5174</b>	<b>-20%</b>

\* Assaults with a Firearm is a sub-category of "Assaults" and includes negligent firearm discharges in public and shooting at uninhabited dwelling and vehicle.

Notwithstanding this success, the 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 address these root causes if we are to achieve and sustain even greater reductions in the future.

To this end, the Department has partnered with the community to implement progressive crime-reduction strategies that blend enforcement, prevention and intervention. These strategies include:

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**Crime-Reduction Programs & Grants**

The Department has secured approximately \$6 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, technology, 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>Approx. Amount</b>
➤ Project Safe Neighborhoods (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
➤ Police Activities League (PAL)	\$109,000
➤ Graffiti Arts Project (GAP)	\$42,000
➤ Code Enforcement/Nuisance Abatement	\$50,000
➤ Civil Injunction program	\$66,000
➤ ShotSpotter technology	\$200,000
➤ Gang Suppression Activities	\$120,000
➤ Youth Interns	\$15,000
➤ Safety Equipment	\$75,000
<b>Total</b>	<b>\$6,034,000</b>

The majority of these programs involved police-community partnerships. Out of the \$6 million in grants, the Department currently contracts with numerous community and faith-based organizations at approximately \$3 million. These grants respond aggressively to crime and violence and they create jobs for parolees, youth interns, and community members while strengthening police-community relations. The Chart below outlines these contracts:

<b>Grant/Program</b>	<b>Community Contract Amount</b>
Project Safe Neighborhoods	\$75,000
Parole Reentry Program	\$2,100,000
Parolee-Job Program	\$996,000
GREAT	\$60,000
PAL	\$109,000
Graffiti Arts Project	\$42,000
<b>Total</b>	<b>\$3,382,000</b>

**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 five years. Through this unit the Department has become proactive rather 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 crime-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 Action) 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 is able to respond 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 experience and expertise is shared. Since its formation, case-clearance rates have improved.

#### 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 proven to be effective and serves 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 (CID) 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 strategic response that blends enforcement, prevention and intervention.

#### Enforcement

Over the past 3 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 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 Ten Most Wanted” list.
- 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 and conducted narcotic 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 weapon 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 Neighborhoods".
- 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 officers, 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.

#### Intervention & Prevention

Enforcement alone will not reduce crime and violence. The Department must work with 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 programs such as:

- Beat Meetings (problem-solving and community coordination). The City is divided into 4 Beats. The Police Department hosts a monthly meeting for each Beat to allow the Department and 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.
- 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.
- 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.
- Project Safe Neighborhoods (PSN). As part of this grant, the Police Department co-sponsors an annual Youth Summit hosted by One East Palo Alto. Over 300 youth attended this event.

- 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 Chaplaincy. In 2005, the Department formed the Police Chaplaincy program. Chaplains have conducted a Faith-Summit and worked with faith-leaders and youth to identify long-term solutions to crime and violence.
- East Palo Alto Crime Reduction Task Force. This task force was formed by Supervisor Rose Jacobs-Gibson.
- 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 have worked tirelessly to remove blight, graffiti and trash, and target home owners who fail to comply with standards.
- Graffiti Arts Project. The Department has partnered with the Mural, Music and Arts Project (MMAAP) to implement an anti-graffiti campaign. The Department and MMAAP work with at-risk youth to transfer their graffiti talents into creative art talents.
- “Stop the Violence” Video. The Department partnered with “No More Tears” – a group of San Quentin inmates to develop a video against violence. The video featured East Palo Alto inmates (many facing life in prison).
- “Make the Call” Television Show. The Department and the Media Center partnered to develop a murder cold-case show that profiles the victims of unsolved murders and involves their family members and community leaders.

In addition, 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.

#### Parole Reentry Program

The issue of parole recidivism must be addressed in order to achieve sustainable crime and violence reductions. In 2006, the Police Department worked closely with Assemblymember Ira Ruskin to craft Assembly Bill (AB) 2436. AB 2436 requires the California Department of Corrections to implement a parole-reentry program in East Palo Alto. The bill requires 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. Conduct a prerelease needs assessment of inmates scheduled to be paroled to East Palo Alto.
  3. Develop of a reentry plan identifying services needed by persons returning to the community.
  4. 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.
  5. 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.

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

CDCR and Cal Trans have partnered to develop a parolee work crew program designed to provide training and employment opportunities to parolees involved in reentry programs. Specifically, CDCR will provide 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.

#### 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 already aided officers in recovering 10 firearms and making 7 arrests, including arrests of documented gang members.
- The City has also purchased graffiti technology that alerts officers in the field when graffiti is actually being applied at certain locations.
- The Department has just purchased a sophisticated crime-analysis software system that will be used as part of the Department's CompStat process.

- The Department also installed Mobile Digital Computers (MDTs) in each patrol vehicle. These computers are now linked to various local and state databases, as well as the Department's 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.
- In 2008, as part of the parole reentry program, the Department purchased thumb-scanning technology. This technology allows the Department to track parolees attending the reentry program, and identify parolees in the field. In the near future, this system will be expanded to include gang members.

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

Much progress has been made in this area; however, there is much more to accomplish. Over the past 3 years the Department has engaged the community at historic levels. With the implementation of Area Command, 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 Chief's forum are designed to allow community members to meet with the chief of police, provide 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 with 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 Neighborhoods
  - 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

These letters are widely distributed and are published on [www.epa.net](http://www.epa.net) and [www.epatoday.org](http://www.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
- Youth Police Academy
- Youth Court

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 kiosks 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 violations 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 who reports directly to the Chief of Police. Its duties focus exclusively on the oversight of the community complaint, 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 the 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 in topics such as:
  - Narcotic Investigations & Handling Informants
  - Crime Scene Management
  - Administrative Processes
  - Area Command & Community Policing
  - Internal Investigations
- Continual Professional Training (CPT) – 24 hours as required by the State. Two-thirds of the Department has completed this course. This course provides:
  - Legal Updates (search & seizure)
  - Firearms Qualification
  - Driving Training
  - Defensive Tactics
  - Ethics/Leadership
- Training courses presented throughout the Bay Area and United States
- 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
- Community Policing & Problem-Solving
- Crime Analysis & Mapping
- Records Management
- Canine training

### Recruiting & Hiring

The Department has adopted the philosophy that we would rather have vacancies than hire a candidate that is not qualified to serve our community. Consequently, approximately 70% of all applicants either fail our process or they are not hired.

### Policies

The Department has implemented several new policies, to include:

- Tattoo Prohibition
- Racial Profiling and Stop-Data Collection
- Use of Canine
- Complaint Process

In addition, 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 are 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 early 2009 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
- Report 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.

### New Police Facility

In 2007, the police department relocated from 2415 University Avenue to 141 Demeter Street.

Thanks to the leadership of the City Manager and the City Council, the Department's usable space increased from 3,500 to 7,000 square feet. Using grants, the Department was able to purchase new furniture and equipment for the new facility.

#### Wellness Center

Thanks to an in-kind service donation from a private contributor, the Department constructed a "Wellness Center" that provides a fully equipped gym, recreation area, kitchen, and rest area (so officers can sleep between shifts when necessary).

#### Vehicles

The Department has purchased:

- 6 Dodge Chargers
- 4 Crown Victorias
- 1 Ford Expedition
- 1 Harley Davidson Motorcycle

The City Manager has also authorized the Department to purchase 2 new vehicles each year, as part of the annual budget process, to ensure the vehicle fleet is maintained as part of the City's fleet replacement plan. This is critical to officer morale and safety. Prior to this policy, officers were driving vehicles with over 100,000 miles and the city was spending excess money to maintain these old vehicles.

#### Equipment

Over the past 3 years the Department has purchased new equipment to include:

- 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 (conduct video meetings with San Quentin inmates)
- Graffiti detection devices
- Flat-screen televisions and monitors

The majority of the equipment was purchased using grant funding.

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

The community has repeatedly made clear its desire for the Police Department to adopt community policing as its operating strategy. To assist the Police Department in this effort, the City Council commissioned an organizational study of the Police Department in 2000 – referred to as the "Brann" Report – to assess the strengths and weakness of the Department and identify the best strategies to implement community policing.

The Brann Report identified significant operational and managerial deficiencies within the Department and identified those deficiencies as roadblocks to implementing community policing. The Brann Report provided 71 recommendations designed to improve the overall operations of the Department and clear the way for community policing. Since 2000, the Department has struggled to implement both the Brann Report recommendations and community policing.

Consequently, police and community relations have been strained and the Department has experienced periods in which public trust and confidence in the police was lost. This failure, in addition to several high-profile police misconduct incidents, also resulted in the San Mateo County Grand Jury conducting an investigation of the Department.

The Grand Jury published its report in 2003 and revealed the Department's failure to implement the 71 Brann Report recommendations. As part of its finding, the Grand Jury reinforced the importance of the 71 recommendations to the Police Department and community, and recommended the Department immediately enhance its efforts to implement the remaining recommendations.

Shortly following that report, the Chief of Police retired and the City Manager hired Interim Police Chief Steve Belcher to head the Police Department while the City conducted a search for a permanent police chief. During his tenure, Chief Belcher implemented many of the Brann Report recommendations and made tremendous progress.

Upon my appointment as Chief of Police on May 31, 2005, the City Manager and City Council provided a clear mandate to continue the efforts of Chief Belcher to adopt community policing and implement the Brann Report recommendations.

The outstanding men and women of the Police Department and I have worked in partnership with the community over the past three years to meet that mandate. In addition to the programs and initiatives outlined in this report, a critical step in this endeavor was the Department's restructure to "Area Command".

#### Area Command

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
- Balance staff distribution for command staff
- 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
- Reduces Cost

As stated earlier in the report, the community and police department have partnered in an historic fashion to implement a comprehensive strategy designed to reduce crime and violence. The Department's restructure to Area Command, in addition to its implementation of Beat meetings and cooperative projects, such as parole reentry and other intervention and prevention initiatives have greatly advanced our community policing efforts. As the Department achieves full staffing these efforts will increase.

### **Conclusion**

On behalf of the Police Department I'd like to thank you for your support of the Department and involvement in making our city safer. I believe this report demonstrates the quality of officers and employees working in the Department and represents a police department that is open, accessible, and responsive to the community.

However, the Department did not achieve these accomplishments in a vacuum. Our successes are due to the leadership of the City Council, the City Manager, other City Departments, and the collaboration between the police department and the community. We have accomplished much in a short time. Yet, these successes are not enough. We must continue to work together to better the police department; its relationship with the community and the quality of services we provide.

I look forward to our continued partnership in 2009 and especially look forward to working with the Measure C oversight committee to further advance our community policing efforts.

For more information about the programs and efforts described in this report, please attend the first 2009 Chat with the Chief session which will be held in January.

Respectfully,

Ronald L. Davis  
Chief of Police