

### *Technology and Social Media*

Concerning the third pillar, the *21<sup>st</sup> Century Policing* report states: “Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.”<sup>1</sup> Specific *21<sup>st</sup> Century Task Force* recommendations concerning technology and social media include:

- Design the implementation of appropriate technology by law enforcement agencies to consider local needs and align with national standards.
- Update public record laws.
- Adopt model policies and best practices for technology-based community engagement that increases community trust and access.

Though faced with continuing technology concerns in terms of systems support and reliable infrastructure, OPD has led the nation in the implementation of new technologies such as body-worn cameras. Specific examples responsive to the *21<sup>st</sup> Century Task Force* recommendations concerning technology and social media undertaken by OPD include considering community trust when composing technology and other policies. OPD policies – particularly technology policies – are considered progressive. Public record laws do need to be updated to consider rapidly developing technologies such as video from body worn cameras and address associated privacy issues.

### *Community Policing and Crime Prevention*

Concerning the fourth pillar, the *21<sup>st</sup> Century Policing* report states: “Community policing requires the active building of positive relationships with members of the community.”<sup>2</sup> Specific *21<sup>st</sup> Century Task Force* recommendations concerning community policing and crime prevention include:

- Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- Infuse community policing throughout the culture and organizational structure of law enforcement agencies.
- Engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.
- Encourage communities to support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.
- Work with neighborhood residents to coproduce public safety by working with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.
- Encourage communities to adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

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<sup>1</sup> *Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing*, (May 2015, Office of Community Oriented Policing Services, [http://www.cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)), p. 31

<sup>2</sup> *Ibid*, p. 41

Specific examples responsive to the *21<sup>st</sup> Century Task Force* recommendations concerning policy and oversight undertaken by OPD include:

- Creating a policy on community policing that emphasizes community engagement.
- Designating the improvement of police community relations as one of the top priorities of the organization and one of three goals in this plan.
- Implementing geographic command based on a community policing principle that better engagement with the community will provide greater crime reduction.
- Recognizing that crime is a symptom of a much larger social and economic issue and works with other government and non-government resources to be a part of a holistic community safety plan.
- Mandating officers to attend at least one community meeting per quarter. In addition to that the Department is using social media to reach out to larger segments of the community.
- Piloting an alternative community meeting model where officers attend smaller neighborhood meetings in a resident's home where a meal is served. This is more intimate than traditional community meetings.
- Encouraging officers to walk in neighborhoods as much as time permits.
- Partnering with Neighborhood Crime Prevention Councils and required all Patrol Area Captains to work with an advisory committee made up of residents for this purpose.
- Prohibiting personnel from participating in the school disciplinary process. OPD presence on school campuses is entirely in a mentoring mode unless responding to urgent calls for service. OPD also participates in restorative justice programs for youth offenders.
- Creating a Youth Advisory Committee based on Youth Commission recommendations.
- Implementing comprehensive PAL and OK Mentoring programs.
- Assigning officers as mentors in six middle schools.

OPD has improved relations with the Oakland community through implementation of Procedural Justice, Neighborhood Services, and Federally-mandated reforms. Much work has yet to be done, as residents of the city's poorest communities still have memories and stories from generations of poor treatment by members of OPD.

### **Performance Measures for Strengthening Community Trust and Relationships**

The primary performance measure for strengthening community trust and relationships are community surveys. The most recent (2013-14) community survey conducted by OPD found that, of 2,426 respondents, 23 percent were very satisfied or satisfied with the level of dedication to community policing and 44 percent were dissatisfied or very dissatisfied. In the same survey, 66 percent of 2,335 respondents indicated they trusted OPD and 34 percent indicated that they did not. Eighty-five percent of 1,200 respondents indicated that they were treated in a fair and impartial manner by Oakland Police officers and 15 percent indicated that they were not. Finally, 67 percent of 1,072 respondents indicated that the Oakland Police officer (with whom they interacted) explained the officer's actions and the law, while 33 percent indicated that the officer did not. A new survey will be conducted in 2016.

### **Objectives and Strategies for Strengthening Community Trust and Relationships**

The first set of objectives is achievable without additional resources. The second set of objectives requires additional resources.

## **Strengthening Community Trust and Relationships: No Additional Resources**

**Objective: Increase Community Satisfaction by 15% over 36 Months.**

**Strategy:** Establish an Officer Involved Shooting (OIS) / In-custody death protocol to include the release of body-worn camera video.

**Deadline:** July 1, 2016.      **Responsible:** Chief of Police.

The advent of body worn cameras has provided law enforcement with an opportunity to truly show the public what an officer experiences, particularly when force is used. Releasing body worn camera video can provide a layer of transparency unparalleled in policing. Releasing this video as early as possible without compromising any of the many necessary administrative, investigative, and legal processes will be of great value to all stakeholders.

**Strategy:** Implement neighborhood outreach within 24 hours of SWAT operations and specific search warrants.

**Deadline:** March 1, 2016.      **Responsible:** Patrol Area Commanders.

OPD conducts targeted crime reduction operations such as SWAT operations and service of specific search warrants. Failure to notify residents of the purpose of the mission can make residents feel that they are being subjected to an occupying force. While notifying residents prior to the operation cannot be done due to concerns about safety and effectiveness, providing information about the operation upon completion or within a short time following the operation should bring a greater understanding of the role of OPD in reducing crime through targeted efforts.

**Strategy:** Better explain homicide and shooting investigation processes to the public through advanced procedural justice training for OPD Personnel.

**Deadline:** July 1, 2016.      **Responsible:** Ceasefire Division.

Homicide and (other) shooting investigations take place in Oakland frequently. Unfortunately, community members are not necessarily informed of the processes required for these investigations. This results in frustration for community members, who feel shut out from significant events in their own neighborhoods. Explaining the investigation process – without disclosing sensitive information – may assist community members in feeling connected to the process and lead to higher clearance rates. An action as simple as explaining to a community member what happened at the edge of a crime scene (the tape line) would provide valuable community support for OPD and may even yield valuable investigative information.

**Strategy:** Respond to, implement, and manage the recommendations of the Stanford University Report on Stop Data.

**Deadline:** August 1, 2016.      **Responsible:** Assistant Chief of Police.