

Please explain how you embody being a reform-minded leader, able to rebuild trust and nurture legitimacy by actively seeking to modernize the policing model, and embracing and advancing the principles of procedural justice.

During my 20+ year in law enforcement, I have always been an outside-the-box type thinker who prided myself on progressive policing techniques and the principles of reform. As a transformative leader, I believe that reformation should not only focus on the necessary change and improvement in policing but include the ability to have the moral courage to drive that change forward. Reform and accountability begins and ends with me. When I think of a reform minded leader, I think of someone who acknowledges the discomfort of change but addresses it head on. They own the responsibility and accountability that comes with leadership. Oakland is a very diverse and unique city with a lineage of history that has garnered media interest around the world. The positive changes around reform within the Oakland Police Department (OPD) can be showcased to other cities nationwide as a platform for model policing. Innovative policing models, policies, protocols, and robust collaborative partnerships with community members and other key stakeholders can foster growth and opportunity as we look to reimagine policing. The normal conventional structures and ideas used to organize how people work together can sometimes minimize inclusion, engagement, and true partnership. I genuinely believe that the OPD requires an honest and vigorous change to truly overcome some of the challenges that have negatively perpetuated the organizational culture and environment. This will necessitate a leader who walks the walk as well as talk the talk. I believe that person is me.

I have always believed in doing the right thing even when it wasn't popular. I have experienced some difficult times as a leader because I refused to engage with "group-think" and to allow myself to go along to "get along". Although those times were difficult, I can honestly say that two things came from this. One is that I learned to be stronger and wiser. Two, people know who I am and what I stand for. Being in a leadership role since 2003, I understand that you could be perceived as a hypocrite if you tell people to do things that you either don't believe in or are unwilling to do yourself. People adapt to their leaders; they study their leaders for likes and dislikes, their moods, and patterns. As a leader, I am constantly aware of how I am perceived and try very hard to represent the type of behavior I am seeking. I also believe that people will follow their leader's direction and whatever their leader *requires* them to do. People's perceptions are their realities which translates to how they respond to your authority and direction. However, if there are challenges with internal procedural justice, then you can rest assured there will be challenges with external procedural justice. Identifying and building the right leaders within OPD will be paramount to changing the culture. I believe that having the right people in

the right positions who exemplify the same vision and values will be one key element in facilitating both internal and external procedural justice.

Please explain your ability to work with and establish relationships with a wide range of diverse stakeholders and communities, as well as strategic partners, officials, colleagues, and the media.

I have a long standing history of working with people from different backgrounds, professions, and hierarchies. I am respectful, humble, and empathetic. I have been a long-term member of the Oakland Black Officers Association (OBOA) and National Organization of Black Law Enforcement Executives (NOBLE) and enjoyed serving the community outside of my regular duties for over 20+ years. I have a long-standing relationship with both organizations through mentorship, training, and community service. I chaired a multitude of committees which have delivered backpacks for the youth, Easter-basket giveaways, Public Safety Balls, scholarship awards banquets, and have facilitated ongoing leadership development mock assessments through the OBOA and NOBLE dating back to 2002. I have also partnered with different city officials and community members' at different events through the OBOA and as a leader.

I work with the OPD Media Team on a weekly basis, ensuring that information related to criminal investigative work is shared with the community and other media platforms. I also mentor my staff and encourage them to work with the media and provide relevant updated information on a continual basis.

I am currently the Racial Disparity Study Project Manager for the OPD. I am working with a myriad of stakeholders which includes the Plaintiff's attorneys, councilmembers, CPRA, Police Commission, representatives from the OPOA, OBOA, LPOA, APOA, Department of Race and Equity Team, OPD Executive Team, Stanford researchers, and the monitoring team. There is a *Racial Disparity Study Working* group which is comprised OPD internal Subject Matter Experts, Office of Inspector General (OIG), and the Stanford Researchers. This working group is responsible for creating measurements for each intervention implemented by OPD that came from the study's recommendations.

Overall, I believe in effective communication with the goal of listening to understand. I have engaged with different types of people in different types of settings. I have a vast amount of experience as an Area Commander which developed my skills as a collaborator, bringing community needs and initiatives forward to address crime and quality of life concerns. I have partnered with community stakeholders, motivated my staff, and had buy-in from the leadership. Additionally, my doctoral

program has provided me with additional tools that has not only improved my ability to communicate but taught me to be more self-aware as a person, leader, mother, and friend.

Please explain your demonstrated passion for leadership resulting in significant crime reduction.

As an Area Commander, I have engaged with a multitude of crime challenges, trends, and behaviors. One of the areas I was in charge of experienced a serious uptick in felony crimes such as homicides, robberies, and burglaries. There were also a myriad of complaints from community members that centered around problems such as homeless, illegal dumping, and parking issues in the hills. Additionally, the stops of African Americans were significantly higher than in other parts of Oakland. I created a crime plan that identified and utilized available data to identify crime trends and patterns provided by our crime analysts units which included charts, maps, and shot-spotter information. I also relied on information from the Criminal Investigation Division (CID), Intelligence Unit, and Special Resources Teams (SRS), and Ceasefire and law enforcement partners such as probation, parole, church leaders, FBI, and our advocates from the street teams. This is a snapshot of the intelligence led-policing model which is a strategy used by OPD to have a laser focus on crime with a minimal footprint on the community.

Activation of Crime Plan

The operationalization of the crime plan focused on the input from involved stakeholders and was used for crime-fighting strategies and crime prevention. A successful implementation of a crime plan requires constant community engagement as well as consistent interaction with officers, investigators, and other significant law enforcement partners to ensure that strategies are effective and to also make necessary adjustments as necessary. These actions are important to facilitate regularly because it kept me informed of the current crime trends and as the leader I made sure to apply the correct interventions to crime. I used a two-prong methodology for crime prevention.

The first one was based on the information from law enforcement entities. The second approach was based on the assigned neighborhood leaders for each community policing beat who not only reported crimes related to violence or property but also the quality of life issues. These issues were identified and codified into the “weekly area priorities” for follow up. For example, by employing the Crime Prevention Through Environmental Design (CPTED) process, I collaborated with other City Departments such as Public Works to make environmental changes to areas that were more prone to crime due to low lighting and faded parking zones (painting).

Monitored Stop Data Reports

As a resident in Oakland, whose children, family, friends, and students also live and work here, I have a vested interest in making Oakland a safe place to live. I want to ensure that each police encounter is safe, equitable, and free of bias and harassment. For example, I noticed that the stops of African Americans were significantly higher than in the other four areas. The stops were carefully analyzed by myself and the supervisory team. We conducted an analysis of all stops being made and evaluated whether the stops were in alignment with the Department's goals and expectations and the "weekly area priorities". The assessment revealed that there were some individuals who *were not* following the crime-fighting directives and instead were looking for people to stop based on random violations. This issue was immediately addressed, training was provided, and follow up measures were implemented. Overall, the crime decreased by 70% and the stops were significantly decreased by 50%. I believe in detailed-oriented policing models that use available data sources to include community input to ensure that we are focused in the right areas to reduce crime but also supporting the needs of the community.