



CITY OF OAKLAND

Oakland Police Commission

Office of the Inspector General

**OFFICE OF  
INSPECTOR GENERAL  
STRATEGIC PLAN  
2022-2023**

## *AN INTRODUCTION TO OUR ORGANIZATION*

The Inspector General Act of 1978, as amended, defines the primary responsibilities of the Office of Inspector General (OIG). Further, the City of Oakland Charter Measure S1, adopted in 2020 and Municipal Code defines the OIG duties for the City of Oakland Jurisdiction:

- ◆ To conduct independent, objective and timely audits, evaluations, inspections, and other reviews;
- ◆ To serve as the auditing arm of the Oakland Police Commission by conducting audits and reviews of the Oakland Police Department's (OPD) to include but is not limited to Internal Affairs Department, the Office of Internal Accountability and all departments, units and areas as outlined in the Negotiated Settlement agreement. These tools will assist in ensuring police accountability;
- ◆ To build trust in civilian oversight of policing through encouraging, implementing, and preserving a culture of impartiality, transparency, and accountability;
- ◆ To inform the Oakland Police Commission about opportunities, challenges, and deficiencies in Oakland Police Department programs and operations and the need for corrective action.

The OIG is responsible for monitoring the OPD compliance with policies, procedures, and laws intended to further strengthen the City's ability to decrease instances of police misconduct. The OIG is administratively, physically, and operationally independent from OPD. The OIG executes its responsibilities in a neutral, non-political environment free from interference from any person, group, or organization. The Inspector General reports directly to the Oakland Police Commission.

## MISSION

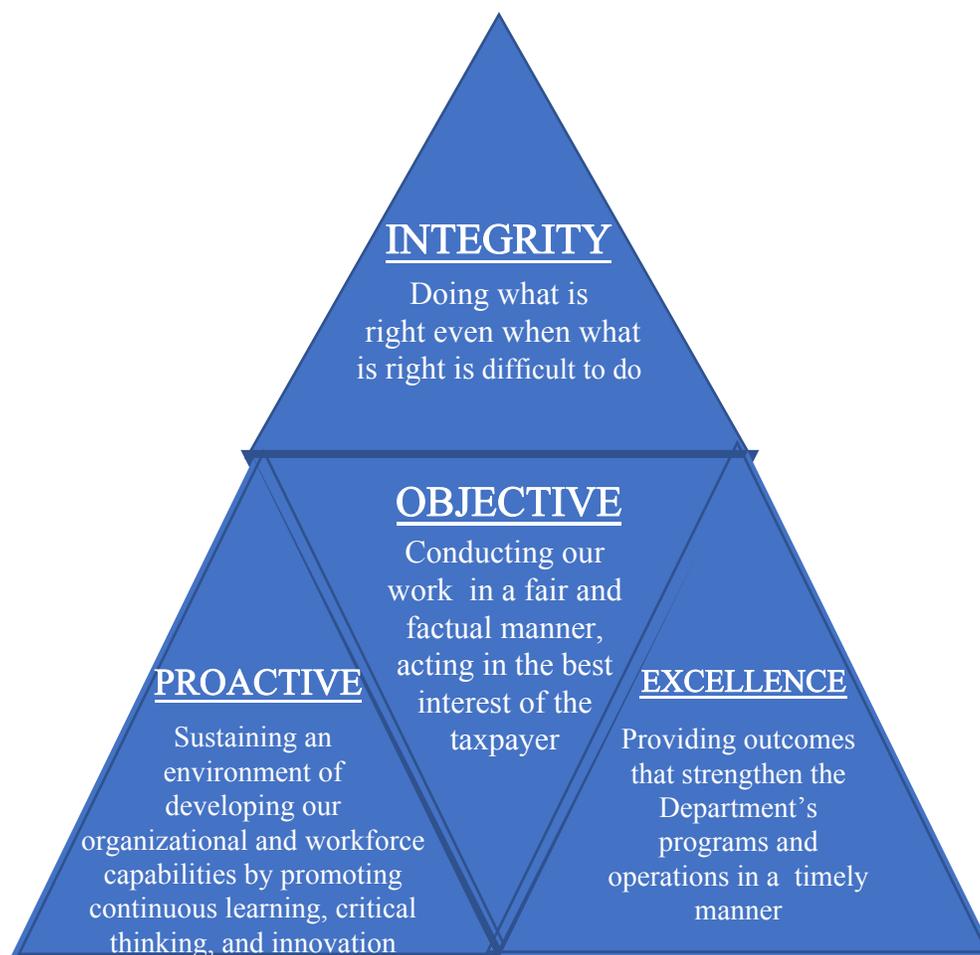
The mission of the Office of the Inspector General is to be an independent, non-partisan oversight agency, that will assist with increasing community trust and ensuring accountability in the City of Oakland's Police Department. In its administration of duties, the Office of the Inspector General will implement a fair, thorough, and autonomous system of civilian oversight of law enforcement. This is accomplished by conducting detailed, objective, and timely audits, reviews, inspections and evaluations of the Oakland Police Department and the Community Police Review Agency, to ensure compliance with laws and policies. The Office of the Inspector General will drive best practices by recommending improvements to policies and trainings as well as engaging in collaborative initiatives that promote systemic advancements.

## VISION

We serve the Community of Oakland through building trust in civilian oversight of policing through encouraging, implementing, and preserving a culture of impartiality, transparency, and accountability. We assist in fostering positive and sustainable change.

## VALUES

The OIG values are deeply engrained principles used to guide our decisions and actions. These values serve as cornerstones of the OIG's organizational culture. The OIG values are:



## ORGANIZATIONAL RESPONSIBILITIES

The Office of the Inspector General is physically located in Frank H. Ogawa Plaza, Oakland, California. The OIG's responsibilities are separated as follows:

**AUDITS:** conducts audits on OPD and CPRA programs and operations. Efforts are concentrated on providing policies derived from the Negotiated Settlement Agreement. There will be risk-based processes used to identify areas for audit coverage based on known or emerging policy or law violations, risks and areas of greatest vulnerabilities based on new or re-occurring data. This process ensures comprehensive coverage and continued compliance reviews over OPD and CPRA while meeting. Special reviews of high-profile, unplanned, or immediate matters can also be addressed by audits throughout the year.

**INSPECTIONS, Evaluations and Reviews:** conducts independent and thorough reviews of OPD and CPRA programs and operations to evaluate compliance, operational efficiency and effectiveness. Inspections consist of three types of assessments and reviews:

1. *Performance Based Inspections*- focused on fact-finding and analyses concerning specific issues and topics;
2. *Allegation-Based Inspections*- focused, fact-finding efforts that are typically responsive to allegations of violations of policy or law and/or mismanagement;
3. *Expedited Reviews* - responsive to requests from the Police Commission. These reviews typically concern high-profile or particularly sensitive matters and may be performance-based or allegation-based in nature.

## PURPOSE

The purpose of the Strategic Plan is to articulate the OIG's broad strategic goals, which are organized around the mission, values, community, operations and stakeholders. The plan then articulates several objectives for each of these areas, strategies for achieving these objectives, and associated performance measures. The detailed performance measures are published in the OIG *Annual Performance Report*.

## STRATEGIC CONTEXT

The 1-year period covered by this Strategic Plan will respond to a rapidly changing oversight environment.

- ◆ In 2022, the Mayor and City Council approved an increase to the OIG budget and staffing resources. This increase will allow the OIG to acquire additional staff and much needed resources to fulfill its statutory responsibilities.
- ◆ In January 2022, the Inspector General was appointed. The first calendar year the OIG has focused on agency structure, standard operating procedures and establishing goals and values. The OIG will establish an audit and review schedule for both OPD and CPRA. This work will be based on information observed and acquired during the first year of operation, progress with the NSA and areas of most risk or need.
- ◆ The OIG is expanding its capabilities to utilize data analytics across all divisions.

# STRATEGIC GOALS OBJECTIVES & MEASURES



**Be an employer of choice by cultivating a diverse, skilled, and engaged workforce and fostering an inclusive, collaborative environment.**

---

## OBJECTIVES

- ◆ Recognize and celebrate employees for successes
- ◆ Establish employee engagement and effective communication
- ◆ Establish a culture of inclusiveness by fostering an open, diverse, equitable and cooperative work environment
- ◆ Prioritize training, development, and opportunities for advancement

## MEASURES

- Demonstrated progress in developing and maintaining a proactive communications plan
- Demonstrated completion of training and development plans for staff

**GOAL 2:  
OUR  
WORK**

**Conduct independent oversight to strengthen the public trust, integrity, transparency and efficiency for OPD and CPRA**

**OBJECTIVES**

- ◆ Conduct independent and impactful oversight programs that are accurate and timely
  - Audits
  - Inspections and Evaluations
  - Reviews
- ◆ Ensure that OIG oversight reviews are based on a solid legal foundation
- ◆ Utilize a team-based, cross functional approach to oversight for the most challenging high-risk projects

**MEASURES**

- Percentage of high impact written projects delivered to stakeholders within established time frames
  - Audits
  - Inspections and Evaluations
  - Reviews
- Demonstrated results in holding OPD and CPRA accountable through high impact administrative remedies
- Demonstrated effective use of a team-based, cross functional approaches to oversight for the more challenging areas of oversight

**GOAL 3:  
OUR  
STAKEHOLDERS**

**Enhance mission success through effective outreach, stakeholder engagement, and coalition building**

**OBJECTIVE**

- ◆ Continue to improve communications with stakeholders

**MEASURES**

- Demonstrated results in improved communication with the Police Commission and external stakeholders
- Demonstrated results in improved community partnerships, community outreach and engagement and community service