



# OAKLAND POLICE COMMISSION

## AGENDA

February 14, 2019

6:30 PM

City Council Chamber, 3<sup>rd</sup> Floor

1 Frank H. Ogawa Plaza, Oakland, CA 94612

**I. Call to Order**

Thomas Lloyd Smith

**II. Roll Call and Determination of Quorum**

Thomas Lloyd Smith

**III. Welcome, Purpose and Open Forum (2 minutes per speaker)**

Thomas Lloyd Smith will welcome and call public speakers.

The purpose of the Oakland Police Commission is to oversee the Oakland Police Department's policies, practices, and customs to meet or exceed national standards of constitutional policing and to oversee the Community Police Review Agency that investigates police misconduct and recommends discipline.

**IV. Meeting Minutes Approval**

The Commission will vote to approve meeting minutes from January 10 and 24, 2019. (Attachments 4a, 4b)

- a. Discussion
- b. Public Comment
- c. Action, if any

**V. Election of Oakland Police Commission Chairperson**

The Commission will nominate and vote on the appointment of a Chairperson to serve from February 2019 until the first regular meeting of January 2020. The Commission will also discuss and vote on the role and duties of the Chairperson.

- a. Discussion
- b. Public Comment
- c. Action, if any

**VI. Election of Oakland Police Commission Vice Chairperson**

The Commission will nominate and vote on the appointment of a Vice Chairperson to serve from February 2019 until the first regular meeting of January 2020. The Commission will also discuss and vote on the role and duties of the Vice Chairperson.

- a. Discussion
- b. Public Comment
- c. Action, if any

**VII. Reimbursement of Expenses for Proclamation for former Alternate Commissioner Andrea Dooley**

The Commission will vote on allocating funds to reimburse Commissioner Benson for a proclamation for former Alternate Commissioner Andrea Dooley.  
(Attachment 7)

- a. Discussion
- b. Public Comment
- c. Action, if any

**VIII. Recess (8 Minutes)**

**IX. Personnel Standing Committee Update**

The Personnel Standing Committee will provide an update of their inaugural meeting on February 4, 2019 which may include action items for the Commission.

- a. Discussion
- b. Public Comment
- c. Action, if any

**X. Ad Hoc Committees Update**

The following Ad Hoc Committees will provide updates on their work which may include action items for the Commission: Budget; OPD Police Chief's Goals for Annual Performance Evaluation; Probation and Parole Policy DGO R-02; Public Hearing on Policing and the Homeless; Task Force/Summit on Community Policing.  
(Attachments 10a, 10b, 10c, 10d, 10e)

- a. Discussion
- b. Public Comment
- c. Action, if any

**XI. Agenda Setting and Prioritization of Upcoming Agenda Items**

The Commission will engage in a working session to discuss and determine agenda items for the upcoming Commission meeting and to agree on a list of agenda items to be discussed on future agendas. (Attachments 11a, 11b)

- a. Discussion
- b. Public Comment
- c. Action, if any

**XII. Adjournment**



This meeting location is wheelchair accessible. To request disability-related accommodations or to request an ASL, Cantonese, Mandarin or Spanish interpreter, please e-mail [ktom@oaklandca.gov](mailto:ktom@oaklandca.gov) or call 510-238-7342 or TDD/TTY 510-238-2007 at least five working days before the meeting. Please refrain from wearing scented products to this meeting as a courtesy to attendees with chemical sensitivities.

Esta reunión es accesible para sillas de ruedas. Si desea solicitar adaptaciones relacionadas con discapacidades, o para pedir un intérprete de en español, Cantonés, Mandarín o de lenguaje de señas (ASL) por favor envíe un correo electrónico a [ktom@oaklandca.gov](mailto:ktom@oaklandca.gov) o llame al 510-238-7342 o 510-238-2007 por lo menos cinco días hábiles antes de la reunión. Se le pide de favor que no use perfumes a esta reunión como cortesía para los que tienen sensibilidad a los productos químicos. Gracias.

會場有適合輪椅出入設施。需要殘障輔助設施, 手語, 西班牙語, 粵語或國語翻譯服務, 請在會議前五個工作天電郵 [ktom@oaklandca.gov](mailto:ktom@oaklandca.gov) 或致電 (510) 238-7401 或 510-238-2007 TDD/TTY。請避免塗搽香氛產品, 參加者可能對化學成分敏感。

**Because some persons are sensitive to certain chemicals, persons attending this meeting are requested to refrain from wearing scented products.**



**CITY OF OAKLAND  
OAKLAND POLICE COMMISSION**

**Meeting Minutes**

**Thursday, January 10, 2019**

6:30 PM

City Hall, 1 Frank H. Ogawa Plaza, Council Chamber  
Oakland, CA 94612

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**I. Call to Order**

Thomas Lloyd Smith

The meeting started at 6:30 p.m.

**II. Roll Call and Determination of Quorum**

Thomas Lloyd Smith

Commissioners Present: Mubarak Ahmad, Maureen Benson, José Dorado, Ginale Harris, Edwin Prather, and Thomas Smith. Quorum was met.

Commissioner Absent: Regina Jackson

Counsel for this meeting: Sergio Rudin

**III. Welcome, Purpose and Open Forum (2 minutes per speaker)**

Thomas Lloyd Smith will welcome and call public speakers.

The purpose of the Oakland Police Commission is to oversee the Oakland Police Department's policies, practices and customs to meet or exceed national standards of constitutional policing and to oversee the Community Police Review Agency that investigates police misconduct and recommends discipline.

Comments were provided by the following public speakers:

Henry Gage III  
Paula Hawthorn  
Bruce Schmiechen  
Cathy Leonard  
Rashidah Grinage  
Mary Vail  
Lorelei Bosserman  
Saleem Bey,  
Kyle McCoy  
Nino Parker

**IV. Approval of Draft Commission Meeting Minutes for December 13, 2018**

Thomas Lloyd Smith will offer the draft minutes for approval by the Commission.

a. Discussion

E. Prather said he reviewed the minutes. Again, they are 26 pages in length. He would like to see a migration towards shorter minutes but that is just his opinion.

M. Benson thanked E. Prather for the reminder. She reminded everyone that we budgeted in addition to a transcription for interviews with folks in the community that the Investigators are doing with CPRA – we budgeted it as a Commission to have these meetings transcribed so they could be attached and not done by staff. Chair Smith asked Counsel Rudin if it's appropriate to make a motion around that. Counsel recommended that you agendaize it as a separate agenda item. Chair Smith said we can agendaize it for the next meeting and make a motion then.

b. Public Comment

Comments were provided by the following public speaker:

Paula Hawthorn

c. Action

MOTION to approve the December 13, 2018 Minutes (J. Dorado) and seconded (M. Ahmad). The vote was Aye: 4 (Ahmad, Dorado, Prather, and Smith); Opposed: 1 (Benson); Abstained: 1 (Harris). The motion passed. Commissioner R. Jackson was absent.

**V. Oakland Police Chief Goals and Evaluation**

The Commission will review and edit Police Chief Anne Kirkpatrick's proposed goals and annual evaluation rubric. (Attachment Items 5a, 5b, 5c, 5d)

a. Discussion

Chair Smith asked that the Chief Kirkpatrick to talk to the Commission about her proposed evaluation. He welcomed Chief Kirkpatrick.

Chief Kirkpatrick gave a report on the attachments.

Chair Smith asked Commissioners of questions for Chief Kirkpatrick.

Commissioners gave comments or asked questions of Chief Kirkpatrick to which she responded.

M. Benson referenced Attachment 5d (an excellent document provided by the Coalition for Police Accountability).

b. Public Comment

Comments were provided by the following public speakers:

Rashidah Grinage  
Henry Gage III  
Nino Parker  
Lorelei Bosserman  
Reisa Jaiffe  
Michael Tigges  
Cathy Leonard  
Jesse Smith

Paula Hawthorn  
Mary Vail  
Saleem Bey  
Anne Janks  
Kyle McCoy  
John Bey

c. Action, if any

Chair Smith asked if there is further discussion or action on this item.

Discussion by Commissioners.

M. Benson suggests that with a friendly amendment of adhering to as close as possible very similar notification, it doesn't have to be in a formal capacity, but she would assign it to an Ad Hoc Committee so that they can complete this in the next few weeks. Her Motion would be that we assign this to an Ad Hoc Committee, complete this within the next few weeks, however do extensive community outreach and input as part of that process.

MOTION that we create an Ad Hoc Committee to revise these goals based on the feedback from the community, based on our collective feedback, and that we agendaize in the next two meetings approving the goals that we want to submit to the Chief (M. Benson) and seconded (G. Harris). The vote was Aye: 6 (Ahmad, Benson, Dorado, Harris, Prather, and Smith); Opposed: 0; Abstained: 0. The motion passed. Commissioner R. Jackson was absent.

Chair Smith said we need to determine who will be on the Ad Hoc Committee. M. Benson, G. Harris, and J. Dorado volunteered and were assigned.

**VI. Working Session for Mandatory Measure LL and/or Enabling Ordinance Items**

The Commission will review and assign Commissioners as point persons on mandatory Measure LL and/or Enabling Ordinance tasks. The Commission may also consider additional goals and objectives. (Attachment Item 6)

a. Discussion

Chair Smith asked M. Benson to speak on this Item. M. Benson reviewed Item 6 in the Agenda Packet (Items that we are required to do under Measure LL with the deadlines). The Administrative Analyst for the Police Commission has taken this and created tracking systems; once we agendaize items we can assign them to people.

Discussion by Commissioners.

T. Prather said there should be one Ad Hoc Committee.

G. Harris suggested hiring a consultant to help drive this project. She has a proposal on how to get the items done; it needs to be agendaized.

M. Benson asked Commissioners which items they are interested in (Item 6 of the Agenda Packet). G. Harris expressed interest in community input (meetings in the community; we have lack of visibility); J. Dorado - community outreach, policy and training; M. Ahmad - community outreach and training; E. Prather said we need the

IG process now and get the annual report in April to the Mayor and Council – and let's get it done; Chair Smith will work with E. Prather on the report.

M. Benson reviewed Commissioners responses in relation to the listed topics. G. Harris said the second item is done. She is interested along with G. Harris regarding budget. In determining the number of agency investigators, K. Tom will provide a report and G. Harris will be the point of contact. M. Benson continued with review and assignments on the document.

b. Public Comment

Comments were provided by the following public speakers:

John Bey  
Rashidah Grinage  
Saleem Bey  
Nino Parker  
Henry Gage III  
Cathy Leonard  
Anne Janks

c. Action, if any

M. Benson will send a list of assignments/deadlines to everyone, will work with Ms. Love, and that it is accessible to the public.

**VII. Recess (8 minutes)**

**VIII. Review Standing Committee Assignments**

The City Council approved the creation of Personnel and Community Outreach Standing Committees at its December 11, 2018 meeting. The Commission will assign Commissioners to each Standing Committee. The Commission will consider new Standing Committees of Budget and Policy for approval by the City Council. (Attachment Item 8)

a. Discussion

Chair Smith reported that we have two Standing Committees (Community Outreach and Personnel). We need to determine who is interested in serving on these committees. We can have up to three members on each committee. A quorum is two out of three members. Standing Committees are Commissioners; under the Brown Act, the meetings will be publicly attended by members of the public; reserve meeting rooms, they will be recorded, there will be an agenda; and minutes will be taken for those meetings.

For the Community Outreach Standing Committee:  
M. Ahmad and J. Dorado volunteered and were assigned.  
M. Benson suggested that the committee be staffed with a community member.

For the Personnel Standing Committee:  
M. Benson, G. Harris, and R. Jackson were assigned.

M. Benson agreed with M. Ahmad that certain Committees have community

members.

Discussion followed by Commissioners pertaining to Item 8 in the Agenda Packet.

M. Benson suggested that Standing Committees be held during the day versus after hours. K. Tom said that she has been advised that because there are other Commissions that use the rooms as well for their Standing Committees, the most available time that will probably make the most sense for the Police Commission is immediately preceding the dates of the actual Commission meetings – from 5:30 p.m. to 6:30 p.m. (the rooms would be available for scheduling purposes).

b. Public Comment

Comments were provided by the following public speakers:

Rashidah Grinage  
Michael Tigges  
Paula Hawthorn

c. Action, if any

M. Benson suggested that we agendaize the topic - an appointment of Interim Inspector General (listed under Category ALL).

M. Benson recommended that we get a schedule for all the meeting rooms?

Chair Smith asked K. Tom to agendaize the following for the next meeting:  
M. Benson referenced Page 2 – Policy. There are currently ten policies listed plus a pending list coming from OPD plus a list coming from Ms. Tom's office. She requests that we send in terms of the Ad Hoc Committee, that we assign various specific policies to people with deadlines like the top three but also give us a deadline as a Commission to review the list that is coming from OPD, etc. This is half of our work (Measure LL is discipline and policy).

**IX. Review Organizational Membership in the National Association for Civilian Oversight of Law Enforcement (NACOLE) and Expenditure of Associated Funds**

The Commission will consider Organizational Membership in NACOLE which provides access to resources to support the Commission's mission and objectives. The Organizational Membership is \$400 per year. (Attachment Item 9)

a. Discussion

Chair Smith reported that he spoke with Ms. Tom regarding the Commission's Organizational Membership in NACOLE.

E. Prather gave comments.

b. Public Comment

No public comment.

c. Action, if any

MOTION that we approve the \$400 payable to NACOLE (E. Prather) and seconded (J. Dorado). The vote was Aye: 6 (Ahmad, Benson, Dorado, Harris, Prather, and

Smith; Opposed: 0; Abstained: 0. The motion passed. Commissioner Jackson was absent.

**X. Adjournment**

MOTION to adjourn (M. Benson) and seconded (E. Prather). The vote was Aye: 6 (Ahmad, Benson, Dorado, Harris, Prather, and Smith); Opposed: 0; Abstained: 0. Commissioner R. Jackson was absent. The motion passed.

The meeting was adjourned at 9:48 p.m.



**CITY OF OAKLAND  
OAKLAND POLICE COMMISSION**

**Meeting Minutes**

**Thursday, January 24, 2019**

6:30 PM

City Hall, 1 Frank H. Ogawa Plaza, Council Chamber  
Oakland, CA 94612

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**I. Call to Order**

Thomas Lloyd Smith

The meeting started at 6:30 p.m.

**II. Roll Call and Determination of Quorum**

Thomas Lloyd Smith

Commissioners Present: Maureen Benson, José Dorado, Ginale Harris, Regina Jackson, Edwin Prather, and Thomas Smith. Quorum was met.

Commissioner Absent: Mubarak Ahmad

Counsel for this meeting: Sergio Rudin

**III. Welcome, Purpose and Open Forum (2 minutes per speaker)**

Comments were provided by the following public speakers:

John Jones III  
Mariano Contreras  
Rashidah Grinage  
Mary Vail  
Assata Olugbala  
Elise Bernstein  
Saleem Bey  
Oscar Fuentes

**IV. R-02: Searches of Individuals on Probation and Parole**

The Commission will review OPD's most recent proposal for R-02: Searches of individuals on Probation or Parole. The Commission will also determine a process for working with OPD to incorporate recommended revisions to the policy.

Comments were provided by the following public speakers:

Henry Gage III  
John Jones III  
Assata Olugbala  
Rashida Grinage  
Mary Vail  
Saleem Bey

**V. Request for Qualifications for Legal Services for Outside Counsel**

The Commission has received the first draft of the City Attorney's RFQ for Legal

Services for the Commission. Under Measure LL, one full-time equivalent non-City Attorney legal advisor shall be assigned by the City Attorney after consultation with the Chair of the Commission (§ 604(e)(1)).

Comments were provided by the following public speakers:

Larry White  
Rashidah Grinage  
Saleem Bey

A motion was made by Edwin Prather, seconded by Regina Jackson to adopt and send the Commission's red-lined version of the RFQ to the City Attorney's Office for their approval and adoption. The motion carried by the following vote:

Aye: Benson, Dorado, Harris, Jackson, Prather, and Smith

No: 0

**VII. Working Session on Suggestions for Standing or Ad Hoc Committee Tasks/Work Plan**

Items will be discussed and possibly assigned to Standing or Ad Hoc Committees. Comments were provided by the following public speakers:

Saleem Bey  
Rashidah Grinage

**VIII. Plan for Policy Assignments**

The Commission will determine the priority and timeline for review of OPD policies. The Commission will also assign its immediate priority policies to ad hoc policy committees.

Comments were provided by the following public speakers:

Henry Gage III  
Saleem Bey

A motion was made by Maureen Benson, seconded by Regina Jackson to table this item until the Commission has more information to do a comprehensive analysis of those policies. The motion was carried by the following vote:

Aye: Benson, Dorado, Harris, Jackson, Prather, and Smith

No: 0

**IX. Update on Inspector General Position**

Ginale Harris will provide an update on the status of the Inspector General Position. Comments were provided by the following public speakers:

Henry Gage  
Rashidah Grinage  
Saleem Bey

**X. Review of Agency's Reporting Process, and Review of Agency's Administrative Closure or Dismissal of Complaints, Pending Cases, and Completed Investigations**

Ms. Tom will discuss changes to the Agency's reporting to the Commission on administratively closed or dismissed complaints, pending cases and completed investigations. To the extent permitted by state and local law, Ms. Tom will report on the agency's administratively closed or dismissed complaints, pending cases and

completed investigations.  
Comments were provided by the following public speakers:

Rashidah Grinage  
Henry Gage III  
Saleem Bey

A motion was made by Maureen Benson, seconded by Regina Jackson to hear these more in depth in closed session. The motion was carried by the following vote:

Aye: Benson, Dorado, Harris, Jackson, Prather, and Smith  
No: 0

**XI. Meeting Minutes Format**

The Commission will vote on a new format for the meeting minutes that will reflect action items and votes. Summary of the dialogue during meetings will be a separate document and not part of the minutes themselves.

A motion was made by Maureen Benson, seconded by Regina Jackson that the minutes should be action item only in accordance with the Sunshine Ordinance and a transcription can be included as an addendum. The motion was carried by the following vote:

Aye: Benson, Dorado, Harris, and Jackson  
No: Prather  
Abstained: Smith

**XII. Agenda Setting and Prioritization of Upcoming Items**

Thomas Lloyd Smith will engage the Commission in a working session to discuss and determine agenda items for the upcoming Commission meeting and to agree on a list of agenda items to be discussed on future agendas.

Comments were provided by the following public speakers:

Henry Gage III  
Saleem Bey  
Rashidah Grinage

**XIII. Adjournment**

There being no further business, and upon the motion duly made, the Oakland Police Commission adjourned the meeting at 9:23 p.m.



## **Oakland Police Commission Organizational Chart**

**Directive from Finance: Cut \$163k from budget.**

Challenges:

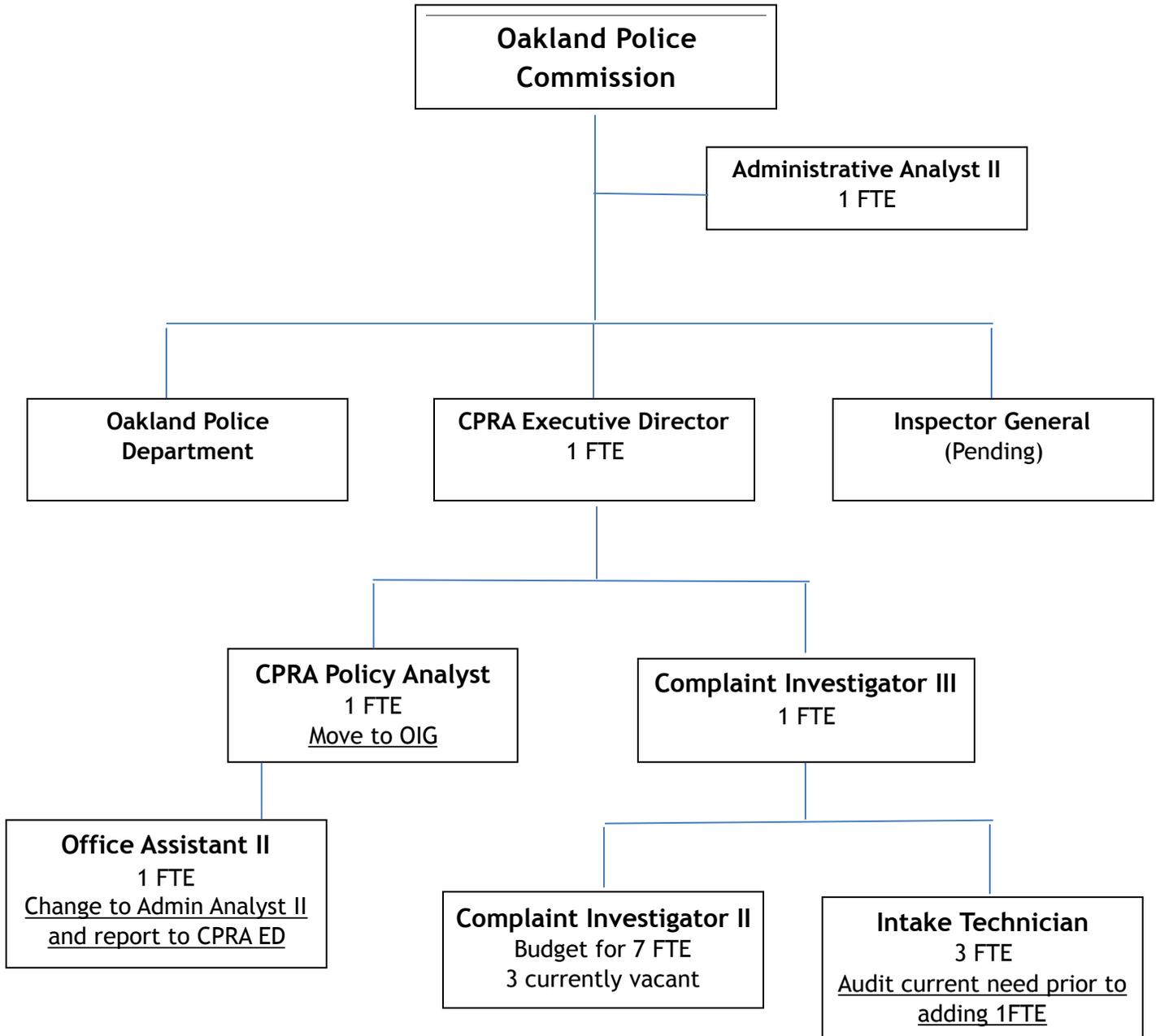
1. CPRA is requesting to fill all 7 FTE Investigators and add 1 additional Intake Tech to meet demand, plus update Office Assist.
  1. Question: We have budget for 7FTE Investigator II, but also 1 Investigator III. Does this go over what Measure LL says?
2. The pending move of Policy Analyst to OIG leaves duties to address
  1. We have assessed the situation and suggest
    1. Move Policy Analyst position to OIG and create new job description because the current job description does not fit the needs of the office
    2. Reallocating many of the tasks identified by CPRA Policy Analyst as indicated on “CPRA Policy Analyst Analysis by Budget Ad Hoc”
    3. Our analysis suggests that we need to modify the Office Assistant II position given the complex needs of the CPRA office
3. Enabling Ordinance states: the Policy Analyst position and funding then budgeted to the Agency shall be reallocated to the OIG
  1. Move Policy Analyst position to OIG and create new job description because the current job description does not fit the needs of the office

Recommendation from J. Rus is to freeze 1 FTE for Complaint Investigator II (to meet the 163k cut) and to ask for Intake Tech in a supplemental request- leaving 6FTE Investigator II and only hope for additional Intake Tech

Recommendation from Ad Hoc: Re-org CPRA to eliminate current “CPRB Policy Analyst”, eliminate Office Assistant II and replace Admin Analyst II, develop clear job expectations for CPRA ED, Admin Analyst II, OIG and OIG Policy Analyst to address the current tasks completed by “CPRB Policy Analyst” (see “CPRA Policy Analyst Analysis by Budget Ad Hoc”)

Measure LL: “The staff of the Agency shall consist of no fewer than one line investigator for every one hundred (100) sworn officers in the Department, rounded up or down to the nearest one hundred (100). The number of investigators shall be determined at the beginning of each budget cycle based on the number of sworn officers employed by the Department the previous June 1. At least one investigator shall be a licensed attorney. The budget set-aside for such minimum staffing may be suspended for a fiscal year or two-year budget cycle upon a finding in the budget resolution that the City is facing an extreme fiscal necessity, as defined by City Council resolution.”

\*Submitted by J. Rus 2.8.19, suggested modifications from Budget Ad Hoc



<b>66111 Police Commission Labor Budget</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	<b>Notes</b>
Civilian: Regular	61,462.00	-	10,038.35	51,423.65	61,462.00	Unchanged, no recommendations for additional staffing
Civilian: Paid Leave Charge	18,256.00	-	2,298.80	15,957.20	18,256.00	
Civilian: Retirement Accrual	32,741.00	-	5,067.30	27,673.70	32,741.00	
Civilian: Fringe Benefits Accrual	27,273.00	-	4,217.85	23,055.15	27,273.00	
<b>Total</b>	<b>139,732.00</b>	<b>-</b>	<b>21,622.30</b>	<b>118,109.70</b>	<b>139,732.00</b>	<b>-</b>
<b>6611 Police Commission O&amp;M Discretionary</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	<b>Notes</b>
Public Relations					10,000.00	Moved from CPRA. Question: Do we need this much on top of Special events?
Facilitation/Consultants: Training, Planning and Development					75,000.00	We expect to need multiple trainers per our 5 areas and would like to have access to consultants as needed for support
Public Hearings/Special Meetings					28,000.00	Moved from CPRA (Special Set Ups) to here for Public Hearings/Community Meetings (5k per meeting plus 7k for food, PR, printing, facility rental, etc.)
Stationery and Office Supplies	5,000.00	-	-	5,000.00	5,000.00	While currently unencumbered, we expect to need this budget
Minor Computer Hardware and Software (No Asset Num	5,000.00	-	-	5,000.00	5,000.00	While currently unencumbered, we expect to need this budget
Books	1,000.00	-	-	1,000.00	1,000.00	While currently unencumbered, we expect to need this budget
Bottled Water and Food for Human Consumption	5,000.00	-	2,166.84	2,833.16	3,500.00	\$150 per meeting x 22 meetings per year with a small bump up.
Supplies: Miscellaneous and Commodities	1,000.00	-	115.15	884.85	1,000.00	
Contract Contingencies (Budgetary Only)	80,000.00	-	-	80,000.00	???	Still unclear about how discretionary this is or why it is here
Non-City Vehicle Rentals	3,000.00	-	251.10	2,748.90	2,000.00	Priority: Commissioners engage in training/development
Commercial Transportation	8,000.00	-	2,242.95	5,757.05	8,000.00	Priority: Commissioners engage in training/development
Per Diem and Lodging	8,000.00	-	6,155.49	1,844.51	8,000.00	Priority: Commissioners engage in training/development
Miscellaneous Travel Expenditures (Tips, Parking)	2,000.00	-	122.34	1,877.66	2,000.00	Priority: Commissioners engage in training/development
Registration and Tuition	8,000.00	-	-	8,000.00	8,000.00	Even though this was not spent, we expect to maintain a fund for training/education
<b>Total</b>	<b>126,000.00</b>	<b>-</b>	<b>11,053.87</b>	<b>114,946.13</b>	<b>156,500.00</b>	<b>30,500.00</b>
<b>Restricted O&amp;M</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	<b>Notes</b>
Special Setups	1,320.00	-	330.00	990.00	1,320.00	Unchanged, This area appears non discretionary. Will confirm with finance
Facilities: General Support	3,473.00	-	1,736.52	1,736.48	3,473.00	
City Accounting Services	68.00	-	17.00	51.00	68.00	

City Contract Compliance Dept-Purchasing Services	213.00	-	53.25	159.75	213.00	
Printing	193.00	-	-	193.00	193.00	
Duplicating	-	-	48.25	(48.25)		
<b>Total</b>	<b>5,267.00</b>	<b>-</b>	<b>2,185.02</b>	<b>3,081.98</b>	<b>5,267.00</b>	<b>-</b>
<b>66211 Community Police Review Agency Labor Budget</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	
Civilian: Regular	893,582.00	-	448,487.60	445,094.40	893,582.00	
Civilian: Holiday Overtime	-	-	1,214.46	(1,214.46)		This is the area where we are faced with dilemma of CPRA re-org as needed for staffing, completion of investigations and move of Policy Analyst to OIG
Civilian: Other Overtime	-	-	31,447.66	(31,447.66)		
Civilian: Comp Time Earned 1.5x	-	-	33,217.64	(33,217.64)		
Allowance: Meal	-	-	36.00	(36.00)	-	
Allowance: Auto Flat (1, 2, Partially 3)	4,200.00	-	1,750.00	2,450.00	2,100.00	
	-	-	782.86	(782.86)		
Premium: Bilingual	4,680.00	-	2,930.55	1,749.45	9,360.00	We would like to add an additional bilingual Investigator with the new hires
Civilian: Paid Leave Charge	265,407.00	-	110,620.22	154,786.78	265,407.00	
Civilian: Retirement Accrual	477,917.00	-	245,381.17	232,535.83	477,917.00	
Civilian: Fringe Benefits Accrual	396,495.00	-	202,989.14	193,505.86	396,495.00	
Disability: Paid to Employees	-	-	275.38	(275.38)	-	
Adjustments: Miscellaneous Payroll Adjustments (Subject)	-	-	1,370.54	(1,370.54)	-	
<b>Total</b>	<b>2,042,281.00</b>	<b>-</b>	<b>1,080,503.22</b>	<b>961,777.78</b>	<b>2,044,861.00</b>	<b>2,580.00</b>
<b>CPRB Investigations Project - One time funding O&amp;M</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	
Minor Computer Hardware and Software (No Asset Num	6,018.51	-	-	6,018.51	???	
Legal Fees	281,862.37	-	WHY ZERO?	281,862.37	???	Need to align with Special Fund: These funds were designated for several related investigation-related activities including increased staffing, improved training and professional development, and the contracting of outside legal counsel to assist investigations. [SEP] AS IS: This has not been utilized. How can we use this in the spirit it was set up and meet CPRA/Commission needs? [SEP] <b>Concern:</b> With one time funding, CPRA and Commission attorneys are funded here. To keep this in one time funding is not sustainable nor efficacious long term planning. How can we budget the legal fees for long term
Commercial Transportation	18,000.00	-	-	18,000.00	???	
Per Diem and Lodging	29,000.00	-	-	29,000.00	???	
Miscellaneous Travel Expenditures (Tips, Parking)	1,500.00	-	-	1,500.00	???	
Registration and Tuition	31,300.00	-	-	31,300.00	???	
<b>Total</b>	<b>367,680.88</b>	<b>-</b>	<b>-</b>	<b>367,680.88</b>	<b>-</b>	<b>(367,680.88)</b>
<b>66211 CPRA Admin Project Discretionary O&amp;M</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	
Stationery and Office Supplies	20,139.82	1,499.09	1,398.59	17,242.14	10,000.00	Not encumbered: still plenty left if office increases use
Minor Furniture and Office Equipment (No Asset Number, Not Capitalized)	3,000.00	-	-	3,000.00	3,000.00	Will need for new hires
Minor Computer Hardware and Software (No Asset	5,000.00	58.59	681.38	4,260.03	5,000.00	Will need for new hires

Books	1,200.00	-	198.29	1,001.71	1,200.00	Expect to see this utilized with Prof. Dev. plans for all staff
Bottled Water and Food for Human Consumption	3,500.00	-	735.22	2,764.78	1,000.00	Not encumbered: aligned with actual
Supplies: Miscellaneous and Commodities	1,304.64	361.67	403.67	539.30	1,304.64	
Telephone	6,000.00	-	1,222.49	4,777.51	6,000.00	Non discretionary per city
Rental: Miscellaneous	1,000.00	-	229.42	770.58	1,000.00	
Public Relations	10,000.00	-	-	10,000.00	-	Moved to Commission Budget
Advertising and Promotion	3,500.00	-	-	3,500.00	3,500.00	We expect to see a plan for this, including wide use of app
Postage and Mailing	5,000.00	-	445.44	4,554.56	2,500.00	Not encumbered: still plenty left if office increases use
Miscellaneous Services	12,000.00	-	1,276.00	10,724.00	6,000.00	Not encumbered: still plenty left if office increases use
Contract Contingencies (Budgetary Only)	83,000.00	-	-	83,000.00	???	Still unclear about how discretionary this is or why it is here
Advertising: Classified	1,000.00	-	-	1,000.00	-	Not encumbered
Non-City Vehicle Rentals	1,000.00	-	-	1,000.00	-	Not encumbered
Commercial Transportation	5,000.00	-	2,091.38	2,908.62	5,000.00	Expect to see this utilized with Prof. Dev. plans for all staff
Per Diem and Lodging	10,000.00	-	6,368.55	3,631.45	10,000.00	Expect to see this utilized with Prof. Dev. plans for all staff
Miscellaneous Travel Expenditures (Tips, Parking)	2,000.00	-	335.16	1,664.84	2,000.00	Expect to see this utilized with Prof. Dev. plans for all staff
Registration and Tuition	10,000.00	-	5,407.34	4,592.66	10,000.00	Expect to see this utilized with Prof. Dev. plans for all staff
Miscellaneous Educational Expenditures	15,000.00	-	-	15,000.00	10,000.00	Not encumbered: still plenty left for increasing prof. Dev of staff
Memberships: City	1,000.00	-	-	1,000.00	1,000.00	Expect to see this utilized with Prof. Dev. plans for all staff
<b>Total</b>	<b>199,644.46</b>	<b>1,919.35</b>	<b>20,864.43</b>	<b>176,860.68</b>	<b>78,504.64</b>	<b>(121,139.82)</b>
<b>66211 CPRA Admin Project Restricted O&amp;M</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	
Special Setups	27,770.00	-	6,942.50	20,827.50	-	Moved to Commission Budget above for Public Hearings
Facilities: General Support	73,069.00	-	36,534.48	36,534.52	0	Need one time funds to modify offices for additional staff. This should be a supplemental request *Note, long term planning is needed for better community engagement
City Accounting Services	1,432.00	-	358.00	1,074.00	1,432.00	
City Contract Compliance Dept-Purchasing Services	4,492.00	-	1,123.00	3,369.00	4,492.00	
Printing	4,076.00	-	-	4,076.00	4,076.00	
	-	-	1,019.00	(1,019.00)		
<b>Total</b>	<b>110,839.00</b>	<b>-</b>	<b>45,976.98</b>	<b>64,862.02</b>	<b>10,000.00</b>	<b>(100,839.00)</b>
<b>66311 Inspector General Labor</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	

Adjustments: Miscellaneous Payroll Adjustments (Subject)	154,804.00	-	-	154,804.00	154,804.00	This office will need additional staff per the Enabling Ordinance. Finance has asked that we not ask for that now, however moving Policy Analyst here now makes sense to the ad hoc committee
Total	<b>154,804.00</b>	-	-	<b>154,804.00</b>	<b>154,804.00</b>	
Total of all categories	<b>3,146,248.34</b>	<b>1,919.35</b>	<b>1,182,205.82</b>	<b>1,962,123.17</b>	<b>2,589,668.64</b>	

<b>66111 Police Commission Labor Budget</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Carry Over</b>	<b>Notes</b>
Civilian: Regular	61,462.00	-	10,038.35	51,423.65		Request actuals/encumbered and carry over remainder of funds not spent
Civilian: Paid Leave Charge	18,256.00	-	2,298.80	15,957.20		
Civilian: Retirement Accrual	32,741.00	-	5,067.30	27,673.70		
Civilian: Fringe Benefits Accrual	27,273.00	-	4,217.85	23,055.15		
<b>Total</b>	<b>139,732.00</b>	<b>-</b>	<b>21,622.30</b>	<b>118,109.70</b>	<b>-</b>	
<b>6611 Police Commission O&amp;M Discretionary</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Carry Over</b>	
Stationery and Office Supplies	5,000.00	-	-	5,000.00	5,000.00	
Minor Computer Hardware and Software (No Asset Number, Not Capitalized)	5,000.00	-	-	5,000.00	5,000.00	
Books	1,000.00	-	-	1,000.00	1,000.00	
Bottled Water and Food for Human Consumption	5,000.00	-	2,166.84	2,833.16	2,833.16	
Supplies: Miscellaneous and Commodities	1,000.00	-	115.15	884.85	884.85	
Contract Contingencies (Budgetary Only)	80,000.00	-	-	80,000.00	80,000.00	???
Non-City Vehicle Rentals	3,000.00	-	251.10	2,748.90	2,748.90	
Commercial Transportation	8,000.00	-	2,242.95	5,757.05	5,757.05	
Per Diem and Lodging	8,000.00	-	6,155.49	1,844.51	1,844.51	
Miscellaneous Travel Expenditures (Tips, Parking)	2,000.00	-	122.34	1,877.66	1,877.66	
Registration and Tuition	8,000.00	-	-	8,000.00	8,000.00	
<b>Total</b>	<b>126,000.00</b>	<b>-</b>	<b>11,053.87</b>	<b>114,946.13</b>	<b>114,946.13</b>	
<b>Restricted O&amp;M</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Carry Over</b>	
Special Setups	1,320.00	-	330.00	990.00		
Facilities: General Support	3,473.00	-	1,736.52	1,736.48		
City Accounting Services	68.00	-	17.00	51.00		
City Contract Compliance Dept-Purchasing Services	213.00	-	53.25	159.75		
Printing	193.00	-	-	193.00		
Duplicating	-	-	48.25	(48.25)		
<b>Total</b>	<b>5,267.00</b>	<b>-</b>	<b>2,185.02</b>	<b>3,081.98</b>	<b>-</b>	
<b>66211 Community Police Review Agency Labor Budget</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Carry Over</b>	
Civilian: Regular	893,582.00	-	448,487.60	445,094.40		
Civilian: Holiday Overtime	-	-	1,214.46	(1,214.46)		
Civilian: Other Overtime	-	-	31,447.66	(31,447.66)		
Civilian: Comp Time Earned 1.5x	-	-	33,217.64	(33,217.64)		
Allowance: Meal	-	-	36.00	(36.00)	-	

Allowance: Auto Flat (1, 2, Partially 3)	4,200.00	-	1,750.00	2,450.00	2,450.00	
	-	-	782.86	(782.86)		
Premium: Bilingual	4,680.00	-	2,930.55	1,749.45		
Civilian: Paid Leave Charge	265,407.00	-	110,620.22	154,786.78		
Civilian: Retirement Accrual	477,917.00	-	245,381.17	232,535.83		
Civilian: Fringe Benefits Accrual	396,495.00	-	202,989.14	193,505.86		
Disability: Paid to Employees	-	-	275.38	(275.38)	-	
Adjustments: Miscellaneous Payroll Adjustments (Subject to Retirement)	-	-	1,370.54	(1,370.54)	-	
<b>Total</b>	<b>2,042,281.00</b>	<b>-</b>	<b>1,080,503.22</b>	<b>961,777.78</b>	<b>2,450.00</b>	
<b>CPRB Investigations Project - One time funding O&amp;M</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Carry Over</b>	
Minor Computer Hardware and Software (No Asset Num	6,018.51	-	-	6,018.51	6,018.51	
Legal Fees	281,862.37	-		281,862.37	281,862.37	It is possible the report provided does not reflect accurate actual and encumbered (i.e. the legal services have been happening, but billing does not reflect it here)
Commercial Transportation	18,000.00	-	-	18,000.00	18,000.00	
Per Diem and Lodging	29,000.00	-	-	29,000.00	29,000.00	
Miscellaneous Travel Expenditures (Tips, Parking)	1,500.00	-	-	1,500.00	1,500.00	
Registration and Tuition	31,300.00	-	-	31,300.00	31,300.00	
<b>Total</b>	<b>367,680.88</b>	<b>-</b>	<b>-</b>	<b>367,680.88</b>	<b>367,680.88</b>	
<b>66211 CPRA Admin Project Discretionary O&amp;M</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Carry Over</b>	
Stationery and Office Supplies	20,139.82	1,499.09	1,398.59	17,242.14	17,242.14	
Minor Furniture and Office Equipment (No Asset Numbe	3,000.00	-	-	3,000.00	3,000.00	
Minor Computer Hardware and Software (No Asset Num	5,000.00	58.59	681.38	4,260.03	4,260.03	
Books	1,200.00	-	198.29	1,001.71	1,001.71	
Bottled Water and Food for Human Consumption	3,500.00	-	735.22	2,764.78	2,764.78	
Supplies: Miscellaneous and Commodities	1,304.64	361.67	403.67	539.30	539.30	
Telephone	6,000.00	-	1,222.49	4,777.51	4,777.51	
Rental: Miscellaneous	1,000.00	-	229.42	770.58	770.58	
Public Relations	10,000.00	-	-	10,000.00	10,000.00	
Advertising and Promotion	3,500.00	-	-	3,500.00	3,500.00	
Postage and Mailing	5,000.00	-	445.44	4,554.56	4,554.56	
Miscellaneous Services	12,000.00	-	1,276.00	10,724.00	10,724.00	
Contract Contingencies (Budgetary Only)	83,000.00	-	-	83,000.00	83,000.00	
Advertising: Classified	1,000.00	-	-	1,000.00	1,000.00	
Non-City Vehicle Rentals	1,000.00	-	-	1,000.00	1,000.00	
Commercial Transportation	5,000.00	-	2,091.38	2,908.62	2,908.62	
Per Diem and Lodging	10,000.00	-	6,368.55	3,631.45	3,631.45	

Miscellaneous Travel Expenditures (Tips, Parking)	2,000.00	-	335.16	1,664.84	1,664.84	
Registration and Tuition	10,000.00	-	5,407.34	4,592.66	4,592.66	
Miscellaneous Educational Expenditures	15,000.00	-	-	15,000.00	15,000.00	
Memberships: City	1,000.00	-	-	1,000.00	1,000.00	
<b>Total</b>	<b>199,644.46</b>	<b>1,919.35</b>	<b>20,864.43</b>	<b>176,860.68</b>	<b>176,932.18</b>	
<b>66211 CPRA Admin Project Restricted O&amp;M</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Carry Over</b>	
Special Setups	27,770.00	-	6,942.50	20,827.50	20,827.50	
Facilities: General Support	73,069.00	-	36,534.48	36,534.52	0	Note this carry over in our supplemental request
City Accounting Services	1,432.00	-	358.00	1,074.00		
City Contract Compliance Dept-Purchasing Services	4,492.00	-	1,123.00	3,369.00		
Printing	4,076.00	-	-	4,076.00	4,076.00	
	-	-	1,019.00	(1,019.00)		
<b>Total</b>	<b>110,839.00</b>	<b>-</b>	<b>45,976.98</b>	<b>64,862.02</b>	<b>24,903.50</b>	
<b>66311 Inspector General Labor</b>						
<b>Account Description</b>	<b>Budget</b>	<b>Encumb</b>	<b>Actual</b>	<b>Balance</b>	<b>Suggested</b>	
Adjustments: Miscellaneous Payroll Adjustments (Subject)	154,804.00	-	-	154,804.00	154,804.00	
<b>Total</b>	<b>154,804.00</b>	<b>-</b>	<b>-</b>	<b>154,804.00</b>	<b>154,804.00</b>	
<b>Total of all categories</b>	<b>3,146,248.34</b>	<b>1,919.35</b>	<b>1,182,205.82</b>	<b>1,962,123.17</b>	<b>841,716.69</b>	Request total of carry over funds address deficits

**Budget Ad Hoc Committee Review of Current Job Responsibilities of “CPRB Policy Analyst” position within the CPRA**

**\*Tasks by Juanito Rus, Policy Analyst 2.8.19 as requested by Commissioners Harris and Benson, Budget Ad Hoc Committee. Table with suggested re-allocation of responsibilities recommended by Harris, Benson**

**Thinking ahead:** Per the enabling ordinance: 2.45.100 - Office of Inspector General. D. Within thirty (30) days after the first Inspector General is hired, the Policy Analyst position and funding then budgeted to the Agency shall be reallocated to the OIG.

Mr Rus brought to our attention that this was in the EO and that there had not been a plan to ensure the current duties of the CPRA Policy Analyst would be covered. We requested a list of actual job responsibilities and have done due diligence to ensure that these can be addressed by upgrading the Office Assistant II position to Admin Analyst II in support of the CPRA ED and in partnership with the OIG.

Action Item: A job description for Policy Analyst in the office of OIG must be created.

Area of work	Tasks as written by J. Rus	Suggested Reallocation of Responsibility
Data	Lead development and maintenance of CPRA data infrastructure including the CPRA Complaint App and Case Management System and legacy/historical databases and files.	CPRA Admin +IT
Data	Coordination with IT and outside contractors with respect to data initiatives and Agency project management and continuing work on digital issues including database, website development, and Agency IT infrastructure	CPRA ED+ CPRA Admin
Data	Agency point of contact responding to informational requests regarding current and historical CPRA data and practices including requests from the Police Commission, City Council, the press, other similar agencies, academic researchers, etc.	CPRA ED+ CPRA Admin
Reporting	Compile agency statistical information and write CPRA Annual and Semi-Annual Reports.	CPRA ED+ CPRA Admin +Commission
Reporting	Prepare and provide trainings on CPRA processes and functions & civilian oversight for multiple audiences including Police Commission, City Council, and the public.	CPRA ED+ CPRA Admin
Reporting	Develop and post CPRA website content.	CPRA Admin +IT

Area of work	Tasks as written by J. Rus	Suggested Reallocation of Responsibility
Reporting	Production of and follow up through all stages of the process of preparing Agency reports related to CPRA work as requested by City Council and the Public Safety Committee	CPRA ED+ CPRA Admin +Commission
Reporting	Agency point of contact responding to disclosures under SB 1421	CPRA ED
Policy	Serve as intermediary between CPRA investigations and OPD Policy Staff. Forward and follow CPRA policy recommendations arising from investigations through the OPD policy process. Participate in OPD policy reviews as Agency representative.	Commission with CPRA ED and IG Policy Analyst
Policy	Maintain relationships with OPD Training Staff, forward CPRA Training Recommendations arising from investigations and follow up on training changes.	IG/Policy Analyst
Policy	Provide policy assistance to CPRA investigative staff including research and information on state laws and city policies related to CPRA work.	IG/Policy Analyst
Policy	Participate in bi-weekly CPRA/IAD meetings regarding processes and policies relating to investigative interactions between CPRA and OPD, with follow-up as necessary.	CPRA ED/IG/Policy Analyst
Policy	Produce, maintain and modify CPRA document and report templates and contribute to internal policy development.	CPRA Admin
Policy	Perform other Policy Analysis at direction of Agency Director.	IG/Policy Analyst
Dep't Rep.	<p>Currently serving as departmental Single Point of Contact (SPOC) with various city initiatives/teams. This work mostly entails attendance at monthly or bi-monthly meetings however also includes preparing Agency reports for inclusion in City reporting including:</p> <ul style="list-style-type: none"> <li>- Digital Services - serve as department Digital Lead with the City Digital Services department (web development team)</li> <li>- Equal Opportunity - Departmental representative with Equal Opportunity (including annual Language Assessment and departmental EEO reporting)</li> <li>- Race and Equity - serve as departmental representative with the City's Race and Equity team/initiative</li> <li>- On-Call City of Oakland Skelly Officer as needed</li> </ul>	CPRA ED to delegate to CPRA Admin and include IG as needed

Area of work	Tasks as written by J. Rus	Suggested Reallocation of Responsibility
Admin/ CPRA	Lead day to day administrative functions of the Agency including payment of invoices, overtime and leave requests and authorizations, budget process, following up and preparing materials with HR for hiring and contracts and compliance for contracts.	CPRA Admin under direction of CPRA ED
Admin/ CPRA	Supervision of administrative staff.	CPRA ED
Admin/ CPRA	Hiring and supervision of all interns and temporary staff assistance.	CPRA ED
Admin/ CPRA	Participate in all internal investigator and intake staff meetings.	CPRA ED / include IG as needed
Admin/ Commission	Coordinate all Agency staffing with respect to meetings and events of the Oakland Police Commission including coordination with Commission Analyst II and Agency staff in the preparation of Agendas and Minutes, mailings and filing, meeting prep, ordering of food, etc.	CPRA Admin
Admin/ Commission	Attendance as CPRA staff representative at all regular Police Commission meetings and standing committee meetings.	CPRA ED and IG
Admin/ Commission	Preparation of new Commissioner orientation packets and materials.	CPRA Admin under direction of CPRA ED
Other Projects	All other CPRA projects which are not directly related to current CPRA investigations as assigned by Director. These duties vary depending on Agency needs, but a current example is the CPRA project to increase staff access to various informational sources important to investigations including State and Federal databases (CLETS, CRIMS, etc.) - requiring initial application and extensive follow up to shepherd all clearances through the process.	

Current Job Description, which was under CPRB and has not been updated (per job posting 5/26/15)

## **THE POSITION:**

The City of Oakland is currently recruiting to fill one Policy Analyst vacancy in the Citizens' Police Review Board Division of the City Administrator's Office. The ideal candidate will have a minimum of five years' experience developing policy as it pertains to civilian oversight of law enforcement, working closely with boards and commissions. A clear understanding of government processes as they relate to building positive community relationships, experience in research methods and data analysis are also attributes sought in the ideal candidate.

Under general supervision in the City Administrator's Office, the Policy Analyst position plans and coordinates administrative functions, provides policy direction and engages in community outreach to advance the goals and objective of the Citizens' Police Review Board (CPRB). The incumbent works with Citizens' Police Review Board, Citizens' Police Review Board staff, Oakland Police Department, other City departments, community organizations, Oakland Police Officer's Association, the Mayor, City Council and the general public. Performs other duties as assigned.

## **EXAMPLES OF DUTIES:**

*Duties may include, but are not limited to the following:*

- Design and maintain complaint database.
- Write annual and semi-annual reports.
- Monitor and conduct follow-up on CPRB recommendations to Oakland Police Department.
- Create a comprehensive community outreach plan with youth engagement and community forums on current issues.
- Prepare written staff reports for the CPRB Executive Director and Public Safety Committee.
- Maintain CPRB website; develop and distribute organizational brochures and other materials.
- Review and analyze existing police practices, training materials and recommend improvements.
- Make policy recommendations on improving police and community relations.
- Build contacts and relationships with existing community organizations to help recruit potential Board members and inform the community of the CPRB's services.
- Conduct special studies and research on other agency practices.

## **Budget Review for Oakland Police Commission and CPRA:**

Task to cut \$163k from budget, while being mindful of needs of commission and long term planning for staffing of CPRA

\*Submitted by Budget Ad Hoc Committee: Vice Chair Harris and Commissioner Benson

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Here are the highlights by budget category

### **66111 Police Commission Labor Budget:**

- Unchanged, no action needed

### **6611 Police Commission O&M Discretionary:**

- Added three line items
  - Public Relations- moved from CPRA
  - Facilitation/Consultants: Training, Planning and Development (for the areas we addressed in our survey for a Commission retreat and any special projects needed)
  - Public Hearings/Special Meetings (estimate 4 per year)- moved from CPRA budget to Commission
- Kept unencumbered amounts aligned with supplies, equipment, books, transportation
- Modified Water/Food to be more realistic based on expenses

### **Restricted O&M**

- Unchanged, no action needed

### **66211 Community Police Review Agency Labor Budget**

- This is the area where we are faced with dilemma of CPRA re-org as needed for staffing, completion of investigations and move of Policy Analyst to OIG (see supporting documents)
  - Suggestion: Move Policy Analyst to OIG now and create new job description by end of fiscal year
  - Suggestion: Update Office Assistant II to address needs of CPRA and moving of Policy Analyst to OIG
- Increase bilingual stipend in the hopes that we add another bilingual investigator
- Decreased Auto Flat due to unencumbered

**CPRB Investigations Project - One time funding O&M- we requested from J. Rus a background on where this money came from and how it was intended to be used so we could spent it in alignment.**

- Need to align with Special Fund: These funds were designated for several related investigation-related activities including increased staffing, improved training and professional development, and the contracting of outside legal counsel to assist investigations.
- AS IS: This has not been utilized. How can we use this in the spirit it was set up and meet CPRA/Commission needs?
- Suggestions: Special Projects (including but not limited to an audit/analysis of Investigation and Intake Process to focus on quality, efficiency and thoroughness.) To be developed with Commission and CPRA ED.
- **Concern: With one time funding, CPRA and Commission attorneys are funded here. To keep this in one time funding is not sustainable nor efficacious long term planning. How can we budget the legal fees for long term?**

Description: In FY 2014-15, the City of Oakland created a special fund to improve the quality and timeliness of investigations by the investigative staff of the Citizen's Police Review Board (CPRB) of community generated complaints of misconduct by sworn members of the Oakland Police Department. These funds were designated for several related investigation-related activities including increased staffing, improved training and professional development, and the contracting of outside legal counsel to assist investigations. This funding was crucial to improvements in CPRB investigative capacity, and contributed to the ability of that Board and its staff to absorb a large additional volume of community complaints filed with the Oakland Police Department (OPD) in addition to those filed directly with the CPRB (Complaint volume processed by the CPRB increased from 47 in 2014 to 453 in 2015 as part of this transition, with increasing timeliness of complaint investigation such that in the past several years not a single investigation by CPRB investigative staff – and later Community Police Review Agency (CPRA) staff – has failed to meet the statutory deadlines to impose discipline on officers based on sustained findings of misconduct (under §3304 of the California Evidence Code).

J. Rus: As a special fund, money allocated to this project did not revert to the City's General Fund at the end of each fiscal year, but were carried over to be used in subsequent years, and some funds remain available under the auspices of this City-funded project. With the voter-approved passage of Measure LL in 2016, some aspects of the funding allocated under the CPRB Investigations Project are instead directly mandated by the Oakland City Charter, including funding of the new investigative Agency's outside legal counsel. These funds continue to be allocated to the Community Police Review Agency within the new Police Commission baseline budget under the auspices of the Investigations Project however.

### **3366211 CPRA Admin Project Discretionary O&M**

- Cut some expenditures due to the budget projection being significantly higher than what has been spent (stationary/ office supplies, water/food, postage/ mailing, misc. services, etc.)
- Kept unencumbered funds for materials needed for new hires
- Moved Public Relations to Commission Budget
- Modified training/travel slightly due to encumbered funds, but realized staff must have a substantial budget for development and conferences
- Still unclear about parameters re. Contract Contingencies (Budgetary Only)

### **66211 CPRA Admin Project Restricted O&M**

- Moved Special Set Ups to Commission Budget (Public Hearings/Community Meetings)
- Removed facilities pending estimate, long term plan and we will create a supplemental request (i.e. satellite offices in East and West Oakland)

### **66311 Inspector General Labor**

- This office will need additional staff per the Enabling Ordinance. Finance has asked that we not ask for that now, however moving Policy Analyst here now makes sense to the ad hoc committee
- Action: We propose moving CPRA Policy Analyst to this item in preparation for Enabling Ordinance

*Carry Over Funds:*

- 1. Action: Request Finance Department to provide actual/encumbered funds re. The carry over request made prior to end of fiscal year 2018.*
- 2. Action: Request that all unencumbered funds be granted to our financial request for 2019-21*

# **Working Draft of Chief Goals for Annual Evaluation**

**Submitted by Ad Hoc Committee: Harris, Dorado, Benson**

For the purposes of this document, we are seeking feedback on how to align these with the collective vision we have for OPD, linking to a former strategic plan (from 2016) and how to make these measurable.

Recommended modified Mission, Vision:

MISSION: The Oakland Police Department is committed to transformation through the philosophical shift and cultural change of improving both Public Safety and the quality of life in Oakland by serving as Guardians of Human and Constitutional rights for all.

VISION: The Vision of the Oakland Police Department is to be a legitimate authority, mutually trusted by the community to collaboratively promote self-help, self-policing and self-organization through Community Policing and Procedural/Restorative Justice principles.

## **1. Crime Reduction**

- **Reduce gun crimes with an emphasis of removing illegal guns ((by what %??))**
  - Questions:
    - What programs have worked? \*Note increasing stops is not effective or equitable.
    - How will you do this?
    - How are guns getting into Oakland?
    - What happened to the Brady/UCLA policy lab offer to do free trace analysis of the guns Oakland collects? \*sitting with CA office since 2017
    - How many of the guns you confiscate are involved in other crimes?
    - How can we assess current technology and what technological improvements need to happen to eliminate illegal guns?
    - What are the Ceasefire performance indicators? What are these based on?
- **What other violent crimes must be reduced (sex trafficking, robberies, domestic violence, etc.) that we can create measurable goals around?**
  - What does the data show re. violent crime?
  - Must name that focus on violent crimes, we're talking about saturation of East and West Oakland. How do we balance the need to address violent crime and impact of over policing poor, black and brown communities?
  - How can Measure Y stress indicators impact the creation and implementation of this goals?
  - What kind of data does Urban Strategies have re. Violent crime for east and west oakland?

Mayor's request: 10% annual reduction in violent crime and meeting our ceasefire performance indicators

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# **Working Draft of Chief Goals for Annual Evaluation**

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For the purposes of this document, we are seeking feedback on how to align these with the collective vision we have for OPD, linking to a former strategic plan (from 2016) and how to make these measurable.

## **2. NSA/ Racial Profiling compliance**

### **Racial Profiling**

- Reduction of racial disparities (by x %)
  - *In stop and search data*
  - *Use of force*

### **NSA tasks for compliance this year**

- What is the timeline for completion of all tasks?
- How does the community survey (Tim Birch and Curt Below) impact and influence achieving these?

### **Dr. Eberhardt's recommendations?**

- What is the timeline for completion of all recommendations?

Mayor: Eberhardt recommendations and NSA requirements

# **Working Draft of Chief Goals for Annual Evaluation**

**Submitted by Ad Hoc Committee: Harris, Dorado, Benson**

For the purposes of this document, we are seeking feedback on how to align these with the collective vision we have for OPD, linking to a former strategic plan (from 2016) and how to make these measurable.

## **3. Gain Public Trust**

### **Community Policing: Full Implementation of SARA Process**

- Collaborate with task force made up of Police Commissioners, Measure Z, NSC's and CPAB to evaluate the implementation of the community policing plan

### **Chief working collaboratively with police commission**

- Align all areas of Commission oversight with proactive working relationship
- Regular meetings with Area Chiefs/Command staff to engage in:
  - Policy Changes
  - Areas of success
  - Areas to develop

### **Engage the Communities impacted by Police Contact**

- Create and work with area specific advisory councils made up of Oakland's historically marginalized voices (i.e. advocates for and those that are Black, Latinx, youth, parole/probation, poor, homeless, flatlands)
- Report/Poll on impacted areas on building community trust
- Quarterly public meetings to review data pro-actively (in partnership with the Commission)

### **Effective Whistleblower Reporting for Police**

- Develop a whistleblower program for OPD
- **What would be the measurables for creation of a safe space for officers to uphold the honor of the badge?**

Mayor: Responsive and trustworthy government

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For the purposes of this document, we are seeking feedback on how to align these with the collective vision we have for OPD, linking to a former strategic plan (from 2016) and how to make these measurable.

## **4. Fiscal Responsibility**

- **Develop and implement staffing plan that includes community policing**
  - How can we determine the real staffing needs, current state of affairs?
  - What are the priorities from the community?
  - How effective is the current staffing?
  - How do we measure effectiveness of NSC's?
  
- **Plan to have IAD fully staffed to ensure integrity of the department**
  - See proposal from Cpt. Millington
  - How can civilian investigators/non sworn support the staffing here so we're not pulling Sgt's and creating OT.
  
- **Fill all vacancies and reduce overtime (what is an achievable number here?)**
  
- **Ensure that all Measure Z funds are used appropriately**
  - Review Richmond Model of Community Policing
  - Develop policy to ensure CRO's are only pulled off in crisis with documented explanations
  - What is the criteria used to pull CRO's off their beats?
    - How is this tracked?
    - How can we ensure Measure Z funds are not being used for regular non CRO staffing and needs?

## **Working Draft of Chief Goals for Annual Evaluation**

**Submitted by Ad Hoc Committee: Harris, Dorado, Benson**

For the purposes of this document, we are seeking feedback on how to align these with the collective vision we have for OPD, linking to a former strategic plan (from 2016) and how to make these measurable.

### **5. OPD Internal Process Goals**

- **Achieve 100% accuracy in reporting data by OPD and/or accountability when erroneous reporting happens**
  - Body Camera usage consistency
  - Use of Force Data
  - STOP data
    - Compare records in dispatch to reported records
  
- **Create 360 evaluation for Chief**
  - Command Staff to submit performance evaluation for the Chief
  - Community Advisory Councils offer feedback
  - Models from other Police Chief evaluations, NACOLE, San Jose, LA, Chicago, Denver
  - Review the existing survey being used by OPD, consider a comprehensive survey
  - Look at 2 prong approach: standardized and a 360 piece (to create a new construct- this takes time, that includes training for those who participate) \*Be mindful about capacity in designing- consider it's a year out
  - Dr. Walker Nebraska models of civilian oversight, designed a survey (Rashida provided an example)

## **Working Draft of Chief Goals for Annual Evaluation**

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For the purposes of this document, we are seeking feedback on how to align these with the collective vision we have for OPD, linking to a former strategic plan (from 2016) and how to make these measurable.

Given the Chief was given direction from the Mayor, we wanted to clarify so that we could be sure our asks were aligned and/or raise questions/challenge if these guidelines were different than the commission asks.

\*Mayor's Email to the Chief: Did you have any plans to do a strategic plan or is it part of the CALEO certification process? My overarching priorities that affect your department are 1. Holistic community safety and 4. Responsive and trustworthy government.

My SMART goals I set during our last budget was a 10% annual reduction in violent crime. I'd need to track the others, but meeting our ceasefire performance indicators, the Eberhardt recommendations and NSA requirements are all what we track together.



Oakland Police Department  
Strategic Plan 2016

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## Contents

INTRODUCTION.....	4
Values.....	5
Mission.....	5
Vision.....	5
Goals .....	5
Crime in Oakland.....	6
The Oakland Police Department: Limited Resources .....	6
Twenty-First Century Policing .....	6
Measure Z .....	6
Strategic Planning Defined.....	6
Previous Efforts.....	7
GOAL 1: REDUCE CRIME.....	8
Performance Measures for Reducing Crime.....	8
Objectives and Strategies for Reducing Crime.....	8
Reducing Crime: No Additional Resources .....	8
Reducing Crime: Additional Resources .....	11
GOAL 2: STRENGTHEN COMMUNITY TRUST AND RELATIONSHIPS .....	15
21 <sup>st</sup> Century Policing: Strengthening Community Trust and Relationships .....	15
Building Public Trust and Legitimacy .....	15
Policy and Oversight.....	16
Technology and Social Media .....	18
Community Policing and Crime Prevention .....	18
Performance Measures for Strengthening Community Trust and Relationships.....	19
Objectives and Strategies for Strengthening Community Trust and Relationships.....	19

Strengthening Community Trust and Relationships: No Additional Resources .....	20
GOAL 3: ACHIEVE ORGANIZATIONAL EXCELLENCE .....	23
21 <sup>st</sup> Century Policing: Achieving Organizational Excellence .....	23
Training and Education .....	23
Officer Wellness and Safety .....	24
Performance Measures for Achieving Organizational Excellence .....	24
Objectives and Strategies for Achieving Organizational Excellence .....	25
Achieving Organizational Excellence: No Additional Resources.....	25
Achieving Organizational Excellence: Additional Resources .....	27
Appendix I: Reports and Recommendations Concerning the Oakland Police Department .....	29
District-Based Investigations in Oakland .....	29
Best Practices Review: Oakland .....	30
Addressing Crime in Oakland: Zeroing Out Crime .....	33
Appendix II: The 2016 Oakland Police Department Strategic Planning Process.....	36
Appendix III: Objectives, Strategies, Timelines, and Position Responsible.....	40

## INTRODUCTION

December 28, 2015

Over the last several years, we have seen reduction of crime in critical categories. This reduction is due to the diligent work of the community, city staff, law enforcement partners, and Oakland Police Department personnel. I am grateful for all the efforts to date. Despite the reduction of crime in some key categories, there remains a great amount of work to be done. Any day there is a homicide, victim assaulted, home burglarized, child harmed, or other crime - means there is a victim and a community all suffering loss. Unfortunately, this is a loss felt all too often in our communities. With a renewed focus and intensity, we can and will do better. This plan lays out the efforts to achieve a 30 percent reduction in violent crime over three years. This is an achievable goal.

OPD continues to move toward the vision of the President's 21<sup>st</sup> Century Policing Task Force and continues to employ the highest standards of accountability. Recent innovations in police legitimacy are promising and have been shown to increase voluntary compliance with the law. Most notably, OPD became nationally recognized for the implementation of a procedural justice training program focused on four tenets: voice, neutrality, respect, and trustworthiness. Although research on the practice of procedural justice is still young, the tenets inform key practices in Oakland. For example, the Crisis Intervention Training Program prepares officers to respond in a way to stabilize and de-escalate situations involving individuals in crisis. This is key to improve our service to one of our most vulnerable and underserved populations. The Ceasefire Program communicates in a direct and respectful way to individuals most likely to be engaged in gun violence or injured by gun violence. This new type of relationship is critical as we rightfully focus efforts on the preventative side of gun violence. OPD is intentionally focusing on internal procedural justice to ensure all personnel feel respected, valued, and honored for their efforts. The Wellness Unit is being implemented and focuses exclusively on increasing the health and wellness of staff.

By April 2016, Professor Eberhardt, of Stanford's SPARQ (Social Psychological Answers to Real-world Questions) will release an introspective look into the Department's stop data records, documents, and community interactions. The Oakland community is looking forward to receiving the results, because this analysis is key to transparency and will inform OPD efforts to build police legitimacy. With a guardian mindset and humble approach, we will continue to critically evaluate our efforts and implement strategies to institutionalize fair and equitable policing practices. No program, policy, strategy, or policing practice is off limits to adjustment or outright abandonment if it erodes trust. These conversations will be challenging, but this learning organization is ready – Oakland deserves no less.

I want to thank all those involved in the completion of this strategic plan, particularly the Manager of OPD Research and Planning, who led this planning effort. This document is the result of a great deal of research, hard work, communication, and meticulous planning. The creation of this strategic plan resulted in the following Values, Mission, Vision, and Goals.

**Values**

The Oakland Police Department values:

*Fairness:* We promote accountability and transparency.

*Integrity:* We embrace honesty and professionalism.

*Respect:* We treat the community and each other with dignity.

*Service:* We serve the community with courage and honor.

*Teamwork:* We celebrate Oakland's diversity through partnerships.

**Mission**

The Oakland Police Department is committed to reducing crime and serving the community through fair, quality policing.

**Vision**

The vision of the Oakland Police Department is to be a leader in law enforcement through strong community partnerships, professionally developed employees, enhanced technology, and strategic and succession planning.

**Goals**

The goals of the Oakland Police Department are:

- Reduce Crime
- Strengthen Community Trust and Relationships
- Achieve Organizational Excellence

Sean C. Whent  
Chief of Police

## **Crime in Oakland**

Although progress has been made over the last several years, of the 50 largest American cities, Oakland tied Detroit and Memphis for the highest crime rate in 2014, with one Part I crime<sup>1</sup> for every 11 residents.<sup>2</sup> The nationwide average was one Part I crime for every 19 residents. Oakland had the third highest violent crime rate, with one violent crime for every 59 residents. The nationwide average was one violent crime for every 159 residents. Oakland had the highest robbery rate again in 2014, with one robbery for every 118 residents. The nationwide average was one robbery for every 520 residents.

***At 10 Part I violent crimes per officer, Oakland has more than any other large American city and more than twice the national average.***

## **The Oakland Police Department: Limited Resources**

In Oakland, the average number of residents per officer is 573. For the 50 largest American cities, the average number of residents per officer is 487.<sup>3</sup> In 2014, Oakland experienced 53 Part I crimes per officer (43 property crimes and 10 violent crimes). This was the highest in country and nearly twice the national average of 27.

## **Twenty-First Century Policing**

The United States is continuing to face a crisis of confidence in law enforcement. Two recent and significant events were police officers in Ferguson, Missouri and New York City used deadly force on unarmed African American males. These two incidents – coupled with a long history of disparate treatment of African Americans by law enforcement – served as a catalyst that resulted in formation of the President’s Task Force on 21<sup>st</sup> Century Policing. This strategic plan provides an opportunity to examine and incorporate task force recommendations and action items.

## **Measure Z**

In November 2014, the residents of Oakland passed Measure Z, the 2014 Oakland Public Safety and Services Violence Prevention Act. This measure funds a number of entities and programs, including several positions in OPD. Measure Z funds may be used only to pay for costs of the following objectives:

1. Reduce homicides, robberies, burglaries, and gun-related violence.
2. Improve police and fire emergency 911 response times and other police services.
3. Invest in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism.

## **Strategic Planning Defined**

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.<sup>4</sup> Strategic planning is an attempt to answer three questions:

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<sup>1</sup> Part I crime includes Murder, Rape, Robbery, and Aggravated Assault, Burglary, Motor Vehicle Theft, Larceny, and Arson.

<sup>2</sup> 2014 FBI Uniform Crime Reports: <https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2014/crime-in-the-u.s.-2014/cius-home>

<sup>3</sup> Ibid

<sup>4</sup> *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement* (3<sup>rd</sup> edition), page 6 by John M. Bryson

1. Where are we now?
2. Where do we want to be?
3. How are we going to get there?

### **Previous Efforts**

OPD published a strategic plan in August 2010. The plan included a mission statement, vision statement, values, and a motto. The plan included strategies (“priority actions”) to achieve objectives (“strategic objectives”). The plan included timeframes and strategies. The five goals (“vision”) in the 2010 plan were:

1. Oakland is one of the safest large cities in California – both in reality and perception
2. The Oakland Police Department provides high quality services in a Community-driven and customer-friendly manner
3. The Oakland Police Department is trusted, respected, and valued by those it serves
4. The Oakland Community and the Oakland Police Department work together to solve Community and neighborhood concerns and issues
5. The Oakland Police Department is an effective organization, providing a supportive and positive work environment for its employees

The 2010 OPD Strategic Plan included community perceptions of crime in Oakland and of OPD and comparisons to the other nine largest California cities in the following areas:

- Reported violent crime
- Average time required to answer calls to Communications
- Average response time for calls for service
- Number of calls for service
- Violent and property crime clearance rates and workload

The City of Oakland commissioned three studies in 2013 that focused on reducing crime. Information about these studies – including implementation efforts – is included as Appendix I:

- District-Based Investigations in Oakland: Rapid and Effective Response to Robberies, Burglaries and Shootings (May 2013, The Bratton Group, LLC)
- Best Practices Review: Oakland Police Department 2013 (October 2013, Strategic Policy Partnership, LLC)
- *Addressing Crime in Oakland: Zeroing Out Crime* (December 2013, Strategic Policy Partnership, LLC)

## GOAL 1: REDUCE CRIME

The City of Oakland continues to have one of the highest crime rates of any large American city. While many American cities have experienced significant reduction in crime – particularly violent crime – during the past decade, the City of Oakland has not followed this trend. Violent crime has increased in Oakland during the last ten years. In a 2014 article<sup>1</sup>, the City of Oakland was identified as the second most dangerous city in the United States. Similarly, in another 2014 news article<sup>2</sup>, the City of Oakland was identified as having the highest robbery rate in the country.

### **Performance Measures for Reducing Crime**

The primary performance measure for Goal 1: Reduce Crime is the Uniform Crime Report (UCR) published annually by the Federal Bureau of Investigation. While much debate has taken place as to the accuracy of the UCR – particularly with its identified limited ability to capture all crime committed – the UCR remains the most comprehensive capture of crime in the United States.

### **Objectives and Strategies for Reducing Crime**

In order to ensure implementation of this plan, it is scalable. Parallel objectives – and accompanying strategies – are provided for this goal in order to ensure that objectives are attainable with or without additional resources. The first set of objectives aligns with existing resources in OPD and guarantees that personnel will be challenged in working as efficiently as possible. The second set of objectives is based on the acquisition and implementation of identified additional resources. While it is hoped that this plan will serve as a means of acquiring additional resources, the desire of OPD to reduce crime transcends any such acquisition.

### **Reducing Crime: No Additional Resources**

**Objective: Reduce homicide by 30% over 36 months.**

**Objective: Reduce robbery by 30% over 36 months.**

**Objective: Reduce aggravated assault (including shootings) by 30% over 36 months.**

**Strategy:** Elicit greater assistance from community members through greater use of procedural justice, education/ training intervention related to implicit bias, external/ community information sharing, interaction at crime scenes and further engagement of the public in Ceasefire.

**Deadline:** July 1, 2016.      **Responsible:** See below.

- Procedural Justice Training: Personnel and Training Division Commander.

<sup>1</sup> 10 Most Dangerous Cities in America by Thomas C. Frohlich, Alexander Kent, & Alexander E.M. Hess, published online in the Huffington Post, 11/15/2014: [http://www.huffingtonpost.com/2014/11/15/most-dangerous-cities\\_n\\_6164864.html](http://www.huffingtonpost.com/2014/11/15/most-dangerous-cities_n_6164864.html)

<sup>2</sup> FBI report: Oakland again tops nation in robberies by Matthew Artz, published online in the Oakland Tribune, 11/16/2014: [http://www.mercurynews.com/breaking-news/ci\\_26944079/fbi-report-oakland-again-tops-nation-robberies](http://www.mercurynews.com/breaking-news/ci_26944079/fbi-report-oakland-again-tops-nation-robberies)

- Education/training intervention related to implicit bias: Personnel and Training Division Commander.
- External/community information sharing: Chief of Staff and Area Commanders.
- Interaction at crime scenes: CID Commander and Area Commanders.
- Further engagement of public in Ceasefire: Ceasefire Division Commander/ Area Commanders.

Like many jurisdictions in the United States, the City of Oakland faces challenges eliciting victim and witness cooperation in the investigation of violent crime such as homicide, robbery, and aggravated assault. As OPD leads the country in the adaptation and delivery of procedural justice training and practices, greater community assistance is expected. The Oakland Police Department continues to improve its transparency and share as much information as quickly as possible. One related strategy is to encourage OPD personnel to engage the public in discussion when protecting a crime scene. As curious community members ask about what has happened, officers have an opportunity to provide basic information and, in return, try to gather information from those onlookers who may have important information about the persons involved.

**Strategy:** Designate Patrol Officers to Assist the Criminal Investigation Division.

**Deadline:** July 1, 2016.      **Responsible:** Area Commanders.

Due to limited resources, CID is required to establish strong relationships with designated Bureau of Field Operations (BFO) personnel to assist with investigative tasks. These tasks include locating witnesses and evidence and other follow-up work. Formalizing a process or program to designate BFO personnel would greatly enhance the efficiency of the required interactions. Investigators would no longer be required to spend time trying to elicit cooperation on a day-to-day basis from field personnel. Additional benefits would include opportunities for Patrol Officers to better learn what is needed for investigation of homicide, robbery, and aggravated assault. This may be accomplished by assigning one officer per squad to check in with CID on a regular basis and share information. OPD presently uses Area Intelligence Officers to perform this function through weekly area reports, though such positions are not permanent within the organization. Further consideration of such positions – especially in light of the newly created Crime Analysis Section – would be worthwhile and should include weekly area reports.

**Strategy:** Implement Intelligence-Led Policing through Creation of a Crime Analysis Section.

**Deadline:** March 1, 2016      **Responsible:** Bureau of Investigations Deputy Chief.

The Oakland Police Department had four Administrative Analyst II positions budgeted to serve as crime analysts. These four positions had various assignments within OPD performing varying levels of crime analysis for different units. What OPD has lacked is the ability to perform crime and intelligence analysis effectively. The volume of crime requires several crime analysts just to process robbery reports for identification of patterns and trends. A centralized Crime Analysis Section with a minimum of five crime analysts is needed just to provide basic intelligence analysis for OPD. A Police Services Manager I is being hired to manage the section.

One way that the Crime Analysis Section can have significant positive impact on crime reduction is to provide Ceasefire with dedicated crime analysis capabilities. OPD has experienced great success through using the Ceasefire strategy to reduce violent crime. One critical component of this success is analysis of the social networks of involved parties. Expanding the social network analysis beyond those involved in homicides and aggravated assaults to individuals involved in robberies would assist CID in identifying and arresting robbery suspects. Additional Crime Analysts will be used for this purpose.

**Strategy:** Ensure Ceasefire strategy training Department-wide with a focus on those most involved.

**Deadline:** March 1, 2016      **Responsible:** Personnel and Training Division Commander.

OPD has made great strides in implementing Ceasefire through a recent limited reorganization. A significant number of staff (a lieutenant and several sergeants and officers) now report to the Ceasefire Commander. Shooting review, robbery review, and ongoing time-based crime reduction plans also embody the Ceasefire strategy.

As provided in the Best Practices Review, “[e]very officer in the Department must understand the underlying philosophy of the initiative and how they can impact its success.”<sup>1</sup> Ceasefire has sometimes been perceived as something special that only select members of OPD are chosen to participate in. Educating all OPD personnel in its philosophy and legitimacy is critical to its continued success.

**Strategy:** Implement gun tracing to identify, track, and connect illegal use of firearms.

**Deadline:** March 1, 2016      **Responsible:** Bureau of Investigations Deputy Chief.

The FY 2015-2017 Adopted Policy Budget allocates one million dollars (\$1M) over two years for special investigations to reduce gun violence and illegal gun dealing as a pilot program. To support these efforts, OPD will use an additional Police Records Specialist, two additional Crime Analysts, and operational overtime. OPD will also purchase three gun microscope cameras, a gun laser scanner and other technology to support gun database entry and automation. OPD’s current data entry process for gun tracing is cumbersome and OPD does not have staff to analyze data and develop useful intelligence.

**Strategy:** Make greater use of video in public areas.

**Deadline:** January 1, 2017      **Responsible:** Bureau of Services Deputy Chief  
Bureau of Investigations Deputy Chief

Efforts are being undertaken to allow residents and business owners in Oakland to register their video cameras with the Oakland Police Department. These cameras are of public areas – such as sidewalks, streets, and parking lots. This registration process will lead to OPD personnel being able to identify potential video captures of crimes, which should increase the identification

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<sup>1</sup> *Best Practices Review: Oakland Police Department 2013* (October 2013, Strategic Policy Partnership, LLC): <http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045374.pdf>, p. 31

of suspects. This is critically important, as witnesses are often reluctant to come forth and assist the police. Even in those instances where eyewitness identification is available, video evidence provides an infallible means of identifying suspects.

While private video has greatly assisted OPD in solving cases and registration will further enhance, City of Oakland video would provide much greater results. The Best Practices Review provides this recommendation: “Significantly increase the camera monitoring capabilities of the OPD in commercial areas throughout the city to provide identifications and evidence in robbery, burglary, and some shooting cases.”<sup>1</sup> Politically, any discussion in the City of Oakland concerning greater use of video – particularly video monitoring controlled by the City – has met with great challenges. Considering the incredible difficulty in locating witnesses to violent crime, greater use of video of public areas may be worth pursuing. Other large American cities have seen dramatic reductions in violent crime through use of city-owned video systems.

An additional consideration is the encouragement, facilitation, and funding of Oakland residents and business owners in the installation and maintenance of video systems. In cooperation with the City – through a registration system – such a program could provide great benefits to all stakeholders in the process.

This strategy should be implemented with existing resources, as the technology costs should be minimal. Needed personnel should also be minimal, as the technology should automate most processes.

### **Reducing Crime: Additional Resources**

*The following objectives differ from the previous because they require additional resources.*

<p><b>Objective: Reduce homicide by 40% over 36 months.</b> <b>Objective: Reduce robbery by 40% over 36 months.</b> <b>Objective: Reduce aggravated assault (including shootings) by 40% over 36 months.</b></p>
--

<p><b>Strategy:</b> Add additional sworn and support positions.</p>
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**Deadline:** TBD.

**Responsible:** TBD.

The Oakland Police Department dispatched 250,127 calls for service in 2014. Full staffing for Patrol is 256 officers. The result is an average of 977 calls per officer if OPD is at full staffing, which is an unusual occurrence. In practice, the average number of calls per officer per year is over 1,000. The sheer volume of calls has significant results when it comes to being able to effectively reduce violent crime:

- Officers are unable to respond to calls in a timely manner. This results in victims being unable to clearly recall information and lost opportunities to interview witnesses and apprehend suspects.

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<sup>1</sup> *Best Practices Review: Oakland Police Department 2013* (October 2013, Strategic Policy Partnership, LLC):  
<http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045374.pdf>),  
Recommendation 17

- Officers are unable to spend adequate time investigating crime due to the need to respond to additional calls. This results in a loss of critical information for investigators to effectively perform follow up work.

By any measure, OPD is tremendously understaffed. As of late 2015, approved sworn staffing was 737 with a budgeted increase to 777 in July 2016. While the consequences of this are felt throughout the organization, it is exceptionally challenging in Patrol. The following recommendations are based on analysis of the 2014 FBI Uniform Crime Report data:<sup>1</sup>

- Based on population, OPD should have 842 sworn personnel
- Based on the violent crime rate, OPD should have 1,805 Officers

One way to essentially – and more effectively – add sworn personnel is to increase the number of civilian positions. There are a number of positions that are currently staffed by sworn personnel that would be better staffed by civilians. Examples of these positions include Fleet Management, Information Technology, and Public Information. Adding civilian positions to fulfill these roles would allow the redeployment of sworn personnel to more appropriate sworn roles while OPD benefits from the specialized skills and knowledge that come with career civilian positions. Civilian positions are less costly to the City than equivalent sworn positions.

**Resources:** A minimum of 65 additional sworn personnel (to reach 842). Based on mandated supervisory ratios, this should include at least nine Sergeants of Police. A Captain of Police and three Lieutenants of Police should also be included. Civilian positions and the number of each position (provided as FTE – Full Time Equivalent) include:

- Facility Manager (1 FTE)
- Fleet Manager (Administrative Analyst II – 1 FTE)
- Information Systems Supervisor (1 FTE)
- Police Communications Supervisor (4 FTE)
- Police Property Specialist (2 FTE)
- Public Information Officer II (1 FTE)
- System Analyst (3 FTE)

**Funding Sources:** General Purpose Fund appropriation is required for ongoing personnel costs.

**Strategy:** Create a Fugitive Apprehension Team.

**Deadline:** TBD.

**Responsible:** TBD.

The Oakland Police Department currently has two officers assigned to apprehend fugitives. In practice, these two officers merely pick up individuals who are already in custody with other agencies based on crimes committed in Oakland. Creating a Fugitive Apprehension Team would allow the arrest of individuals who have been identified as suspects in crimes but are not currently arrested due to the limited resources of OPD. Arresting such individuals and processing them further in the criminal justice system will reduce the opportunities for these individuals to commit additional crimes in Oakland.

<sup>1</sup> 2014 FBI Uniform Crime Reports: <https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2014/crime-in-the-u.s.-2014/cius-home>

**Resources:** One additional Sergeant of Police and six additional Police Officers.

**Funding Sources:** General Purpose Fund appropriation is required for ongoing personnel costs.

**Strategy:** Assign additional Homicide Investigators to CID.

In a report presented to the Oakland Public Safety Committee on May 12, 2015, an analysis of homicide caseloads resulted in a recommendation of four additional homicide investigators (from 12 to 16).

**Resources:** Two additional Sergeants of Police and two additional Police Officers and associated equipment in CID.

**Funding Sources:** General Purpose Fund appropriation is required for ongoing personnel costs.

**Strategy:** Assign Additional Robbery Investigators to CID for Patrol Areas.

**Deadline:** TBD.

**Responsible:** TBD.

At present, OPD has a very limited ability to respond to crimes that have just occurred. Because of the extraordinarily high call volume and very limited resources, Oakland Police preliminary investigations are insufficient, even for serious crimes such as robbery. The results are critical failures in three areas: an inability to gather information from victims when memory is strongest; an inability to interview witnesses before they have left the area; and an inability to apprehend robbery suspects before they flee. Dedicating sworn personnel to be able to respond immediately to robberies that have just occurred will greatly increase opportunities to obtain useful information from victims and witnesses as well as opportunities to arrest suspects.

In addition to being able to respond immediately to robberies, these officers would be able to perform necessary follow-up investigative work when not investigating a crime that just occurred. This follow-up investigative work would allow traditional CID Robbery Section Investigators to perform other investigative functions.

**Resources:** Five additional Sergeants of Police and 30 additional Police Officers and associated equipment in CID.

**Funding Sources:** General Purpose Fund appropriation is required for ongoing personnel costs.

**Objective:** Reduce property crime by 30% over 36 months.

**Strategy:** Expand biological evidence collection and processing to property crimes.

**Deadline:** TBD.

**Responsible:** TBD.

Expansion of the collection and processing of biological evidence and fingerprint evidence to all property crimes would greatly enhance the ability of OPD to solve these crimes. At present,

OPD does very little to collect or process evidence from property crimes. Research shows that 10 percent of all property crimes could yield DNA evidence, of which 77 percent should yield a searchable profile. Applying these rates to OPD should yield 1,078 case hits per year. In addition to field personnel (Police Evidence Technicians) to collect the evidence and crime lab personnel (Criminalist IIs) to process the evidence, additional Police Officers are needed to serve as property crime investigators by building cases and apprehending offenders based on the increase in collected and processed evidence. The size of the OPD Crime Lab would also have to be significantly expanded to house the additional personnel and work areas.

Fifty-six percent of all incidents that result in the collection of latent prints include computer searchable (AFIS) prints. If searched, the AFIS database is expected to return the source of the prints approximately 50 percent of the time. Based on the last four years of data, OPD receives approximately 500 AFIS quality cases per year. However, only 15 percent of these are searched and most of those are associated with person crimes. On average, 428 cases per year are not searched. Those cases represent 214 lost opportunities to solve crime annually. In order to search all the AFIS prints the lab currently receives, OPD estimates a need for two additional examiners. However, those two additional staff members cannot be accommodated in the current facility.

With true intelligence-led policing, it is much more cost effective to use available technology (and accompanying civilian personnel) than to simply assign more sworn investigators who will not be able to make informed decisions based on science.

**Resources:** Fifty Police Evidence Technicians, 35 Criminalist IIs, 10 Police Officers and an expanded Crime Lab.

**Funding Sources:** General Purpose Fund appropriation is required for ongoing personnel costs. Outside funding – including grants – may be available for the capital costs of expanding the Crime Lab.

## GOAL 2: STRENGTHEN COMMUNITY TRUST AND RELATIONSHIPS

Like many other diverse communities in the United States, Oakland has a history of tumultuous relations between the police and the community. This history includes the founding of the Black Panther Party in 1966, the Riders' scandal in 2000, and the Occupy movement of 2011. The Riders' scandal resulted in Federal monitoring of OPD.

### **21<sup>st</sup> Century Policing: Strengthening Community Trust and Relationships**

Strengthening Community Trust and Relationships requires OPD to act upon the first four of the six pillars (main topic areas) provided by the *Final Report of the President's Task Force on 21<sup>st</sup> Century Policing*. The first four pillars are:

- Building Trust and Legitimacy
- Policy and Oversight
- Technology and Social Media
- Community Policing and Crime Prevention

#### *Building Public Trust and Legitimacy*

Concerning the first pillar, the *21<sup>st</sup> Century Policing* report states: "People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do...The public confers legitimacy only on those who they believe are acting in procedurally just ways."<sup>1</sup> Specific *Twenty-First Century Task Force* recommendations to build public trust and legitimacy include:

- Develop a guardian (rather than a warrior) mindset.
- Adopt procedural justice as the guiding principle for policies and practices.
- Acknowledge the role of policing in past and present injustice and discrimination.
- Develop a culture of transparency and accountability.
- Promote legitimacy internally by applying procedural justice principles.
- Initiate positive non-enforcement activities to engage communities with high rates of investigative and enforcement involvement.
- Consider potential damage to public trust when implementing crime fighting strategies.
- Track the level of trust in the police similar to changes in crime.
- Create a workforce diverse in race, gender, language, life experience, and cultural background.
- Build relationships with immigrant communities based on trust.

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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. 1

Specific examples responsive to the *21<sup>st</sup> Century Task Force* recommendations to build public trust and legitimacy/community undertaken by OPD include:

- Providing California POST-certified Procedural Justice training to all sworn personnel. This helps ensure that officers give people a voice, fair treatment, and respect. The program was developed with and is taught with community members.
- Participating in the White House Open Data Initiative, an online portal that provides the public with information about practices of particular concern, including use of force.
- Dedicating OPD officers serve as mentors in high-risk middle schools. OPD also mentors African American males 12 to 18 years in the Our Kids (OK) program.
- Ensuring OPD's diversity resembles Oakland's and sharing this information monthly.

### *Policy and Oversight*

Concerning the second pillar, the *21<sup>st</sup> Century Policing* report states: "Citizens have a constitutional right to freedom of expression, including the right to peacefully demonstrate."<sup>1</sup> Specific *21<sup>st</sup> Century Task Force* recommendations concerning policy and oversight include:

- Collaborate with community members to develop strategies in communities disproportionately affected by crime for deploying resources by improving relationships, greater community engagement, and cooperation.
- Implement policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing that are clear, concise, and publicly available.
- Implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.
- Adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.
- Report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.
- Collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests) disaggregated by school and non-school contacts.
- Create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources to minimize the appearance of a military operation and avoid provocative tactics and equipment that undermine civilian trust.
- Implement civilian oversight in order to strengthen trust with the community in a form and structure as defined by the community to meet their needs.
- Refrain from practices requiring officers to issue a determined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.
- Require officers to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause and ideally obtain written acknowledgement that they have sought consent to a search.
- Enact policies prohibiting profiling and discrimination based on race, ethnicity, national origin, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, and/or language fluency.
- Adopt policies requiring officers to provide their names to individuals they have stopped, along with the reason for the stop, the reason for a search if one is conducted, and a card with information on how to reach the civilian complaint review board.

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<sup>1</sup> Ibid, p. 19

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

- Implementing a community advisory group in each of the five Patrol Areas to provide input on strategy to address community issues.
- Assigning a Community Resource Officer (CRO) to each of the 35 Police Beats to act as a liaison between the community and OPD/City resources.
- Using the Ceasefire strategy in communities disproportionately affected by crime to provide improved relationships, greater community engagement, and cooperation.
- Implementing progressive use of force policies and making them available online.
- Transitioning policies to the Lexipol system will result in better policies that are clearer and more concise.
- Implementing double-blind sequential photo line-ups in which the officer showing the photos is unaware of the identity of the suspect and witnesses are shown photos one at a time in order to eliminate or minimize presenter bias or influence.
- Presenting the Oakland City Council Public Safety Committee with a monthly staffing report that includes demographic data for staff including race, age, and residency. This report is published online.
- Publishing a Stop Data Report semi-annually online that provides demographic information on all discretionary stops. OPD has no enforcement presence on school campuses.
- Creating nationally-recognized policies, procedures, and practices for policing mass demonstrations that minimize the appearance of a military style operation and use only the force absolutely necessary. Military-type vehicles are not used for demonstrations absent information that would necessitate their use and officers do not wear helmets until the need for skirmish lines occurs.
- Implementing civilian oversight through the Citizen Police Review Board.
- Prohibiting a minimum number of citations or arrests and expecting very little revenue from citations. OPD stop data for 2014 shows the average field officer made about 75 stops, which is less than two per work week. Half of these stops resulted in the driver being released with only a verbal warning and no citation.
- Requiring officers to notify people of their right to refuse a consent search. OPD officers are equipped with body worn cameras which capture most consent search requests.
- Prohibiting profiling and discrimination by policy and practice based on race, ethnicity, national origin, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, and/or language fluency.
- Requiring officers to provide their names to individuals they have stopped upon request. OPD also has issued business cards to facilitate this process that have complaint information on them. This plan will implement a practice of officers issuing business cards with officer names for every investigative consensual encounter or detention.

### *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.

Stanford University – through the work of Professor Jennifer Eberhardt and SPARQ – is performing groundbreaking analysis of OPD Stop Data. Stop Data is the information collected by the Department concerning race and gender of members of the public who are contacted by OPD in discretionary stops – such as traffic stops.

**Strategy:** Implement living room meetings with residents.

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

Community meetings are regarded as a key element in engaging community members in a dialog with local police. Such meetings are held in a variety of settings, with attendance and efficacy sometimes challenged by location. In the last few years, law enforcement organizations have achieved success in smaller, less formal settings than a community center or other public forum.

**Strategy:** Increase the number of Foot Patrol Officers from three to 18.

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

Several studies in the last few decades have demonstrated the effectiveness of foot patrol in increasing community engagement and satisfaction with local police. Such studies have also shown decreases in crime. OPD has accepted grant funding from the United States Department of Justice/Office of Community Oriented Policing Services (USDOJ/COPS) to partially fund 15 additional foot patrol officers. Matching funding has been identified by the City of Oakland Budget Office. The grant provides that additional foot patrol officers be assigned to high crime areas in long-term assignments. This should provide for building community trust and relationships while reducing crime.

**Strategy:** Protect homicide victims from public view at crime scenes.

**Deadline:** July 1, 2016      **Responsible:** Criminal Investigations Division Commander.

Homicide investigations often require leaving a victim in place for hours. This is largely due to California law, which prohibits the movement of a deceased person by an ambulance and requires movement by a coroner. While necessary, leaving a deceased person in place for a long time can be perceived as being disrespectful by community members, particularly those who have long-standing mistrust of police. Implementing a protocol that protects homicide victims from public view during an investigation should provide an opportunity for greater respect and understanding of OPD from community members.

**Strategy:** Recognize and reward staff who volunteer their time for community service.

**Deadline:** July 1, 2016.      **Responsible:** Personnel and Training Division Commander.

One way to demonstrate that OPD is a service provider – and not just a law enforcement organization – is to encourage OPD staff to volunteer in the Oakland community. While it would be challenging to require paid staff to devote time to volunteering, such efforts can be recognized and rewarded. OPD can implement a system that tracks hours and provides awards when milestones are reached. OPD can also include volunteer activity in decisions concerning promotions and appointments of personnel.

**Strategy:** Expand the Police Activities League (PAL) program through reassignment of personnel.

**Deadline:** January 1, 2017. **Responsible:** Chief of Police.

The OPD PAL Program is very robust and provides a large number of opportunities for Oakland youth. Initiatives sponsored by PAL include Adopt-a-Family, the Annual Christmas Dinner, Basketball, Building Strong Minds Mentorship, camping, Gang Resistance Education and Training, Track and Field, Police Explorers, Our Kids, and Youth Summer Internship. Increasing the number of personnel assigned to PAL will greatly enhance the ability of OPD to engage Oakland youth. Such increased engagement will provide the Oakland community and OPD opportunities to break down barriers while bringing greater understanding to all stakeholders.

**Strategy:** Recognize senior populations through senior safety programs.

**Deadline:** July 1, 2016. **Responsible:** Neighborhood Services Section Managers.

As the American senior population increases at an unprecedented rate, every city large and small must address the needs that accompany this shift. In Oakland, more could be done to recognize this significant increase and the unfortunate victimization that comes with it. By reaching out to seniors and educating them about crimes that target seniors – particularly financial crimes – OPD could further engage another segment of our community.

**Strategy:** Increase participation of Community Resource Officers in social media platforms and electronic communications.

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

A great many opportunities exist for traditional and community-based law enforcement providers to further engage the public through social media and electronic communication. As the San Francisco Bay Area continues to be home to the largest number of technology companies – and workers – in the world, our community expects to be reached through non-traditional methods. While OPD has social media presence, greater opportunity exists to share – and receive – information through electronic methods. Community Resource Officers, in particular, have great opportunity to utilize such means in working with their assigned neighborhoods.

**Strategy:** Implement a robust volunteer program for community members.

**Deadline:** July 1, 2016. **Responsible:** Neighborhood Services Section Managers.

OPD receives dozens of inquiries annually from community members looking to volunteer. Unfortunately, the current volunteer program does not adequately connect interested volunteers with Department need. Providing stronger support for community volunteers at all levels of the organization – along with additional structure and processes – will result in a more satisfying and productive experience for all involved.

## GOAL 3: ACHIEVE ORGANIZATIONAL EXCELLENCE

Like every American law enforcement agency, the Oakland Police Department is charged with a multitude of responsibilities beyond reducing crime. The most important responsibility in this list is achieving organizational excellence. In direct relationship to the sobering volume of violent and property crime, OPD is faced with tremendous challenges in providing quality police service and a desirable working environment. Challenges in providing quality police service include responding to and documenting incidents timely and sufficiently. Challenges in providing a desirable working environment include navigating a challenging political environment, providing worthwhile professional development, properly equipping staff, and ensuring the mental and physical well-being of OPD members.

Response times to emergency and non-emergency calls in the City of Oakland are unacceptable. Members of the public who call to report for a non-life-threatening event may wait several hours – even days – for a member of OPD to respond to a residence or business. Many quality of life calls receive no response due to call volume. Additionally, the amount of cases to investigate presents real challenges for quality follow-up investigations on all cases. As an agency, we desire to perform better service those who are victims of crime. Follow up investigation is not generally provided for the vast majority of property crimes as well as some shootings and many robberies.

The Oakland Police Department has undergone tremendous change in the last several years. This has caused the organization to increase accountability and have difficult conversations about old policies and practices. This change has not been easy, but necessary. Some of the changes let to a sense of more restrictive policies and the perception of an unfair disciplinary process and outcomes have demoralized the OPD. We take this issue seriously and are implementing changes to improve in this area. Economy-driven layoffs, dilapidated work spaces, and inferior equipment have also contributed to a very challenging work environment. The Department is working to improve all of these areas. With the continued support of funding and resources, it is hoped that OPD will become an employer of choice.

### **21<sup>st</sup> Century Policing: Achieving Organizational Excellence**

Achieving Organizational Excellence requires OPD to act upon the fourth and fifth of the six pillars (main topic areas) provided by the *Final Report of the President's Task Force on 21<sup>st</sup> Century Policing*. The fourth and fifth pillars are:

- Training and Education
- Officer Wellness and Safety

#### *Training and Education*

Concerning the fifth pillar in the *Final Report of the President's Task Force on 21<sup>st</sup> Century Policing*, the report states: "Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understanding within the agency."<sup>1</sup> Specific 21<sup>st</sup> Century Task Force recommendations concerning training and education include:

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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. 51

- Engage community members in the training process.
- Provide leadership training to all personnel throughout their careers.

Specific examples responsive to the *21<sup>st</sup> Century Task Force* recommendations for training and education include:

- Inviting 10 to 12 community groups into the basic police academy to share their perspectives with the trainees.
- Conducting two citizen police academies each year.
- Creating and delivering procedural justice training with community members.

#### *Officer Wellness and Safety*

Concerning the sixth pillar, the *21<sup>st</sup> Century Policing* report states: “The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety.”<sup>1</sup> Specific *21<sup>st</sup> Task Force* recommendations concerning officer wellness and safety include:

- Law enforcement agencies should promote safety and wellness at every level of the organization.
- Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

Specific examples responsive to the *21<sup>st</sup> Century Task Force* recommendations for officer wellness and safety include:

- Upgrading of an early-warning system that OPD has used for several years to identify concerns in conduct and performance in order to provide officers with needed resources including psychological support.
- Creation of a Wellness Unit will encompass several existing OPD initiatives such as the Peer Support Program, Critical Incident Response Team, Mental Health Provider Referral Program, Substance Abuse Referral Program, Clinical Psychologist Referral Program, Chaplain Program, and Employee Assistance Program.
- Providing all officers with ballistic vests and trauma kits.

#### **Performance Measures for Achieving Organizational Excellence**

Similar to Goal 2: Strengthen Community Trust and Relationships, the first performance measure for this goal is community satisfaction. The most recent (2013-14) community survey conducted by OPD found that, of 1,353 respondents, 38 percent were very satisfied or satisfied with the service they received and 32 percent were dissatisfied or very dissatisfied. In the same survey, 33 percent of respondents were very satisfied or satisfied with the response time of OPD and 43 percent were dissatisfied or very dissatisfied. A new survey will be conducted in 2016. Additional performance measures include reduction in Priority 1 and Priority 2 response times and call answering times.

The second performance measure for Goal 3: Achieving Organizational Excellence is employee satisfaction and the third performance measure is employee turnover. In the 2013 OPD Sworn Employee Survey, only 35 percent of the sworn staff and 41 percent of the civilian staff felt valued by the Department for the work they do. As of the writing of this report, the Oakland

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<sup>1</sup> Ibid, p. 61

Police Department has an annual sworn turnover rate of nearly 10 percent. Approximately six officers separate from OPD each month. Nearly 40 percent of these separations are resignations and more than half of these resignations lead to officers being hired with other law enforcement agencies.

### **Objectives and Strategies for Achieving Organizational Excellence**

In order to ensure implementation of this plan, it is also scalable. Parallel objectives – and accompanying strategies – are again provided for this goal in order to ensure that objectives are reachable with or without additional resources.

### **Achieving Organizational Excellence: No Additional Resources**

**Objective: Increase community satisfaction by 15% over 36 months.**  
**Objective: Reduce Priority 1 and Priority 2 response times by 15% over 36 months.**

**Strategy:** Provide appointment-setting for police reports.

**Deadline:** July 1, 2016.      **Responsible:** Communications Division Manager.

As provided in the *Best Practices Review*,<sup>1</sup> appointment-setting for report-taking is recommended as an effective call management strategy. At present, members of the public contact OPD and request a response to take a report. This response is the lowest dispatch priority and the public is often forced to wait hours – and sometimes days – for an OPD response to take a report at an unknown time. Scheduling an appointment with a Police Service Technician II will provide the public with the certainty of a fixed date and time to meet with OPD and make the report. Any loss of convenience of having an OPD member come to a residence or business will be outweighed by the convenience of the appointment. This service should increase community satisfaction while reducing response times (due to fewer calls being dispatched).

**Strategy:** Analyze the Patrol beat structure.

**Deadline:** January 1, 2017.      **Responsible:** Research and Planning Manager.

The current OPD structure has been substantially unchanged since the mid-1970s. Great disparities exist among the current 35 beats, with one beat providing over 30,000 calls per year and another providing fewer than 6,000. Realigning beats to better distribute workload – while still respecting obvious natural boundaries and neighborhoods – should result in greater efficiencies, increased community satisfaction, and reduced response times.

**Strategy:** Analyze Patrol schedules.

**Deadline:** January 1, 2017.      **Responsible:** Research and Planning Manager.

The current OPD patrol schedule includes four shifts, three of which are 10 hours in length and the fourth is 12 hours in length. Two of the 10-hour shifts (1<sup>st</sup> Watch/Day Watch and 3<sup>rd</sup> Watch/Dog Watch/Graveyard) have overlapping teams once a week and multiple briefings each

<sup>1</sup> *Best Practices Review: Oakland Police Department 2013* (October 2013, Strategic Policy Partnership, LLC: <http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045374.pdf>)

day. Depending on the day of the week, there may be six briefings at each of the two OPD patrol facilities – resulting in 12 briefings covering four shifts. More importantly, there is little data that the current patrol schedule aligns personnel with call load. An analysis of call load by day of week and time of day should identify time of greatest need of personnel as well as time of least need. Aligning patrol schedules with this data should result in greater efficiencies, increased community satisfaction, and reduced response times.

**Strategy:** Contact every crime victim.

**Deadline:** April 1, 2016.      **Responsible:** Criminal Investigations Division Commander.

An opportunity exists for OPD to contact members of the public who have filed a report and provide any updates while checking for additional information. This practice would reassure the public that every crime counts and help OPD acquire any new information from the victim. In order to be cost neutral, volunteers are sought to perform this function.

**Strategy:** Provide business cards for every investigative consensual encounter and detention.

**Deadline:** July 1, 2016.      **Responsible:** BFO Administration Division Commander.

In order to ensure that the public is getting the best service possible from OPD, every Department member should provide a business card each time contact with a member of the public results in an investigative consensual encounter or detention. The business card should provide the Department member's name and serial number along with helpful information about OPD, the City of Oakland, other resources, and processes for follow up. Though there will be some cost to provide all OPD members who have public contact with business cards, this cost should be minimal and absorbed into OPD's General Purpose Fund budget.

**Strategy:** Provide greater customer service at the Patrol Administration Building.

**Deadline:** January 1, 2017.      **Responsible:** Personnel and Training Division Commander.

The OPD Police Administration Building lobby is large and confusing. The service counters are encased in bullet-proof glass. This results in confusion and frustration on the part of the public when they come to OPD for a needed service. Reconfiguring the reception area to provide safety to OPD personnel and better service to the public should be a low- to no-cost strategy. Stationing OPD volunteer staff in the lobby to direct the public should greatly reduce confusion and frustration. Upgrading the intercom at the front desk would also provide greater customer service.

**Objective:** Increase employee satisfaction by 30% over 36 months.

**Strategy:** Create an Employee Wellness Unit.

**Deadline:** September 1, 2016.      **Responsible:** Personnel and Training Division Commander.

The creation of a Wellness Unit will allow OPD to provide a central location for all wellness programs and services. An Informational Report concerning the creation of a Wellness Unit was accepted by the City of Oakland City Council Public Safety Committee on October 13,

2015. The report details assignment of a Sergeant of Police to supervise the unit and the expenditure of previously approved funding for an Administrative Analyst II and Program Intern. Funding is also approved for building costs, materials, and professional service agreements to assist OPD staff in administering the following programs:

- Peer Support Program
- Critical Incident Response Team
- Mental Health Provider Referral
- Substance Abuse Program Referral
- Clinical Psychologist Referral
- Chaplain Program
- Employee Assistance Program Referral

Providing OPD personnel with greater emotional support should also provide them with greater job satisfaction.

**Strategy:** Provide job-sharing for OPD Personnel.

**Deadline:** January 1, 2018.      **Responsible:** Personnel and Training Division Commander.

The California Commission on Peace Officer Standards and Training (POST) allows sworn law enforcement personnel to reduce to move in and out of full-time status under as a Per Diem Officer. Allowing sworn and civilian OPD employees to reduce the number of hours worked to less than full-time will provide flexibility not currently available to full-time personnel. This flexibility will allow personnel to engage in other life events for determined time periods, such as caring for children or other family members or furthering education. Having such options should increase the recruitment and retention of female personnel, as women are still the primary caregivers in American society. Organizational impact should be minimal, as each request will be evaluated individually. Providing OPD personnel with more flexible schedule options should also provide them with greater job satisfaction.

#### **Achieving Organizational Excellence: Additional Resources**

**Objective: Increase community satisfaction by 30% over 36 months.**  
**Objective: Reduce Priority 1 and Priority 2 response times by 30% over 36 months.**  
**Objective: Reduce call answering times by 15% over 36 months.**

**Strategy:** Implement a 3-1-1 System.

**Deadline:** January 1, 2018.      **Responsible:** Communications Division Manager.

The *Best Practices Review* recommends implementation of a 3-1-1 system as an effective call management strategy. The implementation of a 3-1-1 non-emergency/assistance answering system will greatly reduce calls to the OPD Communications Center on both emergency and non-emergency numbers. This should, in turn, greatly increase community satisfaction and reduce OPD response times as the amount of time required to answer a call and assign OPD resources will be reduced. Assigning responsibility for the 3-1-1 system to an entity other than OPD would be most appropriate, as the expected calls should not be requests for police services.

**Resources:** Unknown.

**Funding Sources:** Unknown

**Strategy:** Accept all wireless 9-1-1 calls.

**Deadline:** January 1, 2019. **Responsible:** Communications Division Manager.

OPD is moving forward with implementing the necessary tools to accept wireless 9-1-1 calls. This should reduce call wait times, as callers on wireless devices will no longer be routed to the California Highway Patrol before being transferred to OPD. Both human and technological (GIS mapping) resources will be required to enact this strategy.

**Resources:** Fourteen additional Police Communication Operators and GIS mapping technology.

**Funding Sources:** A General Purpose Fund appropriation is needed for the ongoing personnel costs of additional Public Safety Dispatchers. State funding will cover the majority of equipment costs necessary for a 9-1-1 GIS mapping system with only a small, one-time contribution required of the City of Oakland from the General Purpose Fund.

**Objective:** Reduce the number of persons killed and injured in traffic collisions by 15% over 36 months.

**Strategy:** Assign additional resources to Traffic Safety.

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

The City of Oakland has a significant number of fatal traffic collisions every year. In order to reduce this, increased analysis of primary and associated collision factors and strategic deployment of personnel is needed. Since OPD has very few personnel assigned to the Traffic Enforcement Unit, an additional squad would greatly enhance OPD efforts to target specific violations at targeted locations.

**Resources:** One additional Sergeant of Police and eight Police Officers.

**Funding Sources:** A General Purpose Fund appropriation is needed for the ongoing personnel costs of an additional Sergeant of Police and eight Police Officers. One-time funding is needed for the purchase of additional motorcycles and ongoing funding is needed for maintenance costs for the additional motorcycles.

## Appendix I: Reports and Recommendations Concerning the Oakland Police Department

### *District-Based Investigations in Oakland*

In the May 2013 report on district-based investigations, the Bratton Group recommended that each of the five patrol areas be staffed with a District-Investigative Unit (DIU) made up of an investigative sergeant, three experienced investigators, and three to five police officers to investigate robbery, burglary, and shootings/assaults. The recommendation was that the DIU would work staggered hours in the afternoons and evenings seven days a week. This would allow DIU personnel to respond to crime scenes to interview victims, canvass for witness, and gather evidence. The DIU sergeant would be responsible for coordinating with the Criminal Investigations Division (CID), evidence technicians, and the crime lab. The DIU sergeant would also report to the Area Captain and represent district investigations at CompStat meetings.

OPD has instituted limited use of patrol area-based felony assault, burglary, and robbery investigators. Complete implementation of the DIU model has not taken place due to a lack of staffing, an inability to prioritize investigations across geographic areas, and inconsistency of training received and skill level among decentralized staff. Seventeen of the 19 investigators are assigned by patrol area within CID, as follows:

- All seven felony assault investigators are assigned by patrol area
- All five burglary investigators are assigned by patrol area
- Five of the seven robbery investigators are assigned by patrol area

Further implementation of the DIU recommendation is included as a strategy, with a focus on robbery.

The *District-Based Investigations* report recommends the processing and examination of fingerprint evidence collected from burglaries. A modified version of this recommendation is incorporated as Strategy 1.4.1. The report also states “an analysis of links between firearms and crimes and firearms and gangs would be extremely useful in identifying targets for the Ceasefire effort and in directing and coordinating enforcement actions related to Ceasefire.”<sup>1</sup> This recommendation is being incorporated into an initiative funded in the FY 2015-2107 City of Oakland Policy Budget and is included as a strategy.

The *District-Based Investigations* report addressed concerns with crime scene technicians (Police Evidence Technicians), including a lack of administrative support. The report stated that the “evidence technician unit is being transferred to the Central Investigation Division.” The unit was transferred to the newly recreated Bureau of Investigations in late 2015 and is now supervised by a Sergeant of Police.

The OPD CompStat process was discussed in an appendix to the *District-Based Investigations* report. The report stated the “OPD CompStat process itself requires significant revision”<sup>2</sup> and that “[t]he purpose of the CompStat process is to provide vigorous strategic oversight of a police department’s crime fighting efforts ...[with] exchanges focused on the specifics of crime patterns and individual crimes and the measures being taken to counter them.”<sup>3</sup> As outlined in the

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<sup>1</sup> Ibid, p. 10

<sup>2</sup> Ibid, p. 21

<sup>3</sup> Ibid, pp. 21-22

appendix concerning CompStat Meetings and Reporting Requirements, there are four elements required for CompStat to be successful in reducing crime:<sup>1</sup>

1. Accurate and Timely Information
2. Effective Tactics
3. Rapid Deployment of Personnel and Resources
4. Relentless Follow-Up and Assessment

OPD is working to develop the capacity to provide accurate and timely information on crime, crime patterns, and crime trends. Funding has been approved for the implementation of a Crime Analysis Section to be staffed by a Police Services Manager and five Crime Analysts (included as a strategy). Once this section has been implemented, accurate and timely information will be readily available for use in CompStat.

OPD has recently bolstered agency-wide resources through a partial re-organization. Ceasefire now has a Captain of Police, a Project Manager II, a Lieutenant of Police, five Sergeants of Police, and 24 Police Officers assigned to it to respond to group-involved incidents such as shootings. OPD has limited capacity to rapidly deploy personnel and resources on a scale typically required for effective use of CompStat. In cities such as New York and Los Angeles, tremendous agency-wide law enforcement resources can be moved from one area to another to address priority crime problems. This limited capacity to rapidly deploy directly affects the ability to provide relentless follow-up and assessment. In this period of transition, the Department one commander report out during an hour-long crime meeting. The reporting includes crime trends, crime statistics, and solutions. The Executive Team is able to ask questions and realign resources based upon needs

While OPD does not have the resources required of traditional CompStat – particularly those for relentless follow-up and assessment, OPD is continuing to develop a modified approach that includes daily crime conference calls, weekly shooting reviews, weekly area specific crime trend review meetings, time-specific crime reduction plans, and wide-ranging implementation of Ceasefire.

*Best Practices Review: Oakland*

In the October 2013 *Best Practices Review*, the Strategy Policy Partnership provided recommendations based on nationwide best practices. These recommendations were grouped into 15 major areas,<sup>2</sup> ranging from “Building Communities of Trust” to “Recruitment of Candidates.”

In the first major recommendation area (Building Communities of Trust), the *Best Practices Review* provides four reasons for the divide between OPD and the Oakland community: a widespread perception that OPD does not treat community members with respect; a tendency of political figures to feed off criticism of OPD in the absence of facts; unusually high levels of media scrutiny and ineffective communication strategies; and violent public demonstrations that often target OPD. OPD has addressed many of these issues in the last two years. Procedural justice training has been provided to all sworn OPD personnel. A more effective application of

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<sup>1</sup> Ibid, p. 32

<sup>2</sup> *Best Practices Review: Oakland Police Department 2013* (October 2013, Strategic Policy Partnership, LLC: <http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045374.pdf>) , p. 3

the protest response policy seems to have contributed to a dramatic reduction in the number of protests and the violence and damage associated with them.

The *Best Practices Review* provides that OPD needs to include the Oakland community in crime analysis and operational planning and that the community needs to share responsibility in addressing crime and violence.<sup>1</sup> The second goal of this strategic plan is to strengthen community trust and relationships. A number of strategies are proposed to bring OPD closer to the Oakland community throughout this plan, including expanded use of procedural justice training and inviting community members to take a more active role in crime analysis and operational planning.

In the second major recommendation area (Accountability-Based Police Structure), the *Best Practices Review* provides that the Assistant Chief of Police focus exclusively on operations (patrol, investigations, special operations, and strategic initiatives). This recommendation was enacted in the summer of 2015. OPD has enacted all structural recommendations, including two Deputy Chiefs of Police to oversee the five districts (patrol areas) and a command officer overseeing Ceasefire and CompStat. An assessment of crime analysis needs – including placement of the Crime Analysis Section in the organizational structure – has taken place. The final recommendations in this section, implementation of district-based investigations and coupling problem-solving officers (now community resource officers) with patrol officers are addressed in this strategic plan.

In the third major recommendation area (Neighborhood Policing Structure), the *Best Practices Review* provides that each of the patrol areas be commanded by a Captain of Police. OPD has enacted most of the recommendations in this area, including assigning patrol response units and problem-solving officers (PSOs, now CROs) to the patrol area captain, and the establishment of a community advisory group by each patrol area captain. OPD has exceeded the recommendation that each patrol area have a Lieutenant of Police to oversee patrol and a second lieutenant to oversee problem-solving officers, crime response teams (CRTs), and other specialized units. There are actually two patrol lieutenants assigned to each area and a third lieutenant overseeing CROs, CRTs, and other specialized units. The only recommendation that OPD has not enacted is that of a single city-wide watch commander. This recommendation is impractical based on activity level.

In the fourth major recommendation area (Developing a Service Culture), the *Best Practices Review* states that policing culture can change “when senior managers are vocal, articulate purveyors of the vision for the future...”<sup>2</sup> OPD has implemented many of the recommendations in this area, including the presence of command staff at patrol line-up. The fifth recommendation area (Developing Management Skill) includes specific recommendations such as visits by promoting personnel to other agencies with identified best practices; promoting only those captains to deputy chief who have commanded a district; and having command staff members serve as liaisons to other City agencies and community organizations. Participation in management programs beyond the Senior Management Institute Program run by the Police Executive Research Forum (PERF) is encouraged. Succession planning and greater development of all staff – including managers – is addressed in the third goal of this strategic plan – achieving organizational excellence.

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<sup>1</sup> Ibid

<sup>2</sup> *Best Practices Review: Oakland Police Department 2013* (October 2013, Strategic Policy Partnership, LLC: <http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045374.pdf>) , p. 15

The sixth major recommendation area (Addressing Crime) reiterates the recommendations of the *District-Based Investigations* report and further states “[i]t is imperative that the Department adopt an aggressive, real-time response to Ceasefire group violent events as soon as they occur after a group has been identified as violent...Ceasefire performance should be incorporated into the CompStat process to ensure Ceasefire actions aimed at preventing violent crime are focused and effective.”<sup>1</sup> OPD has instituted a weekly shooting review, a meeting of commanders and other key staff who have direct involvement in the reduction of violent crime. The shooting review has been expanded beyond shootings and homicides to include robberies. Shooting review is facilitated by the Ceasefire commander and focuses on the gathering and dissemination of actionable intelligence.

The seventh major recommendation area (Strengthening Police Training) focuses on involving community members in recruit officer and in-service officer training. OPD has implemented these recommendations and supplemented them with community members helping to design and deliver the procedural justice training. The eighth major recommendation area (Performance Evaluation) includes a recommendation that “the performance evaluation process...be structured so it is positive for officers, and includes assessment of individuals’ strengths, as well as areas in which they need to improve performance...[and] must be tied to career development and early intervention, identifying problems before they become disciplinary or performance problems.”<sup>2</sup> OPD has implemented such a performance evaluation process.

The ninth major recommendation area (Internal Affairs Processes) sets forth a number of recommendations to simplify processes and still meet requirements of the Negotiated Settlement Agreement, including limiting the role of the Intake Officer to logging complaints into the system, checking for prior complaints and classifying complaints forming the basis of assignment for investigation. This has been done. The second recommendation was to replace sworn intake personnel with civilians (in part to free up sworn personnel to do neighborhood policing). This has occurred, though employee turnover has been very challenging. The third recommendation was to develop guidelines as to when a case will be investigated first as a crime and this has been done. The fourth recommendation was that informal complaint resolution should not be imposed by the Internal Affairs Command. This practice has been minimized, as it affects an incredibly small percentage of complaints. The fifth recommendation concerns the criticism of the Monitor regarding the number of closures without investigation. OPD does not investigate a complaint unless the complaint alleges misconduct or violation of a rule. For example, OPD does not investigate complaints about noise from the OPD helicopter. Every misconduct allegation is investigated. The sixth recommendation is that the role of the Internal Affairs investigator needs to be better defined and focus on who recommends a penalty. OPD uses a practice that is required by the Negotiated Settlement Agreement. The discipline policy was recently revised.

The tenth major recommendation area (Managing Calls for Service) includes alternatives to dispatching an officer in response to every call. These recommendations include appointment setting for an officer to contact the complainant at a later time; handling calls over the phone rather than dispatching an officer; an increased ability for the public to report over the internet; and the use of 311 for calls that can be handled by other agencies. All of the above recommendations are included in this strategic plan in the third goal, provide quality police service.

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<sup>1</sup> Ibid , p. 20

<sup>2</sup> *Best Practices Review: Oakland Police Department 2013* (October 2013, Strategic Policy Partnership, LLC: <http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045374.pdf>), p. 25

The eleventh major recommendation area (The Ceasefire Connection) articulates a number of recommendations to ensure the most effective implementation of this crime-reduction strategy. Much progress has been made in doing so in OPD – particularly with the assignment of additional personnel (a lieutenant and several sergeants and officers, discussed above). Additional opportunities to educate the public, members of OPD, and other stakeholders about Ceasefire still exist along with opportunities to work more closely with community partners in implementation. The twelfth major recommendation area (Racial Profiling Data Analysis) states that analysis of racial profiling data be performed by an outside expert. OPD has contracted with award-winning Stanford University Professor Jennifer Eberhardt to perform this analysis.

The thirteenth major recommendation area (Crisis Intervention Skill Development) includes a recommendation that “the Department create a crisis intervention team consisting of police, school staff and community representatives to respond to situations when there is a high potential for violence or disruptive activities.”<sup>1</sup> OPD has a Police Officer in the Training Section whose exclusive assignment is to address mental health issues and crisis intervention training. OPD provides a 38-hour POST-certified crisis intervention team training course. As of July 1, 2015, over a hundred OPD officers have completed this training. OPD also provides a 16-hour POST-certified crisis intervention course for Public Safety Dispatchers and has trained 34 dispatchers. OPD has developed a collaborative work-group that brings together all local stakeholders to discuss law enforcement concerns regarding individuals with mental health issues. OPD also collaborated with Alameda County Health to implement a pilot program that paired CIT-trained officers with licensed clinical social workers to respond to designated calls for service.

The fourteenth major recommendation area (Reducing Domestic Homicides) focused on identifying potential domestic homicides before they occur. A specific recommendation was made that OPD “partner with local researchers to undertake an analysis of domestic violence situations in Oakland over the [previous] five years to determine the elements that form the basis of determining when...intervention is needed.”<sup>2</sup> OPD made contact with UC Berkeley research staff about partnering on this project.

The fifteenth major recommendation area (Recruitment of Candidates) includes recommendations that OPD raise its minimum age for recruits to 25 so that applicants have sufficient life experience with exceptions for college and military or police experience (including serving as an intern or cadet). The *Best Practices Review* also recommends that interview panels “reflect the diversity of the community and not just be police supporters.”<sup>3</sup> The report recommends that the Oakland community – through the district advisory committees – engage in finding local candidates and that OPD hire as many Oakland residents as possible as Cadets. The minimum age for Police Officer Trainee (recruit) remains 21. City funding has been approved – with additional (private) funding expected – to increase the number of Police Cadets by 26 positions for three years.

#### *Addressing Crime in Oakland: Zeroing Out Crime*

This report provides a number of recommendations concerning public safety in the City of Oakland. Most of those involving the Oakland Police Department are covered in the two previous reports. This information is supplemented by “an asset inventory of the larger City

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<sup>1</sup> Ibid, p. 34

*Best Practices Review: Oakland Police Department 2013* (October 2013, Strategic Policy Partnership, LLC: <http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045374.pdf>), p. 36

<sup>3</sup> Ibid, p. 37

organization and its Departments, of services that all support crime reduction in a holistic crime reduction plan.”<sup>1</sup> Though much of *Zeroing Out Crime* focuses on service providers other than OPD and reiterating recommendations from the two previous reports, there are some recommendations that are worth reviewing in this strategic plan.

The first recommendation area for OPD in *Zeroing Out Crime* worth reviewing is the expansion of the Ceasefire initiative. As discussed previously in this strategic plan, much progress has been made in expanding Ceasefire. *Zeroing Out Crime* recommends building community support – particularly among faith communities; identifying persons most at risk of involvement in violent acts; calling in leaders of violent groups and advising them of consequences and alternatives; and forming strong collaborations among criminal justice partner agencies to assist with rapid enforcement. All of these recommendations have been implemented.

The second worthwhile recommendation area for OPD in *Zeroing Out Crime* is the proper implementation of community policing. Specific recommendations include returning of Neighborhood Service Coordinators to OPD. This occurred in late 2014. The report recommends that outcomes – not number of projects initiated – be used to measure effectiveness of community policing efforts. This strategic plan is an attempt to move the entire organization toward the measurement of outcomes (objectives) and not outputs. Restorative justice is recommended as an effective community policing strategy. It is used by members of the OPD Youth and School Services Section.

In the third worthwhile recommendation area, *Zeroing Out Crime* recommends that OPD increase staffing based on a number of criteria including population, response times, crime levels, geographic coverage, major events, calls for service reduction initiatives, and personnel attrition. “Using a strict ratio per thousand formula is not an appropriate measurement for Oakland because of the level of violent crime and nature of disorder.”<sup>2</sup> The report then recommends two sworn personnel per 1,000 residents and recommends prioritizing as follows: full staffing of police areas, DIUs, homicide investigators, and Ceasefire intelligence staffing. Civilianization is recommended – with the caveat that “it is a serious mistake to only add Officers.”<sup>3</sup> Forty sworn personnel will be added to OPD in FY 2016-17. A number of civilian positions were also requested in the same biannual budget and a few were added. Many more sworn positions could be replaced with civilians, providing a cost-effective way to move more officers into sworn-only positions and provide consistency – and increased expertise – in the civilian positions they would vacate.

*Zeroing Out Crime* provides three additional worthwhile specific recommendations for OPD. First, the Department should seek accreditation from the Commission on Accreditation of Law Enforcement Agencies (CALEA). This process has begun with the attendance of the annual CALEA spring meeting in 2015. Second, OPD should make better use of “social media, the Department’s website, traditional media, and email blasts to keep people informed.”<sup>4</sup> The report also recommends a Department update as a standing item on the City Council agenda and

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<sup>1</sup> *Addressing Crime in Oakland: Zeroing Out Crime, A Strategy for Total Community Action* (December 2013, Strategic Policy Partnership, LLC: <http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045375.pdf> , Cover Memo

<sup>2</sup> *Addressing Crime in Oakland: Zeroing Out Crime, A Strategy for Total Community Action* (December 2013, Strategic Policy Partnership, LLC: <http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak045375.pdf>), p. 24

<sup>3</sup> Ibid.

<sup>4</sup> Ibid, p. 25

development of a public service campaign. Finally, Zeroing Out Crime recommends that Measure Y (now Measure Z) officers receive an incentive to stay their positions for at least a year and not be drawn from their neighborhood assignments short of a true emergency.

## Appendix II: The 2016 Oakland Police Department Strategic Planning Process

The Strategic Planning Group met bi-weekly from November 2014 through March 2015. The Command Staff met bi-weekly during April and May 2015, primarily to discuss additional objectives and strategies. The timeline for the first Strategic Planning Group was as follows:

November 19, 2014

- Introductory Exercise
- Ground Rules
- Overview of Process
- What a Strategic Plan Should Be
- What a Strategic Plans Should Not Be
- SWOC Exercise
- Identify Organizational Mandates
- Clarify Organizational Values (draft)

December 3, 2014

- Review of Strengths, Weaknesses, Opportunities, and Challenges (SWOC)
- Clarify Organizational Values
- Clarify Organizational Mission
- Establish Effective Vision (draft)

December 17, 2014

- Establish Effective Vision (draft)
- Articulate Goals

January 7, 2015

- Establish Effective Vision
- Articulate Goals
- Formulate Objectives

January 21, 2015

- Formulate Objectives

February 4, 2015

- Review Goals

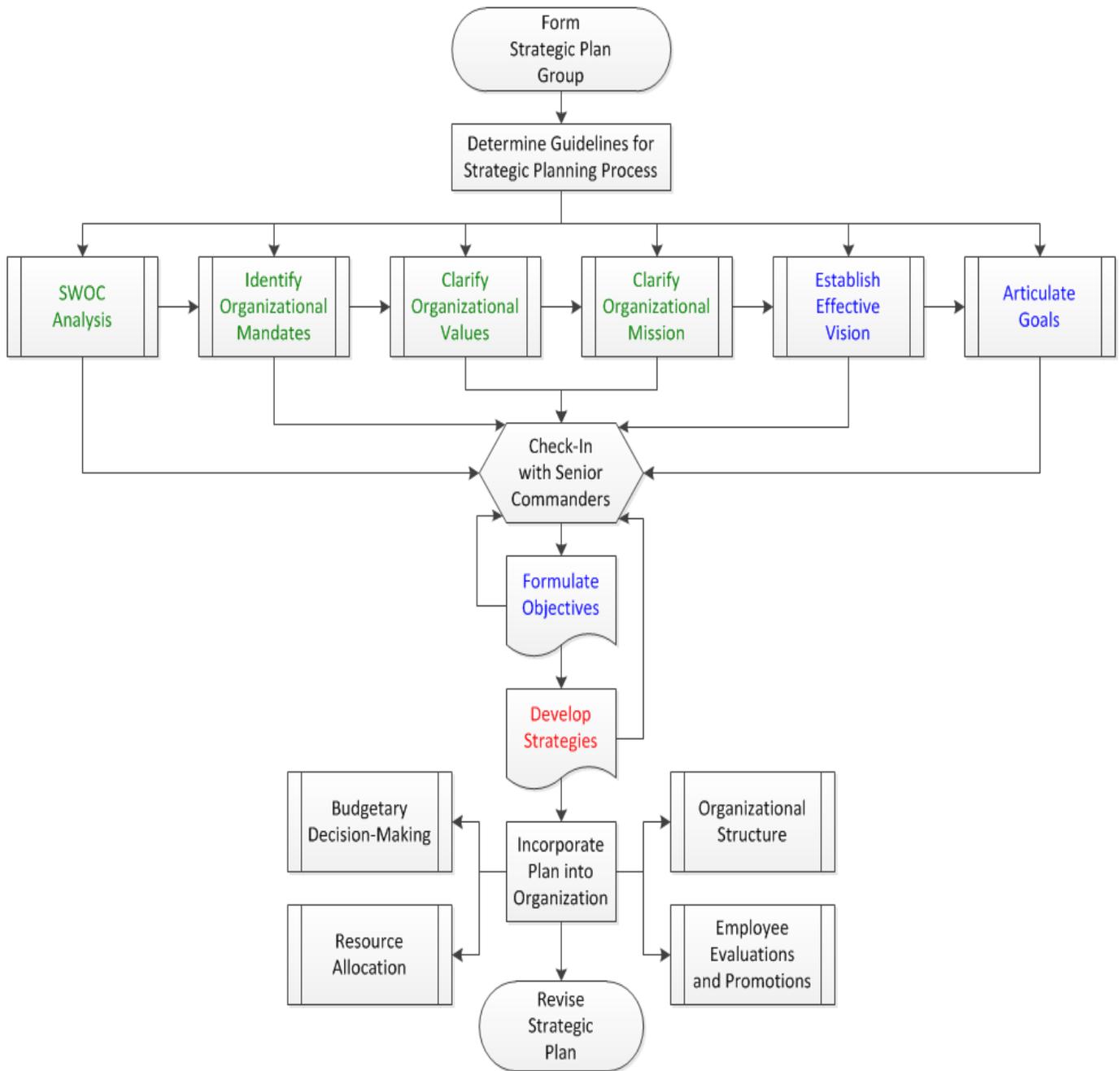
February 18, 2015

- Update Goals
- Formulate Objectives
- Develop Strategies

March 18, 2015

- Develop Strategies

Phase	Action
Where we are	Analyze Strengths, Weaknesses, Opportunities, Challenges
	Identify Organizational Mandates
	Clarify Organizational Values
	Clarify Organizational Mission
Where we want to be	Establish Effective Vision
	Articulate Goals
	Formulate Objectives
How we are going to get there	Develop Strategies



The second working group for the strategic plan was made up of OPD Command Staff. OPD Command Staff met in May through July 2015 to further develop the first goal. The timeline for the second Strategic Planning Group was as follows:

May 20, 2015

- Review existing strategies
- Identify effective strategies
- Identify strategies that can be improved

June 3, 2015

- General discussion of crime control strategies

June 24, 2015

- Formulate Objectives with existing resources
- Develop Strategies with existing resources

July 1, 2015

- Identify additional resources
- Formulate Objectives with additional resources
- Develop Strategies with additional resources

There were two working groups who took part in the strategic planning process at OPD. The first was the Strategic Planning Group. This group was made up of members of the Oakland community; members of the Oakland City Administrator's Office; and members of the Oakland Police Department. Oakland Police Department members included representatives of various divisions as well as a representative of each of the three unions in OPD.

The below individuals took part in the planning process that spanned November 2014 through March 2015:

Members of the Community

- Mr. Jose Dorado, Measure Y Committee
- Mr. Marcus Johnson, Community Police Advisory Board

Members of the Oakland City Administrator's Office

- Assistant to the City Administrator Chantal Cotton
- Assistant to the City Administrator Joseph DeVries
- Executive Director Anthony Finnell, Citizens' Police Review Board
- City Administrator Analyst Shana Sharp

Members of the Oakland Police Department

- Lieutenant LeRonne Armstrong, Criminal Investigation Division
- Timothy Birch, Research and Planning
- Officer Omar Daza-Quiroz, Criminal Investigation Division
- Project Manager II Reygan Harmon, Ceasefire
- Sergeant Bryan Hubbard<sup>1</sup>, Personnel and Training Division
- Account Clerk II Karen Lu,<sup>2</sup> Fiscal Services

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<sup>1</sup> As a representative of the Oakland Police Officers Association (OPOA)

<sup>2</sup> As a representative of Local 1021

- Officer Jennifer Sena, Support Operations Division
- Police Communications Supervisor Ametrius Sidney, Communications Division
- Neighborhood Services Coordinator Renee Sykes<sup>1</sup>, Neighborhood Services
- Sergeant Jeff Thomason, Bureau of Field Operations

The below individuals took part in the planning process that spanned May through July 2015:

- Captain Darren Allison, Bureau of Field Operations
- Lieutenant LeRonne Armstrong, Criminal Investigation Division
- Lieutenant Jake Bassett, Bureau of Field Operations
- Lieutenant Randy Brandwood, Bureau of Field Operations
- Deputy Chief Eric Breshears (retired)
- Captain Kirk Coleman, Criminal Investigation Division
- Deputy Chief Oliver Cunningham, Bureau of Field Operations
- Assistant Chief Paul Figueroa
- Lieutenant Sean Fleming, Bureau of Field Operations
- Captain Freddie Hamilton, Bureau of Field Operations
- Project Manager II Reygan Harmon, Ceasefire
- Lieutenant Roland Holmgren, Criminal Investigation Division
- Lieutenant Bobby Hookfin, Bureau of Field Operations
- Sergeant Holly Joshi, Chief of Staff
- Captain Drennon Lindsey, Bureau of Field Operations
- Sergeant Kevin Reed, Criminal Investigation Division
- Management Assistant Bruce Stoffmacher, Research and Planning
- Special Projects Coordinator Michael Sze, Office of the Mayor
- Captain Anthony Toribio, Bureau of Field Operations
- Lieutenant Steve Walker, Criminal Investigation Division
- Lieutenant Brandon Wehrly, Criminal Investigation Division
- Lieutenant Kevin Wiley, Criminal Investigation Division
- Captain Sharon Williams, Bureau of Field Operations
- Lieutenant Randy Wingate, Bureau of Field Operations

The final steps in the strategic planning process were review and evaluation of the goals, objectives, and strategies and assignments of strategies. This was conducted in December 2015 by the following personnel:

- Chief Sean Whent
- Assistant Chief Paul Figueroa
- Deputy Chief Oliver Cunningham, Bureau of Field Operations II
- Deputy Chief David Downing, Bureau of Field Operations I
- Deputy Chief John Lois, Bureau of Investigations
- Deputy Chief Danielle Outlaw, Bureau of Services

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<sup>1</sup> As a representative of Local 21

**Appendix III: Objectives, Strategies, Timelines, and Position Responsible**

**Goal 1: Reduce Crime – No Additional Resources**

<b>Objectives</b>	<b>Percent</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>• Reduce homicide</li> <li>• Reduce robbery</li> <li>• Reduce aggravated assault (including shootings)</li> </ul>	30%	36 months
<b>Strategies</b>	<b>Deadline</b>	<b>Responsible</b>
Elicit greater assistance from community members through greater use of:		
<ul style="list-style-type: none"> <li>• Procedural justice training to include all members of OPD</li> </ul>	1 Jul 17	Personnel & Training Division
<ul style="list-style-type: none"> <li>• Education/training intervention related to implicit bias</li> </ul>	1 Jul 16	Personnel & Training Division
<ul style="list-style-type: none"> <li>• External/community information sharing</li> </ul>	1 Jul 16	Chief of Staff/ Patrol Areas
<ul style="list-style-type: none"> <li>• Interaction at crime scenes, and</li> </ul>	1 Jul 16	CID / Patrol Areas
<ul style="list-style-type: none"> <li>• Further engagement of public in Ceasefire</li> </ul>	1 Jul 16	Ceasefire/ Patrol Areas
Designate patrol officers to assist CID (weekly area reports)	1 Jul 16	Patrol Areas
Implement intelligence-led policing through creation of a Crime Analysis Section	1 Mar 16	BOI
Ensure Ceasefire strategy training Department-wide with a focus on those most involved	1 Mar 16	Personnel and Training Division
Implement gun tracing to identify, track and connect firearms	1 Mar 16	BOI
Make greater use of video recordings of public areas	1 Jan 17	BOS/ BOI

**Goal 1: Reduce Crime – Additional Resources**

<b>Objectives</b>	<b>Percent</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>• Reduce homicide</li> <li>• Reduce robbery</li> <li>• Reduce aggravated assault</li> </ul>	40%	36 months
<b>Strategies</b>	<b>Deadline</b>	<b>Responsible</b>
Increase number of patrol personnel	TBD	TBD
Create a fugitive apprehension team	TBD	TBD
Assign additional personnel to increase investigative capacity	TBD	TBD
Assign additional robbery investigators to CID for patrol areas (robbery rapid response team)	TBD	TBD
<b>Objectives</b>	<b>Percent</b>	<b>Timeframe</b>
Reduce property crime	TBD	TBD
<b>Strategies</b>	<b>Deadline</b>	<b>Responsible</b>
Expand biological evidence collection and processing to property crimes	TBD	TBD

## Goal 2: Strengthen Community Trust and Relationships – No Additional Resources

<b>Objectives</b>	<b>Percent</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>Increase community satisfaction</li> </ul>	15%	36 months
<b>Strategies</b>	<b>Timeline</b>	<b>Responsible</b>
Establish an OIS / in-custody death protocol to include the release of body-worn camera video	1 Jul 16	OCOP
Implement neighborhood outreach within 24 hours of SWAT operations and specific search warrants	1 Mar 16	Patrol Areas
Better explain homicide and shooting investigation processes to the public through advanced procedural justice training for OPD personnel	1 Jul 16	Training Division and Ceasefire
Respond to, implement, and manage the recommendations of the Stanford University report on Stop Data	1 Aug 2016	ACOP
Implement living room meetings with residents	1 Jul 16	Patrol Area Commanders
Increase the number of foot patrol officers from three to 18	1 Jul 16	OCOP
Protect homicide victims from public view at crime scenes	1 Jul 16	CID
Recognize and reward staff who volunteer their time for community service	1 Jul 16	Personnel & Training
Expand PAL program through reassignment of personnel	1 Jan 17	OCOP
Recognize senior populations through senior safety programs	1 Jul 16	Neighborhood Services
Increase participation of Community Resource Officers in social media platforms and electronic communications	1 Jul 16	Patrol Areas
Implement a robust volunteer program for community members	1 Jul 16	Neighborhood Services

### Goal 3: Achieve Organizational Excellence – No Additional Resources

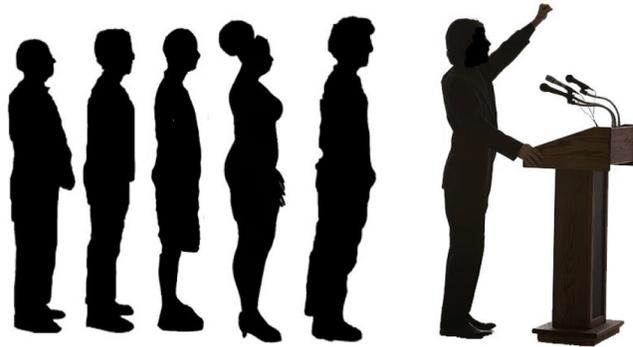
<b>Objectives</b>	<b>Percent</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>Increase community satisfaction</li> <li>Reduce Priority 1 and Priority 2 response times</li> </ul>	15%	36 months
<b>Strategies</b>	<b>Timeline</b>	<b>Responsible</b>
Provide appointment-setting for police reports	1 Jul 16	Communications Division
Analyze the Patrol beat structure	1 Jan 17	Research & Planning
Analyze patrol schedules	1 Jan 17	Research & Planning
Contact every crime victim	1 Apr 16	CID
Provide business cards in every consensual encounter and detention	1 Jul 16	BFO Admin
Provide greater customer service at the Police Administration Building	1 Jan 17	Personnel & Training
<b>Objectives</b>	<b>Percent</b>	<b>Timeframe</b>
Increase employee satisfaction	30%	36 months
Create an employee wellness unit	1 Sep 16	Personnel & Training
Provide job-sharing for OPD personnel	1 Jan 18	Personnel & Training

### Goal 3: Achieve Organizational Excellence – Additional Resources

<b>Objectives</b>	<b>Percent</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>Increase community satisfaction</li> <li>Reduce Priority 1 and Priority 2 response times</li> </ul>	30%	36 months
<ul style="list-style-type: none"> <li>Reduce call answering times</li> </ul>	15%	36 months
<b>Strategies</b>	<b>Timeline</b>	<b>Responsible</b>
Implement a 3-1-1 system	1 Jan 18	Communications Division
Accept all wireless 9-1-1 calls	1 Jan 19	Communications Division
Assign additional resources to Traffic Safety	1 Jul 16	OCOP

***How do Oakland police treat people who are homeless?***

***What changes are needed in police department policy?***



## **Public Hearing on Policing in the Homeless Community**

Our unhoused neighbors will testify about how they experience policing and what would improve interactions with the police. Allies will come to listen and support the homeless community.

Spanish  
Translation

**Saturday, February 16**

Lunch 11:30–12:45

Hearing 1:00–4:00

**Taylor Memorial Church**

1188 12th St. (x Adeline St.), Oakland

Childcare

This is a public hearing of the Oakland Police Commission, created in 2016 by 83% of voters to oversee the Oakland Police Department. The commission writes new policy and wants to hear from you.

To register (optional): <https://www.brownpapertickets.com/event/4067970>

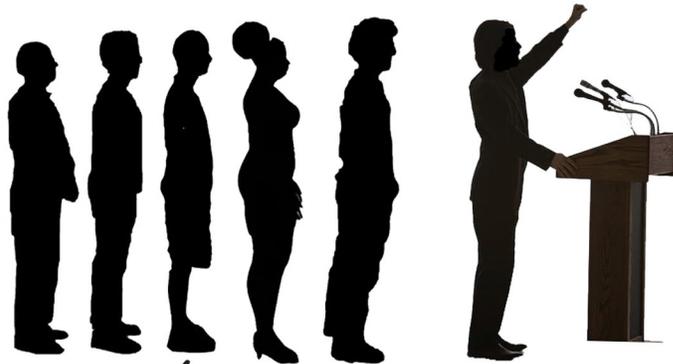
For more info: call/text 510-213-2953 email [annesjanks@gmail.com](mailto:annesjanks@gmail.com)



Outreach and logistics coordinated by the Coalition for Police Accountability.  
[www.coalitionforpoliceaccountability.com](http://www.coalitionforpoliceaccountability.com)

*¿Cómo trata la policía de Oakland a las personas sin hogar?*

*¿Qué cambios son necesarios en la política del departamento de policía?*



## **AUDIENCIA PÚBLICA POR LA COMISIÓN DE POLICÍA DE OAKLAND SOBRE LA POLICÍA Y LA COMUNIDAD SIN HOGAR**

Nuestros vecinos desplazados testificarán acerca de la vigilancia policial y qué es lo que puede mejorar entre estas interacciones con la policía. Amigos y aliados vendrán a escuchar y apoyar a la comunidad sin hogar.

**Traducción  
al español**

**Sábado 16 de Febrero, 2019**

**Almuerzo 11:30 - 12:45**

**Audiencia 1:00 - 4:00**

**Taylor Memorial Church**

**1188 12th St. (x Adeline St.), Oakland**

**Cuidado  
de niños**

Esta es una audiencia pública de la Comisión de Policía de Oakland, creada en 2016 por el 83% de los votantes para supervisar el Departamento de Policía de Oakland. La comisión desarrolla nueva política y busca testigo de la comunidad.

Para registrarse (opcional): <https://www.brownpapertickets.com/event/4067970>

Para más información: llame / texto 510-213-2953 correo electrónico [annesjanks@gmail.com](mailto:annesjanks@gmail.com)



Coordinación logística y publicidad por la Coalición para la Responsabilidad de la Policía.

<https://coalitionforpoliceaccountability.com>

## Attachment 10e

### SUMMIT THOUGHTS I

2.8.19

All,

Regarding the Summit: not only does Resolution 79235 mandate Annual Summits (Section 5.11) but it specifies that "...The City Council shall provide the Community Policing Advisory Board with sufficient funding for its activities, including attendance at conferences, observation of community policing programs elsewhere in the country, and retaining consultants to assist it with its responsibilities." (Section 5.9). I submit that Mayor Schaaf and the new City Council would be open to exploring sources of funding for a well-organized Summit under the direction of the CPAB.

Such a Summit can focus the morning session on the history and philosophy of Community Policing, how it relates to increasing trust and cooperation between the community and OPD, how it reduces crime and raises the quality of life in Oakland, what role various City Departments play in increasing Public Safety, etc.

Break-outs can then be organized by the five OPD Areas where real, viable workshop topics are discussed such as: How can a Neighborhood Council (NC) Priority be arrived at, and how should it be written up to give to the Beat-assigned Community Resource Officer (CRO)/Neighborhood Services Coordinator (NSC)? What is the SARA (Scan/Analyze/Response/Assessment) Process, and what is the CRO/NSC's responsibility to take the Priority through this Process? What is the OPD SARA Priority/Project Database and how should it be accessed by NC's as a repository of Citywide SARA Process Best Practices? How can the CRO's and NSC's be evaluated by the NC's? What role does Racial and Social Justice play in the overall mission of NC's? What is the CORE (Communities of Oakland Responding to Emergencies) Program and how can it be used to organize at the Block level? How can Neighborhood Watch and NC's be connected at the neighborhood level and Citywide? What strategy should be employed to involve marginalized segments of the community in Neighborhood Watch and NC's, especially the non-English speaking, youth, working class and poor residents?

At the end of the workshop sessions participants can gather together by each of the five OPD Areas to decide, under the guidance of facilitators, who among them will report out to the larger group in the afternoon session as well as what topics will be covered. – José

## SUMMIT THOUGHTS II

2.8.19

All,

I feel it is important that there be a competent, skilled and willing group of scribes ready to capture what I would hope to be the collective brilliance of Oakland visionaries at the Summit. Conceivably there would be a scribe assigned to each one of the workshops in each of the five OPD Areas. I would think that this record of the workshops discussions would be available to all Summit participants immediately on an established Summit website. In this way OPD Area representatives reporting out would be able to focus their comments on the more significant/conclusions/recommendations, especially as it relates to not just the implementation of Community Policing but the critical strengthening of the infrastructure by which Neighborhood Councils (NC's) Citywide communicate, cooperate and collaborate.

I question the usefulness of "advisory" groups to the Area Captain/Chief. Currently we have quarterly meetings of NC Chairs with OPD Area Captains. The meetings are run by OPD, with generally light discussions with exchanges of information between the Chairs and OPD regarding ongoing issues. Far more useful would be monthly meetings of NC Chairs or their Representatives in each of the five OPD Areas where the Chairs run the meeting, determine the Agenda and have the OPD Area Captain appear to answer questions for part of the meeting, allowing the Chairs to have discussions among themselves afterward. These specific discussions would be greatly reinforced by elected NC reps from each OPD Area meeting with the Chief and the Command Staff on a quarterly basis to discuss an Agenda again determined by this Citywide NC group.

I envision these discussions at the OPD Area and Citywide level as not being light exchanges but rather scheduled, detailed reviews of the implementation of Community Policing, much of it centered on the conclusions/recommendations coming out of the Summit Workshops. Reviews of topics such as how many NC Priorities have been taken through the SARA process to date? What has been the result of NC evaluations of the Community Resources Officers and Neighborhood Service Coordinators? What has been the progress of the incorporation of Racial and Social Justice into the mission of Neighborhood Councils? And much more.

As always, I see the implementation of Community Policing resulting in the establishment of a City-wide network of collaborating Neighborhood Councils holding OPD accountable for doing their job according to what the policy outlines. Yes, the Councils will also have to hold themselves accountable to do their part as partners in this process but this should largely be the role of the Community Policing Advisory Board (CPAB) to see to it that this happens, while assuring that the City provides the resources that enable the NC's to do their jobs as volunteer organizations. Overall I see the Summit functioning as an educational seminar for the many different levels of understanding of Community Policing in and among Neighborhood Councils and others, but more so an opportunity to provide the community perspectives necessary to move Community Policing forward in the various areas that the Workshops focus on. These perspectives in the form of the conclusions/recommendations coming out of the Workshops can provide the blueprint for the OPD Area and Citywide Agendas held by NC Chairs mentioned above. Further, I foresee an obvious supportive role for the Police Commission and the Measure Z Oversight Commission for this entire process that I have outlined. Thus the importance of a Task Force composed of the CPAB, M-Z Oversight Commission and our Commission to not only hold OPD accountable but include in our evaluation of the Chief's performance.

P.S. I have heard figures of \$13k to put on the Summits but honestly I have never seen a budget. Funding would have to cover feeding 300 people or so plus publicity, materials, etc. (I would love to see everyone leave with a binder of the materials I have included in my original email rant). Regarding locations I think Laney would be ideal because not only is it centrally located in the City but there were Summits held there before and they have the facilities that could accommodate the Workshops and General Assemblies in the morning and afternoon. Also they have the technical equipment that would be needed, may have student groups interested in helping support the Summit (scribes, etc.) and may charge little or nothing for the use of the facilities. - José

**Attachment 11a**

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Annual Report	1/1/2018	Submit Commission's first annual report to the Mayor, City Council and the public		High	4/17/2019		Prather, Smith
Commissioner Training, Part 1	1/1/2018	Complete the training described in section 2.45.190(A) through (H)	The training described in subsections (G) and (H) must be done in open session. The one-year deadline only applies to the first group of Commissioners and alternates; all other Commissions must complete this training within six	High	10/17/2018		Ahmad, Dorado
Commissioner Training, Part 2	1/1/2018	Complete the training described in section 2.45.190(I) through (M)	The eighteen-month deadline only applies to first group of Commissioners and alternates; all other	High	4/17/2019		Ahmad, Dorado
Election of Chair and Vice Chair	1/1/2018	Members shall elect a Chairperson and a Vice-Chairperson		High		2/14/2019	All
Finalize hiring of CPRA full-time Executive Director			Decide on 2-3 candidates to submit to City Administrator.	High			Personnel Standing Committee (Benson, Harris, Jackson)

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Follow up on appeals plan and/or discovery of new evidence for Bey Case	10/2/2018		This was added as a result of a motion and action on 10.11 commission meeting. How can we alert NSA? How can we confirm if there is an active case?	High			Benson, Dorado, Jackson
Follow up on Parole and Probation Policy	10/10/2018		We have the authority, since this is connected to racial profiling, to write a new policy.	High			Jackson, Prather, Smith
Hire Inspector General (IG)	1/14/2019	Hire IG once the job is officially posted	HR staff is completing a compensation study for the position. Since this position is new to the City's Salary Ordinance, this step is required so the IG can be properly funded. Concurrently, HR staff has been conforming the IG job description approved by the Police Commission to fit a class specification for the position. HR staff anticipates this work to be completed in the coming weeks. The next two immediate steps are: 1) The Civil Service Board will need to approve the class specification, which staff anticipates will happen in February; and 2) The salary ordinance will then need to be approved by the City Council. The IG position will become open after these two steps are completed.	High			Personnel Standing Committee (Benson, Harris, Jackson)

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Joshua Pawlik Follow-Up	10/6/2018			High			
Notification of OPD Chief Regarding Requirements of Annual Report	1/1/2018	Commission must notify the Chief regarding what information will be required in the Chief's annual report	The Chief's report shall include, at a minimum, the following: 1. The number of complaints submitted to the Department's Internal Affairs Division (IAD) together with a brief description of the nature of the complaints; 2. The number of pending investigations in IAD, and the types of Misconduct that are being investigated; 3. The number of investigations completed by IAD, and the results of the investigations; 4. The number of training sessions provided to Department sworn employees, and the subject matter of the training	High	June 14, 2018 and June 14 of each subsequent year		Benson, Dorado, Harris
Performance Reviews of CPRA Director and OPD Chief	1/1/2018	Conduct performance reviews of the Agency Director and the Chief	The Commission must determine the performance criteria for evaluating the Chief and the Agency Director, and communicate those criteria to the Chief and the Agency Director one full year before	High	Annually; Criteria for evaluation due 1 year prior to review		
Preliminary Budget Development Dates & Milestones	10/11/2018		Per a memo received 9.27 from Mr. Finnell (who received it from the city), "Attached is the preliminary timeline for the FY 2019-21 Biennial Budget development. The memorandum highlights the key dates that departments should keep in mind	High			Benson, Harris

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Process to review allegations of misconduct by a commissioner	10/2/2018		Maureen Benson has named concerns/allegations about a sitting commissioner since early in the year, but no process exists which allows for transparency or a way to have those concerns reviewed. I'd suggest a hearing where anyone making allegations presents evidence, the person named has an opportunity to respond and then the commission decides if there's sanctions or not. *Suggestion from Regina Jackson: we should design a form...check box for the allegation...provide narrative to explain..hearing within 4 weeks?	High			Benson, Jackson
Proposal For Staff Positions for Commission and CPRA	1/1/2018	Provide the City Administrator with its proposal for staff positions needed for Commission and Agency to fulfill its functions and duties		High	June 14, 2018, and on an ongoing basis as appropriate		
Review taser policy per outcome of Marcellus Toney	10/10/2018		In the report we were given, we were told that officers have choice as to where to deploy a taser. Commission to review these policies and make recommendations and/or find if there is connection to NSA.	High			
Revise employment contracts with CPRA and Commission legal counsels	10/10/2018		The employment contract posted on the Commission's website does not comport with the specifications of the Ordinance. As it stands, the Commission counsel reports directly to the City Attorney's Office, not the Commission. The Commission has yet to see the CPRA attorney's contract, but it, too, may be problematic.	High			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Set Agendas for Future Meetings	1/10/2019		This should be done at each meeting. Review priority list and schedule items.	High			
Stop Data and Racial Profiling	1/1/2018		We need regular reporting on stop data and racial profiling directly from research, and coordinate from NSA team with IG for data and policy recommendations. Do a deep dive on racial profiling.	High		5/23/2019	Benson, Jackson
Vote needed on utilizing funds to replace Commissioner Benson's laptop that was destroyed at a Commission meeting	10/2/2018		Commission needs to vote to use available funds to reimburse Commissioner Benson for the laptop which was destroyed at an offsite meeting.	High			
Ad-Hoc Discipline Committees for Each Discipline or Termination Case	1/1/2018	Discipline Committees may not decide disputes until the following training is completed: * Department operations, policies and procedures, including but not limited to discipline procedures for Misconduct, and * Training described in section 2.45.190(A) through (F) of the enabling ordinance	Establish on an as-needed basis	Medium			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Brian Hoefler case: review video	10/11/2018		Response to allegation was officer was Just and Honorable, when allegations were the officer was untrue. All of the issues, despite what the officer said, was a deportation matter. Chief stated that people were charged with crimes, when they were not.	Medium			
Community Policing Task Force/Summit	1/24/2019			Medium			Dorado
CPAB Report			Oakland Municipal Code §2.45.070 (O) Receive any and all reports prepared by the Community Policing Advisory Board (hereinafter referred to as "CPAB") and consider acting upon any of the CPAB's recommendations for promoting community policing efforts and developing solutions for promoting and sustaining a relationship of trust and cooperation between the Department and the community.	Medium			
De-escalation Policy	1/1/2018		Review existing policy (if any) and take testimony/evidence from experts and community about best practices for de-escalation. Draft policy changes as needed.	Medium			
Determination of Number of CPRA Investigators	1/1/2018	Determine number of Agency investigators (no fewer than one line investigator for every 100 sworn officers)	January 9, 2019 is the tentative budget cycle start date.	Medium	Annually; beginning of each budget cycle		K. Tom w/ G.Harris
Executive session for confidential reports on open investigations, disciplinary matters and legal issues, including the status of bargaining with OPOA and open meet and confer issues			Schedule as needed	Medium			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Finalize Bylaws and Rules	1/24/2019			Medium			Jackson, Prather
Follow up on Najiri Smith Case	10/10/2018		Community members representing Najiri claim the officer lied re. the time of interaction, which makes the citation (loud music after 10pm) invalid. They claimed he was engaged by OPD around 9.10pm.	Medium			
Hold Meeting/Forum on Policing and the Homeless Community	1/10/2019		This Special Meeting is offered in conjunction with the Coalition for Police Accountability.	Medium		2/16/2019	
NACOLE Northern California Regional Conference on May 3rd at BART	1/28/2019		Determine Commissioners' attendance at event and cost.	Medium	5/3/2019		
Need for an easy to read process to determine if Commission can open or re-open an investigation	10/2/2018		We've been hearing a lot from community members about concerns about what the commission's power actually is. We've passed a few motions to ask for legal advice on whether we have the authority to open an investigation, but an easy to read flow chart or checklist format might be easier to digest by the community. We are suggesting a flow chart for what our parameters are and resources for where we can send people if we can't help them.	Medium			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Offsite Meetings	1/1/2018	Meet in locations other than City Hall	The offsite meetings must include an agenda item titled "Community Roundtable" or something similar, and the Commission must consider inviting individuals and groups familiar with the issues involved in building and maintaining trust between the community and the Department. (OMC § 2.45.090(B).)	Medium	Annually; at least twice each year		Ahmad, Dorado, Harris
Plan for Policy Assignments	1/10/2019		Plan which go to Ad Hoc Committees and which are for long-term based on OPD	Medium			
Proposed Budget re: OPD Training and Education for Sworn Employees on	1/1/2018	Prepare for submission to the Mayor a proposed budget regarding training and education for Department sworn employees	Review and comment on the education and training the Department provides its sworn employees regarding the management of job-related stress, and	Medium	Annually; April 15 of each year		Benson, Harris
Public Hearing on OPD Budget	1/1/2018	Conduct at least one public hearing on the Police Department's budget	Tentative release date of Mayor's proposed budget is May 1, 2019.	Medium	Biennial, per budget cycle	5/9/2019	Benson, Harris
Report Regarding OPD Chief's Report	1/1/2018	Submit a report to the Mayor, City Council and the public regarding the Chief's report in addition to other matters relevant to the functions and duties of the Commission	The Chief's report needs to be completed first.	Medium	Annually; once per year		
Reports from OPD on such issues as response times, murder case closure rates, hiring and discipline status report (general number for public hearing), any comp stat data they are using, privacy issues, human trafficking work, use of force stats, homelessness issues, towing cars of people who sleep in their vehicles	10/6/2018			Medium			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Review budget and resources of IAD	10/10/2018		In our discipline training we learned that many "lower level" investigations are outsourced to direct supervisors and sergeants. We spoke with leaders in IAD ad they agreed that it would be helpful to double investigators and stop outsourcing to supervisors/sgts. Commissioners have also wondered about an increase civilian investigators. Do we have jurisdiction over this?	Medium			Benson, Harris
Standing and Ad-Hoc Committee Reports	1/10/2019		As needed. Committees report on work plans and deadlines.	Medium			
Supervision policies	10/2/2018		Review existing policy (if any) and take testimony/evidence from experts and community about best practices for supervisory accountability. Draft policy changes as needed. In addition, IG	Medium			
What are the outstanding issues in meet and confer and what is the status of the M&C on the disciplinary reports?	10/6/2018		Need report from police chief and city attorney. Also need status report about collective bargaining process that is expected to begin soon.	Medium			
1421 bill – Should we have a policy on supporting state legislation + AB 931: use of deadly force (Webber)	10/6/2018		In effect January 1 (1421) and July (931) 2019. As to broader question about legislation, not time sensitive until next legislative session.	Low			
Amendment of DGO C-1 (Grooming & Appearance Policy)	10/10/2018		DGO C-1 is an OPD policy that outlines standards for personal appearance. This policy should be amended to use more inclusive language, and to avoid promoting appearance requirements that are merely aesthetic concerns, rather than defensible business needs of the police department.	Low			
Assessing responsiveness capabilities	10/6/2018		Review OPD policies or training regarding how to assess if an individual whom police encounter may have a disability that impairs the ability to respond to their commands.	Low			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Consider creating a list of ways to be engaged with OPD so that Commission can clearly state what issues should be addressed.	2/6/2019			Low			
CPRA report on app usage	10/10/2018		Report from staff on usage of app.	Low			
Creation of Form Regarding Inspector General's Job Performance	1/1/2018	Create a form for Commissioners to use in providing annual comments, observations and assessments to the City Administrator regarding the Inspector General's job performance. Each Commissioner shall complete the form individually and submit his or her completed form to the City Administrator confidentially.	To be done once Inspector General position is filled.	Low			
Discipline: based on review of MOU	10/6/2018		How often is Civil Service used v. arbitration? How long does each process take? What are the contributing factors for the length of the process? How often are timelines not met at every level? How often is conflict resolution process used? How long is it taking to get through it? Is there a permanent arbitration	Low			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Discipline: Second Swanson Report recommendations – have these been implemented?	10/6/2018		<p>Supervisor discipline</p> <p>Process for recommending improvements to policies, procedures and training, and to track and implement recommendations</p> <p>Tracking officer training and the content of training</p> <p>Comparable discipline imposed – database of discipline imposed, demonstrate following guidelines</p> <p>IAD civilian oversight for continuity in IAD</p> <p>Improved discovery processes</p> <p>Permanent arbitration panel implemented from MOU</p> <p>OPD internal counsel</p> <p>Two attorneys in OCA that support OPD disciplines and arbitration (why not use CPRA attorney who knows the detailed investigation and is already paid for?)</p> <p>Reports on how OCA is supporting OPD in discipline matters and reports on arbitration</p> <p>Public report on police discipline from mayor’s office (Why not from CPRA? The history is that it was included in the annual CPRB report provided to City Council.)</p> <p>OIG audit includes key metrics on standards of discipline</p>	Low			
Do Not Call list issues – cops whose untruthfulness prevents them from testifying	10/6/2018		This is impacted by SB1421 and will require legal analysis.	Low			
Executive session for confidential reports on open investigations, disciplinary matters and legal issues, including the status of bargaining with OPOA and open meet and confer issues	10/6/2018			Low			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Feedback from Youth on CPRA app	10/10/2018		We want to get some feedback from youth as to what ideas, concerns, questions they have about its usability. We've already cleared a process with CPRA, just wanted to get this on the list of items to calendar in the future (ideally early 2019)	Low			
Modify Code of Conduct from Ethics Commission for Police Commission	10/2/2018		On code of conduct for commissioners there is currently a code that was developed by the Ethics Commission. It is pretty solid, so perhaps we should use portions of it and add a process for engagement with city staff and community.	Low			
OPD Data and Reporting			Oakland Municipal Code §2.45.070(P) Review and comment on the Department's police and/or practice of publishing Department data sets and reports regarding various Department activities, submit its comments to the Chief, and request the Chief to consider its recommendations and respond to the comments in writing.	Low			
Outreach Committee: work with Mayor's Office and City Admin to publicize app	10/10/2018			Low			
Outreach Plan Discussion, including use of social media	10/6/2018			Low			
Overtime Usage by OPD (cost and impact on personnel health + moonlighting for AC Transit)	1/1/2018		Request Office of Inspector General conduct study of overtime usage and "moonlighting" practices.	Low			
Performance Audit and Financial Audit of Commission and CPRA	1/1/2018	City Auditor to conduct a performance audit and a financial audit of the Commission and the Agency	No later than two (2) years after the City Council has confirmed the first set of Commissioners and alternates, the City Auditor shall conduct a	Low	10/17/2019		
Policy on Tasers			Policy on the discretion of tasers, review with Cunningham	Low			
Promotions of officers who have committed crimes	10/6/2018			Low			

**Police Commission  
Pending Agenda Matters List**

Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s)
Protocol on how OPC handles serious incidents	10/6/2018			Low			
Protocol on how to handle issues that are non-critical	10/6/2018			Low			
Public Hearings on OPD Policies, Rules, Practices, Customs, General Orders	1/1/2018	Conduct public hearings on Department policies, rules, practices, customs, and General Orders; CPRA suggests reviewing Body Camera Policy	Coalition for Police Accountability is helping with this.	Low	Annually; at least once per year		Benson, Dorado, Harris
Recommendations for increasing communication between CPRA and IAD (ensure prompt forwarding of complaints from IAD to CPRA and prompt data sharing)	10/6/2018		Review of existing communication practices and information sharing protocols between departments, need recommendations from stakeholders about whether a policy is needed.	Low			
Request City Attorney Reports	1/1/2018	Request the City Attorney submit semi-annual reports to the Commission and the City Council	Oakland Municipal Code 2.45.070(l). Request the City Attorney submit semi-annual reports to the Commission and City Council which shall include a listing and summary of: 1. To the extent permitted by applicable law, the discipline decisions that were appealed to arbitration; 2. Arbitration decisions or other related results;	Low	Semi-annually		Smith
Select Topics and Facilitators for Retreat				Low			
Supervision Policies	1/1/2018		Review existing policy (if any) and take testimony/evidence from experts and community	Low			
What does "insufficient evidence" mean and what is the basis of challenges to the template?	10/6/2018		This is a CPRA report issue that will hopefully be improved by SB1421.	Low			

**Attachment 11b**

**This form is on the website and is part of the process which was established for submitting matters for consideration**

# **Oakland Police Commission: Agenda Matter Submission Form**

Please complete form completely.

\* Required

**1. Submitting Commissioner(s) (if applicable)**

*Check all that apply.*

- Mubarak Ahmad
- Maureen Benson
- José Dorado
- Ginale Harris
- Regina Jackson
- Edwin Prather
- Thomas Loyd Smith

**2. Name (if submitted by a community member)**

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**3. TITLE OF SUGGESTED AGENDA MATTER \***

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**4. SUMMARY OF SUGGESTED AGENDA MATTER \***

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**5. IS THE MATTER TIME SENSITIVE? \***

*Mark only one oval.*

- Yes
- No
- Maybe

**6. DOES THE MATTER REQUIRE REFERRAL TO A COMMITTEE? \***

*Mark only one oval.*

- Yes
- No
- Maybe

**7. DOES THE MATTER REQUIRE RESEARCH BY CPRA? \***

*Mark only one oval.*

- Yes
- No
- Maybe

**8. Please provide any additional information pertinent to this request.**

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