

This document represents recommendation ideas **in development** from the following Advisory Boards of the Oakland Reimagining Public Safety Task Force (“Task Force”):

- Alternate Responses, Programs, and Investments
- Legal and Policy Barriers and Opportunities
- Youth Advisory Board

This list is not complete and does not represent the full set of recommendations these ABs will formally put forth for Task Force consideration. The ABs will be adding recommendations and possibly removing some as well.

Color coding indicates related recommendations that may require reconciliation (current phase of Advisory Board work).

This document is presented as a summary preview with an invitation for feedback from Task Force members. These recommendations have been organized in a way intended to provide increased clarity and readability for Task Force Members prior to discussion during the January 20, 2021 Task Force meeting. They may be recategorized/reorganized in the future.

Increasing Public Safety through Alternatives to Policing

Advisory Board	Working Group	Recommendation Idea (linked to more information)
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Create a civilian-led-&-operated Community Ambassadors program to address non-violent, non-mental-health incidents: [1] in Oakland's public spaces; and [2] in responding to non-emergency calls focused on resident's quality of life challenges. More info
Youth Advisory Board	Alternatives to Policing	Create a civilian team to deal with noise complaints, misdemeanors, non-violent traffic violations, and investigate post-incident when the threat of harm is gone to reduce unnecessary contact with the criminal justice system.
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Solicit community requests to reduce OPD roving/preventative patrols. Evaluate them alongside requests for increased patrols & historical calls for service data to inform patrol deployment. Implement this in tandem with recommendations for alternatively-staffed patrols through a community ambassadors program. More info
Legal and Policy Barriers and Opportunities	Leverage Existing Structures to Prioritize Safety	In order to maximize the resources available for mental health services in response to 911 calls, the City should partner and coordinate with the County to leverage existing County mental health staff and mental health funding to supplement the City resources. More info
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Immediately make MACRO (Mobile Assistance Community Responders Oakland) a permanent service by: a) creation of Oakland City staff civilian response positions (either within the Dept. of Violence Prevention or another relevant Dept.) b) Allocating funding for a 3 phase expansion of MACRO to cover all areas in Oakland within 3 years; C) Train and hire people from impacted communities in Oak to serve

		as front line MACRO responders. More info
Youth Advisory Board	Alternatives to Policing	Increase investment in the Mobile Assistance of Community Responders of Oakland (MACRO) under the Department of Violence Prevention (DVP).
Alternate Responses, Programs, and Investments	Addressing Root Causes of Harm and Violence	A City of Oakland Behavioral Health Unit (BHU) composed of an integrated system of care that allows for screening, assessment, stabilization, and treatment for behavioral health needs and linkage to additional ongoing support services via the BHU teams and community-based organizations. The BHU teams will work together and will collaborate with the Mobile Assistance Community Responders Oakland (MACRO) and with the Oakland Police Department (OPD) to address behavioral health-related calls that are currently being addressed by OPD and divert them from OPD. More info
Legal and Policy Barriers and Opportunities	Equitable Policies to Foster Safe Communities	Reallocate funding to mobilize public health and community support services to provide health and other critical responses that do not require police including mental & behavioral health issues, and domestic violence situations. Fund NGOs, coordinate funding from existing agencies to increase effectiveness and impact. More info
Youth Advisory Board	Alternatives to Policing	Develop a more responsive non-police approach to supporting Commercially Sexually Exploited Children (CSEC) survivors including as it relates to legal advocacy, case investigation, resource connection and trauma healing.
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	The city of Oakland needs to increase support and resources to organizations providing informed, rigorous and systematic services to address domestic violence, sexual violence and sexual exploitation of youth. Local programs providing a wide

		range of essential services for Oakland survivors such as 24 hour crisis counseling, emergency domestic violence shelter, legal support, financial assistance, relocation help, therapy, support groups, and childcare support should receive at least double the amount of current funding to provide the quality support survivors deserve. More info
Youth Advisory Board	Alternatives to Policing	Develop an alternative response to domestic disputes that is gender responsive and creates increased safety for survivors who may be undocumented.
Alternate Responses, Programs, and Investments	Reducing Interactions with Police	Dissolve OPD Homeless Outreach Unit and redirect funds to expanded Mobile Street Outreach/Navigation team & expand Housing First & Rapid Rehousing services increased funding for housing security services: emergency rental assistance/housing security deposit programs. More info
Youth Advisory Board	Alternatives to Policing	Develop a homeless alternative response team made up of social workers, substance abuse counselors, and violence interrupters that responds solo to non-violent incidents and responds in partnership with police to violent incidents with the response team taking the lead.
Alternate Responses, Programs, and Investments	Reducing Interactions with Police	Have OakDOT manage traffic issues involved with large events including protests, gatherings, using unarmed civilian safety personnel. Move traffic enforcement out of Oakland Police Department and into Oakland DOT, and eliminate pretextual traffic stops in Oakland. Further, decriminalize traffic violations and reduce fines and fees while significantly expanding OakDOT's role to safely manage streets and reduce the need for any enforcement. More info
Legal and Policy Barriers and	Reducing Criminalization	Shift enforcement of minor traffic equipment and moving violations from police to civilian personnel (DOT) and seek to implement systems for automated

Opportunities		enforcement. More info
Legal and Policy Barriers and Opportunities	Historic Laws and Policies	Transfer the duties of the special events office out of the OPD, and into the Oakland Department of Public Works or other City Department. Transfer all non-sworn special event office staff out of OPD. OPD should reduce or eliminate its services at special events and protests. Where possible, eliminate OPD staffing for traffic control at special events and replace it with Oakland DOT or other non-police service. After working with Alternative Responses, seek to reduce/eliminate OPD militarized crowd control strategies at protests. More info
Legal and Policy Barriers and Opportunities	Equitable Policies to Foster Safe Communities	Transfer all crime forensics lab duties out of the OPD Criminalistics Division, and into an independent Forensics Science Center (or alternatively to another non-police City department). More info
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Develop, fund and adequately staff community hotlines that people can call when they are experiencing an emergency or needing urgent support. More info (scroll down to Recommendation #6 in the linked document)
Legal and Policy Barriers and Opportunities	Equitable Policies to Foster Safe Communities	Transfer all 9-1-1 call center duties out of the OPD Communication Division, and into another City Department, or create a Public Safety Department that will perform this duty. We recommend transferring all non-sworn positions (operators, dispatchers, supervisors) out of OPD, and also reassigning the sworn positions (supervisors and manager) into other police duties. More info
Legal and Policy Barriers and Opportunities	Equitable Policies to Foster Safe Communities	Establish Public Works Street Safety/Custodial Steward teams - provide special training and enhanced pay to public works staff to work in neighborhood commercial districts and busy streets in coordination with community partners. More info

Youth Advisory Board	Alternatives to Policing	Take police and armed security guards out of all Oakland schools and replace them with counselors, violence interrupters, and social workers that respond to overall health and wellness needs of students including teaching them how to cope with stress and trauma in nonviolent ways.
Legal and Policy Barriers and Opportunities	Equitable Policies to Foster Safe Communities	Restructure the existing NCPC-NSC programs (moving them outside of OPD) to support proactive neighborhood community safety activities including the establishment/support of community safety ambassadors/stewards who are trained and provided stipends to respond to low-level neighborhood safety concerns. The restructured NCPCs/community stewards would be established as part of a citywide Community Emergency Response and Neighborhood Council Network). More info forthcoming.

Preventing and Addressing the Root Causes of Harm and Violence

Advisory Board	Working Group	Recommendation
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	The City of Oakland must develop a Restorative Justice ecosystem made up of restorative justice centers, community organizations, service providers, school restorative justice hubs and community healing spaces. More info
Youth Advisory Board	Alternatives to Policing	Create more community spaces that are physically and emotionally safe for people managing mental health and substance use challenges to connect with each other and access community resources.
Youth Advisory Board	Alternatives to Policing	Invest in more restorative justice circles and other community gatherings to build trust, safety, and belonging within neighborhoods.
Youth Advisory Board	Alternatives to Policing	Design a more equitable accountability system for non-violent incidents that includes a warning for the first offense, an income-based fining approach, and meaningful community services opportunities to restore justice to the community.
Legal and Policy Barriers and Opportunities	Equitable Policies to Foster Safe Communities	Establish Restorative Juvenile Justice Interventions which enhance familial responsibility, support educational opportunities and develop the youth workforce, eliminating the school to prison pipeline. More info
Youth Advisory Board	Alternatives to Policing	Create more diversion programs for youth to prevent further entwinement in the school-to-prison pipeline.

Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Design, fund, and gradually roll out a citywide restorative justice diversion initiative that serves all youth and young adults arrested in Oakland. More info
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Invest in Programs, Services and Spaces that Specifically Support Youth as Restorative Justice Leaders & Peace Keepers in their communities. More info
Youth Advisory Board	Alternatives to Policing	Allocate more funding to support schools in building out a more comprehensive restorative justice approach to deal with conflict and bullying.
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Partner with Alameda County to build a robust reentry network that provides housing, jobs, mental health counseling, healthcare, and other assistance to our formerly incarcerated community members. More info
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Invest in Community Workers and Violence Interrupters, and Provide Financial Support to Individuals At Risk of Engaging in Crime or Violence More info
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Decriminalize drug possession, shift to a public health model to address substance use disorder More info
Legal and Policy Barriers and Opportunities	Reducing Criminalization	Decriminalize personal-use quantities of controlled substances and related offenses More info

<p>Legal and Policy Barriers and Opportunities</p>	<p>Historic Laws and Policies</p>	<p>Equitably develop the new legal cannabis industry. A: Redirect resources away from OPD and towards workforce development and business ownership in the new legal cannabis industry for those low income black and brown communities harmed by current, ongoing, and historical War on Drugs enforcement by OPD (and by the City generally, including City Attorney property forfeiture, etc.) B: As unanimously recommended by the Oakland Citizen Cannabis Regulatory Commission on March 7, 2019, lower the maximum cannabis business tax rate to 1.5%. C: Create a civilian Department of Cannabis in the City Administrator's Office. More info</p>
<p>Alternate Responses, Programs, and Investments</p>	<p>Preventing Violence and Repairing Harm</p>	<p>Reinvest 50% of Oakland Housing Authority Police Budget into services and programs that address root causes of violence and poverty determined through a participatory budgeting process led by residents of Housing Authority properties. More info</p>
<p>Youth Advisory Board</p>	<p>Alternatives to Policing</p>	<p>Invest in upstream root causes of homelessness including affordable housing, substance abuse treatment, legal support for tenants, tighter rent control policings, and transitional housing that partners with job programs.</p>
<p>Alternate Responses, Programs, and Investments</p>	<p>Preventing Violence and Repairing Harm</p>	<p>Decriminalization of homelessness by repealing ordinances and laws that criminalize homelessness including sit/lie, loitering, sleeping in vehicles. Increase investments in expanding safe parking program sites. More info</p>
<p>Alternate Responses, Programs, and Investments</p>	<p>Preventing Violence and Repairing Harm</p>	<p>Require the guidance of people with lived experience to craft any response to the harms (violence) of surviving a criminalized existence without housing, adequate health care, a path to citizenship, or any of the other humanitarian crises Oakland has created. COMPENSATE people for this invaluable expertise and provide any resources they may need to comfortably provide guidance. More info</p>

Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Reallocate funding to gender based violence prevention. More info
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Provide flexible financial assistance for gender-based violence survivors and their families to support their safety and healing. Several local agencies already provide financial help to survivors with rent, moving costs, security deposits, furniture, child care, transportation costs, food and clothing, vocational costs, etc. but the need is much greater for this kind of support. More info
Legal and Policy Barriers and Opportunities	Historic Laws and Policies	Strengthen due process protections for immigrants through divesting from OPD, expanding public defense infrastructure on language access, and closing the policy gap on SB 54 carve outs. Furthermore, expand OPD accountability against racial profiling, and invest in community-based initiatives on violence diversion, expand opportunities for youth and communities of color. More info forthcoming.
Alternate Responses, Programs, and Investments	Preventing Violence and Repairing Harm	Decriminalize sex work and make significant investment in support and intervention services utilizing public-health approach. Transition funds expended on police enforcement to community organizations that provide support services to sex workers. More info
Legal and Policy Barriers and Opportunities	Historic Laws and Policies	Decriminalization of sex work through non-enforcement of current prostitution laws (exempting trafficking and sexual exploitation of children), consider expungement of previous criminal records associated with sex work, and center community-based initiatives as alternative responses. More info forthcoming.
Legal and Policy	Reducing	Decriminalize sex work and support community-led programs that reduce harm and

Barriers and Opportunities	Criminalization	violence for people in the sex trade More info
Legal and Policy Barriers and Opportunities	Historic Laws and Policies	Fund the Neighborhood Opportunity and Accountability Board to scale in the city of Oakland. More info forthcoming.
Legal and Policy Barriers and Opportunities	Historic Laws and Policies	Reparations. The root causes of violence, especially inequities based on race and anti-Blackness, must be addressed in connection with violence prevention and intervention. The equivalent of 10% of the Police Department budget must be allotted to the Office of Race Equity and the Department of Violence Prevention. Establish within the next year, a new commission, the Community Reparations Commission, which works with the Police Commission, CPRA, and SSOC and is empowered to make short, medium and long term recommendations that will make significant progress toward repairing the damage caused by public and private systemic Racism, especially for Black citizens of Oakland. More info .
Alternate Responses, Programs, and Investments	Addressing Root Causes of Harm and Violence	Ensure all neighborhoods that have historically been food deserts have access to affordable and nutritional food options and fresh produce, requiring investment in the localization of food production, distribution and consumption. Employment opportunities, health outcomes and local economies would see improvements as a result of increased interest and investment. More info forthcoming.
Alternate Responses, Programs, and Investments	Addressing Root Causes of Harm and Violence	Transform unused vacant lots into safe spaces for urban greening, pop-up markets, public art, and other community-led space activation in neighborhoods most impacted by crime. More info
Alternate Responses,	Addressing Root	Rehabilitate abandoned buildings, and increase street-lighting, crosswalks, and

Programs, and Investments	Causes of Harm and Violence	street cleanliness in neighborhoods to promote pedestrian safety, improve public health, and reduce hotspots for crime. More info
Youth Advisory Board	Community Services	Improve the physical conditions of the city including fixing streets and sidewalks, building more parks, and creating opportunities for more community driven art like murals.
Youth Advisory Board	Community Services	Renovate and provide more funding to public service programs such as the library, county social services, and community activity centers.
Youth Advisory Board	Community Services	Create more free opportunities and funding for low income families to get access to applying to jobs, getting small businesses started, and support and education around sustaining a small business.
Youth Advisory Board	Community Services	Allocate more funds toward social safety net programs to support low income families to meet basic needs like food, healthcare, and housing.
Youth Advisory Board	Youth Programs	Invest in more free after school programs with extended hours to 8pm that provide opportunities to youth to have positive peer engagement and build skills in areas that interest them
Youth Advisory Board	Youth Programs	Invest in more mentorship and internship opportunities for youth that include stipends to incentivize youth to invest in their development.
Youth Advisory Board	Youth Programs	Continue funding sports activities that already exist in addition to creating more opportunities based on youth interests.

Youth Advisory Board	Youth Programs	Hold youth community fairs that bring more awareness and access to youth resources and programs.
Youth Advisory Board	Youth Programs	Create more collaborative opportunities between schools and community based organizations to bring in civic engagement and social justice curriculums into the school day including curriculum that engages school-to-prison pipeline theory.
Youth Advisory Board	Youth Programs	Partner more closely with schools to hold space for conversations about community systems and violence prevention and collaborate with students on violence prevention and intervention strategies.
Youth Advisory Board	Youth Programs	Integrate and encourage more civic engagement activities for students during the school day, including creating processes for students to do civic engagement activities in the community with adult allies.
Youth Advisory Board	Youth Programs	Hold a biannual youth career fair in the community to bring together job and career resources to middle school and high school youth including community leadership opportunities, internships, mentorships, college support, and career training.
Youth Advisory Board	Youth Programs	Sponsor and promote a youth career week that aligns with the career fair where middle school and high school students have access to a career workshop every day that week during the school day.
Youth Advisory Board	Youth Programs	Create and encourage more collaborative partnerships between schools and youth organizations that focus on career development.

Safe, Accountable, and Transparent Policing

Advisory Board	Working Group	Recommendation
Legal and Policy Barriers and Opportunities	Police Personnel	The investigation of all public complaints of police misconduct should be investigated by the Community Police Review Agency (CPRA), an arm of the Police Commission, and not Internal Affairs. More info
Legal and Policy Barriers and Opportunities	Police Personnel	In June 2020, City Council passed a midcycle budget amendment which reduced the OPD overtime budget in Fiscal Year 2020-21 by \$8 million, to be held until after review and policymaking process, and civilianization analysis, to provide tracking and accountability for unbudgeted expenditures, and to provide civilian response for certain calls. The City should reallocate that \$8 million back to the City, to be used for specific recommendations to be determined by the Reimagining Public Safety Task Force. More info
Legal and Policy Barriers and Opportunities	Police Personnel	The City should Create a new Police Budget Auditor position. The position will oversee OPD financial management, with special emphasis on overtime policies and procedures. The Police Budget Auditor will advise the Police Commission, City Administrator, and City Council on the success/deficiencies of the OPD in managing its resources and overtime, and recommend corrective action when necessary. More info
Legal and Policy Barriers and Opportunities	Police Personnel	The City should implement a Part-Time Sworn Officer (PTSO) Pilot Program. Certain perks/benefits will be offered to PTSOs. More info

<p>Legal and Policy Barriers and Opportunities</p>	<p>Police Personnel</p>	<p>The City should set a firm cap of \$8 million on OPD overtime in Fiscal Year 2021-22 and FY 2022-23. City Council should not consider any request by OPD to exceed this overtime budget unless recommended by the Police Commission (and the Police Budget Auditor, which is a new position defined in a separate recommendation). More info</p>
<p>Legal and Policy Barriers and Opportunities</p>	<p>Police Personnel</p>	<p>We recommend that Measure Z be amended via a ballot initiative to be put to the voters as soon as possible. The revised measure will eliminate minimum staffing requirements for OPD and support community-based responses to public safety. Oakland should facilitate a comprehensive community engagement process to hear from residents, community-based providers and frontline staff as to their vision for community-driven public safety. More info forthcoming.</p>
<p>Legal and Policy Barriers and Opportunities / Youth Advisory Board</p>	<p>Historic Laws and Policies / Hiring Practices and Policies</p>	<p>Mandate that officers either possess a college degree or are at least 25 years of age in order to serve on the police force. Direct the City Administrator's office to investigate the establishment of a pipeline between California State University, East Bay (CSU East Bay) and the Oakland Police Department (OPD). More info</p>
<p>Legal and Policy Barriers and Opportunities / Youth Advisory Board</p>	<p>Historic Laws and Policies / Hiring Practices and Policies</p>	<p>Mandate that OPD's hiring panel accurately reflects Oakland's diversity. More info</p>
<p>Legal and Policy Barriers and Opportunities / Youth Advisory Board</p>	<p>Historic Laws and Policies / Hiring Practices and Policies</p>	<p>Mandate that prospective officers receive a written recommendation from any member of the community they hope to serve. More info</p>

<p>Legal and Policy Barriers and Opportunities</p>	<p>Historic Laws and Policies</p>	<p>Before adoption of the next budget, City Council requests the City Attorney prepare a memorandum summarizing experiences of other U.S. municipalities where efforts to transfer services previously performed by their police departments to other departments has or is currently occurring. Memorandum to include an analysis of the effectiveness of the such actions and detailing possible adoption of similar measures in Oakland. Before adoption of the next budget, City Council requests the City Attorney prepare a memorandum summarizing the reasons for continued oversight by the federal court of the City's police department and providing specific policies and legislation to correct the deficiencies. More info</p>
<p>Legal and Policy Barriers and Opportunities</p>	<p>Historic Laws and Policies</p>	<p>End the "War on Drugs," and provide commensurate reparations: Cease enforcement against nonviolent drug-related offenses (possession, manufacturing, distribution, sales, etc.), to the extent that OPD still focuses any resources on such activity, and redirect those resources to actual violent crime and gun violence, and to reparations for the harm caused, supplemented with additional city funding commensurate with that harm and with the city resources historically expended on that unjust racist policy known as the "War on Drugs." More info</p>
<p>Legal and Policy Barriers and Opportunities</p>	<p>Leverage Existing Structures to Prioritize Safety</p>	<p>City authorities should reach an annual alignment on Key Performance Indicators (KPIs) to evaluate OPD's progress toward NSA-inspired tasks. More info</p>
<p>Legal and Policy Barriers and Opportunities</p>	<p>Leverage Existing Structures to Prioritize Safety</p>	<p>An Oakland specific racial profiling ordinance to address false and racially biased 911 calls and online reports that lead to a law enforcement response, including but not limited to reports made to code enforcement and the 311 call center, such as the BBQ Becky incident, and designating such reports as potential hate crimes as stated in CA AB 1550. The Online Safety Modernization Act of 2017 is also a reference to assist with the online aspect. More info</p>

Legal and Policy Barriers and Opportunities	Leverage Existing Structures to Prioritize Safety	Merge two existing public safety advisory Commissions, the CPAB and the SSOC, into one to reduce the duplication of effort by the commissions, City staff, and OPD leadership. More info
Legal and Policy Barriers and Opportunities	Leverage Existing Structures to Prioritize Safety	Make the Police Commission more equitable by increasing its staff and adding a monthly stipend for Commissioners. More info
Legal and Policy Barriers and Opportunities	Leverage Existing Structures to Prioritize Safety	Improve the Selection Panel process for Police Commissioners More info
Youth Advisory Board	Improve OPD Culture of Accountability	Incentivize officers who come forward with internal abuses of power and create harsher punishment for retaliation
Youth Advisory Board	Improve OPD Culture of Accountability	Remove Internal Affairs out of Oakland Police Department and create an external Bureau of Community Safety that includes: a retired police officer from a non OPD department; psychologist; member of a police watchdog CBO; and adult and youth community members and is responsible for managing and responding to community complaints about police misconduct, managing a performance review process for officers that includes evaluations from community members most impacted by policing, and the hiring and firing of officers.
Youth Advisory Board	Hiring Policies and Practices	Remove the Recruitment & Background Unit from OPD and into the Bureau of Community Safety to oversee hiring processes.
Youth Advisory Board	Improve OPD Culture of Accountability	Mandate body cameras and use footage as a mechanism to hold officers accountable for implementing community-centered best practices and incentivize participation in community co-lead harm reduction restorative justice circles

		between residents who file complaints and the officer(s) the complaints were filed against.
Youth Advisory Board	Improve OPD Culture of Accountability	Mandate participation in grief circles for officers so they can take increased ownership for processing the trauma related to their job and what they experience every day so that it doesn't negatively impact their work and interactions with the community.
Youth Advisory Board	Hiring Policies and Practices	Prioritize the hiring of more officers from Oakland and provide incentives for officers to stay in Oakland.
Youth Advisory Board	Hiring Policies and Practices	Direct the City Administrator's office to investigate the establishment of a pipeline between California State University, East Bay (CSU East Bay) and the Oakland Police Department (OPD), and the Peralta Community College system and the OPD.
Youth Advisory Board	Hiring Policies and Practices	Expand the Oakland Police Commission's duties to concurrently review OPD's hiring process through an equity lens.
Youth Advisory Board	Community and Culture	Engage youth to train officers on how to interact and support youth in the community in a strength-based trauma-informed way that takes into account adolescent brain development and uses restorative justice practices.
Youth Advisory Board	Community and Culture	Hold community building circles with officers in plainclothes and residents in their respective neighborhood assignments on a monthly basis.
Youth Advisory Board	Community and Culture	Create an OPD youth police commission to act as advisors and youth advocates to support the department in improving their practices in engaging and supporting youth.

