



OAKLAND POLICE COMMISSION

SPECIAL MEETING AGENDA

July 22, 2021
5:30 PM

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

Pursuant to the Governor's Executive Order N-29-20, members of the Police Commission, as well as the Commission's Counsel and Community Police Review Agency staff, will participate via phone/video conference, and no physical teleconference locations are required.



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PUBLIC PARTICIPATION

The Oakland Police Commission encourages public participation in the online board meetings. The public may observe and/or participate in this meeting in several ways.

OBSERVE:

- To observe, the public may view the televised video conference by viewing KTOP channel 10 on Xfinity (Comcast) or ATT Channel 99 and locating City of Oakland KTOP – Channel 10
- To observe the meeting by video conference, please click on this link: <https://us02web.zoom.us/j/87883446553> at the noticed meeting time. Instructions on how to join a meeting by video conference are available at: <https://support.zoom.us/hc/en-us/articles/201362193>, which is a webpage entitled “Joining a Meeting”
- To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location):

+1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592
Webinar ID: 878 8344 6553

After calling any of these phone numbers, if you are asked for a participant ID or code, press #. Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled “Joining a Meeting By Phone.”

PROVIDE PUBLIC COMMENT: There are three ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- Comment in advance. To send your comment directly to the Commission and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to azisser@oaklandca.gov. Please note that e-Comment **submissions close at 4:30 pm**. All submitted public comment will be provided to the Commissioners prior to the meeting.
- By Video Conference. To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” are available at: <https://support.zoom.us/hc/en-us/articles/205566129>, which is a webpage entitled “Raise Hand In Webinar.”
- By Phone. To comment by phone, please call on one of the above listed phone numbers. You will be prompted to “Raise Your Hand” by pressing STAR-NINE (“*9”) to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. Once it is your turn, you will be unmuted and allowed to make your comment. After the allotted time, you will be re-muted. Instructions on how to raise your hand by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled “Joining a Meeting by Phone.”

If you have any questions about these protocols, please e-mail azisser@oaklandca.gov.



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I. Call to Order, Welcome, Roll Call and Determination of Quorum

Chair Regina Jackson

Roll Call: Vice Chair José Dorado; Commissioner Henry Gage, III; Commissioner Sergio Garcia; Commissioner Brenda Harbin-Forte; Chair Regina Jackson; Commissioner David Jordan; Commissioner Tyfahra Milele; Alternate Commissioner Jesse Hsieh; Alternate Commissioner Marsha Peterson

II. Closed Session Item

The Police Commission will take Public Comment on the Closed Session item.

PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE
(Government Code Section 54957(b))

THE OAKLAND POLICE COMMISSION WILL ADJOURN TO CLOSED SESSION AND WILL REPORT ON ANY FINAL DECISIONS DURING THE POLICE COMMISSION'S OPEN SESSION MEETING AGENDA.

III. Call to Order and Re-Determination of Quorum

Chair Regina Jackson

IV. Open Forum Part 1 (2 minutes per speaker, 15 minutes total)

Scheduled to begin at 7:00 p.m. After ascertaining how many members of the public wish to speak, Chair Regina Jackson will invite the public to speak on any items not on the agenda but may be of interest to the public, and that are within the subject matter jurisdiction of the Commission. Comments on specific agenda items will not be heard during Open Forum but must be reserved until the agenda item is called. The Chair has the right to reduce speaking time to 1 minute if the number of speakers would cause this Open Forum to extend beyond 15 minutes. Any speakers not able to address the Commission during this Open Forum will be given priority to speak during Open Forum Part 2, at the end of the agenda.

V. Update from Police Chief

OPD Chief Armstrong will provide an update on the Department. Topics discussed in the update may include crime statistics; a preview of topics which may be placed on a future agenda; responses to community member questions sent in advance to the Police Commission Chair; and specific topics requested in advance by Commissioners. ***This is a recurring item.*** ([Attachment 5](#)).

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

VI. Report on and Review of CPRA Pending Cases, Completed Investigations, Staffing, and Recent Activities

To the extent permitted by state and local law, Executive Director John Alden will report on the Agency's pending cases, completed investigations, staffing, and recent activities. ***This is a recurring item.*** (Attachment 6).

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

VII. Oakland's Neighborhood Opportunity and Accountability Board (NOAB) Update

The Commission will receive a report on the Neighborhood Opportunity and Accountability Board which launched in April 2020. ***This is a new item.*** (Attachment 7).

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

VIII. Committee Reports

Representatives from Standing and Ad Hoc Committees will provide updates on their work. ***This is a recurring item.*** (Attachment 8)

Inspector General Search

(Commissioners Milele, Jackson, Peterson)

The Inspector General Search Ad Hoc Committee is tasked with conducting a nationwide search for a civilian Inspector General who will report to the Police Commission.

Community Resource Officer Deployment OPD 15-01

(Commissioners Dorado, Harbin-Forte, Hsieh)

The mission of the OPC Community Policing Ad Hoc Committee is to refine OPD Draft Policy 15-01 to assure the full implementation of Resolution 79235 and provide for specific procedures to address Beat level challenges. This mission also includes the development of Beat and block leaders into viable Citywide networks, expanded public access to information and resources as well as increased community involvement in OPD and staff training, especially that of Community Resource Officers.

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

IX. Open Forum Part 2 (2 minutes per speaker)

Chair Regina Jackson will invite public speakers to speak on items that were not on the agenda, and that are within the subject matter jurisdiction of the Commission, with priority given to speakers who were unable to address the Commission during Open Forum at the beginning of the meeting. Speakers who made comments during Open Forum Part 1 will not be permitted to make comments during this Open Forum. Comments previously made during public comment on agenda items may not be repeated during this Open Forum. The Chair has the right to reduce speaking time to 1 minute for reasons the Chair will state on the record. ***This is a recurring item.***

X. Cancel an August 2021 Meeting

Staff will recommend cancelling the August 26 meeting. The Commission will discuss, and may vote on, whether to cancel either the meeting scheduled for August 12 or August 26, 2021. ***This is a new item.***

- 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. ***This is a recurring item. (Attachment 11)***

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

XII. Adjournment



Weekly Crime Report — Citywide

12 Jul. – 18 Jul., 2021

Part 1 Crimes <i>All totals include attempts except homicides.</i>	Weekly Total	YTD 2019	YTD 2020	YTD 2021	YTD % Change 2020 vs. 2021	3-Year YTD Average	YTD 2021 vs. 3-Year YTD Average
Violent Crime Index (homicide, aggravated assault, rape, robbery)	105	3,131	3,188	3,605	13%	3,308	9%
Homicide – 187(a)PC	1	41	40	69	73%	50	38%
Homicide – All Other *	-	3	3	4	33%	3	20%
Aggravated Assault	55	1,529	1,700	1,969	16%	1,733	14%
Assault with a firearm – 245(a)(2)PC	7	165	215	343	60%	241	42%
Subtotal - Homicides + Firearm Assault	8	209	258	416	61%	294	41%
Shooting occupied home or vehicle – 246PC	10	141	187	322	72%	217	49%
Shooting unoccupied home or vehicle – 247(b)PC	4	71	96	149	55%	105	41%
Non-firearm aggravated assaults	34	1,152	1,202	1,155	-4%	1,170	-1%
Rape	4	113	125	67	-46%	102	-34%
Robbery	45	1,448	1,323	1,500	13%	1,424	5%
Firearm	27	508	397	614	55%	506	21%
Knife	2	70	106	68	-36%	81	-16%
Strong-arm	10	644	584	445	-24%	558	-20%
Other dangerous weapon	-	48	37	41	11%	42	-2%
Residential robbery – 212.5(a)PC	-	56	53	48	-9%	52	-8%
Carjacking – 215(a) PC	6	122	146	284	95%	184	54%
Burglary	92	7,190	5,847	4,482	-23%	5,840	-23%
Auto	77	5,793	4,308	3,512	-18%	4,538	-23%
Residential	2	958	739	538	-27%	745	-28%
Commercial	7	350	657	296	-55%	434	-32%
Other (Includes boats, aircraft, and so on)	2	75	106	88	-17%	90	-2%
Unknown	4	14	37	48	30%	33	45%
Motor Vehicle Theft	99	3,576	4,946	4,776	-3%	4,433	8%
Larceny	48	3,801	3,760	2,872	-24%	3,478	-17%
Arson	4	73	99	104	5%	92	13%
Total	348	17,774	17,843	15,843	-11%	17,153	-8%

THIS REPORT IS HIERARCHY BASED. CRIME TOTALS REFLECT ONE OFFENSE (THE MOST SEVERE) PER INCIDENT.

These statistics are drawn from the Oakland Police Dept. database. They are unaudited and not used to figure the crime numbers reported to the FBI's Uniform Crime Reporting (UCR) program. This report is run by the date the crimes occurred. Statistics can be affected by late reporting, the geocoding process, or the reclassification or unfounding of crimes. Because crime reporting and data entry can run behind, all crimes may not be recorded.

* Justified, accidental, foetal, or manslaughter by negligence. Traffic collision fatalities are not included in this report.
PNC = Percentage not calculated — [Percentage cannot be calculated.](#)
All data extracted via Coplink Analytics.



2021 Year-to-Date Recovered Guns

Recoveries through 18 Jul., 2021

Grand Total	664
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Crime Recoveries	
Felony	344
Felony - Violent	127
Homicide	20
Infraction	
Misdemeanor	21
Total	512

Crime Gun Types	Felony	Felony - Violent	Homicide	Infraction	Misdemeanor	Total
Machine Gun		3				3
Other	1					1
Pistol	275	105	15		18	413
Revolver	8	4	2		1	15
Rifle	38	11	1		2	52
Sawed Off	4					4
Shotgun	11		1			12
Sub-Machinegun						0
Unknown/Unstated	7	4	1			12
Total	344	127	20	0	21	512

Non-Criminal Recoveries	
Death Investigation	15
Found Property	63
SafeKeeping	74
Total	152

Non-Criminal Gun Types	Death Investigation	Found Property	SafeKeeping	Total
Machine Gun		1		1
Other				0
Pistol	8	23	38	69
Revolver	6	17	16	39
Rifle		7	15	22
Sawed Off		1		1
Shotgun	1	8	5	14
Sub-Machinegun				0
Unknown/Unstated		6		6
Total	15	63	74	152



Week: 12 Jul. to 18 Jul., 2021

Weekly Total 32

Crime Recoveries	This Week	Last Week	+/- Change	% Change
Felony	20	14	6	43%
Felony - Violent	5	4	1	25%
Homicide	4	1	3	300%
Infraction	0	0	0	PNC
Misdemeanor	2	1	1	100%
Total	31	20	11	55%

Other Recoveries	This Week	Last Week	+/- Change	% Change
Death Investigation	0	1	-1	-100%
Found Property	1	5	-4	-80%
Safekeeping	0	0	0	PNC
Total	1	6	-5	-83%

PNC = Percentage not calculated
[*Percentage cannot be calculated.*](#)



2021 vs. 2020 — Year-to-Date Recovered Guns

Recoveries through 18 Jul.

Gun Recoveries	2020	2021	Difference	YTD % Change 2019 vs. 2020
Grand Total	650	664	14	2%

Crime Recoveries	2020	2021	Difference	YTD % Change 2019 vs. 2020
Felony	306	344	38	12%
Felony - Violent	122	127	5	4%
Homicide	32	20	-12	-38%
Infraction	0	0	0	PNC
Misdemeanor	28	21	-7	-25%
Total	488	512	24	5%

Non-Criminal Recoveries	2020	2021	Difference	YTD % Change 2019 vs. 2020
Death Investigation	13	15	2	15%
Found Property	49	63	14	29%
SafeKeeping	100	74	-26	-26%
Total	162	152	-10	-6%

PNC = Percentage not calculated
[Percentage cannot be calculated.](#)

News from: **Oakland Police Department**



For Immediate Release

July 7, 2021

Oakland Police Chief LeRonne L. Armstrong

Strategic Plan 2021-2024

Oakland, CA – Oakland Police Chief LeRonne L. Armstrong released the Departments 2021-2024 Strategic Plan.



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OAKLAND
California

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Chief Armstrong said, *“Every day I am proud of the incredible responsibilities that we, the Oakland Police Department have. The Oakland Police Department has developed this Strategic Plan for 2021-2024, a road map to a brighter future. Our strategic plan embodies our **Mission, Vision, and Values**, and serves as a guiding document in setting forth the Department’s strategic framework to continue to enhance our performance and service as we set our end goal and making sure it’s actionable and measurable. As an agency, we must continue to enhance our foundational strength to successfully achieve our critical mission. Planning is a multi-year process, building upon the strategic plan in providing foundational milestones and overall direction. The goals and objectives outlined in this Department Strategic Plan specifically focus on the organizational, administrative, and operational priorities over the next three years that will guide the successes of our incredible respected workforce and invaluable law enforcement and community partnerships.*

Beyond providing milestones and specific action items for the organization to strive for promoting excellence, within the tenets of this plan each of us – Department leaders, sworn officers, and professional personnel – has a role in accomplishing the goals and objectives of the Department Strategic Plan. In the continuance of reaching organizational excellence where we embrace our professional service, diversity, inclusion, accountability, and proficiencies, we must all collectively rise to meet the goals and objective set forth in this plan.

As an agency, we are committed to building a culture of greatness and being a part of something greater than ourselves. I am proud of that commitment. This includes our diligent internal and external assessments, accountability throughout the organization, responsiveness to our community with an emphasis on planning for the future while championing sustainable compliance in practice and achieving nationally recognized best practice in 21st Century Constitutional policing.

We are tasked with successfully managing one of the most progressive law enforcement police agency in the country. I am confident that we will continue to embrace our shared successes and the trust from those that we are privileged to serve by tenaciously focusing on the progress and improvement through our dedication to achieving the Department Strategic Plan for 2021–2024.”

For more information, please contact the Media Relations Office at (510) 238-7230 or opdmedia@oaklandca.gov. Visit Nixle.com to receive Oakland Police Department alerts, advisories, and community messages, or follow OPD on Twitter, @oaklandpoliceca.

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OPD NEWS: July 16, 2021

Complaints from the Community Leads to Illegal Casino Bust

The Oakland Police Department (OPD) is investigating an illegal casino operation.



On July 15, 2021, Community Resource Officers (CRO) executed a search warrant in the 1400 block of 14th Avenue. Officers recovered eight firearms including two assault rifles, 30 high capacity magazines, a bulletproof vest, large quantities of narcotics worth a street value of \$76,000, including methamphetamine, marijuana, heroin and 60 bottles of promethazine. Officers also recovered more than \$21,000 in cash and 18 illegal casino gaming machines.



“For more than a year our community did exactly what we’ve asked,” says Chief LeRonne L. Armstrong. “They partnered with OPD on an issue that has plagued this community with narcotics, human trafficking, and illegal gambling. This investigation highlights the success when the community partners with our officers. We will continue to do our best to address illegal gambling throughout Oakland,” says Chief Armstrong.

One person was taken into custody.

This is part of an ongoing investigation. We ask our community to continue reporting illegal activity to OPD.



OPD NEWS: July 16, 2021

OPD is Investigating A Brazen Daytime Armed Robbery

The Oakland Police Department is investigating an armed robbery that occurred on July 15, 2021, at 3:15 PM. A man (victim 1) was standing in the 200 block of 9th Street when he was approached by two individuals on foot, one was armed with a gun. The individuals used force to take the man's belongings. The armed individual pistol-whipped the man.

A witness (victim 2) attempted to help the injured man (victim 1) when he (victim 2) also was pistol-whipped. The two individuals then got into an awaiting vehicle and headed eastbound on 9th Street.



The victims described the two individuals as black males in their 20's.

Individual one weighs between 180-200 pounds. He is 5'10-6'0. He was wearing a black hoodie, red shirt, black pants, and black shoes. He was armed with a black handgun with an extended magazine.

Individual two weighs between 160-180 pounds. He is 5'10-6'0. He was wearing a white hoodie, white pants and black shoes.

A third individual was inside the vehicle.

The investigation is ongoing and anyone with information is asked to contact the investigators at (510) 238-3326.



OPD NEWS: July 14, 2021

OPD Recovers Three Firearms During an Attempted Theft

The Oakland Police Department is investigating an attempted theft that occurred on July 13, 2021, just after 2:00 AM, in the 3300 block of Alameda Avenue. Officers were responding to a call for service. After arriving on the scene, the officer observed a female standing next to a car. The woman appeared to be surprised and yelled a warning to others in the area.



The officer then noticed a pickup truck parked behind the car where the woman was standing, and a loud noise was coming from underneath the car. As the officer responded to investigate, he saw a male underneath the truck using a power tool to cut off the catalytic converter. The male dropped the power tool as he and the female began to run away. The officer then saw a second male hiding behind another car as he attempted to catch up with the two fleeing individuals. A third male and the other two men appeared to hide inside an unsheltered encampment in the 3600 block of Alameda Avenue.

The officer returned to the original scene in the 3300 block of Alameda Avenue and recovered a loaded firearm sticking out from underneath a blanket. The officer discovered the car was reported stolen from out of town. During the inventory search of the car, the officer found two more loaded firearms inside.

The investigation is ongoing and anyone with information is asked to contact our Criminal Investigation Division at (510) 238-3728.



OAKLAND POLICE DEPARTMENT

STRATEGIC PLAN

2021-2024

CHIEF'S MESSAGE

Every day I am proud of the incredible responsibilities that we, the Oakland Police Department have. The Oakland Police Department has developed this Strategic Plan for 2021-2024, a road map to a brighter future. Our strategic plan embodies our Mission, Vision, and Values, and serves as a guiding document in setting forth the Department's strategic framework to continue to enhance our performance and service as we set our end goal and making sure it's actionable and measurable. As an agency, we must continue to enhance our foundational strength to successfully achieve our critical mission. Planning is a multi-year process, building upon the strategic plan in providing foundational milestones and overall direction. The goals and objectives outlined in this Department Strategic Plan specifically focus on the organizational, administrative, and operational priorities over the next three years that will guide the successes of our incredible respected workforce and invaluable law enforcement and community partnerships.



Beyond providing milestones and specific action items for the organization to strive for promoting excellence, within the tenets of this plan each of us – Department leaders, sworn officers, and professional personnel – has a role in accomplishing the goals and objectives of the Department Strategic Plan. In the continuance of reaching organizational excellence where we embrace our professional service, diversity, inclusion, accountability, and proficiencies, we must all collectively rise to meet the goals and objective set forth in this plan.

As an agency, we are committed to building a culture of greatness and being a part of something greater than ourselves. I am proud of that commitment. This includes our diligent internal and external assessments, accountability throughout the organization, responsiveness to our community with an emphasis on planning for the future while championing sustainable compliance in practice and achieving nationally recognized best practice in 21st Century Constitutional policing.

We are tasked with successfully managing one of the most progressive law enforcement police agency in the country. I am confident that we will continue to embrace our shared successes and the trust from those that we are privileged to serve by tenaciously focusing on the progress and improvement through our dedication to achieving the Department Strategic Plan for 2021–2024.

Defining the Department's Strategic Direction For 2021-2024

To identify the Department's goals and strategies, the Department's leaders, both sworn and professional personnel to include members of our community and other stakeholders were surveyed, interviewed, and asked to share their insight and observations about the Department's current operations and its workforce. They were also asked what changes the Department should focus on over the next three years. Information gained was analyzed for common themes, frequency of key topics, and highest priority focus areas.

To define the Department's goals and objectives for 2021-2024, five strategic goals were identified:

Goal 1: Reduce Crime To Improve Public Safety.

OPD is committed to ensuring the safety and security of the Oakland Community. OPD will continue to focus on reducing violent crime by removing guns from the streets and utilizing intelligence-based approaches to enforcement. In addition, OPD will maintain its collaboration with the members and partners of the Community to identify and help those most at-risk of committing or being the victims of violence. OPD will also put a focus on decreasing Priority Response Times. These combined efforts will make Oakland a safer Community.

Goal 2: Improve Community Engagement and Strengthen Community Trust.

As guardians of our Community, OPD is not apart from the Community – our talent, our purpose, and our very legitimacy spring from the support and direction of the Community we Serve. As professionals who are tasked by the Community to meet some of our most difficult challenges, we strive to provide an environment marked by respectful, engaged, and consistent communication where the ideas and priorities of the Community are listened to and incorporated into our service delivery.

Goal 3: Develop and foster a high-quality, involved, and respected workforce.

OPD is, at heart, an organization built around people. Every contact our staff makes with our Community is an opportunity to build trust, convey respect, provide competent service, and solve a problem. Having the best trained, equipped, and developed workforce that embraces this heavy responsibility, while feeling supported by organizational leaders, our government, and our Community will make it that much easier for OPD to make these everyday encounters the best they can be.

Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.

Although OPD has been part of a negotiated settlement agreement (NSA) since 2003, much has changed since the time that agreement first took shape. This plan not only provides an opportunity to look back on all we have accomplished as an organization but to also take stock of the remaining few tasks, set our sights on compliance, and blaze a path forward towards setting new and even better benchmarks for best practices in policing.

Goal 5: Prepare for the Future of Police Service Delivery.

Oakland has been at the forefront of many social revolutions, and policing is no different. As we prepare to enter the 2nd quarter of the 21st century, OPD will look to the future of police service delivery. Whether this means improvements in recruiting, reviewing, and updating the department's patrol plan, taking on the challenge of major infrastructure updates, or increasing our use of technology, we plan on being part of the future in a way that intentionally weaves us further into the Community we Serve.

To the men and women of the Oakland Police Department, sworn and professional staff, I want to thank all of you who completed a survey, expressed your opinion to me or other department leaders, or provided assistance and work on this strategic plan. You should feel proud to see the sentiments you and your colleagues expressed on each page of this document.

To the members of our Community, I want to thank you for your trust, your patience, and your willingness to provide your feedback, criticism, and support. OPD is an expression of the will of every Community member; even when we make compromises or take unpopular positions, we do so in the knowledge that our goal is always to Serve our Community.

Together we will represent the Oakland Police Department through Professionalism, Pride and Effectiveness, a leader in Law Enforcement Excellence.



In Service,

LeRonne L. Armstrong
Chief of Police

MISSION STATEMENT

The Oakland Police Department's mission is to provide police service focused on public safety and the *sanctity of life*, to hold ourselves accountable to a high standard of conduct, efficiency and efficacy, and to promote mutual respect between the Department and the Communities of Oakland.

OAKLAND POLICE DEPARTMENT VISION

We will work in partnership with our Community, recognize the successes of our staff, build a team of professionals who are trained and developed to provide top quality Service, hold ourselves and each other accountable, and continually seek to be the exemplar for 21st Century Constitutional Policing, Community engagement, and positive employee morale within the police profession.

In short: *We will be Leaders in the transformation of policing in the U.S.*

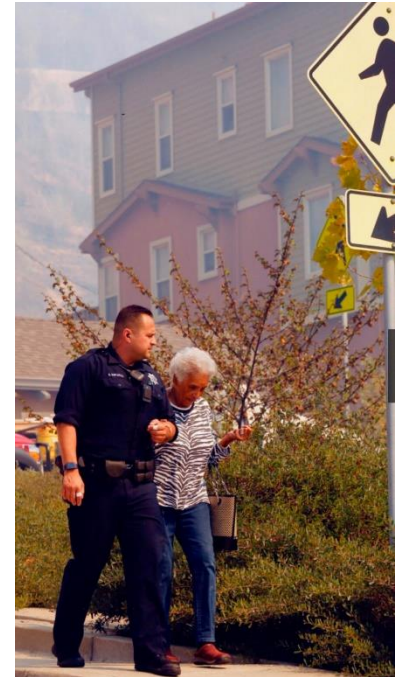
Core Values

Fairness

We value fairness in our dealings with our Community and with each other. Fairness is the opportunity to deliver services to our Community and make decisions that are impartial, equitable, and just.

Integrity

Though it includes a consistency between our statements and our actions, integrity is more than service to the truth. Integrity encompasses a transparency and accountability that are born from a desire to do the right thing, even when times are difficult.



Respect

Mutual respect begins at home; we value respect throughout our organization, both up and down the chain of command. How we treat each other will be reflected in the way every staff member will be expected to treat every member of our Community.



Service

Our decisions are constantly guided by our mission of providing services focused on public safety and quality of life, while also ensuring that our services are provided in an efficient and effective manner.



Teamwork

Purpose of mission and adherence to values are best drawn out from employees who are supported, valued, and developed. Whether through peer, supervisory, or command support and mutual respect, OPD expects that our staff all work together to achieve our common goal.



Executive Summary

Mission

- Law Enforcement Excellence which prioritizes the *Sancinity of Life*

Vision

- Leaders in Transformaional Policing

Values

- Fairness
- Integrity
- Respect
- Service
- Teamwork



Transformational Policing

We are transforming how we interact with our Community by embracing 21st Century policing principles. By taking these steps, we hope to establish the legitimacy of our services, keeping Trust and Respect at the forefront of our actions.



The Ceasefire Program has OPD working with Community Leaders and is effectively reducing gun violence by those who are most at risk, using data to drive engagement and outreach.

There has been a 62% decrease in overall stops between 2017 and the end of 2020, dramatically reducing our overall policing ‘footprint’.

On average, Non-dispatch stops were Intelligence Driven 37% of the time in 2020, a 10x increase from 2015.

Encounters, such as traffic-stops, of African American’s decreased by 71% from 2017 to 2020.

Training in Procedural Justice has topped 14,000 hours since the program’s inception.

Officers have had over 4,000 hours in De-escalation Training since 2020.

Transformational Policing (Continued)

During the last 5-year period measured, the average number of officer-involved shootings decreased to less than one per year, a decrease of 600% from the previous 5 years.

The Crisis Intervention Team (CIT) at OPD is a leader in its space, providing almost 500 hours of training to internal officers, and over 1,000 hours to external agencies in CA.

Embracing Diversity

We are taking steps to ensure our workforce, both sworn and civilian, reflects the diversity of the Community we Serve.



Embracing Diversity (Continued)

We have partnered with Eastbay Works, Oakland Rising, and Oakland LGBTQ Community Center to help increase the diversity in our candidate pool.



In addition, we have outreach programs at O.U.S.D. and several local Community Colleges: Laney College, Chabot, Peralta, College of Alameda, Merritt Community College; to ensure we target local candidates.



Embracing Diversity (Continued)

Finally, we are partnering with HBCUs, including Spellman College, Morehouse College, and Clark Atlanta University. We are continually looking to add more colleges to this program to further drive diversity in our workforce.



Goal One: Reduce Crime To Improve Public Safety

Objective 1: Reduce Violent Crime

Action Item: Increase staffing and physical infrastructure of the Department's Violent Crime Operations Center (VCOC).

Action Item: Increase partnerships with the Federal Bureau of Alcohol, Tobacco, and Firearms (ATF) and US Marshall's service to focus on firearms and violent crime offenders.

Action Item: Build capacity in Department's Crime Gun Intelligence Center (CGIC).

Action Item: Increase partnership with City Department of Violence Prevention (DVP) on violence prevention initiatives.

Action Item: Increase number and frequency of Ceasefire call-ins.

Action Item: Improve our ability to remove guns from the Community by hiring a gun tracing specialist.

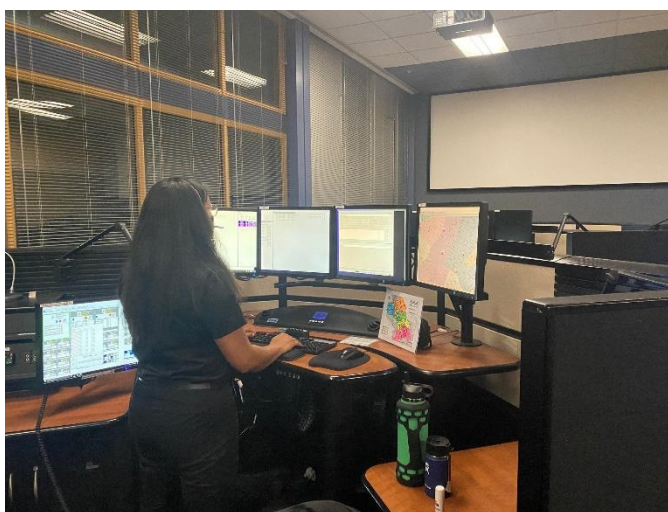


Objective 2: Bolster Investigative Capacity

Action Item: Augment Department's internal intelligence and information sharing capacity and infrastructure.

Action Item: Enhance liaison capacity between CID and PIO to leverage information from and increase proactive communication to the Community.

Action Item: Formalize and sustain in-house basic investigator training for prospective and new Criminal Investigation Division (CID) investigators.



Objective 3: Focus Field Activity on Public Safety

Action Item: Explore options to decrease patrol response times to 911 calls, especially priority 1 calls for service.

Action Item: Build traffic and pedestrian safety operations and investigation capacity.

Action Item: Partner with Alameda County Probation Department and Neighborhood Opportunity and Accountability Board (NOAB) for addressing juvenile offenders.

Goal Two: Improve Community Engagement and Strengthen Community Trust

Objective I: Expand External Communication

Action Item: Increase the use of OPD's social media platforms and expand the content.

Action Item: Re-start the OPD citizen's academy and add a virtual, on-demand option.

Action Item: Commit to recognizing employee achievements and using external channels to broadcast the positive work of employees to the Community.

Action Item: Set a yearly schedule of planned information sharing with Community.

Action Item: Ensure that OPD maintains a searchable database of reported missing persons.



Objective 2: Facilitate Continued Trust Building with Community Members

Action Item: Work with the Community and Police Commission on the purchase of an improved, non-militaristic armored vehicle.

Action Item: Expand de-escalation training and offer de-escalation training to Community members.

Action Item: Facilitate surveys of representative Oakland communities to ensure that all voices are heard.

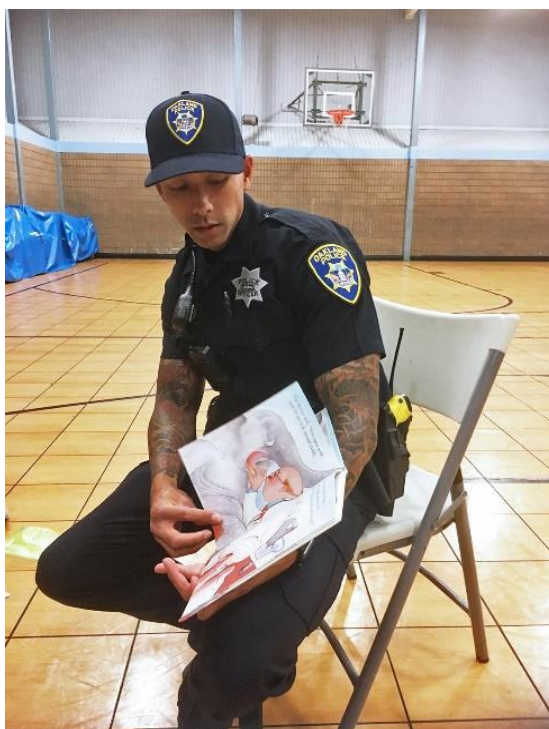
Action Item: Hold bi-annual strategic planning Community meetings.

Action Item: Host Community events that encourage participation by both residents and OPD employees, such as block clean-ups or movie nights.

Action Item: Explore successful trust-building programs from other cities, such as Newark's "Trauma to Trust", for adoption in Oakland.

Action Item: Explore a Public Records Request (PRR) dedicated unit or increased resourcing for PRR to ensure public transparency.

Action Item: Strengthen connections with Oakland's Youth.

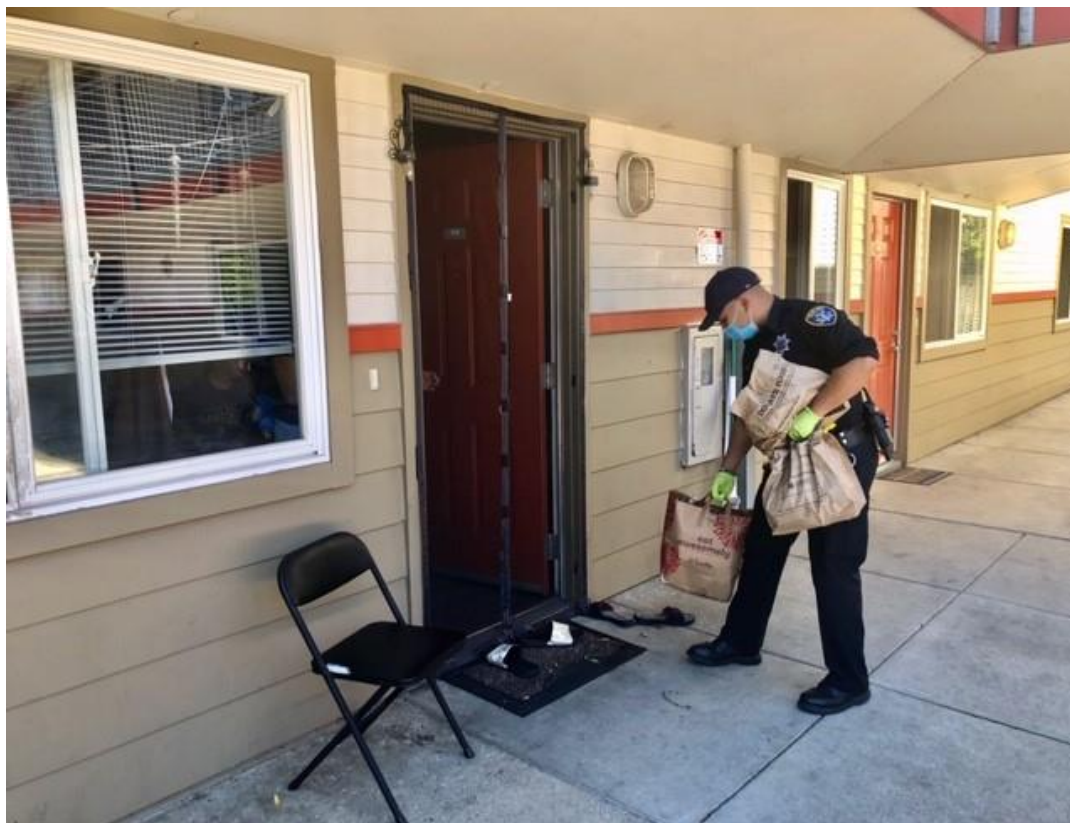


Objective 3: Setting

Involve Community in Operational Goals for

the Department

Action Item: Set bi-annual area Community meetings led by each area Captain, where Community needs for crime prioritization are explored.



Objective

4: Increase Community Resilience and Preparation

Action Item: Facilitate Community participation in city emergency preparedness drills for natural disasters.

Action Item: Plan Community events that focus on Community resilience, especially for vulnerable populations (e.g., blanket drives for unsheltered in the fall, Community cooling preparation for elderly in the spring).

Objective 5: Streamline Work with Community Stakeholders and Oversight Bodies

Action Item: Set forth formal processes for liaison and program/policy development with all oversight bodies.

Action Item: Encourage a city-wide review of oversight for the police department with an aim of ensuring accountability while also reducing redundancy.

Action Item: Work with the Police Commission on facilitating a Commission process to receive feedback and concerns directly from OPD employees.



Goal Three: Develop, foster, and retain a high-quality, involved, and respected workforce



Objective 1: Enhance Internal Communication

Action Item: Institute an open-door policy with Executive Command and increase top-down communication on current events, organizational goals, and needed improvements.

Action Item: Institute regular team-building programs throughout the organization.

Action Item: Explore an employee input council or liaison program separate from the obligated meet and confer with employee unions.

Action Item: Improve internal trust with regular anonymous surveys, focus groups, and solicited input.

Action Item: Reset the internal command culture of the organization with focused training and workshops for leaders throughout the organization.

Action Item: Implement monthly video updates from Executive Command.

Action Item: Increase command staff presence during field assignments.

Objective 2: Practice Internal Procedural Justice

Action Item: Explore and institute a 360° evaluation process for supervisory and command/management staff.

Action Item: Develop and implement clear leadership expectations for supervisors, commanders, and managers.

Action Item: Increase the legitimacy of the Internal Affairs discipline process by only disciplining for discovered class II conduct where the behavior contravened the organization's expressed core values.

Objective 3: Improve Development and Succession of Professional Staff

Action Item: Emphasize career development and promotional opportunities for professional staff.

Action Item: Design and implement a structured mentoring program for professional staff.

Action Item: Explore professional staff exposure to different divisions within the Department to promote mutual understanding and respect.



Objective 4: Emphasize Employee Success and Risk Mitigation into all Facets of the Organization

Action Item: Codify internal recognition efforts and hold supervisors and commanders responsible for identifying and nominating worthy employees.

Action Item: Develop a sense of internal ownership and accountability throughout the organization.

Action Item: Re-develop the risk mitigation process to emphasize employee success and employee buy-in as a key part of the process.

Action Item: Re-emphasize immediate, hands-on supervision at all levels of the organization.

Action Item: Increase availability of training, including virtual and at-your-own pace courses, for all employees.



Objective 5: Re-imagine the Complaint and Accountability Process

Action Item: Explore a restorative justice-based option for complaint resolution.

Action Item: Increase immediately available training options for trends that drive Community complaints.

Action Item: Re-focus accountability measures on training and improvement, and away from punitive measures.



Goal Four:

Demonstrate Sustained Compliance with the Negotiated Settlement Agreement

Objective 1: Create a Memoir of Overall Compliance Efforts to Date

Action Item: Establish a historical record of the state of OPD at the beginning of the NSA.

Action Item: Document OPD's major accomplishments during the NSA in systemic fashion.

Action Item: Capture historical compliance initiatives and outcomes in a digestible, public format and share with Community.

Objective 2: Craft a Public Roadmap for Compliance

Action Item: Set an achievable performance standard, and plan for accomplishing that standard, for each outstanding task.

Objective 3: Re-visit Every NSA Task and Evaluate Best Practices for Sustained Compliance

Action Item: Work with the Police Commission to examine each NSA task and determine if the task still serves Oakland's public safety goals.

Action Item: Document and publish the sustained compliance plan for all tasks that still embody best practices in policing and public safety.

Goal Five: Prepare for the Future of Police Service Delivery

Objective 1: Increase the Quality and Number of Qualified, Diverse, and Exciting Recruits for All Positions Within the Department

Action Item: Update and revamp the Department's recruiting website, opdjobs.com.

Action Item: Update and revamp OPD's recruiting materials.

Action Item: Explore expanding partnerships with colleges and universities throughout the country, especially Historically Black Colleges and Universities (HBCUs).

Action Item: Commit budget and staff to maintaining a large, diverse OPD cadet program.



Objective 2: Review and Strengthen the Patrol Division

Action Item: Explore options for revamping of the 35 beat, 5 area patrol deployment plans.

Action Item: Review patrol minimum staffing and explore area-, bureau-, or city-wide supplemental patrol squads.



Objective 3: Enhance Resilience with Emergency Planning

Action Item: Prepare a disaster recovery plan for the OPD Communications Section.

Action Item: Update OPD's natural disaster preparedness plans.

Action Item: Review and update OPD's plans for known recurring demonstration events.

Objective 4: Update Department Infrastructure

Action Item: Engage in short-term work to make the Police Administration Building (PAB) more aesthetically welcoming for employees and Community members.

Action Item: Continue to work with City leaders on a plan for a new Public Safety Building to replace the 1960's era PAB.

Action Item: Explore emerging technology which enhances operations, accountability, and safety.



Accept the Challenge – Join OPD

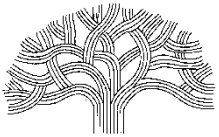


Professional Staff and Sworn Career Paths Available

Visit www.opdjobs.com







CITY OF OAKLAND
COMMUNITY POLICE REVIEW AGENCY
Recently Completed Investigations
(Allegations in bold were discovered by CPRA investigators)

7/22/21
Page 1 of 7
 (Total Completed = 15)

Assigned Inv.	Case #	Incident Date	Completion Date	1-year goal	Officer	Allegation	Finding
MB	21-0337	5/3/13	7/1/21	3/27/22	Subject Officer 1	Use of Force	<i>Exonerated</i>
					Subject Officer 2	Performance of Duty – Unintentional/ Improper Search Seizure or Arrest	<i>Exonerated</i>
ED	20-0800	6/27/20	6/25/21	6/27/21	Subject Officer 1	Failure to Accept or Refer a Complaint	<i>Sustained</i>
					Subject Officer 2	Use of Force (Level 4)	<i>Exonerated</i>
					Subject Officer 3	Use of Force (Level 4)	<i>Exonerated</i>
					Subject Officer 4	Use of Force (Level 4)	<i>Exonerated</i>
					Subject Officer 5	Use of Force (Level 4)	<i>Exonerated</i>
AL	20-1000	8/4/20	7/9/21	8/3/21	Subject Officer 1	Performance of Duty – General	<i>Sustained</i>
						Custody of Prisoners – Treatment	<i>Unfounded</i>

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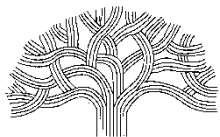
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CITY OF OAKLAND
COMMUNITY POLICE REVIEW AGENCY
Recently Completed Investigations
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7/22/21
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						Use of Force (Level 3)	<i>Exonerated</i>
					Subject Officer 2	Performance of Duty – General	<i>Sustained</i>
						Custody of Prisoners – Treatment	<i>Unfounded</i>
						Use of Force (Level 3)	<i>Exonerated</i>
						Performance of Duty – General	<i>Exonerated</i>
JS	20-0880	7/11/20	7/2/21	7/10/21	Subject Officer 1	Conduct Toward Others – Demeanor	<i>Sustained</i>
JS	20-1441	11/10/20	7/1/21	11/9/21	Subject Officer 1	Conduct Toward Others – Harassment and Discrimination	<i>Unfounded</i>
					Subject Officer 2	Conduct Toward Others – Harassment and Discrimination	<i>Unfounded</i>
						Performance of Duty – General	<i>Unfounded</i>

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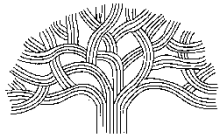
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CITY OF OAKLAND
COMMUNITY POLICE REVIEW AGENCY
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7/22/21
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JS	20-1417	11/1/20	7/9/21	10/31/21	Subject Officer 1	Department Property and Equipment – Preventable Collision	<i>Sustained</i>
RM	21-0138	2/4/21	6/29/21	2/3/22	Subject Officer 1	Conduct Toward Others – Harassment and Discrimination	<i>Unfounded</i>
RM	21-0233	2/27/21	6/28/21	2/26/22	Subject Officer 1	Conduct Toward Others – Harassment and Discrimination	<i>Unfounded</i>
						Performance of Duty – General	<i>Exonerated</i>
MB	21-0248	3/3/21	6/29/21	3/4/22	Subject Officer 1	Use of Force	<i>Unfounded</i>
						Use of Force	<i>Unfounded</i>
						Use of Force	<i>Unfounded</i>
					Subject Officer 2	Use of Force	<i>Unfounded</i>
						Use of Force	<i>Unfounded</i>

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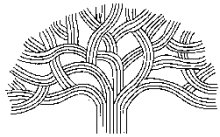
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						Use of Force	<i>Unfounded</i>
					Subject Officer 3	Use of Force	<i>Unfounded</i>
						Use of Force	<i>Unfounded</i>
						Use of Force	<i>Unfounded</i>
FC	21-0433	4/21/21	7/12/21	4/20/22	Subject Officer 1	Conduct Toward Others – Harassment and Discrimination/Race	<i>Unfounded</i>
						Conduct Toward Others – Demeanor	<i>Unfounded</i>
						Performance of Duty – General	<i>Unfounded</i>
FC	21-0439	4/22/21	7/1/21	4/21/22	Subject Officer 1	Conduct Toward Others – Demeanor	<i>Unfounded</i>
						Performance of Duty – Unintentional/Improper Search Seizure or Arrest	<i>Exonerated</i>

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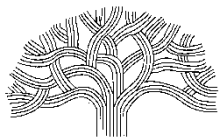
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COMMUNITY POLICE REVIEW AGENCY
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						Performance of Duty – Unintentional/ Improper Search Seizure or Arrest	<i>Exonerated</i>
						Performance of Duty – General	<i>Not sustained</i>
FC	21-0469	4/30/21	7/1/21	4/29/22	Subject Officer 1	Conduct Toward Others – Harassment and Discrimination/Race	<i>Unfounded</i>
					Subject Officer 2	Conduct Toward Others – Harassment and Discrimination/Race	<i>Unfounded</i>
					Subject Officer 3	Conduct Toward Others – Harassment and Discrimination/Race	<i>Unfounded</i>
					Subject Officer 4	Conduct Toward Others – Harassment and Discrimination/Race	<i>Unfounded</i>
FC	21-0479	5/1/21	7/12/21	4/30/22	Subject Officer 1	Use of Force	<i>Exonerated</i>
						Use of Force	<i>Exonerated</i>
					Subject Officer 2	Use of Force	<i>Exonerated</i>

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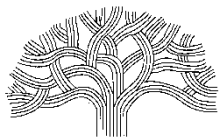
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7/22/21
Page 6 of 7
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						Use of Force	<i>Exonerated</i>
					Unidentified	No Duty/No MOR Violation	<i>No MOR violation</i>
MB	21-0492	5/2/21	6/24/21	5/4/22	Subject Officer 1	Use of Force	<i>Exonerated</i>
						Performance of Duty – Unintentional/ Improper Search Seizure or Arrest	<i>Exonerated</i>
					Subject Officer 2	Performance of Duty – Unintentional/ Improper Search Seizure or Arrest	<i>Exonerated</i>
FC	21-0497	5/5/21	7/15/21	5/4/22	Subject Officer 1	Performance of Duty – General	<i>Unfounded</i>
						Use of Force	<i>Unfounded</i>
					Subject Officer 2	Performance of Duty – General	<i>Unfounded</i>

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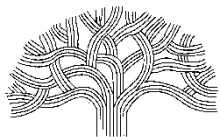
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Recently Completed Investigations
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7/22/21
Page 7 of 7
(Total Completed = 15)

CPRA Made the following Training Recommendations with Respect to Investigations in this Report

CPRA recommends that an officer receive training related to emergency driving procedure rules and the duty to obey those rules.

CPRA Made the following Policy Recommendations with Respect to Investigations in this Report

1. OPD Training Bulletin VIII-F *Physically Handicapped* is currently not a required course of the OPD Training Division's curriculum. OPD Training Division advised that this training bulletin does not require officers to acknowledge receipt and review. The CPRA recommends that OPD Training Bulletin VIII-F *Physically Handicapped* be re-issued for the officers' review and acknowledgement.

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CITY OF OAKLAND
COMMUNITY POLICE REVIEW AGENCY
Pending Cases
 (Sorted by 1-Year Goal)

Attachment 6

7/22/21

Page 1 of 4
 (Total Pending = 72)

Case #	Incident Date	Rcv'd CPRA	Rcv'd IAD	Intake or Investigator	Assigned Staff	180-day Goal	1-year Goal	Type (604(f)(1) or Other)	Class	Subject Officers	Allegation Count	Allegation(s)
19-1169	10/17/19	10/22/19	10/17/19	Investigator	ED	4/19/20	Tolled	Use of Force, Profiling/ Discrimination	1	2	7	Bifurcated - use of force, false arrest, discrimination
20-1561	4/16/20	4/16/20	4/16/20	Investigator	AN	10/13/20	Tolled	Use of Force	1	22	31	Use of Force (Level 1, Level 4), Performance of Duty
20-1406	11/3/20	11/3/20	11/3/20	Investigator	AN	5/2/21	Tolled	Use of Force	1	2	2	Use of Force
20-0971	7/29/20	8/30/20	7/29/20	Investigator	ED	2/26/21	7/28/21	Use of Force	1	5	11	Use of Physical Force
20-1058	8/15/20	8/19/20	8/15/20	Investigator	AL	2/15/21	8/14/21	Use of Force	1	3	8	Use of Force, Service Complaint
20-1083	8/20/20	8/26/20	8/20/20	Investigator	ED	2/22/21	8/19/21	Use of Force	1	1	2	Use of Force, Demeanor
20-1085	8/20/20	8/26/20	8/20/20	Investigator	ED	2/16/21	8/20/21	Profiling/ Discrimination	1	2	6	Profiling/discrimination; unlawful Search; false arrest
20-1092	8/21/20	8/26/20	8/21/20	Investigator	MM	2/22/21	8/20/21	Use of Force	1	1	5	Use of Force; Care of Property; Unlawful Search & Seizure; Demeanor
20-1116	8/29/20	9/2/20	8/29/20	Investigator	MM	3/1/21	8/28/21	Use of Force	1	8	19	Use of Force
20-1129	9/1/2020	9/2/2020	9/1/2020	Investigator	AL	3/1/2021	8/31/2021	Use of Force, Performance of Duty	2	12	23	Other, Unintentional/ Improper Search, Use of Force, Failure to Accept, Performance of Duty
20-1164	9/6/20	9/16/20	9/10/20	Investigator	AL	3/15/21	9/9/21	Use of Force	1	2	5	Use of Force; Performance of Duty;
20-1282	9/28/20	10/8/20	10/6/20	Investigator	AN	3/27/21	9/28/21	Other	2	10	10	Demeanor, Unintentional/Improper Search
20-1283	10/6/20	10/8/20	10/6/20	Investigator	AL	4/6/21	10/5/21	Racial Discrimination/ Demeanor	1	3	6	Conduct Toward Others; Performance of Duty
20-1295	10/8/21	10/14/20	10/9/20	Investigator	AL	4/12/21	10/8/21	Use of Force	1	2	5	Use of Force, Performance of Duty
20-1484	11/20/20	1/22/21	11/20/20	Investigator	JS	7/20/21	11/20/21	Racial Discrimination	1	3	8	Racial Discrimination, Performance of Duty,
20-1524	11/28/20	12/2/20	12/1/20	Investigator	ED	5/31/21	11/30/21	Profiling/ Discrimination	1	1	5	Profiling/Discrimination, Demeanor, Performance of Duty
20-1542	11/15/20	12/9/20	12/6/20	Investigator	AN	6/7/21	12/5/21	Use of Force	1	3	7	Use of Force, Unlawful Arrest
20-1551	12/7/20	12/16/20	12/16/20	Investigator	JS	6/14/21	12/15/21	Use of Force	1	2	3	Performance of Duty, Use of Force, Care of Property

*The Type (604(f) or Other) column addresses whether the investigation contains allegations for which a full investigation is mandated under Oakland City Charter Section 604 (Measure LL). The allegation types listed in this column are: DUI, Profiling, Use of Force, In Custody Death, 1st Amendment Assembly, or Other



CITY OF OAKLAND
COMMUNITY POLICE REVIEW AGENCY
Pending Cases
 (Sorted by 1-Year Goal)

7/22/21
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 (Total Pending = 72)

Case #	Incident Date	Rcv'd CPRA	Rcv'd IAD	Intake or Investigator	Assigned Staff	180-day Goal	1-year Goal	Type (604(f)(1) or Other)	Class	Subject Officers	Allegation Count	Allegation(s)
20-1578	10/31/20	5/18/21	12/17/20	Investigator	ED	6/15/21	12/17/21	Other	1	2	7	General Conduct, Obedience to Laws (Felony + Misdemeanor), Obstructing/Interfering with Investigations, Failure to Notify
21-0606	12/31/17	6/2/21	4/28/21	Intake	RM	11/29/21	1/3/22	other	2	2	2	Performance of Duty
21-0025	1/7/21	1/7/21	1/7/21	Investigator	MM	7/6/21	1/6/22	Performance of Duty; Racial Discrimination	1	3	3	Performance of Duty
21-0028	1/8/21	1/14/21	1/8/21	Investigator	MM	7/13/22	1/7/22	Performance of Duty	1	2	1	Performance of Duty
21-0070	1/1/21	1/21/21	1/19/21	Investigator	ED	7/20/21	1/19/22	Use of Force	1	1	5	Use of Force, Demeanor
21-0151	2/6/21	2/10/21	2/6/21	Investigator	JS	8/5/21	2/5/22	Use of Force	1	2	2	Use of Force
21-0179	2/15/21	2/17/21	2/15/21	Intake	RM	8/16/21	2/14/22	Racial Discrimination	1	1	1	Racial Discrimination
21-0188	2/16/21	2/18/21	2/16/21	Investigator	AL	8/17/21	2/16/22	Use of Force	1	4	6	Use of Force
21-0202	2/19/21	2/24/21	2/19/21	Investigator	MM	8/19/21	2/18/22	Performance of Duty	2	2	2	Performance of Duty
21-0217	2/23/21	3/4/21	3/4/21	Investigator	AL	8/22/21	2/23/22	Use of Force	1	2	2	Use of Force
21-0238	3/2/21	3/2/21	3/2/21	Investigator	AN	8/29/21	3/2/22	Use of Force	1	1	2	Use of Force
21-0252	3/1/21	3/11/21	3/5/21	Investigator	AL	9/7/21	3/4/22	Use of Force	1	5	13	Use of Force, Performance of Duty, Demeanor, Refusal to Accept or Refer a Complaint
21-0254	3/2/21	3/11/21	3/5/21	Intake	MB	9/7/21	3/5/22	Other	2	1	5	Performance of Duty
21-0262	3/6/21	3/11/21	3/6/21	Intake	RM	9/7/21	3/6/22	Racial Discrimination	1	1	1	Racial Discrimination
21-0270	3/7/21	3/8/21	3/8/21	Investigator	AN	9/4/21	3/7/22	Racial Discrimination, Use of Force	1	4	8	Racial Discrimination, Conduct toward others, Performance of Duty, Use of Force
21-0309	1/2/21	3/24/21	3/19/21	Intake	MB	9/20/21	3/19/22	Other	1	3	4	Custody of Prisoners
21-0358	4/2/21	4/7/21	4/2/21	Investigator	AL	10/4/21	4/1/22	Use of Force	1	1	2	Use of Force; Performance of Duty
21-0366	4/5/21	4/7/21	4/5/21	Investigator	MM	10/4/21	4/4/22	Use of Force	1	4	8	Use of Force
21-0354	4/1/21	4/2/21	4/7/21	Investigator	AN	10/4/21	4/6/22	Other	1	2	4	Performance of Duty/ Miranda Violation
21-0527	6/20/17	5/18/21	4/16/21	Investigator	JS	10/15/21	4/15/22	Other	2	2	4	Performance of Duty
21-0422	4/18/21	4/20/21	4/18/21	Investigator	JS	10/17/21	4/17/22	Racial Discrimination	1	2	7	Discrimination, Refusal to Provide Name or Serial

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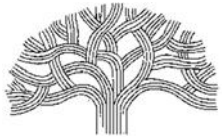


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												Number, PDRD Activation, Demeanor
21-0430	4/20/21	4/21/21	4/20/21	Intake	RM	10/18/21	4/19/22	Use of Force	1	2	4	Performance of Duty, Use of Force; Improper/ Unlawful Search & Seizure
21-0535	2/18/19	5/14/21	4/28/21	Intake	MB	11/10/21	4/28/22	Racial Discrimination	1	1	3	Racial Discrimination
21-0465	2/6/16	4/29/21	4/28/21	Intake	FC	10/26/21	4/29/22	Racial/Gender Discrimination	1	3	11	Racial/Gender Discrimination, Truthfulness, Conduct/Demeanor, Performance of Duty
21-0524	5/12/21	5/13/21	5/12/21	Intake	FC	11/13/21	5/11/22	Racial Discrimination/ Demeanor	1	2	3	Racial Discrimination
21-0530	5/12/21	5/13/21	5/12/21	Intake	FC	11/9/21	5/11/22	Racial Discrimination/ Demeanor	1	1	1	Racial Discrimination
21-0540	5/16/21	5/18/21	5/17/21	Intake	FC	11/14/21	5/16/22	Racial Discrimination	1	1	1	Racial Discrimination
21-0548	5/17/21	5/19/21	5/17/21	Intake	FC	11/15/21	5/16/22	Racial Discrimination	1	2	2	Racial Discrimination
21-0555	11/26/20	5/19/21	5/18/21	Intake	RM	11/15/21	5/18/22	Other	2	1	4	Performance of Duty, Demeanor
21-0560	5/19/21	5/21/21	5/19/21	Intake	MB	11/17/21	5/19/22	Use of Force	1	1	1	Use of Force
21-0564	5/20/21	5/24/21	5/20/21	Intake	RM	11/17/21	5/19/22	Racial Discrimination	1	1	1	Racial Discrimination
21-0565	5/7/21	5/20/21	5/20/21	Intake	MB	11/16/21	5/20/22	Other	1	1	3	Performance of Duty
21-0566	5/20/21	5/25/21	5/20/21	Intake	FC	11/21/21	5/21/22	Use of Force	1	1	1	Use of Force
21-0575	5/22/21	5/25/21	5/22/21	Intake	FC	11/21/21	5/21/22	Use of Force	1	1	1	Use of Force
21-0595	5/20/21	6/2/21	5/28/21	Intake	FC	11/29/21	5/27/22	Performance of Duty	2	2	2	Performance of Duty
21-0603	5/30/21	6/2/21	5/30/21	Intake	MB	11/29/21	5/30/22	Use of Force	1	2	4	Use of Force
21-0618	6/3/21	6/4/21	6/3/21	Intake	RM	12/1/21	6/2/22	other	1	1	3	Demeanor, Refusal to Provide Name or Serial Number, Failure to Accept or Refer a Complaint
21-0621	6/3/21	6/8/21	6/3/21	Intake	MB	12/5/21	6/4/22	Racial Discrimination	1	2	2	Racial Discrimination
21-0629	6/4/21	6/7/21	6/7/21	Intake	FC	12/4/21	6/6/22	Racial Discrimination/Demeanor	1	2	3	Racial Discrimination, Performance of Duty
21-0652	6/2/21	6/10/21	6/10/21	Intake	FC	12/7/21	6/9/22	Racial Discrimination/Demeanor	1	2	4	Racial Discrimination, Performance of Duty
21-0663	6/14/21	6/16/21	6/14/21	Intake	MB	12/31/21	6/13/22	Racial Discrimination	1	2	2	Racial Discrimination
21-0677	6/11/21	6/18/21	6/17/21	Intake	RM	12/15/21	6/16/22	Racial Discrimination	1	1	2	Racial Discrimination, Demeanor

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21-0679	6/6/21	6/22/21	6/17/21	Intake	MB	12/19/21	6/16/22	Other	2	3	6	Performance of Duty; Demeanor
21-0696	6/19/21	6/28/21	6/19/21	Intake	MB	12/25/21	6/18/22	Other	2	3	6	Performance of Duty
21-0708	6/19/21	6/20/21	6/19/21	Intake	MB	12/17/21	6/18/22	Other	2	1	2	Performance of Duty; Demeanor
21-0704	6/21/21	6/23/21	6/21/21	Intake	FC	12/20/21	6/20/22	Other	2	1	2	Performance of Duty, Demeanor
20-0174	3/1/19	6/29/21	2/13/20	Investigator	ED	12/20/21	6/20/22	Other	1	1	5	Obedience to Laws***
21-0719	6/23/21	6/25/21	6/23/21	Intake	RM	12/22/21	6/22/22	Other	2	2	2	Performance of Duty
21-0720	6/22/21	6/25/21	6/25/21	Intake	RM	12/22/21	6/22/22	Racial Discrimination	1	1	3	Racial Discrimination, Demeanor, Performance of Duty
21-0783	6/21/21	7/8/21	6/24/21	Intake	MB	1/4/22	6/24/22	Other	2	1	2	Performance of Duty; Demeanor
21-0743	6/25/21	6/28/21	6/28/21	Intake	FC	12/25/21	6/27/22	Racial Discrimination	1	2	3	Racial Discrimination, Performance of Duty, Demeanor
21-0741	6/21/21	7/2/21	7/2/21	Intake	FC	12/29/21	7/1/22	Racial Discrimination	1	1	4	Discrimination/Race, Discrimination/Gender, Demeanor, Service
21-0761	7/3/21	7/7/21	7/3/21	Intake	FC	1/3/22	7/2/22	Use of Force	1	2	2	Use of Force
21-0770	7/3/21	7/7/21	7/3/21	Intake	RM	1/3/22	7/2/22	Other	1	1	2	Demeanor, Refusal to Provide Name or Serial Number

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Oakland's Neighborhood Opportunity and Accountability Board

KEEPING YOUTH OUT OF THE SYSTEM AND CONNECTED TO SUPPORT



Oakland's Neighborhood Opportunity and Accountability Board

KEEPING YOUTH OUT OF THE SYSTEM AND CONNECTED TO SUPPORT

The Oakland Neighborhood Opportunity and Accountability Board (NOAB) launched in April 2020 after a multi-year planning process. The NOAB is a youth diversion program that allows young people charged with offenses for which they would otherwise be detained in juvenile hall and adjudicated through the juvenile court, to remain in the community and immediately connected to services and supports. Since April, the Oakland Police Department (OPD) has referred more than 20 youth to the program at the point of arrest in lieu of system involvement. Youth referred to the NOAB appear before a council of community leaders to develop a detailed support plan.

Why the Need for the NOAB?

The juvenile justice system is ineffective, harmful, and extremely expensive. Under the traditional correctional model of juvenile justice, youth are removed from their neighborhoods, at times for minor infractions, the community and even the family is left out of decision-making, and resources that could be used to address root causes of delinquent behavior are wasted on a failed approach.

Numerous studies have found that involvement in the juvenile justice system, even while controlling for other factors, causes youth to have worse outcomes. One study found that for youth who commit nonviolent crimes (the majority of youth in the system) doing nothing creates better outcomes than placing them in the juvenile justice system. Another study that rigorously examined the effects of the juvenile justice system found that incarceration itself resulted in “large decreases in the likelihood of high school completion and large increases in the likelihood of adult incarceration.”

Not only is the system failing, but it is also extremely expensive. A study conducted by the San Francisco Chronicle discovered that California counties spend upwards of a half million dollars per year to keep a youth in juvenile detention. The county where NOAB operates, Alameda County, is reported to spend \$493,000 per year for each youth incarcerated in its juvenile hall.

Most young people who become involved in the juvenile justice system come from neighborhoods of concentrated poverty, substandard schools, and high rates of unemployment. When young people exhibit behavior that is often reflective of the challenges of their environment, they are plucked out of their families and neighborhoods, sent to an ineffective juvenile facility for a long period of time, and then returned to their same resource-deprived community.

In many small neighborhoods within areas with high concentration of poverty and crime, there can easily be a 15 square-block radius with 20 youth in the juvenile justice system. With an average annual cost of \$150,000 per youth, as much as \$3 million is spent every year on incarcerating youth in these neighborhoods, with little, if any, funds going into that community.

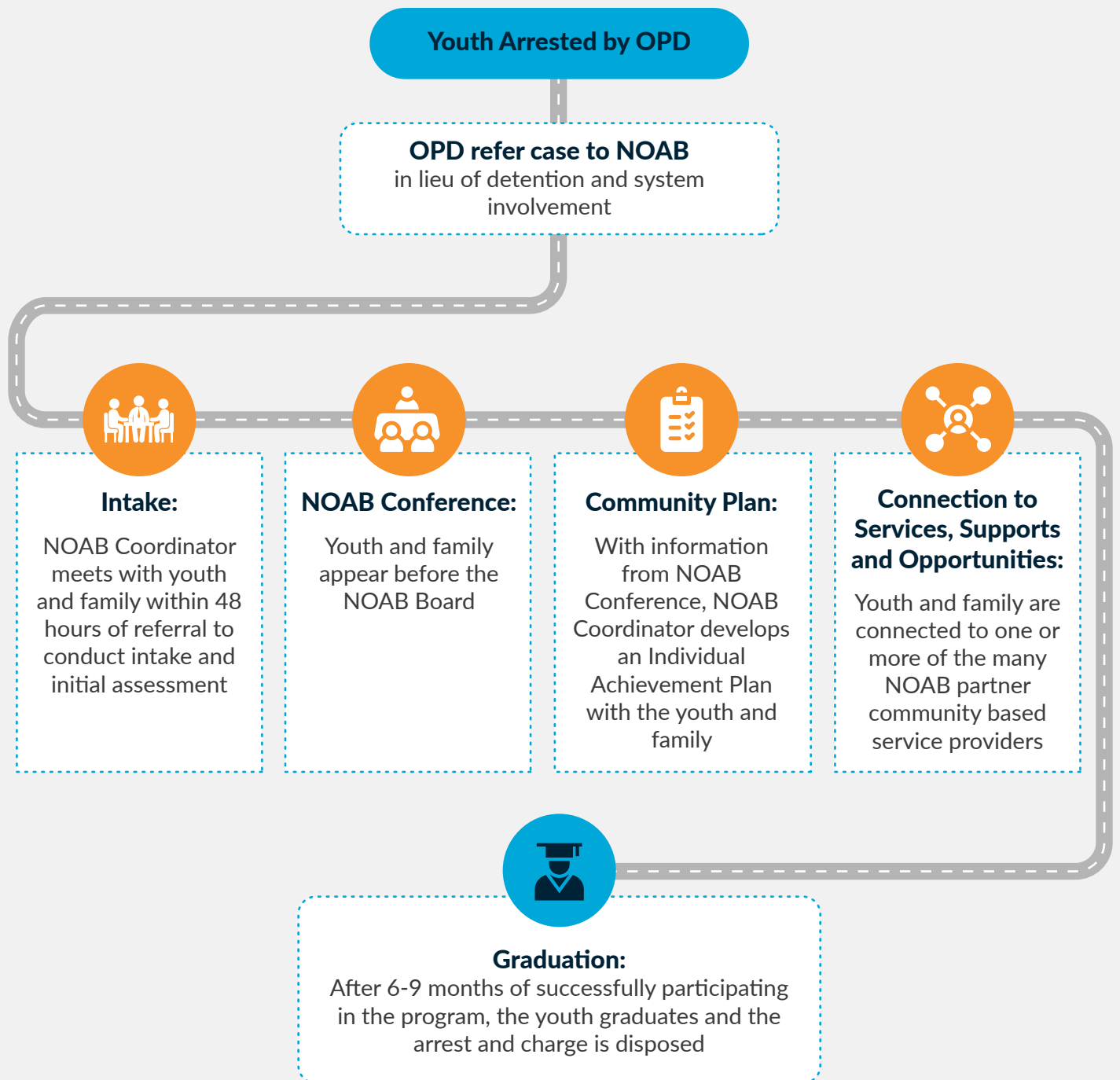
The NOAB initiative offers a new model of youth justice that focuses on restorative, rather than punitive practices, increases community involvement in decision-making, and invests resources in youth, families, and neighborhoods.

Background

A group of community leaders had been discussing the idea of a restorative justice based diversion program in Oakland for several years. Significant progress had been made but funding and political will lapsed. The idea was later revived and merged with the initial effort by the National Institute for Criminal Justice Reform (NICJR) to develop the NOAB. A planning committee was established, including many community based organizations and government partners, that began drafting protocols for the youth diversion program.

In 2017, the J.M. Kaplan Fund awarded an Innovation Prize to NICJR to develop the NOAB. Following two years of negotiation with the OPD and other stakeholders, the Oakland City Council unanimously passed a resolution supporting the NOAB and approving a two-year MOU between OPD and NICJR to launch the program.

The NOAB Process



The Oakland NOAB is committed to being a true diversion from system involvement. Therefore, youth who commit lower level offenses, who would not usually be detained or adjudicated in the juvenile court, do not receive a referral to the NOAB. Youth arrested for non-violent felonies or multi-misdemeanors, who would otherwise be processed through the juvenile justice system, have the opportunity to avoid the punitive process of formal system involvement and, instead, are referred to the community-driven NOAB.

When a youth is arrested by an officer, they are processed through the Youth Desk at OPD. Staff at OPD review the case, assess whether the youth meets the NOAB criteria, and make the decision to refer the case to the NOAB. If the youth is referred, they receive a notice that they will be contacted by the NOAB Coordinator and must engage with the diversion program. If the case has a victim, the victim is consulted for their consent before the youth is referred to the NOAB.

Within 48 hours of receiving the referral, the NOAB Coordinator meets with the youth and family to conduct an initial assessment and intake. The NOAB Coordinator explains the program, including the many benefits, and gains the youth and family's agreement to participate. Then, a NOAB Conference is scheduled.

Youth and their families appear before the NOAB Board at a NOAB Conference that follows a family group conferencing model. The youth and family members discuss their strengths, challenges, and goals, and any specific needs. NOAB members engage the youth and family in a discussion and provide guidance and support.

The NOAB Conference culminates in the development of an Individual Achievement Plan that includes connections to services, supports, and opportunities with an emphasis on educational support, mentoring and life coaching, behavioral health care, family counseling, and youth employment.

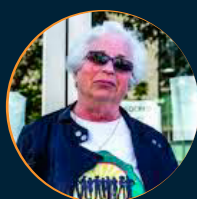
The Oakland NOAB is composed of the following eight community members, all residents or business owners in Oakland, who have demonstrated a commitment to the well-being of Oakland youth and the greater community:



Arnold Perkins,
Retired Director of Alameda
County Public Health
Department



Barbara Lafitte-Oluwole,
Faith in Action East Bay;
community leader and mother of
victim of gun violence in Oakland



Rashidah Grinage,
Coordinator, Coalition for Police
Accountability



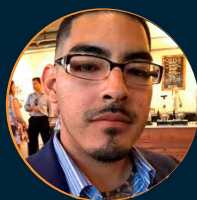
Daniela Medina,
Masters of Social Work Student
at U.C. Berkeley; UC Berkeley
Underground Scholars



John Jones,
Director of Community and
Political Engagement at Just
Cities, formerly incarcerated.



Keba Konte,
Owner of Red Bay Coffee



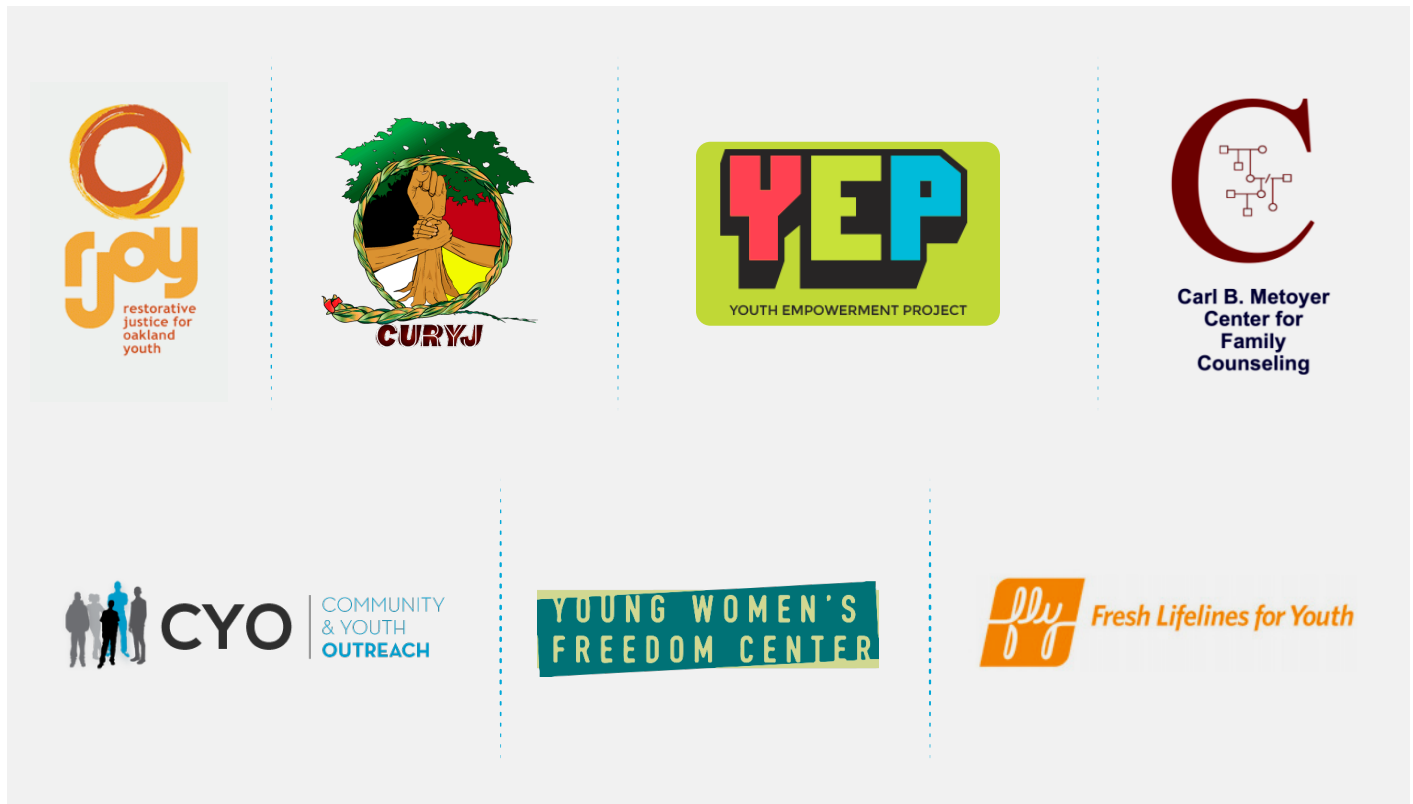
Victor Flores,
Oakland Latino Chamber of
Commerce, former staff to
Oakland City Councilman Loren
Taylor; formerly incarcerated



Danny Mai,
Owner of Novatech (local
Oakland business); Chair of
Oakland Rotary's Business
Development Committee

Based on the initial assessment and the discussion with the youth and family during the NOAB Conference, the NOAB Coordinator completes the Individual Achievement Plan with the youth in order to connect them with the most appropriate services. The NOAB Coordinator then directly connects the youth and family with the identified service providers. The NOAB Coordinator maintains consistent contact with the youth, family, and service providers throughout the program. Detailed notes and updates on each youth are maintained in a NOAB database to track progress.

An array of local community-based service providers partner with the NOAB to engage the youth and their families. The organizations providing services, supports, and opportunities include:



In addition to partner service providers, NOAB Board members have directly shown consistent commitment to the success of youth referred to the program. NOAB Board member Keba Konte, owner of a local coffee company, offered his business as the meeting place for NOAB hearings, a stark contrast to the traditional setting of a courtroom. Members have also offered their own resources to support NOAB youth. Keba has offered internships at his shop to youth referred to the program. Board member Danny Mai, owner of Novatech, has not only offered slots in his entrepreneurial camp but has also provided a direct donation to support a participating family.

In NOAB hearings, due to the pride and connection that Board members have for their community, there is a greater focus on healing and caring for the youth and family that may not be able to be achieved in traditional juvenile justice settings. Board members have a deep compassion for youth and a personal interest in their success. One particularly emotional moment during a NOAB hearing underscores this sentiment. During a hearing for a 16-year-old youth, his grandmother shared that she was struggling to support her grandson. She is the primary caregiver for several of her other grandchildren and dealing with her son's incarceration. Board member John Jones then shared details about his own upbringing and reflected on his challenges and the pain his own incarceration caused his mother. By the end of his comments, all attendees were in tears. This is the same family to which Board member Danny Mai generously contributed.

Impact

The Oakland NOAB received 23 youth referrals between April and December 2020. Sixteen of these youth were arrested for felonies, including burglary, grand theft auto, and assault with a firearm. The NOAB Program Coordinator has engaged with all youth and their families, who have been receptive to the program and remain engaged in services. Seven youth have been connected to intensive life coaching services, eight to employment programs, six to family counseling, and one to behavioral health services, with several youth receiving referrals to multiple services.

Just one youth has been re-arrested and charged with a new offense. He was released after five days in custody. NOAB staff attended his court hearing and connected with him immediately following his release. He remains in the program while awaiting adjudication of his new charges. Seven youth have successfully completed the six-month requirement and six will graduate from the program while still remaining connected to the community-based service providers. One of these youth will remain in the program to receive additional services. Throughout the program, youth received monthly gift cards for their participation. The NOAB was also able to provide all 23 youth and families in the program with additional gift cards for the holidays.

The following profiles are a small sample of youth in the NOAB program. They include the successes and challenges of the youth, their families, their neighborhoods, and the public systems to which they are connected.



NOAB Youth Profiles

NICJR has changed the names of the youth highlighted below to protect their privacy.

Jose 14 Years Old Vehicle Theft

On May 26, officers stopped Jose for driving a stolen vehicle. OPD referred him to the NOAB on June 11 and in the next few days the NOAB Coordinator met Jose, his mother, and his sister in their home for the initial assessment.

Though only 14 years old, his family described Jose as having several challenges and in need of significant support. In several meetings with his family, they expressed a need for supporting him with reducing unsafe and risky behaviors, which they noticed had been escalating leading up to his arrest. Jose also shared that he had been shot at within the past six months.

In July 2020, Jose and his family met with the NOAB Board and collectively discussed the best options to meet his needs. The group determined that a Life Coach could provide Jose with regular support and guidance to begin to shift his behavior. Jose was receptive to the recommended services. The NOAB connected him to Communities United for Restorative Youth Justice (CURYJ) an Oakland based organization that specializes in serving Latino youth. CURYJ assigned a Life Coach to Jose who has been working intensely with him. Jose has completed the six months of the program but his involvement will be extended in order to ensure he receives all of the support he needs to be successful.

Jeremiah 15 Years Old Vehicle Theft; Receiving Stolen Property

On July 27, officers arrested Jeremiah for vehicle theft and receiving stolen property, after he was caught weaving in and out of traffic lanes and crashing into a parked car. OPD referred him to the NOAB on August 10. Following the referral, the NOAB Coordinator met with Jeremiah and his parents in their home in Oakland.

Jeremiah has lived with his adoptive parents since he was three, with his older biological sister. His biological mother is currently incarcerated and will be released from prison soon. In meetings with the NOAB Coordinator, Jeremiah expressed that he feels loved in his home but that his ultimate goal is to be reunited with his biological mother. He acknowledges that he has displayed negative behaviors that are only getting worse.

On August 27, Jeremiah and his family met with the NOAB Board to determine how best to support Jeremiah. While Jeremiah had been receiving therapeutic behavioral services, including talk therapy and visits with a psychiatrist, the group collectively identified additional needs, including increasing prosocial behaviors through positive role-modeling and mentoring. The NOAB connected Jeremiah to 1:1 life coaching with a supportive adult, additional behavioral health services, and employment opportunities.

Throughout the process, Jeremiah has been receptive and communicative. In addition to the service providers, Jeremiah remains in constant contact with the NOAB Coordinator. He regularly attends school remotely and began working as a dishwasher at a cafe in downtown Oakland. Jeremiah will graduate from the NOAB program in February.

Michael
16 Years Old
Assault with a
Deadly Weapon;
Malicious
Mischief

On May 11, officers arrested Michael for assault with a deadly weapon for firing a paintball gun, accidentally hitting a pedestrian, and causing property damage. Following a referral from OPD, the NOAB Coordinator met with Michael and his primary caregiver in their home in East Oakland.

Born and raised in Oakland, Michael is 16 years old and has been separated from his biological parents since he was a toddler. In meetings with the NOAB Coordinator, Michael expressed remorse for his behavior and a desire to put his mistakes behind him. He shared that he has dreams of playing football professionally.

In July, Michael and his caregiver met with the NOAB Board to determine areas of support. The group identified a need for more positive activities and life coaching. Michael has since been connected to a life coach and employment opportunities through Youth Employment Partnership (YEP). Michael began working at YEP and has maintained good grades in school, while attending remotely. He will graduate from the NOAB program in January 2021.

David
16 Years Old
Commercial
Burglary

On April 26, officers responded to the scene of a break-in into a middle school in Oakland. They found David leaving the school carrying laptop computers. David was arrested for burglary but referred to the NOAB program. The NOAB Coordinator met with David and his mother in their home in Oakland.

In meetings with the NOAB Coordinator, family members shared that they have struggled with addiction in the past and that David periodically travels out of the city to stay with his grandparents. David shared that he felt peer pressure to participate in the burglary. The family identified their greatest concerns with David to be managing peer relationships; a lack of positive, pro-social activities; and disengagement from school.

Before David could be scheduled to appear before the NOAB Board, he was shot in East Oakland. It appears that the assailants were attempting to shoot another teenager that was riding in the car with David. After being released from the hospital, David spent a few weeks with his grandparents before returning to Oakland. He then appeared before the NOAB while still unable to fully walk. David made a full recovery and NOAB connected him with Youth Alive!, a local organization that specializes in working with gunshot victims. He has remained in consistent contact with his Youth Alive! Life Coach.

Kevin
14 Years Old
Auto Burglary;
Possession of
Auto Burglary
Tools;
Possession of
Stolen Property

Kevin was arrested for auto theft in June. He was caught with an auto burglary tool after being accused of breaking into cars. OPD referred Kevin to the NOAB on June 11. The NOAB Coordinator met with Kevin and his mother in their home in Oakland immediately afterward.

Kevin is 14 years old and was born and raised in Oakland. His father is currently serving a 10 year prison sentence and his mother is very supportive and loving of Kevin. He acknowledged that his behavior had been challenging recently and his mom requested support with virtual school and more positive reinforcement for Kevin.

Kevin and his mother appeared before the NOAB Board in July. The group identified employment and life coaching as key services to support Kevin in his transition to high school. He is now working with YEP and is connected with a Life Coach. Kevin attends school regularly and maintains close contact with the NOAB Coordinator.

The Oakland NOAB program is funded through the generosity of the JMK Fund and The Zellerbach Family Foundation.

Zellerbach
 FAMILY FOUNDATION



Oakland's Neighborhood Opportunity
and Accountability Board

**KEEPING YOUTH
OUT OF THE SYSTEM AND
CONNECTED TO SUPPORT**





CITY OF OAKLAND | POLICE COMMISSION
250 FRANK H. OGAWA PLAZA, SUITE 6302 • OAKLAND, CA 94612

Current Committees

Standing Committee	Commissioners
Outreach	Dorado, Hsieh, Jordan
Personnel	Jackson

Ad Hoc Committee	Commissioners
Annual Report	Jackson
Budget	Dorado, Jackson
Community Policing OPD 15-01	Dorado, Harbin-Forte, Hsieh
IAD Manual	Gage, Jackson, Jordan
Inspector General Search	Jackson, Milele, Peterson
Mental Health Model	Dorado
Militarized Police Equipment	Gage, Garcia, Jordan
Missing Persons Policy	Jackson, Jordan
OBOA Allegations Investigation	Harbin-Forte, Jackson
Police Chief Goals and Evaluation	Garcia, Milele, Peterson
Racial Profiling Policy	Dorado, Jackson, Milele
Rules of Procedure	Gage, Garcia, Harbin-Forte
White Supremacists and Other Extremist Groups	Dorado, Harbin-Forte, Jackson

Police Commission Pending Agenda Matters List

	A	B	C	D	E	F	G	H
1	Pending Agenda Matter	Date Placed on List	Duties/Deliverables	Additional Information/Details	Priority Level	Timeline/Deadline	Scheduled	Lead Commissioner(s), if any
2	Commissioner Trainings	1/1/2018	<p>Complete trainings mandated by City Charter section 604 (c)(9) and Enabling Ordinance section 2.45.190</p> <p>Some trainings have deadlines for when they should be completed (within 3 months, 6 months, etc.)</p> <p>Several trainings were delivered in open session and have been recorded for future use</p>	<p>The following trainings must be done in Open Session:</p> <ol style="list-style-type: none"> 1. California's Meyers Milias Brown Act (MMBA) and Public Employment Relations Board's Administration of MMBA (done 3.12.20) 2. Civil Service Board and Other Relevant City Personnel Policies and Procedures (done 2.27.20) 3. Memoranda of Understanding with Oakland Police Officers Association and Other Represented Employees (done 4.22.21) 4. Police Officers Bill of Rights (done 12.12.19; 2021) 	High	COMPLETED (as to current commissioners)		

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3	Confirming the Process to Hire Staff for the Office of Inspector General	5/17/2019	Per the Enabling Ordinance: The City shall allocate a sufficient budget for the OIG to perform its functions and duties as set forth in section 2.45.120, including budgeting one (1) full-time staff position comparable to the position of Police Program and Audit Supervisor. 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. All OIG staff, including the Inspector General, shall be civil service employees in accordance with Article IX of the City Charter.	This will require information presented from the City Administrator's Office.	High			
4	Finalize Bylaws and Rules	1/24/2019			High	COMPLETED		Gage
5	Hire Inspector General (IG)	1/14/2019	Hire IG once the job is officially posted	Pending Measure LL revisions to be included in the November 2020 ballot. Recruitment and job posting in process.	High			Jackson
6	Modify Code of Conduct from Public Ethics Commission for Police Commission	10/2/2018		On code of conduct for Commissioners there is currently a code that was developed by the Public Ethics Commission.	High	COMPLETED		
7	Neighborhood Opportunity and Accountability Board (NOAB) Update	5/13/2021	Receive a report on the Neighborhood Opportunity and Accountability Board which launched in April 2020	Tabled from May 13, 2021 meeting	High	July 22, 2021		

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8	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	<p>The Chief's report shall include, at a minimum, the following:</p> <ol style="list-style-type: none"> 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 sessions; 5. Revisions made to Department policies; 6. The number and location of Department sworn employee-involved shootings; 7. The number of Executive Force Review Board or Force Review Board hearings and the results; 8. A summary of the Department's monthly Use of Force Reports; 9. The number of Department sworn employees disciplined and the level of discipline imposed; and 10. The number of closed investigations which did not result in discipline of the Subject Officer. <p>The Chief's annual report shall not disclose any information in violation of State and local law regarding the confidentiality of personnel records, including but not limited to California Penal Code section 832.7</p>	High	June 14, 2018 and June 14 of each subsequent year		Jackson
9	OPD to Provide a 30 Day Snapshot on the Effectiveness of SO 9202	2/27/2020		On 2.27.20, at the request of OPD the Commission considered and approved SO 9202 which amends the section in SO 9196 regarding Type 32 reportable force	High			

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10	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 conducting the evaluation. The Commission may, in its discretion decide to solicit and consider, as part of its evaluation, comments and observations from the City Administrator and other City staff who are familiar with the Agency Director's or the Chiefs job performance. Responses to the Commission's requests for comments and observations shall be strictly voluntary.	High	Annually; Criteria for evaluation due 1 year prior to review		Jackson
11	Prioritization of OPD Policies for Review	5/13/2021	Discuss and prioritize OPD policies for review	Tabled from May 13, 2021 meeting; discussed June 24, 2021 - Gage to reorganize by category	High			
12	Recommendations for Community Engagement	5/13/2021	Discuss recommendations for community engagement	Tabled from May 13, 2021 meeting	High			
13	Reports from OPD	10/6/2018	Commission to decide on what reports are needed prior to receiving them.	Receive reports from OPD on issues such 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	High	Ongoing as appropriate		

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14	Request City Attorney Reports	1/1/2018	Request the City Attorney submit semi-annual reports to the Commission and the City Council	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; 3. The ways in which it has supported the police discipline process; and 4. Significant recent developments in police discipline. The City Attorney's semi-annual reports shall not disclose any information in violation of State and local law regarding the confidentiality of personnel records, including but not limited to California Penal Code 832.7	High	Semi-annually Next one should be October, 2021		Jackson
15	Sloan Report	5/13/2021	Discuss the independent review commissioned by the City as part of a Step 3 Grievance procedure related to the Pawlik investigation	Tabled from May 13, 2021 meeting, discussed June 24, 2021 -- Commission counsel submitted report	High	COMPLETED		
16	Training on Brown Act, Sunshine Ordinance, and Parliamentary Procedure	5/21/2021	Receive a training session for Commissioners to understand rights and obligations under the Brown Act, the Sunshine Ordinance, Robert's Rules of Order, and the Commission's Rules		High	COMPLETED		
17	Community Policing Task Force/Summit	1/24/2019			Medium			Dorado

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18	CPAB Report			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			
19	Determine Outstanding Issues in Meet and Confer and the Status of M&C on 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			
20	Free Gun Trace Service	1/27/2020		This service was mentioned at a meeting in 2019.	Medium			Dorado
21	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.	Medium	Annually; at least twice each year		Dorado, Jackson
22	OPD 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 should conduct study of supervisor discipline practices. In other words, how often are supervisors held accountable for the misconduct of their subordinates.	Medium			
23	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 1st of each year.	Medium	COMPLETED for 2021		
24	Report from OPD Regarding Found/Confiscated Items	7/12/2019	OPD will report on the Department's policy for disposition of found/confiscated items.	This came about through a question from Nino Parker. The Chief offered to present a report at a future meeting.	Medium			

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25	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		
26	Review Budget and Resources of IAD	10/10/2018		In Discipline Training it was noted that many "lower level" investigations are outsourced to direct supervisors and sergeants. Leaders in IAD have agreed that it would be helpful to double investigators and stop outsourcing to Supervisors/Sgts. Commissioners have also wondered about an increase civilian investigators. Does the Commission have jurisdiction over this?	Medium			
27	Review Commission's Outreach Policy	4/25/2019			Medium			Dorado
28	Revise Contracts with CPRA and Commission Legal Counsels	10/10/2018		The 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.	Medium			
29	Revisit Standing and Ad Hoc Committee Assignments	10/29/2019	The chair will create adhoc and staff standing committees as appropriate		Medium	Ongoing		Jackson
30	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			
31	Annual Report	1/1/2018	Submit an annual report each year to the Mayor, City Council and the public		Low	Spring, 2022		Jackson

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32	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			
33	CPRA Report on App Usage	10/10/2018		Report from staff on usage of app.	Low	August, 2021		
34	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			
35	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 list? What is contemplated if there's no permanent list? How often are settlement discussions held at step 5? How many cases settle? Is there a panel for Immediate dispute resolution? How many Caloca appeals? How many are granted? What happened to the recommendations in the Second Swanson report?	Low	2023		

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36	Discipline: Second Swanson Report Recommendations – Have These Been Implemented?	10/6/2018		Supervisor discipline Process for recommending improvements to policies, procedures and training, and to track and implement recommendations Tracking officer training and the content of training Comparable discipline imposed – database of discipline imposed, demonstrate following guidelines IAD civilian oversight for continuity in IAD Improved discovery processes Permanent arbitration panel implemented from MOU OPD internal counsel Two attorneys in OCA that support OPD disciplines and arbitration Reports on how OCA is supporting OPD in discipline matters and reports on arbitration Public report on police discipline from Mayor’s office OIG audit includes key metrics on standards of discipline	Low			
37	Feedback from Youth on CPRA App	10/10/2018		Get some feedback from youth as to what ideas, concerns, questions they have about its usability.	Low			
38	OPD Data and Reporting			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			
39	Outreach Committee: Work with Mayor's Office and City Admin to Publicize CPRA App	10/10/2018			Low			
40	Overtime Usage by OPD - Cost and Impact on Personal Health; Moonlighting for AC Transit	1/1/2018		Request Office of Inspector General conduct study of overtime usage and "moonlighting" practices.	Low			

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41	Proposed Budget re: OPD Training and Education for Sworn Employees on Management of Job-Related Stress	1/1/2018	Prepare for submission to the Mayor a proposed budget regarding training and education for Department sworn employees regarding management of job-related stress. (See Trauma Informed Policing Plan)	Review and comment on the education and training the Department provides its sworn employees regarding the management of job-related stress, and regarding the signs and symptoms of posttraumatic stress disorder, drug and alcohol abuse, and other job-related mental and emotional health issues. The Commission shall provide any recommendations for more or different education and training to the Chief who shall respond in writing consistent with section 604(b)(6) of the Oakland City Charter. Prepare and deliver to the Mayor, the City Administrator and the Chief by April 15 of each year, or such other date as set by the Mayor, a proposed budget for providing the education and training identified in subsection (C) above.	Low	4/15/2021		
42	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		Low	Annually; at least once per year		Dorado
43	Social Media Communication Responsibilities, Coordination, and Policy	7/30/2019		Decide on social media guidelines regarding responsibilities and coordination.	Low			