



**CITY OF OAKLAND  
COMMUNITY POLICING ADVISORY BOARD**

**Regular MEETING**

**Agenda**

**Wednesday, October 4, 2023**

**6:00 PM**

Oakland City Hall  
Hearing Room 2  
1 Frank H. Ogawa Plaza, 1<sup>st</sup> Floor

**Board Membership:**

Chair, Creighton Davis (Mayoral), Vice Chair, Daniel Ettlinger (Mayoral)  
Vacant (Dist. 2), Vacant (Dist. 1), Vacant (Dist. 3), Jenny Zilliac (Dist. 4),  
Jorge Lerma (Dist. 5), Donald Dalke (Dist. 6), Jacqueline Long (Dist. 7),  
Art Douglas Blacksher (At Large), Colleen Brown (NW),  
Vacant (NW), Van Cedric Williams (OUSD), Ericka Parker (OHA),  
Vacant (Mayoral)

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1. Roll Call and Determination of Quorum
2. Public Comment
3. Introduction of the new CPAB staff, Assistant to the City Administrator, Ana Martinez  
Update on the Neighborhood Services Division
4. Resolution 79235 redraft strategy discussion  
Chair Creighton Davis
5. CPAB Recruitment  
Discuss the current board member terms
6. Update on the community policing equity analysis and conflict mediation/  
de-escalation contract  
Joe DeVries, Deputy City Administrator  
Felicia Verdin, Assistant to the City Administrator
7. Agenda Building
8. Open Forum
9. Adjourn

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**Observe:**

- To observe the meeting via Zoom, please click on this link:  
<https://us02web.zoom.us/j/83505090768>

Webinar ID: 835 0509 0768

- To listen to the meeting by phone, please call one of these numbers:

Or One tap mobile :

+16694449171,,88338073596# US

+16699009128,,88338073596# US

**Comment in advance:**

To send your comment directly to the Community Policing Advisory Board and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Felicia Verdin at [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov). Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Community Policing Advisory Board prior to the meeting.

**In-person:**

*Each person wishing to speak on items must fill out and submit a speaker's card to staff prior to the meeting. Members of the public can address the Community Policing Advisory Board in-person only and shall state their name and the organization they are representing, if any.*

CITY OF OAKLAND

Memorandum

To: Community Policing Advisory Board  
 Attn: Chair Creighton Davis  
 From: Deputy Chief of Police James P. Beere 8115  
 Date: 1 July 2023

Re: Patrol Staffing and Structure

Beats broken down by Area:

Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
1-7	8-13	14-19	20-25	26-30	31-35

Overlap days occur on 1<sup>st</sup> and 3<sup>rd</sup> Watch only. 2<sup>nd</sup> Watch does not have overlap due to the 12 hour shifts.

- Area 1 Monday
- Area 2 Sunday
- Area 3 Saturday
- Area 4 Friday
- Area 5 Thursday
- Area 6 Friday

The graph below shows each Area overlaps:

Area 1	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
<b>0600-1600</b>		1A 0600	1A 0600	1A 0600	1A 0600		
	1B 0600	1B 0600				1B 0600	1B 0600
<b>1400-0200</b>			1A 1400	1A 1400	1A 1400	1A 1400	
	1B 1400	1B 1400	1B 1400				1B 1400
<b>2100-0700</b>		1A 2100	1A 2100	1A 2100	1A 2100		
	1B 2100	1B 2100				1B 2100	1B 2100
Area 2	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
<b>0700-1700</b>	2A 0700	2A 0700	2A 0700	2A 0700			
	2B 0700				2B 0700	2B 0700	2B 0700

1400-0200			2A 1400	2A 1400	2A 1400	2A 1400	
	2B 1400	2B 1400	2B 1400				2B 1400
2200-0800	2A 2200	2A 2200	2A 2200	2A 2200			
	2B 2200				2B 2200	2B 2200	2B 2200
Area 3	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
0600-1600				3A 0600	3A 0600	3A 0600	3A 0600
	3B 0600	3B 0600	3B 0600				3B 0600
1400-0200			3A 1400	3A 1400	3A 1400	3A 1400	
	3B 1400	3B 1400	3B 1400				3B 1400
2100-0700				3A 2100	3A 2100	3A 2100	3A 2100
	3B 2100	3B 2100	3B 2100				3B 2100
Area 4	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
0700-1700			4A 0700	4A 0700	4A 0700	4A 0700	
	4B 0700	4B 0700				4B 0700	4B 0700
1400-0200			4A 1400	4A 1400	4A 1400	4A 1400	
	4B 1400	4B 1400	4B 1400				4B 1400
2200-0800			4A 2200	4A 2200	4A 2200	4A 2200	
	4B 2200	4B 2200				4B 2200	4B 2200
Area 5	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
0600-1600		5A 0600	5A 0600	5A 0600	5A 0600		
	5B 0600				5B 0600	5B 0600	5B 0600
1400-0200			5A 1400	5A 1400	5A 1400	5A 1400	
	5B 1400	5B 1400	5B 1400				5B 1400
2100-0700		5A 2100	5A 2100	5A 2100	5A 2100		
	5B 2100				5B 2100	5B 2100	5B 2100
Area 6	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
0600-1600			6A 0700	6A 0700	6A 0700	6A 0700	
	6B 0700	6B 0700				6B 0700	6B 0700
1400-0200			6A 1400	6A 1400	6A 1400	6A 1400	
	6B 1400	6B 1400	6B 1400				6B 1400
2100-0700			6A 2200	6A 2200	6A 2200	6A 2200	
	6B 2200	6B 2200				6B 2200	6B 2200

### Current Patrol Staffing:

There are 314 officers assigned to Patrol. Of that, 42 are off for various reasons such as medical leave and loans to units outside of Patrol.

- Area 1 – 56 assigned, 2 on transitional assignment, 1 on medical leave.
- Area 2 – 51 assigned, 2 on transitional assignment, 3 on medical leave, 3 on loan.
- Area 3 – 49 assigned, 1 on transitional assignment, 1 on medical leave, 1 on loan, 1 on military leave.
- Area 4 – 58 assigned, 5 on medical leave, 4 on loan, 3 on admin leave.
- Area 5 – 48 assigned, 2 on transitional assignment, 1 on medical leave, 1 on loan, 1 on admin leave.
- Area 6 – 52 assigned, 2 on medical leave, 4 on loan, 4 on admin leave.

### Tac Units:

If a squad is full at the max of 8 working officers, there will be officers available to work as tac units depending on how many beats that Area has. For example, a full squad in Area 1 that has 7 beats, 1 officer would be available to work as a tac unit. This number fluctuates daily with factors such as long and short term medical leaves, training and time off such as vacation leave.

### K9s:

There are 5 K9s assigned to Patrol. 1 is on medical leave and 1 is on loan.

### Sworn Technicians:

There are 3 sworn technicians assigned to Patrol.

### Civilian Police Evidence Technicians:

There are 15 civilian evidence technicians assigned to Patrol. 1 is on medical leave and 1 is on loan.

### Police Services Technician II:

There are 15 PST IIs assigned to Patrol. 2 are on loan.

### Projected Retirements Next 2 Years:

81 possible retirees in 2023

- 1 Deputy Chief
- 4 Captains of Police
- 5 Lieutenants of Police

- 27 Sergeants of Police
- 44 Police Officers

31 possible retirees in 2024

- 1 Assistant Chief of Police
- 2 Deputy Chiefs of Police
- 2 Captains of Police
- 6 Lieutenants of Police
- 6 Sergeants of Police
- 14 Police Officers

The Oakland Police Department’s Current Staffing as of 1 Jul 2023:

Sworn

Total Filled: 713

Total Funded Authorized: 712 (Reduced from a previously authorized strength of 741 on June 30, 2023)

193<sup>rd</sup> Academy

Total Filled: 4

Total Funded Authorized: 33

193 <sup>rd</sup> Academy	
Recycled	2
Pre-Hired	2
Cleared for Hire	4
Pending Review	0
Pending Chief’s Interview	3
Pending Chief’s Interview Clearance	0
Pending Clearance	4
Total	15

Total filled for the 192<sup>nd</sup> and 193<sup>rd</sup> Academies: 28

James P. Beere      8115  
 Deputy Chief of Police  
 Bureau of Field Operations 1  
 Oakland Police Department

**Scope of Work**  
**Oakland Speaks Project**  
**Schedule A**

**Project Leads, Goals and Timeframe**

Three Bay Area community leaders will bring our extensive experience and community connections to the Oakland Speaks project: Ana-Marie Jones, Originator of the Oakland Speaks project, will serve as Content Lead; Ira Armstrong of Peace Out Loud will serve as the Community Lead; and Karen Fleshman, Founder of Racy Conversations, will serve as Administrative Lead. Our bios and responsibilities are included in this proposal.

Contractor will initiate the Oakland Speaks project for the City of Oakland in the summer of 2023 (July 2023-October 30, 2023). Our goal is to reduce violent crime in Oakland by:

- embracing conflict resolution and de-escalation techniques as Oakland's shared community language
- building community power of individual and collective words and actions
- saving lives and transforming a negative perception into a positive reality

Contractor will strive to make the project succeed and raise additional funds to sustain it.

**Project Leaders' Bios and Responsibilities**

**Ana-Marie Jones, Content Lead**

Ana-Marie Jones helps people create more positive, connected, and effective work and social environments. She is an author, keynote speaker, consultant and trainer, and a winner of 3 Cable Telly awards. Ana-Marie was inducted into the Women in Emergency Management and Homeland Security Hall of Fame as a recognized expert on culturally competent sustainable preparedness, response, public safety, and community resilience. She originally developed the Oakland Speaks Project.

**Responsibilities:**

*Administrative:*

- create talking points and 1-page funding proposal to share with prospective funders with input from Ira and Karen

- work with City of Oakland, Ira and Karen to determine future of project

*Resource Repository Website:*

- collaborate with Ira and Karen to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- vet all material and decide what we want to include on website
- identify organizations that provide in-depth trainings on conflict resolution and de-escalation to include in resource repository
- attend trainings, workshops, and otherwise consume resources on conflict resolution, de-escalation, and related topics
- create new curricula and materials as needed
- develop other materials

*Trainings:*

- work with Ira and the young people to decide on training curriculum, who will train, how to train
- practice offering the training with Ira, the young people, and Karen
- work with committed community stakeholders, City of Oakland, and media partners to publicize the trainings
- serve as a trainer
- conduct Plus/Delta debriefs to monitor effectiveness of trainings and continuously improve

*Public Awareness Campaign:*

- work with Ira and the young people to create digital content
- evaluate effectiveness of public awareness campaign and continuously improve

**Ira X. Armstrong, Community Lead**

Ira (they/he) is a founder at PEACE Out Loud, a queer, Black, Brown, and poor people-led Social Permaculture enterprise in the San Francisco Bay Area, and they are dedicated to Self Determination, Outdoor and Freedom Education, and building Consent Culture.

**Responsibilities:**

*Administrative:*

- convene critical subject matter partner agencies
- administer stipends for young people working on the project



*Resource Repository Website:*

- hire young people to develop the Oakland Speaks brand identity (logo, colors, look and feel) and resource repository website
- collaborate with Ana-Marie and Karen to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- vet all material and decide what we want to include on website
- seek permission from material creators to post to website
- identify organizations that provide in-depth trainings on conflict resolution and de-escalation to link to on website
- work with young people to develop additional materials
- launch and host resource repository website

*Trainings:*

- identify training times and locations for three hybrid and two online trainings
- work with the Neighborhood Services Division (NSD) and the Community Policing Advisory Board (CPAB) to publicize the trainings
- serve as a trainer
- evaluate effectiveness of training and continuously improve

*Public Awareness Campaign:*

- meet with local organizations, including young people and mature audiences and diverse cultural groups to ideate what will work
- work with young people to develop content for and launch social media campaign and make it go viral

**Karen Fleshman, Administrative Lead**

Karen Fleshman, Esq. (she her hers) is a mentor, activist, entrepreneur, attorney, author, educator, proud San Franciscan, and a single soccer mom. In 2014, she founded Racy Conversations, a workplace workshop facilitation company, to inspire the antiracist generation. Hundreds of workplaces nationwide have benefitted from Racy Conversations workshops, including Johnson & Johnson, AMGEN, Pixar, the San Francisco Public Library, the San Francisco Public Defender, and the San Francisco Public Utilities Commission. Karen's passion project is building interracial sisterhood.

*Programmatic:*

- support, but not lead, the development of the resource repository website, trainings, and public awareness campaign by providing direction and feedback

- collaborate with Ana-Marie and Ira to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- serve as a trainer
- provide direction and feedback on the public awareness campaign materials
- oversee translation of the materials by City of Oakland translators

Payment Schedule:

Racy Conversations requests an initial investment of \$49,999.99:

- A start-up payment upon contract award of \$27,500.00
- A close-out payment upon completion of the project of \$22,499.99

Racy Conversations will administer the project and serve as City of Oakland's contactor. Each Lead will be paid \$15,000 and Peace Out Loud will hire young people to work on the project and pay them \$5000 in stipends.

# City of Oakland Department of Race and Equity

## **INCLUSIVE PUBLIC ENGAGEMENT PLANNING GUIDE**

Use this guide to identify the need for, purpose and level of public engagement for a given issue.

To engage City leadership and key community as needed to finalize a complete plan, program, or policy; or to complete a Race and Equity Impact Analysis, including specific strategies for inclusive engagement.

The following four steps are recommended before initiating the planning process and filling in the worksheet:

<b>Step</b>	<b>Description</b>
<b>1</b>	Identify appropriate staff/team to complete the Outreach Plan
<b>2</b>	Review Inclusive Engagement Best Practices and the Public Engagement Matrix. (Appendix I and II)
<b>3</b>	Collect demographic data related to the geographic or policy/program area you will be working on.
<b>4</b>	Identify the future condition that could be impacted by the project, policy/program you will improve for Oakland residents (check all that apply): <ul style="list-style-type: none"><li><input type="checkbox"/> Housing</li><li><input type="checkbox"/> Jobs</li><li><input type="checkbox"/> Public Safety/ Criminal Justice</li><li><input type="checkbox"/> Access to Key Services</li><li><input type="checkbox"/> Other:</li></ul>

### **1. What is the overall scope and goals of the action under consideration?**

This is an effort to reimagine community policing in Oakland. The goal is to revise and update community policing resolution 79235, which was established to implement the City of Oakland's community policing policy. An aspect of the policy included creating a problem-solving framework with the "community and the police to analyze neighborhood problems, set priorities, develop strategies and work together to improve the quality of life in our neighborhoods." It also created, "a comprehensive City interdepartmental approach to solving neighborhood problems."

The goal of revising the policy is for the city to support a community engagement/public safety policy that embraces an approach where all city departments collaborate with block groups, Neighborhood Councils and citywide, not with just the police. The Community Policing Advisory Board (CPAB) has created a draft policy that is entitled: "Neighborhood Empowerment Program." As a city, we need to create a policy that benefits the community and is completed in partnership with all stakeholders.

**2. What is/are the proposed race and equity outcome(s) or results for the process?** What disparities could be impacted favorably and for which group(s)? Who will be better off and in what way? What baseline data is available, what else do you need?

The disparities that need to be addressed are to focus the City's engagement and service delivery systems to prioritize neighborhoods suffering the worst equity indicators and violent crime. The goal is to form trusted community partners in violence-impacted areas and immediately improve living conditions, provide the needed tools for neighbors to engage more effectively, reduce the overall crime rate, and improve equity indicators.

Neighborhoods most impacted by violence will experience safer neighborhoods. Based on the OakDOT Equity Toolbox map, when overlaid with crime data, those neighborhoods that experience the most violent crime are overwhelmingly High or Very High Priority Racial Equity Neighborhoods.

**3. What is the timeline for completion of this process?**

Deadline for project completion: (Include process for any legal requirements (e.g., SEPA), political commitments, and staff goals.)

The goal is to conduct outreach in October and November, compile a final report and recommendation in December, seek Community Police Advisory Board approval in December and City Council adoption by early 2024

**4. Why should the public get involved in this process/project from their perspective?** (It is useful to be able to articulate what participants will gain from taking part in your process.)

Data demonstrates that historically, Oaklanders who participate in Neighborhood Councils have not been an accurate representation of the general population, with participants more likely to be older, property owners, and whiter than the general population. The engagement effort will focus on Oaklanders who have not historically participated—younger, more diverse racially, and those who do not own property. The incentive to participate is to see that these voices are heard and that the City's proposed new engagement strategy for community policing is responsive to their input. Those community members who do participate will get to voice their concerns and provide solutions to improve public safety outcomes for Oakland's most impacted neighborhoods. Another benefit to Oaklanders is to improve how they receive public safety information and how they access city services. Participants will also influence and improve how service delivery is provided in their neighborhood.

**5. What is the specific public process purpose?** (check all that apply)

All of the options below apply to this process.

**Inform** (Educate the public about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where public input is needed.)

**Consult** (Gather information and ask for advice from citizens to better inform the City's work on the project.)

**Collaborate** (Create a partnership with the public to work along with the City in developing and implementing the planning process or project.)

**Shared Decision-making** (Decision-makers delegate decision-making power to stakeholders or give them a formal role in making final decisions to be acted upon.)

**6. What are the City's objectives in involving the public in this process/project?**

(mark all that apply)

All of the options below apply, however there is a need to develop innovative policy options to create community engagement processes as it related to community policing and public safety initiatives in Oakland.

There is debate among the City's Neighborhood Councils/community groups about community resource officers and OPD involvement and what that involvement should look like. We need to ask communities with the highest levels of violence crime, and those that are not involved in the Neighborhood Councils what they need to feel safer in their neighborhoods and whether OPD plays a prominent or ancillary role in these efforts.

**To help with policy making:**

- Use it to define the problems, to find solutions, or both
- Establish the complexity of an issue
- Develop innovative policy options
- Test out ideas
- Collaborative problem solving to find the most effective solutions
- Identify and understand the risks
- Find the most cost-efficient solutions to problems
- Find the most equitable solutions to problem(s)

**To help relations with community:**

- Ensure community gets heard on the policy-making process
- Sharing with community the pros and cons of policy options
- Informing the community about steps actions, changes to or new services
- Building relationships with and listening to specific under-represented communities
- Strengthening relationships between constituencies
- Developing alternative methods for public engagement for racial/ethnic communities
- Partnering with community organizations
- Maintaining and deepening relationships within a community.

**Please describe:**

**7. What are the constraints to public influence?**

Previous City commitments  
Funding limitations (amount; how it can be used)  
Legal constraints (laws that constrain scope and/or solutions)  
Other:

**Describe any legally mandated public involvement (e.g. SEPA):**

**8. Who are the decision-makers?** (check all that apply)

Mayoral priority

Council priority (name(s), if applicable) \_\_\_\_\_

Other level of government: \_\_\_\_\_

Appointed officials: \_\_\_\_\_

Other Decision-makers: \_\_\_\_\_

**9. Who are the stakeholders in the process?** (Include all who are affected: client, sponsor, and influencers, end users, “bystanders,” media, others affected by the process/action. Pay attention to identifying those who typically don’t participate or have a voice, but who are affected like Black, Indigenous, People of Color, immigrants, low income households, elderly, youth, etc. – check all that apply and add specifics when available)

Underserved Racial/Ethnic Groups, i.e.: people of color identified by demographic data.

Community Based Organizations (advocacy groups, non-profit agencies):

Private Sector (business community, development community):

City Department(s):

Other Public Agencies:

Other (those also directly affected by the outcome):

**10. Project lead check in with Department leadership, communications staff, other key department staff for advice/approval of draft racial equity outcomes, scope and purpose of outreach, stakeholder identification, etc.**

Joe DeVries, Deputy City Administrator  
Felicia Verdin, Assistant to the City Administrator  
Ana Martinez, Assistant to the City Administrator

**11. What public involvement tools/activities are appropriate for the project?**

Describe engagement tools/activities: (Refer to the Public Engagement Matrix to determine types of appropriate engagement. e.g. survey, public meeting, etc.):

In partnership with the Neighborhood Services Division, the team will conduct the following to reach the most marginalized and underserved communities in Oakland:

- A short survey and engage with residents during community events and other public venues. Share the survey on social media to increase responses.
- Discuss strategies here for people that are less inclined to participate. Strategies would include door-to-door outreach and a table at grocery stores and other community events. Also, outreach on social media, including Instagram and perhaps TikTok and connect with community partners as outlined below.
- Engage residents by meeting them where they are and that is convenient for them. Including tabling at grocery stores, corner stores, food distribution lines, bus stops, and churches in east, west and central Oakland
- Collaborate with community-based organizations and churches to request their assistance with getting the word out and reaching harder-to-reach individuals, including through:
  - Roots Community Clinic
  - The East Oakland Collective (especially during their free food distribution on Tuesday & Thursday)
  - East Oakland Neighborhood Initiative (e.g., Planting Justice, Sobrante Park Resident Action Council, Communities for a Better Environment and Scrapper Bike team, etc)
  - Urban Peace Movement
  - Ella Baker Center
  - Allen Temple
  - St. Bernard Church, and other churches in East Oakland and Fruitvale.
  - Churches in West Oakland include West Side Missionary Baptist Church, Taylor Memorial and other churches
  - Trybe (request residents complete the survey during food distribution)
  - Middle and High Schools, including Castlemont, Fremont High, West Oakland senior center, McClymonds and other charter schools.

- West/East Oakland Senior Centers

Other engagement options:

- Listening circles/focus groups – add locations from NSD and schedule dates. Food and childcare will be provided
- Door-to-door outreach
- Community meetings
- One on one engagement with community members
- The team will involve all types of engagement outlined in the matrix to inform, consult, collaborate and create opportunities for shared decision-making.

## **12. How will you incorporate inclusive engagement practices into activities?**

(See Appendixes I and II for more details)

**Identify, and prioritize relationships in/with under-represented communities, trusted community members and respected community leaders** – Activity deepens existing relationships or establishes new relationships.

**Consult with under-represented community members during process design** – Activity informed by community expertise.

**Start early with alternative methods for engagement** – Approach provides multiple ways for contributing input and feedback and direct communication with under-represented communities.

**Maintain contact with the community** – Activity builds-in communication with the community, or establishes an on-going relationship.

**Remove barriers and create a welcoming atmosphere** – Activity takes language issues into account and removes barriers to participation like location accessibility, time, transportation, childcare, language interpretation and ASL and power dynamics. Strives to have activities that reflect the culture of the community.

**Partner with diverse organizations and agencies** – Activity provides opportunity to collaborate with organizations of color and draws upon leadership from communities of color.

## **13. Interests/concerns to be investigated with stakeholders during consultation, collaboration and engagement processes.**

*What changes to the proposal/program do they see as needed, if any, and what do they prefer not be changed?*

Staff expect to see a change in the current program to reflect the needs and interests of Oakland's underserved communities. We expect to see a new



community safety and engagement resolution to replace the current community policing resolution 79235.

*What barriers to positive outcomes, or root causes related to existing disparities have they experienced?*

The barriers to positive outcomes are systematic racism and continuous disinvestment in Oakland's most impacted neighborhoods.

*How might they be affected by risks or burdens related to the proposal? (Possible harm?)*

A harm is for the City to continually not deliver on meeting the needs or requests from residents.

*What ideas to address the risk of harm do they have?*

We will ask community what their ideas are to address the risk of harm.

*How might they benefit from the policy/project/plan? How could benefits be amplified?*

The benefit is safer more engaged neighborhoods that work in partnership with the City and other government agencies to inform policy and projects and ongoing neighborhood planning.

*What other ideas for improvements do they have?*

We will ask the community what ideas they have to improve their neighborhoods.

*Any other issues?*

The challenges of reaching and connecting with communities that city government does not often engage.

#### **14. Is there a requirement for an advisory group or community partnership?**

No – Continue to #15.

Yes - How will this be accomplished? (What is the purpose of the group? Is the group already outlined or codified? Will you use or build on an existing group or need to create a new advisory group? Specify resources needed, timelines, racial, ethnic and language diversity in the group, accessibility, etc.

The existing CPAB advises on the current community policing policy. This group was created in the original community policing policy, Oakland City Council resolution 72727, which was replaced by [79235](#) in 2005. The City Administrator's staff will keep the CPAB informed about the community engagement effort and request their feedback and participation as needed. The goal is to rename the CPAB to align with the revised community safety resolution that will be developed as a result this community engagement effort.

#### **15. What are the basic communication strategies and issues for the project?**

What are the key messages that need to be shared about the project?

The key message is that the City of Oakland values the safety of our community and wants to hear from the most vulnerable, under-represented neighborhoods about what will make them feel safer in their community.

Some of the key messages could include:

- Tell us what will make you feel safer in your neighborhood.
- What does neighborhood safety mean to you?
- What activities/programs would motivate you to take part in civic engagement in your community?
- What discourages you from participating in civic engagement activities in your community?
- What services should the City provide to community members through its Neighborhood Councils to make them meaningful and useful to you?

What is the strategy for communicating with the media? (Include strategies for working with Ethnic media outlets)

Issue a press release if needed to announce this public safety engagement effort. Staff would suggest all the popular social media sites, including Facebook and Instagram.

How will social media be employed, if at all? (**Note about social media:** Data suggest that there are differences in the use/preference of social media sites by age, race and ethnicity. About eight-in-ten Latino, black and white adults who are online use at least one of five social media sites – Facebook, Instagram, Pinterest, LinkedIn and Twitter. Do your research before deciding on a social media site for a community.)

What are the translation and interpretation need of the project?

Staff will translate materials to four languages at a minimum: Spanish, Cantonese, Mandarin, Vietnamese. We will translate to other languages as needed and requested.

How would the deaf and hard of hearing and low vision and blind will receive information?

Information will be available on the City of Oakland website for the deaf and hard of hearing and information for the low vision and blind can be provided upon request. How about people who cannot read and write? Staff and community members can explain the project and voice translation in Google can be used.

- Information will be made available on the website and materials can be translated to braille. Also, for the blind, google translate is available. Staff at the library, staff and community members can verbally explain the project to get feedback from everyone interested in participating in this effort,

What are the best communications strategies for non-English speaking residents, underrepresented ethnic/racial, or disAbility groups?

Partnering with community leaders and organizations representing non-English speakers is the best form of outreach. City staff who represent non-English speakers can also assist with interpretation.

**16. What resources and responsibilities are needed to carry out the public involvement activities?**

- Staff Responsibilities and roles, project manager, public engagement lead, other staff or consultants:

Felicia Verdin and Ana Martinez will serve as project managers and public engagement leads in partnership with the Neighborhood Services Division staff, CPAB and other community partners.

- Community responsibilities and roles (if applicable):  
Assistance with outreach and engagement regarding the project. This project will utilize existing staff and budget resources.

***Note: this guide should be completed prior to writing an RFP for consulting services to assure that the scope and qualifications requested are consistent with the desired inclusive outreach and inclusion intentions.***

**17. What is the public involvement schedule?**

Develop a timeline and month-by-month calendar of tasks and activities for public involvement. Show how these are connected to project timeline and milestones. In developing these schedules, work back from deadlines to determine what types of involvement is possible given timeframe and deadlines for the project.

Key Dates:

June 2023	Communitywide Training on Equity hosted by DRE, CPAB and Neighborhood Services Division
October	Data gathering and planning Stakeholder engagement
October	Prepare Outreach Materials Complete Survey Design and print postcards Press Release
October/early November	Data Gathering

	Conduct Outreach Social media engagement Distribution of survey postcards Listening Circles/Door-to-door outreach
Mid-November	Data Analysis
December	Presentation of Data to CPAB
January/February	Report, Recommendation and Resolution to City Council

**18. What are the reporting mechanisms?** Include products that document and report on the outcomes of the public involvement and the timing of those products (mark all that apply).

Media/communications pieces (press packet, news release)

Progress report(s)

Final report

Formal recommendations

Briefings and presentations for decision-making bodies (involve community)

Describe: Data will be presented to the Community Policing Advisory Board and report, recommendation and resolution will go to City Council. Staff can also provide a status update to community partners in a friendly easy to read format.

**19. *Project Lead circle back with department leadership and communications staff on proposed public involvement strategy/tools, resource needs and responsibilities, and coordination with other projects.***

**20. Finalize and Share Plan with team and partners.**

## **EVALUATING PUBLIC ENGAGEMENT**

An evaluation should be completed to document the effectiveness of the public involvement process and its level of inclusion. The following criteria provide a guide to assessing this effectiveness with input from the community, staff, other City and agency.

### **Criteria:**

**Public's role is identified in scoping the project**

1. Reflects maximum possible influence that can be exerted by the public on the outcome/decisions
2. Fully reflects the diversity of the community
3. Is coordinated with key milestones and phases of the planning project/process
4. Is feasible in terms of time and resources
5. Stakeholders are fully identified, including their interests

**Public involvement plan is developed for the entire project**

1. Public Involvement plan clearly identifies public's role
2. Public involvement plan includes strategies for inclusive engagement and incorporates alternative approaches for engagement
3. Public Involvement plan is clearly communicated to all stakeholders, including decision-makers, public and private interest groups and staff
4. Public Involvement plan includes specific activities, information, staff resources, and relationship to project milestones, and timeline
5. Public Involvement plan includes mechanisms for ongoing communication and feedback with general public and stakeholders throughout the project

**Public involvement results are clear and have been incorporated into the project when:**

1. Both the process of public involvement and the results are documented (what the public said and how their input, advice or work was used)
2. The diversity of the involvement was documented (e.g. number of people of color participating)
3. Results of public involvement are communicated broadly to people who were involved, to the broader public, and to decision-makers

**The public involvement process is successful when:**

1. All stakeholders (community participants and their constituencies, affected agencies, decision-makers) are satisfied that the process has been fair, accessible and has been effective in appropriately involving the public, including under-represented communities
2. The process was inclusive and reflective of the community
3. Decision-makers can make decisions based on/informed by the public involvement results and staff recommendations/proposals

**Appendix I**

**Department of Race and Equity**

**Inclusive Outreach and Engagement Best Practices**

Inclusive outreach and civic engagement, in the context of advancing racial equity, is a way of looking at and understanding the obstacles to participation that some individuals and communities face so we can design activities that engage them as equal partners in

this process. It is also an internal process to explore our outreach and engagement policies, practices, and procedures to determine how a department can support community efforts to overcome obstacles, eliminate barriers to participation and to build trusting civic relationships to advance social justice and racial equity that benefits all Oakland residents.

## **Best Practices**

**Identify, and prioritize relationships in/with under-represented communities, trusted community members and respected community leaders** – Activities deepen existing relationships or establishes new relationships with key communities. Your work should focus on identifying trusted advocates within these communities as well as organizations with a demonstrable track record serving these communities and setting a process/ working procedure to capture contacts, keep the information up to date and how these new relationships will be sustained. It is also helpful to discuss how this information will be shared with department staff. If your department is not currently connected with community.

**Consult with under-represented community members during process design** – Activities are informed by community expertise. You can improve Oakland's resident's wellbeing by ensuring that services meet their needs and aspirations and creating policies that remove barriers or mitigate harm. Your work should focus on creating ways to collect, analyze and use evidence to shape service priorities and delivery by making sure community input is built into the design process. It also means moving beyond a solely data driven approach to needs assessment, to one that is complemented by the views of those in the communities (y) most impacted by your planned actions.

**Start early with alternative methods for engagement** – Approach provides multiple ways for contributing input and feedback and direct communication with under-represented communities. Informal engagement events can help you reach out to busy community members in a way that enables them to contribute and have an enjoyable experience. Your work focuses on coordinated engagement processes and events with partners where appropriate, enable information sharing, collaboration and communications supported through a wider range of community agencies or trusted community advocates that help you to build trust between the city and the local community, improve relationships and create a culture of collaboration between the City of Oakland and the community when appropriate.

**Maintain contact with the community** – External activities build-in communication with the community, or establish an on-going relationship. Internal activities create a process to maintain internal stake holders informed on issues as they arise and a clear decision-making process to resolve conflicts that may arise. If your project is large and involves several city departments and communities, you should consider creating a formal communications plan. A good communication plan includes a conflict management strategy which is designed to make issues between stakeholders more manageable. Know your audience, practice good communications skills and do what it is sustainable to maintain good relationships with your stakeholders. Ask the community

members or organization how they prefer to be contacted. If they welcome emails, send them email updates as appropriate. Establish yourself as a resource and always give them notice if your organization is going to be doing anything public that is in any way, relevant to them – issuing a press release, report, testifying, publishing an op-ed, hosting an event, etc.

**Remove barriers and create a welcoming atmosphere** – Activities take language and cultural practices into account and remove barriers to participation like location accessibility, time, transportation, childcare, literacy, language interpretation, ASL and power dynamics. Strive to have activities that reflect the culture of the community.

**Partner with diverse organizations and agencies** – Activity provides opportunity to collaborate with organizations of color and draws upon leadership from communities of color.

## Appendix II

### PUBLIC ENGAGEMENT MATRIX

Type of Engagement	Goal of Participation	Tools/Activities	Inclusive Engagement Techniques	Indicators/Evaluation
<b>INFORM</b> <small>(required for all types of engagement)</small>	Educate the public about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where public input is needed.  <b>Message to the Public:</b> Will keep everyone informed.	<ul style="list-style-type: none"> <li>- <i>Fact Sheets</i></li> <li>- <i>Brochures</i></li> <li>- <i>Websites and social media</i></li> <li>- <i>Open Houses</i></li> <li>- <i>Exhibits/displays (in public areas)</i></li> <li>- <i>Newsletters (mailed/online)</i></li> <li>- <i>Newspaper articles and radio ads</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents and webpage sections</li> <li>Interpretation at events</li> <li>Alternative methods of outreach</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Attendance</li> <li>Website/social media hits</li> <li>Public comment/feedback</li> <li>Circulation of print material</li> <li>News article comments</li> <li>Radio -compare the number of calls and website hits during the advertising period to a similar time where no advertising occurred.</li> </ul>
<b>CONSULT</b>	Gather information and ask for advice from citizens to better inform the City's work on the project.  <b>Message to the Public:</b> Will keep everyone informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	<ul style="list-style-type: none"> <li>- <i>Focus groups</i></li> <li>- <i>Surveys, interviews, and questionnaires</i></li> <li>- <i>Public Meetings</i></li> <li>- <i>Door-to-door</i></li> <li>- <i>Workshops and working sessions</i></li> <li>- <i>Deliberative polling</i></li> <li>- <i>Internet (interactive techniques)</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents and webpage sections</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders</li> <li>Seek opportunities for contact at regular community events/locations rather than separate "town meeting"</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Quality of information from focus groups, surveys, interviews, questionnaires – online and door to door</li> <li>Attendance and participation at workshops and in polls</li> <li>Internet /social media response/comments</li> </ul>
Type of Engagement	Goal of Participation	Tools/Activities	Inclusive Engagement Techniques	Indicators/Evaluation
<b>COLLABORATE</b>	Create a partnership with the public (key stakeholder groups) to work along with the City in identifying problems, generating solutions, getting reactions to recommendations and proposed direction.  <b>Message to the Public:</b> Will work with the public to ensure that their concerns and issues are directly reflected in the alternatives developed and show how public input influenced the decision.	<ul style="list-style-type: none"> <li>- <i>Citizen Advisory Committee/ Liaison Groups /trusted advocates</i></li> <li>- <i>Visioning</i></li> <li>- <i>Consensus building</i></li> <li>- <i>Participatory decision-making</i></li> <li>- <i>Charrettes</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders on their "turf" on their time.</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Veracity of Committee/Liaison Group processes</li> <li>Clarity of shared vision</li> <li>Level of consensus outcomes</li> <li>Adherence to participatory decision making models</li> <li>Participation in Charrettes</li> </ul>
<b>SHARED DECISION-MAKING</b>	Decision-makers delegate decision-making power to stakeholders or give them a formal role in making final recommendations to be acted upon.  <b>Message to the Public:</b> Will implement what the public decides.	<ul style="list-style-type: none"> <li>- <i>Citizen juries</i></li> <li>- <i>Ballots</i></li> <li>- <i>Delegated decisions to specific representative citizen body or to voters</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders on their "turf"</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Measure collective impact:</li> <li>Track progress toward a shared goal using a short list of community indicators.</li> <li>Assess progress and improve program based on community feedback</li> <li>Quality of shared information from focus groups, surveys, interviews, questionnaires – online and door to door</li> </ul>



## OPD SARA PROJECTS

As of August 2023

### **Area 1 has the following SARA projects:**

Beat 05Y - 1614 Campbell St.

-Addressing burglaries and mail theft occurring in and around the area.

Beat 06X - 925 Brockhurst St.

-Addressing narcotics sales in front of an elder center.

Beat 07X - 32<sup>nd</sup> St. and Magnolia St.

-Addressing the increase in sales of narcotics and violent crimes in the area.

### **Area 2 has the following SARA projects:**

Beat 12X - 4354 Telegraph Ave.

-Addressing the high amount of repeated auto burglaries and business burglaries in the area.

Beat 12X - 557 47<sup>th</sup> St.

-Addressing vehicle theft and narcotic activity from unhoused encampments in the area.

Beat 12X - 4615 Manila Ave.

-Addressing a nuisance residence believed to be involved in narcotic activity.

Beat 10Y - 800 block of 59<sup>th</sup> St.

-Addressing the community's concerns regarding firearms and vehicle theft in the area.

Beat 08X - 370 W Macarthur Blvd.

-Addressing prostitution, vehicle theft, and violent crime associated to motel.

### **Area 3 has the following SARA projects:**

Beat 19X - 1<sup>st</sup> Ave to 8<sup>th</sup> Ave. along the International Blvd. and E 12<sup>th</sup> St. Corridors

-Addressing an increase in violent crimes in the area.

Beat 19X - 1045 E 12<sup>th</sup> St.

-Addressing an illegal gambling establishment.

Beat 16Y - 800 block of Alma Place

-Addressing catalytic converter thefts and auto burglaries.

Beat 16X - 3200 block of Grand Ave. and 3200 block of Lakeshore Ave.

-Addressing traffic enforcement concerns.

Beat 18Y - E 33<sup>rd</sup> St. and 14<sup>th</sup> Ave.

-Addressing traffic enforcement concerns.

Beat 17Y - Park St. and Macarthur Blvd.

-Addressing traffic enforcement concerns.

Beat 14Y - 3200 block of Lakeshore Ave. and 3200 block of Grand Ave.

-Addressing the high amount of auto burglaries and business burglaries.

**DISTRICT 4 – Ofc A Johnson**

2783 E12th St (Beat 20X)

- Nuisance Property; assisting owner with eviction of squatters on property

E15th St & Miller Ave (Beat 20X)

- Homeless Encampment Closure; abandoned Vehicles; nuisance abatement

2030 25<sup>th</sup> Ave (Beat 21X)

- Nuisance Abatement; illegal Gambling on property

3200-3700BLK E9th St (Beat 23X)

- Traffic Enforcement

700blk of 37<sup>th</sup> Ave (Beat 23X)

- Homeless Encampment Closure

**DISTRICT 5 – Ofc S Sumpter**

E12th St & 47<sup>th</sup> Ave (Beat 26X)

- Homeless encampment closure

1200blk 73<sup>rd</sup> Ave – Dolphin Park Cul-de-Sac (Beat 26Y)

- Homeless encampment closure; cul-de-Sac redesign to reduce illegal parking

2560 Courtland Ave (Beat 27X)

- Cul-de-sac redesign project to curb illegal activity on the street (abandoned stripped/dumped vehicles)

Arroyo Viejo Park (Beat 30X)

- NEST Team project with City of Oakland partners

**DISTRICT 6 – Ofc J Endaya**

149 Louvaine Ave (Beat 31Z)

- Nuisance Property; squatters on property; Request from Beat 31YZ Neighborhood Council

11000 San Leandro St (Beat 32X)

- Abandoned apartment building overtaken by squatters; reported criminal activity linked to squatters

9915 MacArthur Blvd (Beat 32Y)

- Nuisance property; Criminal activity at location; squatters involved in violent crime/shootings at location

Beat 33X/34X

- Community Outreach/Quality of Life

2261/2263 85<sup>th</sup> Ave (Beat 35X)

- Problem residence; multiple shootings related to occupants of property; working on nuisance eviction

**DISTRICT 6 – Ofc C Vasquez**

9200blk Crest Ave (Beat 35X)

- Roadway redesign to help with criminal activity/nuisance behavior on the block

Skyline Blvd between Grass Valley Rd and Keller Ave (Beat 35Y)

- Roadway redesign/parking restriction to curb illegal activity (loitering, shootings, illegal dumping)



**CITY OF OAKLAND  
COMMUNITY POLICING ADVISORY BOARD**

**Regular MEETING**

**Agenda**

**Wednesday, October 4, 2023**

**6:00 PM**

Oakland City Hall  
Hearing Room 2  
1 Frank H. Ogawa Plaza, 1<sup>st</sup> Floor

**Board Membership:**

Chair, Creighton Davis (Mayoral), Vice Chair, Daniel Ettlinger (Mayoral)  
Vacant (Dist. 2), Vacant (Dist. 1), Vacant (Dist. 3), Jenny Zilliac (Dist. 4),  
Jorge Lerma (Dist. 5), Donald Dalke (Dist. 6), Jacqueline Long (Dist. 7),  
Art Douglas Blacksher (At Large), Colleen Brown (NW),  
Vacant (NW), Van Cedric Williams (OUSD), Ericka Parker (OHA),  
Vacant (Mayoral)

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1. Roll Call and Determination of Quorum
2. Public Comment
3. Introduction of the new CPAB staff, Assistant to the City Administrator, Ana Martinez  
Update on the Neighborhood Services Division
4. Resolution 79235 redraft strategy discussion  
Chair Creighton Davis
5. CPAB Recruitment  
Discuss the current board member terms
6. Update on the community policing equity analysis and conflict mediation/  
de-escalation contract  
Joe DeVries, Deputy City Administrator  
Felicia Verdin, Assistant to the City Administrator
7. Agenda Building
8. Open Forum
9. Adjourn

**CITY OF OAKLAND  
COMMUNITY POLICING ADVISORY BOARD**

**Regular Meeting Agenda  
Wednesday, October 4, 2023  
6:00 PM**

Oakland City Hall  
Hearing Room 2  
1 Frank H. Ogawa Plaza, 1<sup>st</sup> Floor

**Observe:**

- To observe the meeting via Zoom, please click on this link:  
<https://us02web.zoom.us/j/83505090768>

Webinar ID: 835 0509 0768

- To listen to the meeting by phone, please call one of these numbers:

Or One tap mobile :

+16694449171,,88338073596# US

+16699009128,,88338073596# US

**Comment in advance:**

To send your comment directly to the Community Policing Advisory Board and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Felicia Verdin at [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov). Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Community Policing Advisory Board prior to the meeting.

**In-person:**

*Each person wishing to speak on items must fill out and submit a speaker's card to staff prior to the meeting. Members of the public can address the Community Policing Advisory Board in-person only and shall state their name and the organization they are representing, if any.*

CITY OF OAKLAND

Memorandum

To: Community Policing Advisory Board  
 Attn: Chair Creighton Davis  
 From: Deputy Chief of Police James P. Beere 8115  
 Date: 1 July 2023

Re: Patrol Staffing and Structure

Beats broken down by Area:

Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
1-7	8-13	14-19	20-25	26-30	31-35

Overlap days occur on 1<sup>st</sup> and 3<sup>rd</sup> Watch only. 2<sup>nd</sup> Watch does not have overlap due to the 12 hour shifts.

- Area 1 Monday
- Area 2 Sunday
- Area 3 Saturday
- Area 4 Friday
- Area 5 Thursday
- Area 6 Friday

The graph below shows each Area overlaps:

Area 1	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
<b>0600-1600</b>		1A 0600	1A 0600	1A 0600	1A 0600		
	1B 0600	1B 0600				1B 0600	1B 0600
<b>1400-0200</b>			1A 1400	1A 1400	1A 1400	1A 1400	
	1B 1400	1B 1400	1B 1400				1B 1400
<b>2100-0700</b>		1A 2100	1A 2100	1A 2100	1A 2100		
	1B 2100	1B 2100				1B 2100	1B 2100
Area 2	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
<b>0700-1700</b>	2A 0700	2A 0700	2A 0700	2A 0700			
	2B 0700				2B 0700	2B 0700	2B 0700

<b>1400-0200</b>			2A 1400	2A 1400	2A 1400	2A 1400	
	2B 1400	2B 1400	2B 1400				2B 1400
<b>2200-0800</b>	2A 2200	2A 2200	2A 2200	2A 2200			
	2B 2200				2B 2200	2B 2200	2B 2200
<b>Area 3</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>				3A 0600	3A 0600	3A 0600	3A 0600
	3B 0600	3B 0600	3B 0600				3B 0600
<b>1400-0200</b>			3A 1400	3A 1400	3A 1400	3A 1400	
	3B 1400	3B 1400	3B 1400				3B 1400
<b>2100-0700</b>				3A 2100	3A 2100	3A 2100	3A 2100
	3B 2100	3B 2100	3B 2100				3B 2100
<b>Area 4</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0700-1700</b>			4A 0700	4A 0700	4A 0700	4A 0700	
	4B 0700	4B 0700				4B 0700	4B 0700
<b>1400-0200</b>			4A 1400	4A 1400	4A 1400	4A 1400	
	4B 1400	4B 1400	4B 1400				4B 1400
<b>2200-0800</b>			4A 2200	4A 2200	4A 2200	4A 2200	
	4B 2200	4B 2200				4B 2200	4B 2200
<b>Area 5</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>		5A 0600	5A 0600	5A 0600	5A 0600		
	5B 0600				5B 0600	5B 0600	5B 0600
<b>1400-0200</b>			5A 1400	5A 1400	5A 1400	5A 1400	
	5B 1400	5B 1400	5B 1400				5B 1400
<b>2100-0700</b>		5A 2100	5A 2100	5A 2100	5A 2100		
	5B 2100				5B 2100	5B 2100	5B 2100
<b>Area 6</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>			6A 0700	6A 0700	6A 0700	6A 0700	
	6B 0700	6B 0700				6B 0700	6B 0700
<b>1400-0200</b>			6A 1400	6A 1400	6A 1400	6A 1400	
	6B 1400	6B 1400	6B 1400				6B 1400
<b>2100-0700</b>			6A 2200	6A 2200	6A 2200	6A 2200	
	6B 2200	6B 2200				6B 2200	6B 2200

### Current Patrol Staffing:

There are 314 officers assigned to Patrol. Of that, 42 are off for various reasons such as medical leave and loans to units outside of Patrol.

- Area 1 – 56 assigned, 2 on transitional assignment, 1 on medical leave.
- Area 2 – 51 assigned, 2 on transitional assignment, 3 on medical leave, 3 on loan.
- Area 3 – 49 assigned, 1 on transitional assignment, 1 on medical leave, 1 on loan, 1 on military leave.
- Area 4 – 58 assigned, 5 on medical leave, 4 on loan, 3 on admin leave.
- Area 5 – 48 assigned, 2 on transitional assignment, 1 on medical leave, 1 on loan, 1 on admin leave.
- Area 6 – 52 assigned, 2 on medical leave, 4 on loan, 4 on admin leave.

### Tac Units:

If a squad is full at the max of 8 working officers, there will be officers available to work as tac units depending on how many beats that Area has. For example, a full squad in Area 1 that has 7 beats, 1 officer would be available to work as a tac unit. This number fluctuates daily with factors such as long and short term medical leaves, training and time off such as vacation leave.

### K9s:

There are 5 K9s assigned to Patrol. 1 is on medical leave and 1 is on loan.

### Sworn Technicians:

There are 3 sworn technicians assigned to Patrol.

### Civilian Police Evidence Technicians:

There are 15 civilian evidence technicians assigned to Patrol. 1 is on medical leave and 1 is on loan.

### Police Services Technician II:

There are 15 PST IIs assigned to Patrol. 2 are on loan.

### Projected Retirements Next 2 Years:

81 possible retirees in 2023

- 1 Deputy Chief
- 4 Captains of Police
- 5 Lieutenants of Police



- 27 Sergeants of Police
- 44 Police Officers

31 possible retirees in 2024

- 1 Assistant Chief of Police
- 2 Deputy Chiefs of Police
- 2 Captains of Police
- 6 Lieutenants of Police
- 6 Sergeants of Police
- 14 Police Officers

The Oakland Police Department’s Current Staffing as of 1 Jul 2023:

Sworn

Total Filled: 713

Total Funded Authorized: 712 (Reduced from a previously authorized strength of 741 on June 30, 2023)

193<sup>rd</sup> Academy

Total Filled: 4

Total Funded Authorized: 33

193 <sup>rd</sup> Academy	
Recycled	2
Pre-Hired	2
Cleared for Hire	4
Pending Review	0
Pending Chief’s Interview	3
Pending Chief’s Interview Clearance	0
Pending Clearance	4
Total	15

Total filled for the 192<sup>nd</sup> and 193<sup>rd</sup> Academies: 28

James P. Beere      8115  
 Deputy Chief of Police  
 Bureau of Field Operations 1  
 Oakland Police Department

**Scope of Work**  
**Oakland Speaks Project**  
**Schedule A**

**Project Leads, Goals and Timeframe**

Three Bay Area community leaders will bring our extensive experience and community connections to the Oakland Speaks project: Ana-Marie Jones, Originator of the Oakland Speaks project, will serve as Content Lead; Ira Armstrong of Peace Out Loud will serve as the Community Lead; and Karen Fleshman, Founder of Racy Conversations, will serve as Administrative Lead. Our bios and responsibilities are included in this proposal.

Contractor will initiate the Oakland Speaks project for the City of Oakland in the summer of 2023 (July 2023-October 30, 2023). Our goal is to reduce violent crime in Oakland by:

- embracing conflict resolution and de-escalation techniques as Oakland's shared community language
- building community power of individual and collective words and actions
- saving lives and transforming a negative perception into a positive reality

Contractor will strive to make the project succeed and raise additional funds to sustain it.

**Project Leaders' Bios and Responsibilities**

**Ana-Marie Jones, Content Lead**

Ana-Marie Jones helps people create more positive, connected, and effective work and social environments. She is an author, keynote speaker, consultant and trainer, and a winner of 3 Cable Telly awards. Ana-Marie was inducted into the Women in Emergency Management and Homeland Security Hall of Fame as a recognized expert on culturally competent sustainable preparedness, response, public safety, and community resilience. She originally developed the Oakland Speaks Project.

**Responsibilities:**

*Administrative:*

- create talking points and 1-page funding proposal to share with prospective funders with input from Ira and Karen

- work with City of Oakland, Ira and Karen to determine future of project

*Resource Repository Website:*

- collaborate with Ira and Karen to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- vet all material and decide what we want to include on website
- identify organizations that provide in-depth trainings on conflict resolution and de-escalation to include in resource repository
- attend trainings, workshops, and otherwise consume resources on conflict resolution, de-escalation, and related topics
- create new curricula and materials as needed
- develop other materials

*Trainings:*

- work with Ira and the young people to decide on training curriculum, who will train, how to train
- practice offering the training with Ira, the young people, and Karen
- work with committed community stakeholders, City of Oakland, and media partners to publicize the trainings
- serve as a trainer
- conduct Plus/Delta debriefs to monitor effectiveness of trainings and continuously improve

*Public Awareness Campaign:*

- work with Ira and the young people to create digital content
- evaluate effectiveness of public awareness campaign and continuously improve

**Ira X. Armstrong, Community Lead**

Ira (they/he) is a founder at PEACE Out Loud, a queer, Black, Brown, and poor people-led Social Permaculture enterprise in the San Francisco Bay Area, and they are dedicated to Self Determination, Outdoor and Freedom Education, and building Consent Culture.

**Responsibilities:**

*Administrative:*

- convene critical subject matter partner agencies
- administer stipends for young people working on the project

*Resource Repository Website:*

- hire young people to develop the Oakland Speaks brand identity (logo, colors, look and feel) and resource repository website
- collaborate with Ana-Marie and Karen to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- vet all material and decide what we want to include on website
- seek permission from material creators to post to website
- identify organizations that provide in-depth trainings on conflict resolution and de-escalation to link to on website
- work with young people to develop additional materials
- launch and host resource repository website

*Trainings:*

- identify training times and locations for three hybrid and two online trainings
- work with the Neighborhood Services Division (NSD) and the Community Policing Advisory Board (CPAB) to publicize the trainings
- serve as a trainer
- evaluate effectiveness of training and continuously improve

*Public Awareness Campaign:*

- meet with local organizations, including young people and mature audiences and diverse cultural groups to ideate what will work
- work with young people to develop content for and launch social media campaign and make it go viral

**Karen Fleshman, Administrative Lead**

Karen Fleshman, Esq. (she her hers) is a mentor, activist, entrepreneur, attorney, author, educator, proud San Franciscan, and a single soccer mom. In 2014, she founded Racy Conversations, a workplace workshop facilitation company, to inspire the antiracist generation. Hundreds of workplaces nationwide have benefitted from Racy Conversations workshops, including Johnson & Johnson, AMGEN, Pixar, the San Francisco Public Library, the San Francisco Public Defender, and the San Francisco Public Utilities Commission. Karen's passion project is building interracial sisterhood.

*Programmatic:*

- support, but not lead, the development of the resource repository website, trainings, and public awareness campaign by providing direction and feedback

- collaborate with Ana-Marie and Ira to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- serve as a trainer
- provide direction and feedback on the public awareness campaign materials
- oversee translation of the materials by City of Oakland translators

Payment Schedule:

Racy Conversations requests an initial investment of \$49,999.99:

- A start-up payment upon contract award of \$27,500.00
- A close-out payment upon completion of the project of \$22,499.99

Racy Conversations will administer the project and serve as City of Oakland's contactor. Each Lead will be paid \$15,000 and Peace Out Loud will hire young people to work on the project and pay them \$5000 in stipends.

# City of Oakland Department of Race and Equity

## **INCLUSIVE PUBLIC ENGAGEMENT PLANNING GUIDE**

Use this guide to identify the need for, purpose and level of public engagement for a given issue.

To engage City leadership and key community as needed to finalize a complete plan, program, or policy; or to complete a Race and Equity Impact Analysis, including specific strategies for inclusive engagement.

The following four steps are recommended before initiating the planning process and filling in the worksheet:

<b>Step</b>	<b>Description</b>
<b>1</b>	Identify appropriate staff/team to complete the Outreach Plan
<b>2</b>	Review Inclusive Engagement Best Practices and the Public Engagement Matrix. (Appendix I and II)
<b>3</b>	Collect demographic data related to the geographic or policy/program area you will be working on.
<b>4</b>	Identify the future condition that could be impacted by the project, policy/program you will improve for Oakland residents (check all that apply): <ul style="list-style-type: none"><li><input type="checkbox"/> Housing</li><li><input type="checkbox"/> Jobs</li><li><input type="checkbox"/> Public Safety/ Criminal Justice</li><li><input type="checkbox"/> Access to Key Services</li><li><input type="checkbox"/> Other:</li></ul>

### **1. What is the overall scope and goals of the action under consideration?**

This is an effort to reimagine community policing in Oakland. The goal is to revise and update community policing resolution 79235, which was established to implement the City of Oakland's community policing policy. An aspect of the policy included creating a problem-solving framework with the "community and the police to analyze neighborhood problems, set priorities, develop strategies and work together to improve the quality of life in our neighborhoods." It also created, "a comprehensive City interdepartmental approach to solving neighborhood problems."

The goal of revising the policy is for the city to support a community engagement/public safety policy that embraces an approach where all city departments collaborate with block groups, Neighborhood Councils and citywide, not with just the police. The Community Policing Advisory Board (CPAB) has created a draft policy that is entitled: "Neighborhood Empowerment Program." As a city, we need to create a policy that benefits the community and is completed in partnership with all stakeholders.

**2. What is/are the proposed race and equity outcome(s) or results for the process?** What disparities could be impacted favorably and for which group(s)? Who will be better off and in what way? What baseline data is available, what else do you need?

The disparities that need to be addressed are to focus the City's engagement and service delivery systems to prioritize neighborhoods suffering the worst equity indicators and violent crime. The goal is to form trusted community partners in violence-impacted areas and immediately improve living conditions, provide the needed tools for neighbors to engage more effectively, reduce the overall crime rate, and improve equity indicators.

Neighborhoods most impacted by violence will experience safer neighborhoods. Based on the OakDOT Equity Toolbox map, when overlaid with crime data, those neighborhoods that experience the most violent crime are overwhelmingly High or Very High Priority Racial Equity Neighborhoods.

**3. What is the timeline for completion of this process?**

Deadline for project completion: (Include process for any legal requirements (e.g., SEPA), political commitments, and staff goals.)

The goal is to conduct outreach in October and November, compile a final report and recommendation in December, seek Community Police Advisory Board approval in December and City Council adoption by early 2024

**4. Why should the public get involved in this process/project from their perspective?** (It is useful to be able to articulate what participants will gain from taking part in your process.)

Data demonstrates that historically, Oaklanders who participate in Neighborhood Councils have not been an accurate representation of the general population, with participants more likely to be older, property owners, and whiter than the general population. The engagement effort will focus on Oaklanders who have not historically participated—younger, more diverse racially, and those who do not own property. The incentive to participate is to see that these voices are heard and that the City's proposed new engagement strategy for community policing is responsive to their input. Those community members who do participate will get to voice their concerns and provide solutions to improve public safety outcomes for Oakland's most impacted neighborhoods. Another benefit to Oaklanders is to improve how they receive public safety information and how they access city services. Participants will also influence and improve how service delivery is provided in their neighborhood.

**5. What is the specific public process purpose?** (check all that apply)

All of the options below apply to this process.

**Inform** (Educate the public about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where public input is needed.)

**Consult** (Gather information and ask for advice from citizens to better inform the City's work on the project.)

**Collaborate** (Create a partnership with the public to work along with the City in developing and implementing the planning process or project.)

**Shared Decision-making** (Decision-makers delegate decision-making power to stakeholders or give them a formal role in making final decisions to be acted upon.)

**6. What are the City's objectives in involving the public in this process/project?**

(mark all that apply)

All of the options below apply, however there is a need to develop innovative policy options to create community engagement processes as it related to community policing and public safety initiatives in Oakland.

There is debate among the City's Neighborhood Councils/community groups about community resource officers and OPD involvement and what that involvement should look like. We need to ask communities with the highest levels of violence crime, and those that are not involved in the Neighborhood Councils what they need to feel safer in their neighborhoods and whether OPD plays a prominent or ancillary role in these efforts.

**To help with policy making:**

- Use it to define the problems, to find solutions, or both
- Establish the complexity of an issue
- Develop innovative policy options
- Test out ideas
- Collaborative problem solving to find the most effective solutions
- Identify and understand the risks
- Find the most cost-efficient solutions to problems
- Find the most equitable solutions to problem(s)

**To help relations with community:**

- Ensure community gets heard on the policy-making process
- Sharing with community the pros and cons of policy options
- Informing the community about steps actions, changes to or new services
- Building relationships with and listening to specific under-represented communities
- Strengthening relationships between constituencies
- Developing alternative methods for public engagement for racial/ethnic communities
- Partnering with community organizations
- Maintaining and deepening relationships within a community.

**Please describe:**



**7. What are the constraints to public influence?**

Previous City commitments  
Funding limitations (amount; how it can be used)  
Legal constraints (laws that constrain scope and/or solutions)  
Other:

**Describe any legally mandated public involvement (e.g. SEPA):**

**8. Who are the decision-makers?** (check all that apply)

Mayoral priority

Council priority (name(s), if applicable) \_\_\_\_\_

Other level of government: \_\_\_\_\_

Appointed officials: \_\_\_\_\_

Other Decision-makers: \_\_\_\_\_

**9. Who are the stakeholders in the process?** (Include all who are affected: client, sponsor, and influencers, end users, “bystanders,” media, others affected by the process/action. Pay attention to identifying those who typically don’t participate or have a voice, but who are affected like Black, Indigenous, People of Color, immigrants, low income households, elderly, youth, etc. – check all that apply and add specifics when available)

Underserved Racial/Ethnic Groups, i.e.: people of color identified by demographic data.

Community Based Organizations (advocacy groups, non-profit agencies):

Private Sector (business community, development community):

City Department(s):

Other Public Agencies:

Other (those also directly affected by the outcome):

**10. Project lead check in with Department leadership, communications staff, other key department staff for advice/approval of draft racial equity outcomes, scope and purpose of outreach, stakeholder identification, etc.**

Joe DeVries, Deputy City Administrator  
Felicia Verdin, Assistant to the City Administrator  
Ana Martinez, Assistant to the City Administrator

**11. What public involvement tools/activities are appropriate for the project?**

Describe engagement tools/activities: (Refer to the Public Engagement Matrix to determine types of appropriate engagement. e.g. survey, public meeting, etc.):

In partnership with the Neighborhood Services Division, the team will conduct the following to reach the most marginalized and underserved communities in Oakland:

- A short survey and engage with residents during community events and other public venues. Share the survey on social media to increase responses.
- Discuss strategies here for people that are less inclined to participate. Strategies would include door-to-door outreach and a table at grocery stores and other community events. Also, outreach on social media, including Instagram and perhaps TikTok and connect with community partners as outlined below.
- Engage residents by meeting them where they are and that is convenient for them. Including tabling at grocery stores, corner stores, food distribution lines, bus stops, and churches in east, west and central Oakland
- Collaborate with community-based organizations and churches to request their assistance with getting the word out and reaching harder-to-reach individuals, including through:
  - Roots Community Clinic
  - The East Oakland Collective (especially during their free food distribution on Tuesday & Thursday)
  - East Oakland Neighborhood Initiative (e.g., Planting Justice, Sobrante Park Resident Action Council, Communities for a Better Environment and Scrapper Bike team, etc)
  - Urban Peace Movement
  - Ella Baker Center
  - Allen Temple
  - St. Bernard Church, and other churches in East Oakland and Fruitvale.
  - Churches in West Oakland include West Side Missionary Baptist Church, Taylor Memorial and other churches
  - Trybe (request residents complete the survey during food distribution)
  - Middle and High Schools, including Castlemont, Fremont High, West Oakland senior center, McClymonds and other charter schools.

- West/East Oakland Senior Centers

Other engagement options:

- Listening circles/focus groups – add locations from NSD and schedule dates. Food and childcare will be provided
- Door-to-door outreach
- Community meetings
- One on one engagement with community members
- The team will involve all types of engagement outlined in the matrix to inform, consult, collaborate and create opportunities for shared decision-making.

## **12. How will you incorporate inclusive engagement practices into activities?**

(See Appendixes I and II for more details)

**Identify, and prioritize relationships in/with under-represented communities, trusted community members and respected community leaders** – Activity deepens existing relationships or establishes new relationships.

**Consult with under-represented community members during process design** – Activity informed by community expertise.

**Start early with alternative methods for engagement** – Approach provides multiple ways for contributing input and feedback and direct communication with under-represented communities.

**Maintain contact with the community** – Activity builds-in communication with the community, or establishes an on-going relationship.

**Remove barriers and create a welcoming atmosphere** – Activity takes language issues into account and removes barriers to participation like location accessibility, time, transportation, childcare, language interpretation and ASL and power dynamics. Strives to have activities that reflect the culture of the community.

**Partner with diverse organizations and agencies** – Activity provides opportunity to collaborate with organizations of color and draws upon leadership from communities of color.

## **13. Interests/concerns to be investigated with stakeholders during consultation, collaboration and engagement processes.**

*What changes to the proposal/program do they see as needed, if any, and what do they prefer not be changed?*

Staff expect to see a change in the current program to reflect the needs and interests of Oakland's underserved communities. We expect to see a new

community safety and engagement resolution to replace the current community policing resolution 79235.

*What barriers to positive outcomes, or root causes related to existing disparities have they experienced?*

The barriers to positive outcomes are systematic racism and continuous disinvestment in Oakland's most impacted neighborhoods.

*How might they be affected by risks or burdens related to the proposal? (Possible harm?)*

A harm is for the City to continually not deliver on meeting the needs or requests from residents.

*What ideas to address the risk of harm do they have?*

We will ask community what their ideas are to address the risk of harm.

*How might they benefit from the policy/project/plan? How could benefits be amplified?*

The benefit is safer more engaged neighborhoods that work in partnership with the City and other government agencies to inform policy and projects and ongoing neighborhood planning.

*What other ideas for improvements do they have?*

We will ask the community what ideas they have to improve their neighborhoods.

*Any other issues?*

The challenges of reaching and connecting with communities that city government does not often engage.

#### **14. Is there a requirement for an advisory group or community partnership?**

No – Continue to #15.

Yes - How will this be accomplished? (What is the purpose of the group? Is the group already outlined or codified? Will you use or build on an existing group or need to create a new advisory group? Specify resources needed, timelines, racial, ethnic and language diversity in the group, accessibility, etc.

The existing CPAB advises on the current community policing policy. This group was created in the original community policing policy, Oakland City Council resolution 72727, which was replaced by [79235](#) in 2005. The City Administrator's staff will keep the CPAB informed about the community engagement effort and request their feedback and participation as needed. The goal is to rename the CPAB to align with the revised community safety resolution that will be developed as a result this community engagement effort.

#### **15. What are the basic communication strategies and issues for the project?**

What are the key messages that need to be shared about the project?

The key message is that the City of Oakland values the safety of our community and wants to hear from the most vulnerable, under-represented neighborhoods about what will make them feel safer in their community.

Some of the key messages could include:

- Tell us what will make you feel safer in your neighborhood.
- What does neighborhood safety mean to you?
- What activities/programs would motivate you to take part in civic engagement in your community?
- What discourages you from participating in civic engagement activities in your community?
- What services should the City provide to community members through its Neighborhood Councils to make them meaningful and useful to you?

What is the strategy for communicating with the media? (Include strategies for working with Ethnic media outlets)

Issue a press release if needed to announce this public safety engagement effort. Staff would suggest all the popular social media sites, including Facebook and Instagram.

How will social media be employed, if at all? (**Note about social media:** Data suggest that there are differences in the use/preference of social media sites by age, race and ethnicity. About eight-in-ten Latino, black and white adults who are online use at least one of five social media sites – Facebook, Instagram, Pinterest, LinkedIn and Twitter. Do your research before deciding on a social media site for a community.)

What are the translation and interpretation need of the project?

Staff will translate materials to four languages at a minimum: Spanish, Cantonese, Mandarin, Vietnamese. We will translate to other languages as needed and requested.

How would the deaf and hard of hearing and low vision and blind will receive information?

Information will be available on the City of Oakland website for the deaf and hard of hearing and information for the low vision and blind can be provided upon request. How about people who cannot read and write? Staff and community members can explain the project and voice translation in Google can be used.

- Information will be made available on the website and materials can be translated to braille. Also, for the blind, google translate is available. Staff at the library, staff and community members can verbally explain the project to get feedback from everyone interested in participating in this effort,

What are the best communications strategies for non-English speaking residents, underrepresented ethnic/racial, or disAbility groups?

Partnering with community leaders and organizations representing non-English speakers is the best form of outreach. City staff who represent non-English speakers can also assist with interpretation.

**16. What resources and responsibilities are needed to carry out the public involvement activities?**

- Staff Responsibilities and roles, project manager, public engagement lead, other staff or consultants:

Felicia Verdin and Ana Martinez will serve as project managers and public engagement leads in partnership with the Neighborhood Services Division staff, CPAB and other community partners.

- Community responsibilities and roles (if applicable):  
Assistance with outreach and engagement regarding the project. This project will utilize existing staff and budget resources.

***Note: this guide should be completed prior to writing an RFP for consulting services to assure that the scope and qualifications requested are consistent with the desired inclusive outreach and inclusion intentions.***

**17. What is the public involvement schedule?**

Develop a timeline and month-by-month calendar of tasks and activities for public involvement. Show how these are connected to project timeline and milestones. In developing these schedules, work back from deadlines to determine what types of involvement is possible given timeframe and deadlines for the project.

Key Dates:

June 2023	Communitywide Training on Equity hosted by DRE, CPAB and Neighborhood Services Division
October	Data gathering and planning Stakeholder engagement
October	Prepare Outreach Materials Complete Survey Design and print postcards Press Release
October/early November	Data Gathering

	Conduct Outreach Social media engagement Distribution of survey postcards Listening Circles/Door-to-door outreach
Mid-November	Data Analysis
December	Presentation of Data to CPAB
January/February	Report, Recommendation and Resolution to City Council

**18. What are the reporting mechanisms?** Include products that document and report on the outcomes of the public involvement and the timing of those products (mark all that apply).

Media/communications pieces (press packet, news release)

Progress report(s)

Final report

Formal recommendations

Briefings and presentations for decision-making bodies (involve community)

Describe: Data will be presented to the Community Policing Advisory Board and report, recommendation and resolution will go to City Council. Staff can also provide a status update to community partners in a friendly easy to read format.

**19. Project Lead circle back with department leadership and communications staff on proposed public involvement strategy/tools, resource needs and responsibilities, and coordination with other projects.**

**20. Finalize and Share Plan with team and partners.**

## **EVALUATING PUBLIC ENGAGEMENT**

An evaluation should be completed to document the effectiveness of the public involvement process and its level of inclusion. The following criteria provide a guide to assessing this effectiveness with input from the community, staff, other City and agency.

### **Criteria:**

**Public's role is identified in scoping the project**

1. Reflects maximum possible influence that can be exerted by the public on the outcome/decisions
2. Fully reflects the diversity of the community
3. Is coordinated with key milestones and phases of the planning project/process
4. Is feasible in terms of time and resources
5. Stakeholders are fully identified, including their interests

**Public involvement plan is developed for the entire project**

1. Public Involvement plan clearly identifies public’s role
2. Public involvement plan includes strategies for inclusive engagement and incorporates alternative approaches for engagement
3. Public Involvement plan is clearly communicated to all stakeholders, including decision-makers, public and private interest groups and staff
4. Public Involvement plan includes specific activities, information, staff resources, and relationship to project milestones, and timeline
5. Public Involvement plan includes mechanisms for ongoing communication and feedback with general public and stakeholders throughout the project

**Public involvement results are clear and have been incorporated into the project when:**

1. Both the process of public involvement and the results are documented (what the public said and how their input, advice or work was used)
2. The diversity of the involvement was documented (e.g. number of people of color participating)
3. Results of public involvement are communicated broadly to people who were involved, to the broader public, and to decision-makers

**The public involvement process is successful when:**

1. All stakeholders (community participants and their constituencies, affected agencies, decision-makers) are satisfied that the process has been fair, accessible and has been effective in appropriately involving the public, including under-represented communities
2. The process was inclusive and reflective of the community
3. Decision-makers can make decisions based on/informed by the public involvement results and staff recommendations/proposals

**Appendix I**

**Department of Race and Equity**

**Inclusive Outreach and Engagement Best Practices**

Inclusive outreach and civic engagement, in the context of advancing racial equity, is a way of looking at and understanding the obstacles to participation that some individuals and communities face so we can design activities that engage them as equal partners in



this process. It is also an internal process to explore our outreach and engagement policies, practices, and procedures to determine how a department can support community efforts to overcome obstacles, eliminate barriers to participation and to build trusting civic relationships to advance social justice and racial equity that benefits all Oakland residents.

## **Best Practices**

**Identify, and prioritize relationships in/with under-represented communities, trusted community members and respected community leaders** – Activities deepen existing relationships or establishes new relationships with key communities. Your work should focus on identifying trusted advocates within these communities as well as organizations with a demonstrable track record serving these communities and setting a process/ working procedure to capture contacts, keep the information up to date and how these new relationships will be sustained. It is also helpful to discuss how this information will be shared with department staff. If your department is not currently connected with community.

**Consult with under-represented community members during process design** – Activities are informed by community expertise. You can improve Oakland's resident's wellbeing by ensuring that services meet their needs and aspirations and creating policies that remove barriers or mitigate harm. Your work should focus on creating ways to collect, analyze and use evidence to shape service priorities and delivery by making sure community input is built into the design process. It also means moving beyond a solely data driven approach to needs assessment, to one that is complemented by the views of those in the communities (y) most impacted by your planned actions.

**Start early with alternative methods for engagement** – Approach provides multiple ways for contributing input and feedback and direct communication with under-represented communities. Informal engagement events can help you reach out to busy community members in a way that enables them to contribute and have an enjoyable experience. Your work focuses on coordinated engagement processes and events with partners where appropriate, enable information sharing, collaboration and communications supported through a wider range of community agencies or trusted community advocates that help you to build trust between the city and the local community, improve relationships and create a culture of collaboration between the City of Oakland and the community when appropriate.

**Maintain contact with the community** – External activities build-in communication with the community, or establish an on-going relationship. Internal activities create a process to maintain internal stake holders informed on issues as they arise and a clear decision-making process to resolve conflicts that may arise. If your project is large and involves several city departments and communities, you should consider creating a formal communications plan. A good communication plan includes a conflict management strategy which is designed to make issues between stakeholders more manageable. Know your audience, practice good communications skills and do what it is sustainable to maintain good relationships with your stakeholders. Ask the community

members or organization how they prefer to be contacted. If they welcome emails, send them email updates as appropriate. Establish yourself as a resource and always give them notice if your organization is going to be doing anything public that is in any way, relevant to them – issuing a press release, report, testifying, publishing an op-ed, hosting an event, etc.

**Remove barriers and create a welcoming atmosphere** – Activities take language and cultural practices into account and remove barriers to participation like location accessibility, time, transportation, childcare, literacy, language interpretation, ASL and power dynamics. Strive to have activities that reflect the culture of the community.

**Partner with diverse organizations and agencies** – Activity provides opportunity to collaborate with organizations of color and draws upon leadership from communities of color.

## Appendix II

### PUBLIC ENGAGEMENT MATRIX

Type of Engagement	Goal of Participation	Tools/Activities	Inclusive Engagement Techniques	Indicators/Evaluation
<b>INFORM</b> <small>(required for all types of engagement)</small>	Educate the public about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where public input is needed.  <b>Message to the Public:</b> Will keep everyone informed.	<ul style="list-style-type: none"> <li>- <i>Fact Sheets</i></li> <li>- <i>Brochures</i></li> <li>- <i>Websites and social media</i></li> <li>- <i>Open Houses</i></li> <li>- <i>Exhibits/displays (in public areas)</i></li> <li>- <i>Newsletters (mailed/online)</i></li> <li>- <i>Newspaper articles and radio ads</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents and webpage sections</li> <li>Interpretation at events</li> <li>Alternative methods of outreach</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Attendance</li> <li>Website/social media hits</li> <li>Public comment/feedback</li> <li>Circulation of print material</li> <li>News article comments</li> <li>Radio -compare the number of calls and website hits during the advertising period to a similar time where no advertising occurred.</li> </ul>
<b>CONSULT</b>	Gather information and ask for advice from citizens to better inform the City's work on the project.  <b>Message to the Public:</b> Will keep everyone informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	<ul style="list-style-type: none"> <li>- <i>Focus groups</i></li> <li>- <i>Surveys, interviews, and questionnaires</i></li> <li>- <i>Public Meetings</i></li> <li>- <i>Door-to-door</i></li> <li>- <i>Workshops and working sessions</i></li> <li>- <i>Deliberative polling</i></li> <li>- <i>Internet (interactive techniques)</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents and webpage sections</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders</li> <li>Seek opportunities for contact at regular community events/locations rather than separate "town meeting"</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Quality of information from focus groups, surveys, interviews, questionnaires – online and door to door</li> <li>Attendance and participation at workshops and in polls</li> <li>Internet /social media response/comments</li> </ul>
Type of Engagement	Goal of Participation	Tools/Activities	Inclusive Engagement Techniques	Indicators/Evaluation
<b>COLLABORATE</b>	Create a partnership with the public (key stakeholder groups) to work along with the City in identifying problems, generating solutions, getting reactions to recommendations and proposed direction.  <b>Message to the Public:</b> Will work with the public to ensure that their concerns and issues are directly reflected in the alternatives developed and show how public input influenced the decision.	<ul style="list-style-type: none"> <li>- <i>Citizen Advisory Committee/ Liaison Groups /trusted advocates</i></li> <li>- <i>Visioning</i></li> <li>- <i>Consensus building</i></li> <li>- <i>Participatory decision-making</i></li> <li>- <i>Charrettes</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders on their "turf" on their time.</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Veracity of Committee/Liaison Group processes</li> <li>Clarity of shared vision</li> <li>Level of consensus outcomes</li> <li>Adherence to participatory decision making models</li> <li>Participation in Charrettes</li> </ul>
<b>SHARED DECISION-MAKING</b>	Decision-makers delegate decision-making power to stakeholders or give them a formal role in making final recommendations to be acted upon.  <b>Message to the Public:</b> Will implement what the public decides.	<ul style="list-style-type: none"> <li>- <i>Citizen juries</i></li> <li>- <i>Ballots</i></li> <li>- <i>Delegated decisions to specific representative citizen body or to voters</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders on their "turf"</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Measure collective impact:</li> <li>Track progress toward a shared goal using a short list of community indicators.</li> <li>Assess progress and improve program based on community feedback</li> <li>Quality of shared information from focus groups, surveys, interviews, questionnaires – online and door to door</li> </ul>

## OPD SARA PROJECTS

As of August 2023

### **Area 1 has the following SARA projects:**

Beat 05Y - 1614 Campbell St.

-Addressing burglaries and mail theft occurring in and around the area.

Beat 06X - 925 Brockhurst St.

-Addressing narcotics sales in front of an elder center.

Beat 07X - 32<sup>nd</sup> St. and Magnolia St.

-Addressing the increase in sales of narcotics and violent crimes in the area.

### **Area 2 has the following SARA projects:**

Beat 12X - 4354 Telegraph Ave.

-Addressing the high amount of repeated auto burglaries and business burglaries in the area.

Beat 12X - 557 47<sup>th</sup> St.

-Addressing vehicle theft and narcotic activity from unhoused encampments in the area.

Beat 12X - 4615 Manila Ave.

-Addressing a nuisance residence believed to be involved in narcotic activity.

Beat 10Y - 800 block of 59<sup>th</sup> St.

-Addressing the community's concerns regarding firearms and vehicle theft in the area.

Beat 08X - 370 W Macarthur Blvd.

-Addressing prostitution, vehicle theft, and violent crime associated to motel.

### **Area 3 has the following SARA projects:**

Beat 19X - 1<sup>st</sup> Ave to 8<sup>th</sup> Ave. along the International Blvd. and E 12<sup>th</sup> St. Corridors

-Addressing an increase in violent crimes in the area.

Beat 19X - 1045 E 12<sup>th</sup> St.

-Addressing an illegal gambling establishment.

Beat 16Y - 800 block of Alma Place

-Addressing catalytic converter thefts and auto burglaries.

Beat 16X - 3200 block of Grand Ave. and 3200 block of Lakeshore Ave.

-Addressing traffic enforcement concerns.

Beat 18Y - E 33<sup>rd</sup> St. and 14<sup>th</sup> Ave.

-Addressing traffic enforcement concerns.

Beat 17Y - Park St. and Macarthur Blvd.

-Addressing traffic enforcement concerns.

Beat 14Y - 3200 block of Lakeshore Ave. and 3200 block of Grand Ave.

-Addressing the high amount of auto burglaries and business burglaries.

**DISTRICT 4 – Ofc A Johnson**

2783 E12th St (Beat 20X)

- Nuisance Property; assisting owner with eviction of squatters on property

E15th St & Miller Ave (Beat 20X)

- Homeless Encampment Closure; abandoned Vehicles; nuisance abatement

2030 25<sup>th</sup> Ave (Beat 21X)

- Nuisance Abatement; illegal Gambling on property

3200-3700BLK E9th St (Beat 23X)

- Traffic Enforcement

700blk of 37<sup>th</sup> Ave (Beat 23X)

- Homeless Encampment Closure

**DISTRICT 5 – Ofc S Sumpter**

E12th St & 47<sup>th</sup> Ave (Beat 26X)

- Homeless encampment closure

1200blk 73<sup>rd</sup> Ave – Dolphin Park Cul-de-Sac (Beat 26Y)

- Homeless encampment closure; cul-de-Sac redesign to reduce illegal parking

2560 Courtland Ave (Beat 27X)

- Cul-de-sac redesign project to curb illegal activity on the street (abandoned stripped/dumped vehicles)

Arroyo Viejo Park (Beat 30X)

- NEST Team project with City of Oakland partners

**DISTRICT 6 – Ofc J Endaya**

149 Louvaine Ave (Beat 31Z)

- Nuisance Property; squatters on property; Request from Beat 31YZ Neighborhood Council

11000 San Leandro St (Beat 32X)

- Abandoned apartment building overtaken by squatters; reported criminal activity linked to squatters

9915 MacArthur Blvd (Beat 32Y)

- Nuisance property; Criminal activity at location; squatters involved in violent crime/shootings at location

Beat 33X/34X

- Community Outreach/Quality of Life

2261/2263 85<sup>th</sup> Ave (Beat 35X)

- Problem residence; multiple shootings related to occupants of property; working on nuisance eviction

**DISTRICT 6 – Ofc C Vasquez**

9200blk Crest Ave (Beat 35X)

- Roadway redesign to help with criminal activity/nuisance behavior on the block

Skyline Blvd between Grass Valley Rd and Keller Ave (Beat 35Y)

- Roadway redesign/parking restriction to curb illegal activity (loitering, shootings, illegal dumping)



**CITY OF OAKLAND  
COMMUNITY POLICING ADVISORY BOARD**

**Regular MEETING**

**Agenda**

**Wednesday, October 4, 2023**

**6:00 PM**

Oakland City Hall  
Hearing Room 2  
1 Frank H. Ogawa Plaza, 1<sup>st</sup> Floor

**Board Membership:**

Chair, Creighton Davis (Mayoral), Vice Chair, Daniel Ettlinger (Mayoral)  
Vacant (Dist. 2), Vacant (Dist. 1), Vacant (Dist. 3), Jenny Zilliac (Dist. 4),  
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Discuss the current board member terms
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CITY OF OAKLAND

Memorandum

To: Community Policing Advisory Board  
 Attn: Chair Creighton Davis  
 From: Deputy Chief of Police James P. Beere 8115  
 Date: 1 July 2023

Re: Patrol Staffing and Structure

Beats broken down by Area:

Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
1-7	8-13	14-19	20-25	26-30	31-35

Overlap days occur on 1<sup>st</sup> and 3<sup>rd</sup> Watch only. 2<sup>nd</sup> Watch does not have overlap due to the 12 hour shifts.

- Area 1 Monday
- Area 2 Sunday
- Area 3 Saturday
- Area 4 Friday
- Area 5 Thursday
- Area 6 Friday

The graph below shows each Area overlaps:

Area 1	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
<b>0600-1600</b>		1A 0600	1A 0600	1A 0600	1A 0600		
	1B 0600	1B 0600				1B 0600	1B 0600
<b>1400-0200</b>			1A 1400	1A 1400	1A 1400	1A 1400	
	1B 1400	1B 1400	1B 1400				1B 1400
<b>2100-0700</b>		1A 2100	1A 2100	1A 2100	1A 2100		
	1B 2100	1B 2100				1B 2100	1B 2100
Area 2	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
<b>0700-1700</b>	2A 0700	2A 0700	2A 0700	2A 0700			
	2B 0700				2B 0700	2B 0700	2B 0700

<b>1400-0200</b>			2A 1400	2A 1400	2A 1400	2A 1400	
	2B 1400	2B 1400	2B 1400				2B 1400
<b>2200-0800</b>	2A 2200	2A 2200	2A 2200	2A 2200			
	2B 2200				2B 2200	2B 2200	2B 2200
<b>Area 3</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>				3A 0600	3A 0600	3A 0600	3A 0600
	3B 0600	3B 0600	3B 0600				3B 0600
<b>1400-0200</b>			3A 1400	3A 1400	3A 1400	3A 1400	
	3B 1400	3B 1400	3B 1400				3B 1400
<b>2100-0700</b>				3A 2100	3A 2100	3A 2100	3A 2100
	3B 2100	3B 2100	3B 2100				3B 2100
<b>Area 4</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0700-1700</b>			4A 0700	4A 0700	4A 0700	4A 0700	
	4B 0700	4B 0700				4B 0700	4B 0700
<b>1400-0200</b>			4A 1400	4A 1400	4A 1400	4A 1400	
	4B 1400	4B 1400	4B 1400				4B 1400
<b>2200-0800</b>			4A 2200	4A 2200	4A 2200	4A 2200	
	4B 2200	4B 2200				4B 2200	4B 2200
<b>Area 5</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>		5A 0600	5A 0600	5A 0600	5A 0600		
	5B 0600				5B 0600	5B 0600	5B 0600
<b>1400-0200</b>			5A 1400	5A 1400	5A 1400	5A 1400	
	5B 1400	5B 1400	5B 1400				5B 1400
<b>2100-0700</b>		5A 2100	5A 2100	5A 2100	5A 2100		
	5B 2100				5B 2100	5B 2100	5B 2100
<b>Area 6</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>			6A 0700	6A 0700	6A 0700	6A 0700	
	6B 0700	6B 0700				6B 0700	6B 0700
<b>1400-0200</b>			6A 1400	6A 1400	6A 1400	6A 1400	
	6B 1400	6B 1400	6B 1400				6B 1400
<b>2100-0700</b>			6A 2200	6A 2200	6A 2200	6A 2200	
	6B 2200	6B 2200				6B 2200	6B 2200

### Current Patrol Staffing:

There are 314 officers assigned to Patrol. Of that, 42 are off for various reasons such as medical leave and loans to units outside of Patrol.

- Area 1 – 56 assigned, 2 on transitional assignment, 1 on medical leave.
- Area 2 – 51 assigned, 2 on transitional assignment, 3 on medical leave, 3 on loan.
- Area 3 – 49 assigned, 1 on transitional assignment, 1 on medical leave, 1 on loan, 1 on military leave.
- Area 4 – 58 assigned, 5 on medical leave, 4 on loan, 3 on admin leave.
- Area 5 – 48 assigned, 2 on transitional assignment, 1 on medical leave, 1 on loan, 1 on admin leave.
- Area 6 – 52 assigned, 2 on medical leave, 4 on loan, 4 on admin leave.

### Tac Units:

If a squad is full at the max of 8 working officers, there will be officers available to work as tac units depending on how many beats that Area has. For example, a full squad in Area 1 that has 7 beats, 1 officer would be available to work as a tac unit. This number fluctuates daily with factors such as long and short term medical leaves, training and time off such as vacation leave.

### K9s:

There are 5 K9s assigned to Patrol. 1 is on medical leave and 1 is on loan.

### Sworn Technicians:

There are 3 sworn technicians assigned to Patrol.

### Civilian Police Evidence Technicians:

There are 15 civilian evidence technicians assigned to Patrol. 1 is on medical leave and 1 is on loan.

### Police Services Technician II:

There are 15 PST IIs assigned to Patrol. 2 are on loan.

### Projected Retirements Next 2 Years:

81 possible retirees in 2023

- 1 Deputy Chief
- 4 Captains of Police
- 5 Lieutenants of Police

- 27 Sergeants of Police
- 44 Police Officers

31 possible retirees in 2024

- 1 Assistant Chief of Police
- 2 Deputy Chiefs of Police
- 2 Captains of Police
- 6 Lieutenants of Police
- 6 Sergeants of Police
- 14 Police Officers

The Oakland Police Department’s Current Staffing as of 1 Jul 2023:

Sworn

Total Filled: 713

Total Funded Authorized: 712 (Reduced from a previously authorized strength of 741 on June 30, 2023)

193<sup>rd</sup> Academy

Total Filled: 4

Total Funded Authorized: 33

193 <sup>rd</sup> Academy	
Recycled	2
Pre-Hired	2
Cleared for Hire	4
Pending Review	0
Pending Chief’s Interview	3
Pending Chief’s Interview Clearance	0
Pending Clearance	4
Total	15

Total filled for the 192<sup>nd</sup> and 193<sup>rd</sup> Academies: 28

James P. Beere      8115  
 Deputy Chief of Police  
 Bureau of Field Operations 1  
 Oakland Police Department



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**Scope of Work**  
**Oakland Speaks Project**  
**Schedule A**

**Project Leads, Goals and Timeframe**

Three Bay Area community leaders will bring our extensive experience and community connections to the Oakland Speaks project: Ana-Marie Jones, Originator of the Oakland Speaks project, will serve as Content Lead; Ira Armstrong of Peace Out Loud will serve as the Community Lead; and Karen Fleshman, Founder of Racy Conversations, will serve as Administrative Lead. Our bios and responsibilities are included in this proposal.

Contractor will initiate the Oakland Speaks project for the City of Oakland in the summer of 2023 (July 2023-October 30, 2023). Our goal is to reduce violent crime in Oakland by:

- embracing conflict resolution and de-escalation techniques as Oakland's shared community language
- building community power of individual and collective words and actions
- saving lives and transforming a negative perception into a positive reality

Contractor will strive to make the project succeed and raise additional funds to sustain it.

**Project Leaders' Bios and Responsibilities**

**Ana-Marie Jones, Content Lead**

Ana-Marie Jones helps people create more positive, connected, and effective work and social environments. She is an author, keynote speaker, consultant and trainer, and a winner of 3 Cable Telly awards. Ana-Marie was inducted into the Women in Emergency Management and Homeland Security Hall of Fame as a recognized expert on culturally competent sustainable preparedness, response, public safety, and community resilience. She originally developed the Oakland Speaks Project.

**Responsibilities:**

*Administrative:*

- create talking points and 1-page funding proposal to share with prospective funders with input from Ira and Karen

- work with City of Oakland, Ira and Karen to determine future of project

*Resource Repository Website:*

- collaborate with Ira and Karen to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- vet all material and decide what we want to include on website
- identify organizations that provide in-depth trainings on conflict resolution and de-escalation to include in resource repository
- attend trainings, workshops, and otherwise consume resources on conflict resolution, de-escalation, and related topics
- create new curricula and materials as needed
- develop other materials

*Trainings:*

- work with Ira and the young people to decide on training curriculum, who will train, how to train
- practice offering the training with Ira, the young people, and Karen
- work with committed community stakeholders, City of Oakland, and media partners to publicize the trainings
- serve as a trainer
- conduct Plus/Delta debriefs to monitor effectiveness of trainings and continuously improve

*Public Awareness Campaign:*

- work with Ira and the young people to create digital content
- evaluate effectiveness of public awareness campaign and continuously improve

**Ira X. Armstrong, Community Lead**

Ira (they/he) is a founder at PEACE Out Loud, a queer, Black, Brown, and poor people-led Social Permaculture enterprise in the San Francisco Bay Area, and they are dedicated to Self Determination, Outdoor and Freedom Education, and building Consent Culture.

**Responsibilities:**

*Administrative:*

- convene critical subject matter partner agencies
- administer stipends for young people working on the project



*Resource Repository Website:*

- hire young people to develop the Oakland Speaks brand identity (logo, colors, look and feel) and resource repository website
- collaborate with Ana-Marie and Karen to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- vet all material and decide what we want to include on website
- seek permission from material creators to post to website
- identify organizations that provide in-depth trainings on conflict resolution and de-escalation to link to on website
- work with young people to develop additional materials
- launch and host resource repository website

*Trainings:*

- identify training times and locations for three hybrid and two online trainings
- work with the Neighborhood Services Division (NSD) and the Community Policing Advisory Board (CPAB) to publicize the trainings
- serve as a trainer
- evaluate effectiveness of training and continuously improve

*Public Awareness Campaign:*

- meet with local organizations, including young people and mature audiences and diverse cultural groups to ideate what will work
- work with young people to develop content for and launch social media campaign and make it go viral

**Karen Fleshman, Administrative Lead**

Karen Fleshman, Esq. (she her hers) is a mentor, activist, entrepreneur, attorney, author, educator, proud San Franciscan, and a single soccer mom. In 2014, she founded Racy Conversations, a workplace workshop facilitation company, to inspire the antiracist generation. Hundreds of workplaces nationwide have benefitted from Racy Conversations workshops, including Johnson & Johnson, AMGEN, Pixar, the San Francisco Public Library, the San Francisco Public Defender, and the San Francisco Public Utilities Commission. Karen's passion project is building interracial sisterhood.

*Programmatic:*

- support, but not lead, the development of the resource repository website, trainings, and public awareness campaign by providing direction and feedback

- collaborate with Ana-Marie and Ira to research and identify tip sheets, pamphlets, wallet cards, handouts, basic training material videos, research studies and web content
- serve as a trainer
- provide direction and feedback on the public awareness campaign materials
- oversee translation of the materials by City of Oakland translators

Payment Schedule:

Racy Conversations requests an initial investment of \$49,999.99:

- A start-up payment upon contract award of \$27,500.00
- A close-out payment upon completion of the project of \$22,499.99

Racy Conversations will administer the project and serve as City of Oakland's contactor. Each Lead will be paid \$15,000 and Peace Out Loud will hire young people to work on the project and pay them \$5000 in stipends.

# City of Oakland Department of Race and Equity

## **INCLUSIVE PUBLIC ENGAGEMENT PLANNING GUIDE**

Use this guide to identify the need for, purpose and level of public engagement for a given issue.

To engage City leadership and key community as needed to finalize a complete plan, program, or policy; or to complete a Race and Equity Impact Analysis, including specific strategies for inclusive engagement.

The following four steps are recommended before initiating the planning process and filling in the worksheet:

<b>Step</b>	<b>Description</b>
<b>1</b>	Identify appropriate staff/team to complete the Outreach Plan
<b>2</b>	Review Inclusive Engagement Best Practices and the Public Engagement Matrix. (Appendix I and II)
<b>3</b>	Collect demographic data related to the geographic or policy/program area you will be working on.
<b>4</b>	Identify the future condition that could be impacted by the project, policy/program you will improve for Oakland residents (check all that apply): <ul style="list-style-type: none"><li><input type="checkbox"/> Housing</li><li><input type="checkbox"/> Jobs</li><li><input type="checkbox"/> Public Safety/ Criminal Justice</li><li><input type="checkbox"/> Access to Key Services</li><li><input type="checkbox"/> Other:</li></ul>

### **1. What is the overall scope and goals of the action under consideration?**

This is an effort to reimagine community policing in Oakland. The goal is to revise and update community policing resolution 79235, which was established to implement the City of Oakland's community policing policy. An aspect of the policy included creating a problem-solving framework with the "community and the police to analyze neighborhood problems, set priorities, develop strategies and work together to improve the quality of life in our neighborhoods." It also created, "a comprehensive City interdepartmental approach to solving neighborhood problems."

The goal of revising the policy is for the city to support a community engagement/public safety policy that embraces an approach where all city departments collaborate with block groups, Neighborhood Councils and citywide, not with just the police. The Community Policing Advisory Board (CPAB) has created a draft policy that is entitled: "Neighborhood Empowerment Program." As a city, we need to create a policy that benefits the community and is completed in partnership with all stakeholders.

**2. What is/are the proposed race and equity outcome(s) or results for the process?** What disparities could be impacted favorably and for which group(s)? Who will be better off and in what way? What baseline data is available, what else do you need?

The disparities that need to be addressed are to focus the City's engagement and service delivery systems to prioritize neighborhoods suffering the worst equity indicators and violent crime. The goal is to form trusted community partners in violence-impacted areas and immediately improve living conditions, provide the needed tools for neighbors to engage more effectively, reduce the overall crime rate, and improve equity indicators.

Neighborhoods most impacted by violence will experience safer neighborhoods. Based on the OakDOT Equity Toolbox map, when overlaid with crime data, those neighborhoods that experience the most violent crime are overwhelmingly High or Very High Priority Racial Equity Neighborhoods.

**3. What is the timeline for completion of this process?**

Deadline for project completion: (Include process for any legal requirements (e.g., SEPA), political commitments, and staff goals.)

The goal is to conduct outreach in October and November, compile a final report and recommendation in December, seek Community Police Advisory Board approval in December and City Council adoption by early 2024

**4. Why should the public get involved in this process/project from their perspective?** (It is useful to be able to articulate what participants will gain from taking part in your process.)

Data demonstrates that historically, Oaklanders who participate in Neighborhood Councils have not been an accurate representation of the general population, with participants more likely to be older, property owners, and whiter than the general population. The engagement effort will focus on Oaklanders who have not historically participated—younger, more diverse racially, and those who do not own property. The incentive to participate is to see that these voices are heard and that the City's proposed new engagement strategy for community policing is responsive to their input. Those community members who do participate will get to voice their concerns and provide solutions to improve public safety outcomes for Oakland's most impacted neighborhoods. Another benefit to Oaklanders is to improve how they receive public safety information and how they access city services. Participants will also influence and improve how service delivery is provided in their neighborhood.

**5. What is the specific public process purpose?** (check all that apply)

All of the options below apply to this process.

**Inform** (Educate the public about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where public input is needed.)

**Consult** (Gather information and ask for advice from citizens to better inform the City's work on the project.)

**Collaborate** (Create a partnership with the public to work along with the City in developing and implementing the planning process or project.)

**Shared Decision-making** (Decision-makers delegate decision-making power to stakeholders or give them a formal role in making final decisions to be acted upon.)

**6. What are the City's objectives in involving the public in this process/project?**

(mark all that apply)

All of the options below apply, however there is a need to develop innovative policy options to create community engagement processes as it related to community policing and public safety initiatives in Oakland.

There is debate among the City's Neighborhood Councils/community groups about community resource officers and OPD involvement and what that involvement should look like. We need to ask communities with the highest levels of violence crime, and those that are not involved in the Neighborhood Councils what they need to feel safer in their neighborhoods and whether OPD plays a prominent or ancillary role in these efforts.

**To help with policy making:**

- Use it to define the problems, to find solutions, or both
- Establish the complexity of an issue
- Develop innovative policy options
- Test out ideas
- Collaborative problem solving to find the most effective solutions
- Identify and understand the risks
- Find the most cost-efficient solutions to problems
- Find the most equitable solutions to problem(s)

**To help relations with community:**

- Ensure community gets heard on the policy-making process
- Sharing with community the pros and cons of policy options
- Informing the community about steps actions, changes to or new services
- Building relationships with and listening to specific under-represented communities
- Strengthening relationships between constituencies
- Developing alternative methods for public engagement for racial/ethnic communities
- Partnering with community organizations
- Maintaining and deepening relationships within a community.

**Please describe:**

**7. What are the constraints to public influence?**

Previous City commitments  
Funding limitations (amount; how it can be used)  
Legal constraints (laws that constrain scope and/or solutions)  
Other:

**Describe any legally mandated public involvement (e.g. SEPA):**

**8. Who are the decision-makers?** (check all that apply)

Mayoral priority  
Council priority (name(s), if applicable) \_\_\_\_\_  
Other level of government: \_\_\_\_\_  
Appointed officials: \_\_\_\_\_  
Other Decision-makers: \_\_\_\_\_

**9. Who are the stakeholders in the process?** (Include all who are affected: client, sponsor, and influencers, end users, “bystanders,” media, others affected by the process/action. Pay attention to identifying those who typically don’t participate or have a voice, but who are affected like Black, Indigenous, People of Color, immigrants, low income households, elderly, youth, etc. – check all that apply and add specifics when available)

Underserved Racial/Ethnic Groups, i.e.: people of color identified by demographic data.

Community Based Organizations (advocacy groups, non-profit agencies):

Private Sector (business community, development community):

City Department(s):

Other Public Agencies:

Other (those also directly affected by the outcome):

**10. Project lead check in with Department leadership, communications staff, other key department staff for advice/approval of draft racial equity outcomes, scope and purpose of outreach, stakeholder identification, etc.**

Joe DeVries, Deputy City Administrator  
Felicia Verdin, Assistant to the City Administrator  
Ana Martinez, Assistant to the City Administrator

**11. What public involvement tools/activities are appropriate for the project?**

Describe engagement tools/activities: (Refer to the Public Engagement Matrix to determine types of appropriate engagement. e.g. survey, public meeting, etc.):

In partnership with the Neighborhood Services Division, the team will conduct the following to reach the most marginalized and underserved communities in Oakland:

- A short survey and engage with residents during community events and other public venues. Share the survey on social media to increase responses.
- Discuss strategies here for people that are less inclined to participate. Strategies would include door-to-door outreach and a table at grocery stores and other community events. Also, outreach on social media, including Instagram and perhaps TikTok and connect with community partners as outlined below.
- Engage residents by meeting them where they are and that is convenient for them. Including tabling at grocery stores, corner stores, food distribution lines, bus stops, and churches in east, west and central Oakland
- Collaborate with community-based organizations and churches to request their assistance with getting the word out and reaching harder-to-reach individuals, including through:
  - Roots Community Clinic
  - The East Oakland Collective (especially during their free food distribution on Tuesday & Thursday)
  - East Oakland Neighborhood Initiative (e.g., Planting Justice, Sobrante Park Resident Action Council, Communities for a Better Environment and Scrapper Bike team, etc)
  - Urban Peace Movement
  - Ella Baker Center
  - Allen Temple
  - St. Bernard Church, and other churches in East Oakland and Fruitvale.
  - Churches in West Oakland include West Side Missionary Baptist Church, Taylor Memorial and other churches
  - Trybe (request residents complete the survey during food distribution)
  - Middle and High Schools, including Castlemont, Fremont High, West Oakland senior center, McClymonds and other charter schools.

- West/East Oakland Senior Centers

Other engagement options:

- Listening circles/focus groups – add locations from NSD and schedule dates. Food and childcare will be provided
- Door-to-door outreach
- Community meetings
- One on one engagement with community members
- The team will involve all types of engagement outlined in the matrix to inform, consult, collaborate and create opportunities for shared decision-making.

## **12. How will you incorporate inclusive engagement practices into activities?**

(See Appendixes I and II for more details)

**Identify, and prioritize relationships in/with under-represented communities, trusted community members and respected community leaders** – Activity deepens existing relationships or establishes new relationships.

**Consult with under-represented community members during process design** – Activity informed by community expertise.

**Start early with alternative methods for engagement** – Approach provides multiple ways for contributing input and feedback and direct communication with under-represented communities.

**Maintain contact with the community** – Activity builds-in communication with the community, or establishes an on-going relationship.

**Remove barriers and create a welcoming atmosphere** – Activity takes language issues into account and removes barriers to participation like location accessibility, time, transportation, childcare, language interpretation and ASL and power dynamics. Strives to have activities that reflect the culture of the community.

**Partner with diverse organizations and agencies** – Activity provides opportunity to collaborate with organizations of color and draws upon leadership from communities of color.

## **13. Interests/concerns to be investigated with stakeholders during consultation, collaboration and engagement processes.**

*What changes to the proposal/program do they see as needed, if any, and what do they prefer not be changed?*

Staff expect to see a change in the current program to reflect the needs and interests of Oakland's underserved communities. We expect to see a new



community safety and engagement resolution to replace the current community policing resolution 79235.

*What barriers to positive outcomes, or root causes related to existing disparities have they experienced?*

The barriers to positive outcomes are systematic racism and continuous disinvestment in Oakland's most impacted neighborhoods.

*How might they be affected by risks or burdens related to the proposal? (Possible harm?)*

A harm is for the City to continually not deliver on meeting the needs or requests from residents.

*What ideas to address the risk of harm do they have?*

We will ask community what their ideas are to address the risk of harm.

*How might they benefit from the policy/project/plan? How could benefits be amplified?*

The benefit is safer more engaged neighborhoods that work in partnership with the City and other government agencies to inform policy and projects and ongoing neighborhood planning.

*What other ideas for improvements do they have?*

We will ask the community what ideas they have to improve their neighborhoods.

*Any other issues?*

The challenges of reaching and connecting with communities that city government does not often engage.

#### **14. Is there a requirement for an advisory group or community partnership?**

No – Continue to #15.

Yes - How will this be accomplished? (What is the purpose of the group? Is the group already outlined or codified? Will you use or build on an existing group or need to create a new advisory group? Specify resources needed, timelines, racial, ethnic and language diversity in the group, accessibility, etc.

The existing CPAB advises on the current community policing policy. This group was created in the original community policing policy, Oakland City Council resolution 72727, which was replaced by [79235](#) in 2005. The City Administrator's staff will keep the CPAB informed about the community engagement effort and request their feedback and participation as needed. The goal is to rename the CPAB to align with the revised community safety resolution that will be developed as a result this community engagement effort.

#### **15. What are the basic communication strategies and issues for the project?**

What are the key messages that need to be shared about the project?

The key message is that the City of Oakland values the safety of our community and wants to hear from the most vulnerable, under-represented neighborhoods about what will make them feel safer in their community.

Some of the key messages could include:

- Tell us what will make you feel safer in your neighborhood.
- What does neighborhood safety mean to you?
- What activities/programs would motivate you to take part in civic engagement in your community?
- What discourages you from participating in civic engagement activities in your community?
- What services should the City provide to community members through its Neighborhood Councils to make them meaningful and useful to you?

What is the strategy for communicating with the media? (Include strategies for working with Ethnic media outlets)

Issue a press release if needed to announce this public safety engagement effort. Staff would suggest all the popular social media sites, including Facebook and Instagram.

How will social media be employed, if at all? (**Note about social media:** Data suggest that there are differences in the use/preference of social media sites by age, race and ethnicity. About eight-in-ten Latino, black and white adults who are online use at least one of five social media sites – Facebook, Instagram, Pinterest, LinkedIn and Twitter. Do your research before deciding on a social media site for a community.)

What are the translation and interpretation need of the project?

Staff will translate materials to four languages at a minimum: Spanish, Cantonese, Mandarin, Vietnamese. We will translate to other languages as needed and requested.

How would the deaf and hard of hearing and low vision and blind will receive information?

Information will be available on the City of Oakland website for the deaf and hard of hearing and information for the low vision and blind can be provided upon request. How about people who cannot read and write? Staff and community members can explain the project and voice translation in Google can be used.

- Information will be made available on the website and materials can be translated to braille. Also, for the blind, google translate is available. Staff at the library, staff and community members can verbally explain the project to get feedback from everyone interested in participating in this effort,

What are the best communications strategies for non-English speaking residents, underrepresented ethnic/racial, or disAbility groups?

Partnering with community leaders and organizations representing non-English speakers is the best form of outreach. City staff who represent non-English speakers can also assist with interpretation.

**16. What resources and responsibilities are needed to carry out the public involvement activities?**

- Staff Responsibilities and roles, project manager, public engagement lead, other staff or consultants:

Felicia Verdin and Ana Martinez will serve as project managers and public engagement leads in partnership with the Neighborhood Services Division staff, CPAB and other community partners.

- Community responsibilities and roles (if applicable):  
Assistance with outreach and engagement regarding the project. This project will utilize existing staff and budget resources.

***Note: this guide should be completed prior to writing an RFP for consulting services to assure that the scope and qualifications requested are consistent with the desired inclusive outreach and inclusion intentions.***

**17. What is the public involvement schedule?**

Develop a timeline and month-by-month calendar of tasks and activities for public involvement. Show how these are connected to project timeline and milestones. In developing these schedules, work back from deadlines to determine what types of involvement is possible given timeframe and deadlines for the project.

Key Dates:

June 2023	Communitywide Training on Equity hosted by DRE, CPAB and Neighborhood Services Division
October	Data gathering and planning Stakeholder engagement
October	Prepare Outreach Materials Complete Survey Design and print postcards Press Release
October/early November	Data Gathering

	Conduct Outreach Social media engagement Distribution of survey postcards Listening Circles/Door-to-door outreach
Mid-November	Data Analysis
December	Presentation of Data to CPAB
January/February	Report, Recommendation and Resolution to City Council

**18. What are the reporting mechanisms?** Include products that document and report on the outcomes of the public involvement and the timing of those products (mark all that apply).

Media/communications pieces (press packet, news release)

Progress report(s)

Final report

Formal recommendations

Briefings and presentations for decision-making bodies (involve community)

Describe: Data will be presented to the Community Policing Advisory Board and report, recommendation and resolution will go to City Council. Staff can also provide a status update to community partners in a friendly easy to read format.

**19. Project Lead circle back with department leadership and communications staff on proposed public involvement strategy/tools, resource needs and responsibilities, and coordination with other projects.**

**20. Finalize and Share Plan with team and partners.**

## **EVALUATING PUBLIC ENGAGEMENT**

An evaluation should be completed to document the effectiveness of the public involvement process and its level of inclusion. The following criteria provide a guide to assessing this effectiveness with input from the community, staff, other City and agency.

### **Criteria:**

**Public's role is identified in scoping the project**

1. Reflects maximum possible influence that can be exerted by the public on the outcome/decisions
2. Fully reflects the diversity of the community
3. Is coordinated with key milestones and phases of the planning project/process
4. Is feasible in terms of time and resources
5. Stakeholders are fully identified, including their interests

**Public involvement plan is developed for the entire project**

1. Public Involvement plan clearly identifies public’s role
2. Public involvement plan includes strategies for inclusive engagement and incorporates alternative approaches for engagement
3. Public Involvement plan is clearly communicated to all stakeholders, including decision-makers, public and private interest groups and staff
4. Public Involvement plan includes specific activities, information, staff resources, and relationship to project milestones, and timeline
5. Public Involvement plan includes mechanisms for ongoing communication and feedback with general public and stakeholders throughout the project

**Public involvement results are clear and have been incorporated into the project when:**

1. Both the process of public involvement and the results are documented (what the public said and how their input, advice or work was used)
2. The diversity of the involvement was documented (e.g. number of people of color participating)
3. Results of public involvement are communicated broadly to people who were involved, to the broader public, and to decision-makers

**The public involvement process is successful when:**

1. All stakeholders (community participants and their constituencies, affected agencies, decision-makers) are satisfied that the process has been fair, accessible and has been effective in appropriately involving the public, including under-represented communities
2. The process was inclusive and reflective of the community
3. Decision-makers can make decisions based on/informed by the public involvement results and staff recommendations/proposals

**Appendix I**

**Department of Race and Equity**

**Inclusive Outreach and Engagement Best Practices**

Inclusive outreach and civic engagement, in the context of advancing racial equity, is a way of looking at and understanding the obstacles to participation that some individuals and communities face so we can design activities that engage them as equal partners in

this process. It is also an internal process to explore our outreach and engagement policies, practices, and procedures to determine how a department can support community efforts to overcome obstacles, eliminate barriers to participation and to build trusting civic relationships to advance social justice and racial equity that benefits all Oakland residents.

## **Best Practices**

**Identify, and prioritize relationships in/with under-represented communities, trusted community members and respected community leaders** – Activities deepen existing relationships or establishes new relationships with key communities. Your work should focus on identifying trusted advocates within these communities as well as organizations with a demonstrable track record serving these communities and setting a process/ working procedure to capture contacts, keep the information up to date and how these new relationships will be sustained. It is also helpful to discuss how this information will be shared with department staff. If your department is not currently connected with community.

**Consult with under-represented community members during process design** – Activities are informed by community expertise. You can improve Oakland's resident's wellbeing by ensuring that services meet their needs and aspirations and creating policies that remove barriers or mitigate harm. Your work should focus on creating ways to collect, analyze and use evidence to shape service priorities and delivery by making sure community input is built into the design process. It also means moving beyond a solely data driven approach to needs assessment, to one that is complemented by the views of those in the communities (y) most impacted by your planned actions.

**Start early with alternative methods for engagement** – Approach provides multiple ways for contributing input and feedback and direct communication with under-represented communities. Informal engagement events can help you reach out to busy community members in a way that enables them to contribute and have an enjoyable experience. Your work focuses on coordinated engagement processes and events with partners where appropriate, enable information sharing, collaboration and communications supported through a wider range of community agencies or trusted community advocates that help you to build trust between the city and the local community, improve relationships and create a culture of collaboration between the City of Oakland and the community when appropriate.

**Maintain contact with the community** – External activities build-in communication with the community, or establish an on-going relationship. Internal activities create a process to maintain internal stake holders informed on issues as they arise and a clear decision-making process to resolve conflicts that may arise. If your project is large and involves several city departments and communities, you should consider creating a formal communications plan. A good communication plan includes a conflict management strategy which is designed to make issues between stakeholders more manageable. Know your audience, practice good communications skills and do what it is sustainable to maintain good relationships with your stakeholders. Ask the community

members or organization how they prefer to be contacted. If they welcome emails, send them email updates as appropriate. Establish yourself as a resource and always give them notice if your organization is going to be doing anything public that is in any way, relevant to them – issuing a press release, report, testifying, publishing an op-ed, hosting an event, etc.

**Remove barriers and create a welcoming atmosphere** – Activities take language and cultural practices into account and remove barriers to participation like location accessibility, time, transportation, childcare, literacy, language interpretation, ASL and power dynamics. Strive to have activities that reflect the culture of the community.

**Partner with diverse organizations and agencies** – Activity provides opportunity to collaborate with organizations of color and draws upon leadership from communities of color.

## Appendix II

### PUBLIC ENGAGEMENT MATRIX

Type of Engagement	Goal of Participation	Tools/Activities	Inclusive Engagement Techniques	Indicators/Evaluation
<b>INFORM</b> <small>(required for all types of engagement)</small>	Educate the public about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where public input is needed.  <b>Message to the Public:</b> Will keep everyone informed.	<ul style="list-style-type: none"> <li>- <i>Fact Sheets</i></li> <li>- <i>Brochures</i></li> <li>- <i>Websites and social media</i></li> <li>- <i>Open Houses</i></li> <li>- <i>Exhibits/displays (in public areas)</i></li> <li>- <i>Newsletters (mailed/online)</i></li> <li>- <i>Newspaper articles and radio ads</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents and webpage sections</li> <li>Interpretation at events</li> <li>Alternative methods of outreach</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Attendance</li> <li>Website/social media hits</li> <li>Public comment/feedback</li> <li>Circulation of print material</li> <li>News article comments</li> <li>Radio -compare the number of calls and website hits during the advertising period to a similar time where no advertising occurred.</li> </ul>
<b>CONSULT</b>	Gather information and ask for advice from citizens to better inform the City's work on the project.  <b>Message to the Public:</b> Will keep everyone informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	<ul style="list-style-type: none"> <li>- <i>Focus groups</i></li> <li>- <i>Surveys, interviews, and questionnaires</i></li> <li>- <i>Public Meetings</i></li> <li>- <i>Door-to-door</i></li> <li>- <i>Workshops and working sessions</i></li> <li>- <i>Deliberative polling</i></li> <li>- <i>Internet (interactive techniques)</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents and webpage sections</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders</li> <li>Seek opportunities for contact at regular community events/locations rather than separate "town meeting"</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Quality of information from focus groups, surveys, interviews, questionnaires – online and door to door</li> <li>Attendance and participation at workshops and in polls</li> <li>Internet /social media response/comments</li> </ul>
Type of Engagement	Goal of Participation	Tools/Activities	Inclusive Engagement Techniques	Indicators/Evaluation
<b>COLLABORATE</b>	Create a partnership with the public (key stakeholder groups) to work along with the City in identifying problems, generating solutions, getting reactions to recommendations and proposed direction.  <b>Message to the Public:</b> Will work with the public to ensure that their concerns and issues are directly reflected in the alternatives developed and show how public input influenced the decision.	<ul style="list-style-type: none"> <li>- <i>Citizen Advisory Committee/ Liaison Groups /trusted advocates</i></li> <li>- <i>Visioning</i></li> <li>- <i>Consensus building</i></li> <li>- <i>Participatory decision-making</i></li> <li>- <i>Charrettes</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders on their "turf" on their time.</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Veracity of Committee/Liaison Group processes</li> <li>Clarity of shared vision</li> <li>Level of consensus outcomes</li> <li>Adherence to participatory decision making models</li> <li>Participation in Charrettes</li> </ul>
<b>SHARED DECISION-MAKING</b>	Decision-makers delegate decision-making power to stakeholders or give them a formal role in making final recommendations to be acted upon.  <b>Message to the Public:</b> Will implement what the public decides.	<ul style="list-style-type: none"> <li>- <i>Citizen juries</i></li> <li>- <i>Ballots</i></li> <li>- <i>Delegated decisions to specific representative citizen body or to voters</i></li> </ul>	<ul style="list-style-type: none"> <li>Translation of all key documents</li> <li>Interpretation at events</li> <li>Provision of Childcare</li> <li>Culturally appropriate food</li> <li>Individual meetings with community leaders on their "turf"</li> <li>Collect identity profile info from participants</li> </ul>	<ul style="list-style-type: none"> <li>Measure collective impact:</li> <li>Track progress toward a shared goal using a short list of community indicators.</li> <li>Assess progress and improve program based on community feedback</li> <li>Quality of shared information from focus groups, surveys, interviews, questionnaires – online and door to door</li> </ul>



## OPD SARA PROJECTS

As of August 2023

### **Area 1 has the following SARA projects:**

Beat 05Y - 1614 Campbell St.

-Addressing burglaries and mail theft occurring in and around the area.

Beat 06X - 925 Brockhurst St.

-Addressing narcotics sales in front of an elder center.

Beat 07X - 32<sup>nd</sup> St. and Magnolia St.

-Addressing the increase in sales of narcotics and violent crimes in the area.

### **Area 2 has the following SARA projects:**

Beat 12X - 4354 Telegraph Ave.

-Addressing the high amount of repeated auto burglaries and business burglaries in the area.

Beat 12X - 557 47<sup>th</sup> St.

-Addressing vehicle theft and narcotic activity from unhoused encampments in the area.

Beat 12X - 4615 Manila Ave.

-Addressing a nuisance residence believed to be involved in narcotic activity.

Beat 10Y - 800 block of 59<sup>th</sup> St.

-Addressing the community's concerns regarding firearms and vehicle theft in the area.

Beat 08X - 370 W Macarthur Blvd.

-Addressing prostitution, vehicle theft, and violent crime associated to motel.

### **Area 3 has the following SARA projects:**

Beat 19X - 1<sup>st</sup> Ave to 8<sup>th</sup> Ave. along the International Blvd. and E 12<sup>th</sup> St. Corridors

-Addressing an increase in violent crimes in the area.

Beat 19X - 1045 E 12<sup>th</sup> St.

-Addressing an illegal gambling establishment.

Beat 16Y - 800 block of Alma Place

-Addressing catalytic converter thefts and auto burglaries.

Beat 16X - 3200 block of Grand Ave. and 3200 block of Lakeshore Ave.

-Addressing traffic enforcement concerns.

Beat 18Y - E 33<sup>rd</sup> St. and 14<sup>th</sup> Ave.

-Addressing traffic enforcement concerns.

Beat 17Y - Park St. and Macarthur Blvd.

-Addressing traffic enforcement concerns.

Beat 14Y - 3200 block of Lakeshore Ave. and 3200 block of Grand Ave.

-Addressing the high amount of auto burglaries and business burglaries.

**DISTRICT 4 – Ofc A Johnson**

2783 E12th St (Beat 20X)

- Nuisance Property; assisting owner with eviction of squatters on property

E15th St & Miller Ave (Beat 20X)

- Homeless Encampment Closure; abandoned Vehicles; nuisance abatement

2030 25<sup>th</sup> Ave (Beat 21X)

- Nuisance Abatement; illegal Gambling on property

3200-3700BLK E9th St (Beat 23X)

- Traffic Enforcement

700blk of 37<sup>th</sup> Ave (Beat 23X)

- Homeless Encampment Closure

**DISTRICT 5 – Ofc S Sumpter**

E12th St & 47<sup>th</sup> Ave (Beat 26X)

- Homeless encampment closure

1200blk 73<sup>rd</sup> Ave – Dolphin Park Cul-de-Sac (Beat 26Y)

- Homeless encampment closure; cul-de-Sac redesign to reduce illegal parking

2560 Courtland Ave (Beat 27X)

- Cul-de-sac redesign project to curb illegal activity on the street (abandoned stripped/dumped vehicles)

Arroyo Viejo Park (Beat 30X)

- NEST Team project with City of Oakland partners

**DISTRICT 6 – Ofc J Endaya**

149 Louvaine Ave (Beat 31Z)

- Nuisance Property; squatters on property; Request from Beat 31YZ Neighborhood Council

11000 San Leandro St (Beat 32X)

- Abandoned apartment building overtaken by squatters; reported criminal activity linked to squatters

9915 MacArthur Blvd (Beat 32Y)

- Nuisance property; Criminal activity at location; squatters involved in violent crime/shootings at location

Beat 33X/34X

- Community Outreach/Quality of Life

2261/2263 85<sup>th</sup> Ave (Beat 35X)

- Problem residence; multiple shootings related to occupants of property; working on nuisance eviction

**DISTRICT 6 – Ofc C Vasquez**

9200blk Crest Ave (Beat 35X)

- Roadway redesign to help with criminal activity/nuisance behavior on the block

Skyline Blvd between Grass Valley Rd and Keller Ave (Beat 35Y)

- Roadway redesign/parking restriction to curb illegal activity (loitering, shootings, illegal dumping)

CITY OF OAKLAND

Memorandum

To: Community Policing Advisory Board  
 Attn: Chair Creighton Davis  
 From: Deputy Chief of Police James P. Beere 8115  
 Date: 1 July 2023

Re: Patrol Staffing and Structure

Beats broken down by Area:

Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
1-7	8-13	14-19	20-25	26-30	31-35

Overlap days occur on 1<sup>st</sup> and 3<sup>rd</sup> Watch only. 2<sup>nd</sup> Watch does not have overlap due to the 12 hour shifts.

- Area 1 Monday
- Area 2 Sunday
- Area 3 Saturday
- Area 4 Friday
- Area 5 Thursday
- Area 6 Friday

The graph below shows each Area overlaps:

Area 1	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
<b>0600-1600</b>		1A 0600	1A 0600	1A 0600	1A 0600		
	1B 0600	1B 0600				1B 0600	1B 0600
<b>1400-0200</b>			1A 1400	1A 1400	1A 1400	1A 1400	
	1B 1400	1B 1400	1B 1400				1B 1400
<b>2100-0700</b>		1A 2100	1A 2100	1A 2100	1A 2100		
	1B 2100	1B 2100				1B 2100	1B 2100
Area 2	Sunday	Mon	Tues	Wed	Thurs	Friday	Sat
<b>0700-1700</b>	2A 0700	2A 0700	2A 0700	2A 0700			
	2B 0700				2B 0700	2B 0700	2B 0700

<b>1400-0200</b>			2A 1400	2A 1400	2A 1400	2A 1400	
	2B 1400	2B 1400	2B 1400				2B 1400
<b>2200-0800</b>	2A 2200	2A 2200	2A 2200	2A 2200			
	2B 2200				2B 2200	2B 2200	2B 2200
<b>Area 3</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>				3A 0600	3A 0600	3A 0600	3A 0600
	3B 0600	3B 0600	3B 0600				3B 0600
<b>1400-0200</b>			3A 1400	3A 1400	3A 1400	3A 1400	
	3B 1400	3B 1400	3B 1400				3B 1400
<b>2100-0700</b>				3A 2100	3A 2100	3A 2100	3A 2100
	3B 2100	3B 2100	3B 2100				3B 2100
<b>Area 4</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0700-1700</b>			4A 0700	4A 0700	4A 0700	4A 0700	
	4B 0700	4B 0700				4B 0700	4B 0700
<b>1400-0200</b>			4A 1400	4A 1400	4A 1400	4A 1400	
	4B 1400	4B 1400	4B 1400				4B 1400
<b>2200-0800</b>			4A 2200	4A 2200	4A 2200	4A 2200	
	4B 2200	4B 2200				4B 2200	4B 2200
<b>Area 5</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>		5A 0600	5A 0600	5A 0600	5A 0600		
	5B 0600				5B 0600	5B 0600	5B 0600
<b>1400-0200</b>			5A 1400	5A 1400	5A 1400	5A 1400	
	5B 1400	5B 1400	5B 1400				5B 1400
<b>2100-0700</b>		5A 2100	5A 2100	5A 2100	5A 2100		
	5B 2100				5B 2100	5B 2100	5B 2100
<b>Area 6</b>	<b>Sunday</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Friday</b>	<b>Sat</b>
<b>0600-1600</b>			6A 0700	6A 0700	6A 0700	6A 0700	
	6B 0700	6B 0700				6B 0700	6B 0700
<b>1400-0200</b>			6A 1400	6A 1400	6A 1400	6A 1400	
	6B 1400	6B 1400	6B 1400				6B 1400
<b>2100-0700</b>			6A 2200	6A 2200	6A 2200	6A 2200	
	6B 2200	6B 2200				6B 2200	6B 2200

### Current Patrol Staffing:

There are 314 officers assigned to Patrol. Of that, 42 are off for various reasons such as medical leave and loans to units outside of Patrol.

- Area 1 – 56 assigned, 2 on transitional assignment, 1 on medical leave.
- Area 2 – 51 assigned, 2 on transitional assignment, 3 on medical leave, 3 on loan.
- Area 3 – 49 assigned, 1 on transitional assignment, 1 on medical leave, 1 on loan, 1 on military leave.
- Area 4 – 58 assigned, 5 on medical leave, 4 on loan, 3 on admin leave.
- Area 5 – 48 assigned, 2 on transitional assignment, 1 on medical leave, 1 on loan, 1 on admin leave.
- Area 6 – 52 assigned, 2 on medical leave, 4 on loan, 4 on admin leave.

### Tac Units:

If a squad is full at the max of 8 working officers, there will be officers available to work as tac units depending on how many beats that Area has. For example, a full squad in Area 1 that has 7 beats, 1 officer would be available to work as a tac unit. This number fluctuates daily with factors such as long and short term medical leaves, training and time off such as vacation leave.

### K9s:

There are 5 K9s assigned to Patrol. 1 is on medical leave and 1 is on loan.

### Sworn Technicians:

There are 3 sworn technicians assigned to Patrol.

### Civilian Police Evidence Technicians:

There are 15 civilian evidence technicians assigned to Patrol. 1 is on medical leave and 1 is on loan.

### Police Services Technician II:

There are 15 PST IIs assigned to Patrol. 2 are on loan.

### Projected Retirements Next 2 Years:

81 possible retirees in 2023

- 1 Deputy Chief
- 4 Captains of Police
- 5 Lieutenants of Police

- 27 Sergeants of Police
- 44 Police Officers

31 possible retirees in 2024

- 1 Assistant Chief of Police
- 2 Deputy Chiefs of Police
- 2 Captains of Police
- 6 Lieutenants of Police
- 6 Sergeants of Police
- 14 Police Officers

The Oakland Police Department’s Current Staffing as of 1 Jul 2023:

Sworn

Total Filled: 713

Total Funded Authorized: 712 (Reduced from a previously authorized strength of 741 on June 30, 2023)

193<sup>rd</sup> Academy

Total Filled: 4

Total Funded Authorized: 33

193 <sup>rd</sup> Academy	
Recycled	2
Pre-Hired	2
Cleared for Hire	4
Pending Review	0
Pending Chief’s Interview	3
Pending Chief’s Interview Clearance	0
Pending Clearance	4
Total	15

Total filled for the 192<sup>nd</sup> and 193<sup>rd</sup> Academies: 28

James P. Beere      8115  
 Deputy Chief of Police  
 Bureau of Field Operations 1  
 Oakland Police Department

CITY OF OAKLAND

Memorandum

To: Community Policing Advisory Board  
Attn: Chair Creighton Davis  
From: Deputy Chief of Police James P. Beere 8115  
Date: 1 Sept 2023

Re: Citywide CRO assignments

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**Bureau of Field Operations 1 – Community Resource Officers**

Lt Thomason, J 8238 SRS 1 Commander Phone 510-238-6155

Sgt Manguy, A 8717 CRO A Supervisor Phone 510-381-8446  
Officer McKinney, D 9872 Beats 16, 14 Phone 510-299-7024  
Officer Abdellatif, M 9624 Beats 2, 5, 7 Phone 510-915-0181  
Officer Barrientos, I 9771 Beats 15, 4 Phone 510-912-9907  
Officer Villanueva, N 9854 Beats 1, 3, 6 Phone 510-246-2366  
Officer Le, T 9891 Beats 17 Phone 510-292-6326  
Officer Triana, S 9562 Beats 8, 13 Phone 510-851-1239  
Officer Mendez, E 9733 Beats 18, 19 Phone 510-914-5044  
Officer Estifanos, N 9946 Beats 11, 12 Phone 510-292-8167

**On Loan from Patrol to CROs**

Officer Kino, J 9949 Beats 9, 10 Phone 510-227-7052

**Loaned out to CID**

Sgt Kim, E 8822 (VCOC Acting Commander)

**Bureau of Field Operations 2- Community Resource Officers**

Officer A. Johnson 9580, Beats 20, 21, 22, 23, 24, and 25 Phone 510-407-0561  
Officer M. Viss 9916, 20, 21, 22, 23, 24, and 25 Phone 510 227-9641  
Officer A. Andrews 9517, Beats 26, 27, 28, 29, and 30 Phone 510-504-6973 (Admin Leave)  
Officer S. Sumpter 9482, Beats 26, 27, 28, 29, and 30 Phone 510-506-8765  
Officer J. Endaya 9496, Beats 31, 32, 33, 34, and 35 Phone 510-773-1842  
Officer C. Vasquez 9487 Beats 31, 32, 33, 34, and 35 Phone 510-407-2381

**Supplemental:**

Officer M. Smith 9196  
Officer K. Gaskin 9325

Sgt. O. Vargas 9037, Phone 510-507-6035 (BFO Admin)  
Sgt. R. Johnson 8383, Phone 510-908-2121



The total number of open SARA projects for BFO 1 are 15.

**BFO 1 has the following SARA projects:**

**Area 1:**

Beat 05Y - 1614 Campbell St.

-Addressing burglaries and mail theft occurring in and around the area.

Beat 06X - 925 Brockhurst St.

-Addressing narcotics sales in front of an elder center.

Beat 07X - 32<sup>nd</sup> St. and Magnolia St.

-Addressing the increase in sales of narcotics and violent crimes in the area.

**Area 2:**

Beat 12X - 4354 Telegraph Ave.

-Addressing the high amount of repeated auto burglaries and business burglaries in the area.

Beat 12X - 557 47<sup>th</sup> St.

-Addressing vehicle theft and narcotic activity from unhoused encampments in the area.

Beat 12X - 4615 Manila Ave.

-Addressing a nuisance residence believed to be involved in narcotic activity.

Beat 10Y - 800 block of 59<sup>th</sup> St.

-Addressing the community's concerns regarding firearms and vehicle theft in the area.

Beat 08X - 370 W Macarthur Blvd.

-Addressing prostitution, vehicle theft, and violent crime associated to motel.

**Area 3:**

Beat 19X - 1<sup>st</sup> Ave to 8<sup>th</sup> Ave. along the International Blvd. and E 12<sup>th</sup> St. Corridors

-Addressing an increase in violent crimes in the area.

Beat 19X - 1045 E 12<sup>th</sup> St.

-Addressing an illegal gambling establishment.

Beat 16Y - 800 block of Alma Place

-Addressing catalytic converter thefts and auto burglaries.

Beat 16X - 3200 block of Grand Ave. and 3200 block of Lakeshore Ave.

-Addressing traffic enforcement concerns.

Beat 18Y - E 33<sup>rd</sup> St. and 14<sup>th</sup> Ave.

-Addressing traffic enforcement concerns.

Beat 17Y - Park St. and Macarthur Blvd.

-Addressing traffic enforcement concerns.

Beat 14Y - 3200 block of Lakeshore Ave. and 3200 block of Grand Ave.

-Addressing the high amount of auto burglaries and business burglaries.

The total number of open SARA projects for BFO 2 are 16.

**BFO 2 has the following SARA projects:**

**Area 4:**

Beat 20X - 2783 E12th St.

- Nuisance Property; assisting owner with eviction of squatters on property

Beat 20X - E15th St & Miller Ave

- Homeless Encampment Closure; abandoned Vehicles; nuisance abatement

Beat 21X - 2030 25<sup>th</sup> Ave

- Nuisance Abatement; illegal Gambling on property

Beat 23X - 3200-3700BLK E9th St

- Traffic Enforcement

Beat 23X - 700blk of 37<sup>th</sup> Ave

- Homeless Encampment Closure

**Area 5:**

Beat 26XE12th St & 47<sup>th</sup> Ave

- Homeless encampment closure

Beat 26Y - 1200blk 73<sup>rd</sup> Ave – Dolphin Park Cul-de-Sac

- Homeless encampment closure; cul-de-Sac redesign to reduce illegal parking

Beat 27X - 2560 Courtland Ave

- Cul-de-sac redesign project to curb illegal activity on the street (abandoned stripped/dumped vehicles)

Beat 30X - Arroyo Viejo Park

- NEST Team project with City of Oakland partners

**Area 6:**

Beat 31Z - 149 Louvaine Ave

- Nuisance Property; squatters on property; Request from Beat 31YZ Neighborhood Council

Beat 32X - 11000 San Leandro St

- Abandoned apartment building overtaken by squatters; reported criminal activity linked to squatters

Beat 32Y - 9915 MacArthur Blvd

- Nuisance property; Criminal activity at location; squatters involved in violent crime/shootings at location

Beat 33X/34X

- Community Outreach/Quality of Life

Beat 35X - 2261/2263 85<sup>th</sup> Ave

- Problem residence; multiple shootings related to occupants of property; working on nuisance eviction

Beat 35X - 9200blk Crest Ave

- Roadway redesign to help with criminal activity/nuisance behavior on the block

Beat 35Y - Skyline Blvd between Grass Valley Rd and Keller Ave

- Roadway redesign/parking restriction to curb illegal activity (loitering, shootings, illegal dumping)

James P. Beere 8115  
Deputy Chief of Police  
Bureau of Field Operations 1  
Oakland Police Department