

BACKGROUND

The City of Oakland

Oakland, California is a major West Coast port located in the East Bay region of the San Francisco Bay Area. With a population of 455,622 in 2022, it is the largest city in the East Bay, the 8th largest city in California, and the 43rd largest city in the U.S. Oakland's breathtaking bay views, parklands, open spaces, great weather, and proximity to the Pacific Ocean make it one of the most beautiful urban areas in the nation.

Oakland serves as the Bay Area's trade center and economic engine. The Port of Oakland is the busiest in Northern California, and the fifth busiest in the U.S. Oakland International Airport serves 12 domestic and international airlines. Oakland's vibrant economy is home to several headquarters of major corporations, including Clorox, Kaiser Permanente, Pandora, Sungevity, Cost Plus World Market, Dreyer's Grand Ice Cream, and Revolution Foods. High quality educational opportunities abound as six major universities are within a 40-mile radius. *Forbes* magazine previously selected Oakland as one of the country's 10 best cities for business and careers, based on the city's diversified economy with a vast technology base.

The City of Oakland comprises 50 distinct and eclectic neighborhoods, 17 commercial districts, an increasingly vibrant downtown, a strong economic base, world-class arts and entertainment venues, superior cultural and recreational amenities, and a rich multicultural heritage. It serves as the administrative seat of Alameda County and the center of commerce and international trade for Northern California. Oakland is one of the most diverse and ethnically integrated urban cities in the nation, with major representation from Hispanic and Latino, Asian, African American, and Caucasian residents speaking over 125 languages and dialects as well as the country's third largest LGBTQ (+) community.

The City's landscape is a picturesque mix of lovely hillside neighborhoods; urban chic; exciting and diverse architecture; a bustling waterfront; two shimmering lakes; 19 miles of shoreline along the San Francisco Bay; unparalleled Bay views; and more parks and open space per capita than any other city in the Bay Area. Jack London Square, the Waterfront area, and Lake Merritt provide tourists and residents with several scenic touring options.

City of Oakland Governance

Oakland has a strong Mayor form of government that includes eight Council members. The voters elect seven Council members by district and the eighth at-large. The Mayor, City Attorney, and City Auditor with Council members serve 4-year terms. Elections are held every 2 years and offices elected on a staggered basis.

The Mayor appoints the City Administrator who is responsible for all city operations and is supported by two Assistant City Administrators and one Deputy Administrator. The City Administrator has overall responsibility for administrative and fiscal operations including the hiring of Department Directors and implementation of the Mayor and City Council goals and policy directives. Oakland is a full-service city including both police and fire. The Chief of Police is appointed by the Mayor and reports directly to the City Administrator on a daily basis.

Oakland Police Department

The mission of Oakland Police Department is to provide police service focused on public safety and the sanctity of life, to hold itself accountable to a high standard of conduct, efficiency, and efficacy and to promote mutual respect between the Department and the Communities of Oakland. The department aspires to be the model police department for the entire United States.

The City of Oakland, the community and key stakeholders are committed to public safety that is community centered. They are committed to community oriented policing and other community based practices and want to see and experience a culture within the police department that is oriented toward serving the community.

To achieve OPD's vision to be the leader in the transformation of policing in the US, OPD strives to work in partnership with the community, recognize the successes of our staff, build a team of professionals who are trained and developed to provide top quality service, hold themselves and each other accountable and continually seek to be the exemplar for the 21st Century Constitutional Policing, Community engagement and positive employee morale within the police profession.

The City of Oakland launched a new program, MACRO (Mobile Assistant Community Responders of Oakland) which is designed to redirect non-emergency calls to specific staff as a means of managing the number of emergency calls and finding ways to support citizens during vulnerable times but which are not emergencies. The following are the goals of the program:

- Decreased negative outcomes from law enforcement response to nonviolent 911 emergency calls, especially among Black, Indigenous and People of Color (BIPOC);
- Increased connections to community-based services for people in crisis, especially among Black, Indigenous, and People of Color;
- Redirection of MACRO-identified 911 calls to an alternative community response system;
- Reduced Oakland Police Department & Oakland Fire Department expenses and call volume related to 911 nonviolent calls involving people with behavioral health, substance use, and unsheltered individuals.

Police Oversight

To support this vision within the City of Oakland, on November 8, 2016, the voters of Oakland approved Measure LL establishing the Police Commission, a civilian oversight body established to provide community input and oversee the Oakland Police Department (OPD) in order to ensure its policies, practices, and customs conform to national standards of constitutional policing. Measure LL also established the Community Police Review Agency (CPRA), an agency that is overseen by the Police Commission, which investigates police misconduct and recommends discipline. To further expand the independence, authority and staffing of the Police Commission and CPRA, in November, 2020 the voters approved Measure S1 providing that the Office of the Inspector General (OIG) report to the Police Commission.

The Oakland Police Department operates under a Negotiate Settlement Agreement (NSA) in *Delphine Allen, et al., v City of Oakland, et al.* Under Measure S1, the OIG is responsible for auditing OPD's compliance with the 52 Tasks described in the negotiated settlement agreement (NSA). These audits would address improvements in policing standards, community access to the

complaint process, reporting and investigations of police misconduct, training and supervision, and identifying at-risk behaviors by police officers.

The NSA has required the department to make significant reforms to its operations and improve its relationship with the Public. Nearly all the tasks set by the NSA have been completed. OPD is focused on reaching full compliance as well as institutionalizing the sustainability of the reforms already in place and fostering a culture of self-examination and constant improvement.

OPD Internal Operations

The Department is currently supported by approximately 712 full-time equivalent employees and an FY 2022-2023 budget of just 360M . The Department receives and processes approximately 500,000 calls for service per year. The command staff include an Assistant Chief, four Deputy Chiefs, and nine Captains.

The Department consists of the Ceasefire Division and four bureaus; (2) Bureaus of Field Operations, the Bureau of Risk Management, the Bureau of Investigations, and the Bureau of Services. The Bureaus of Field Operations are organized into five Citywide Police Areas, each led by a Captain. Ceasefire is a data-driven and partnership-based strategy that involves significant coordination with the Department of Violence Prevention, community, social service, and multiple law enforcement partners. Ceasefire is a critical component to the Citywide strategy to combat violence that involves multiple entities within and outside of city government.

Key Priorities

The following represent the key priorities of the Police Commission, the various constituencies of the city and the city administration. These priorities were identified through a series of public meetings, several 1:1 discussions with key constituencies and through a survey accessible to every resident in the city.

- **Public Safety and Crime Reduction:** overwhelmingly everyone expressed in a variety of ways the critical importance of crime reduction and public safety.
- **Community Engagement:** the community is very interested in developing a productive, trusting relationship with the police department. Historically, the police department has always hosted community meetings and events to update and share experiences, the community would like to develop a meaningful relationship with the department and the officers to help combat crime, deepen and share ideas of best practices in policing.
- **Transformation of policing as a national standard:** beginning with a plan to fulfill the requirements of the NSA, the new chief will be expected to represent a culture and reflect leadership that sets a tone of service to the community, a commitment to best practices and the development of internal policies, practices and procedures that reflect this comprehensive and holistic approach to policing.

Chief of Police Role

The Chief of Police serves as the Chief Executive Officer of the Oakland Police Department and is expected during the next chapter of the department's history to fully and finally effect the long sought transformational change of policing in Oakland. The new Chief of Police will assume the helm of a police department with 712 sworn employees and 300 civilian employees and an operating budget of \$360M. The Police Department's budget is increasing by roughly \$40 million

over what it received in the last two-year cycle, growing to \$722 million from \$683 million which represents a two year funding commitment. .

The new Chief will have a goal of transforming the department into an organization that is community service centered, and like the community they serve maintains zero tolerance for crime, is committed to partnering with neighborhoods and community-based organizations in ways that reflect empathy and a healthy appreciation for the value and strength of community residents as key players in public safety.

The City of Oakland currently is experiencing, as anticipated for the summer, a crime surge, heavily robberies and burglaries but also includes increases in violent crime and gun violence. The community will partner with the police department to manage this trend downward. It will require police leadership dedicated to rapidly building a more highly engaged and well-trained police force.

As expected, the individual selected will perform and oversee highly responsible and complex executive management duties for planning, directing, and assessing the operations and support systems of the Police Division. For the specific responsibilities of the Chief of Police, [click here](#).

The Ideal Candidate

To accomplish the vision of the police department which is to be the leading model of transformation for 21st century policing, the ideal candidate will possess a passion for public service, a commitment to best practices and a commitment to the city of Oakland to understand the nature and culture of the city. The ideal candidate for this role will have served at a senior level of a comparable or large department and be able to demonstrate commitment and accomplishment in the following four major areas:

Managing crime and public safety

The next Chief of Police will need to demonstrate his or her ability to lead the department in a way that is consistent with the values of being community centered and being transparent. Transforming the culture of the organization toward being community centered will require a thoughtful plan of transformation that uses existing resources and leverages strategic partnerships with the department of violence prevention, ceasefire and other community-based organizations; securing resources to implement the plan and creating metrics that will measure the effectiveness of the transformation internally and externally.

Manage the business of the Police Department

The Chief will be an excellent steward of the \$360m budget. The Chief will have a demonstrated track record of leading and administering administrative functions to maximize the return on investment in the organization's vital mission to manage crime and public safety.

Reposition the Police Department

The new Chief will be responsible for leading the organization in their efforts to establish trust and respect within the department and within the city. These efforts will be defined by a substantial shift toward community engagement and community-oriented policing, ensuring that the department adopts and adheres to the best practices of policing that are in alignment with the core values of being community centered and being transparent.

Use technology as a force multiplier

The new Chief and the city leadership believe the use of technology in ways that refine police action and support greater effectiveness is vital to the progress they seek in policing. Additional funding has been added to the budget to support the acquisition of new technology.

The ideal candidate will also possess ***the following qualities:***

- The Chief will be communicative, confident, collaborative, and decisive leader with sensitivity, political acumen, good judgment, astute environmental awareness, strong professional presence, and an inspiring demeanor for OPD to move forward
- Possess a passion for public service and public safety for all residents of Oakland
- Be experienced in leading a police department, or have the demonstrated passion for and knowledge of leadership through the supervision of others, where significant crime reduction has occurred.
- Exhibit exceptional leadership, people skills, and cultural competencies and empathy.
- Exhibit the ability to work with and established relationships with a wide range of diverse stakeholders and communities across the city of Oakland, as well as strategic partners, officials colleagues and the media
- Have demonstrated the ability to hold others to values characterized by a commitment to integrity, honesty, transparency, humility, proactivity, innovation, equity compassion, service excellence, and responsive leadership
- Have extensive knowledge of large, complex urban environments and a successful track record of equitably serving and working with all spectrums of multi-racial, multicultural, and socioeconomically diverse communities

REQUIRED QUALIFICATIONS AND EXPERIENCE

The following qualifications are guidelines, as the appointing authority has broad discretion in filling positions in this classification.

Experience:

- Ten (10) continuous years of experience in municipal law enforcement including five (5) years at a level equivalent to Police Captain/Commander or above and a minimum of two years of experience as Deputy Chief in a medium-to-large law enforcement agency. It is desirable that candidates have previous experience as a Police Chief in an organization of comparable size and complexity to Oakland.
- Demonstrated experience working in an urban environment that includes a very diverse community
- Demonstrated commitment to public service and policing that is community centered
- Demonstrated experience in crime reduction and other police success measurements.

Education:

Bachelor's degree. A Master's degree is preferred.

POST Background:

Required to successfully pass a qualifying medical, psychological, and extensive background screening procedure consistent with California POST regulations.

COMPENSATION AND BENEFITS

The current salary range for the position is \$264,402 - \$338,241. The City of Oakland offers an attractive benefits package that includes retirement; medical, dental, and vision insurance; paid vacation leave, sick leave, and holidays, and other generous benefits.

Must be willing to live and/or relocate to the city of Oakland specifically.

APPLICATION PROCESS

The City of Oakland has retained [The Byers Group](#) to conduct this national recruitment. The Byers Group will review all written materials submitted and will screen and evaluate all candidates. Only those deemed qualified will advance to the next level of the recruitment process. The most highly qualified candidates will be invited to participate in an on-site interview. All questions must be addressed to The Byers Group.

HOW TO APPLY

The position is open until filled. First consideration will be given to applications received by Friday, September 30, 2023. To apply for this outstanding opportunity, please electronically submit your resume and a cover letter of interest to The Byers Group: OPD@byersgroupca.com. The letter of interest should outline why you are interested in joining the City of Oakland and your relevant accomplishments.

Confidential inquiries are encouraged and can be directed to: Ms. Brett Byers, 323-403-8279, brett@byersgroupca.com and/or Ms. Christine Boulware at 312-391-6098, christine@byersgroupca.com.