



























# Monthly Risk Analysis Report – Citywide

## Through January 31, 2021

Based on Officer Assignment at time of the event	Jul-Dec 2021 Avg	Jan 2022	% Change	YTD 2021	YTD 2022	% Change
<b>Stops</b>						
Dispatch Stops	672.2	617	-8%	708	617	-13%
Non-Dispatch Stops	469.8	357	-24%	510	357	-30%
% Intel Led	45% (211.3)	60% (143)	+15%	49% (250)	60% (143)	+11%
% Non-Intel Led African American	42% (109.2)	45% (64)	+3%	43% (112)	45% (64)	+2%
% Non-Intel Led Hispanic	35% (90.7)	44% (63)	+9%	39% (102)	44% (63)	+5%
% Non-Intel Led Traffic Stops	79% (203.7)	65% (93)	-14%	78% (203)	65% (93)	-13%
Total Stops	1,142	974	-15%	1218	974	-20%
<b>Use of Force (all force by every officer and every subject, excludes Type 32s)</b>						
Level 1	1.0	1	0%	0	1	PNC
Level 2	1.7	0	-100%	2	0	-100%
Level 3	4.2	7	67%	5	7	+40%
Level 4 (Excluding Type 32)	131.3	131	0%	117	131	+12%
Total	138.2	139	+1%	124	139	+12%
% African American (each subj counted once)	68% (94.2)	72% (100)	+4%	65% (80)	72% (100)	+7%
% Hispanic (each subj counted once)	20% (27.0)	14% (20)	-6%	10% (12)	14% (20)	+4%
<b>Officer Involved Shootings</b>						
# of Incidents	0.8	0	-100%	0	0	-100%
# of Officers that Discharged Their Firearm	1.0	0	-100%	0	0	-100%
<b>Canine Deployment</b>						
Actual Deployments	5.2	6	+15%	2	6	+200%
Bites	0	0	0%	0	0	0%
<b>Complaints (by complaint date)</b>						
Service Complaint Allegations	70.3	42	-40%	56	42	-25%
Total Allegations	326.3	197	-40%	300	197	-34%
Total Cases	137.8	97	-30%	116	97	-16%
<b>Pursuits</b>						
# of Incidents	9.2	17	+85%	5	17	+240%
# Units Involved		36		10	36	+260%
Ave # of Units per Pursuit	1.5	2.1	+40%	2	2.1	+5%
<b>Collisions</b>						
# of Incidents w/ Sworn Employees	10.0	11	+10%	3	11	+267%
# of Incidents w/ Civilian Employees	0.8	1	+25%	0	1	PNC
<b>Other Officer Activity Data</b>						
# of Incident Reports	6,110.5	4,525	-26%	5,768	4,525	-22%
# of Armored Vehicle Deployments	18.2	15	-18%	8	15	+88%

\*Numbers are preliminary and subject to change\*













**2022 Year-to-Date Recovered Guns**

Recoveries through 27 Feb., 2022

<b>Grand Total</b>	<b>244</b>
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<b>Crime Recoveries</b>	
Felony	148
Felony - Violent	34
Homicide	10
Infraction	0
Misdemeanor	4
<b>Total</b>	<b>196</b>

<b>Crime Gun Types</b>	<b>Felony</b>	<b>Felony - Violent</b>	<b>Homicide</b>	<b>Infraction</b>	<b>Misdemeanor</b>	<b>Total</b>
Machine Gun	1					1
Other						0
Pistol	125	19	8		4	156
Revolver	1	3	1			5
Rifle	15	7	1			23
Sawed Off						0
Shotgun	4	5				9
Sub-Machinegun						0
Unknown/Unstated	2					2
<b>Total</b>	<b>148</b>	<b>34</b>	<b>10</b>	<b>0</b>	<b>4</b>	<b>196</b>

<b>Non-Criminal Recoveries</b>	
Death Investigation	4
Found Property	26
SafeKeeping	18
<b>Total</b>	<b>48</b>

<b>Non-Criminal Gun Types</b>	<b>Death Investigation</b>	<b>Found Property</b>	<b>SafeKeeping</b>	<b>Total</b>
Machine Gun				0
Other				0
Pistol	2	9	8	19
Revolver	2	7	4	13
Rifle		5	5	10
Sawed Off				0
Shotgun		3		3
Sub-Machinegun				0
Unknown/Unstated		2	1	3
<b>Total</b>	<b>4</b>	<b>26</b>	<b>18</b>	<b>48</b>



Week: 21 Feb. to 27 Feb., 2022

Weekly Total 30

Crime Recoveries	This Week	Last Week	+/- Change	% Change
Felony	12	14	-2	-14%
Felony - Violent	7	4	3	75%
Homicide	3	1	2	200%
Infraction	0	0	0	PNC
Misdemeanor	1	0	1	PNC
<b>Total</b>	<b>23</b>	<b>19</b>	<b>4</b>	<b>21%</b>

Other Recoveries	This Week	Last Week	+/- Change	% Change
Death Investigation	0	0	0	PNC
Found Property	6	1	5	500%
Safekeeping	1	0	1	PNC
<b>Total</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>600%</b>

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



### 2022 vs. 2021 — Year-to-Date Recovered Guns

Recoveries through 27 Feb.

Gun Recoveries	2021	2022	Difference	YTD % Change 2021 vs. 2022
<b>Grand Total</b>	<b>161</b>	<b>244</b>	<b>83</b>	<b>52%</b>

Crime Recoveries	2021	2022	Difference	YTD % Change 2021 vs. 2022
Felony	82	148	66	80%
Felony - Violent	44	34	-10	-23%
Homicide	3	10	7	233%
Infraction	0	0	0	PNC
Misdemeanor	2	4	2	100%
<b>Total</b>	<b>131</b>	<b>196</b>	<b>65</b>	<b>50%</b>

Non-Criminal Recoveries	2021	2022	Difference	YTD % Change 2021 vs. 2022
Death Investigation	2	4	2	100%
Found Property	18	26	8	44%
SafeKeeping	10	18	8	80%
<b>Total</b>	<b>30</b>	<b>48</b>	<b>18</b>	<b>60%</b>

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



**For Immediate Release February 15, 2022**  
**OPD NEWS:**

### **Missing Person Maria Mooney: At Risk Due to Age**

The Oakland Police Department is requesting assistance from our community and media partners in locating Missing Person Maria Mooney who is **at risk due to age**.



### **Missing Person Maria Mooney**

She was last seen 2/15/22, in the 6500 block of Liggett Drive around 11 AM. Mooney was wearing a pink striped long sleeve shirt, gray pants, and shoes.

Mooney is described as a 79-year-old, Hispanic female. She stands 4'11", weighs 80 pounds, and has gray hair and brown eyes. The family reports **Mooney has a poor mental condition due to Dementia.**

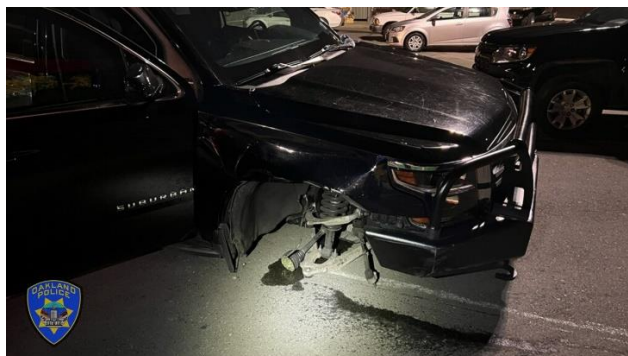
If you have any knowledge or information regarding the whereabouts of Mooney, please notify the **Oakland Police Department's Missing Persons Unit at 510-238-3641.**

Visit Nixle.com to receive Oakland Police Department alerts, advisories, and community messages, or follow OPD on Twitter, Facebook, Instagram @oaklandpoliceca.



For Immediate Release February 25, 2022

## Armed Individuals Damage OPD's Rescue Vehicle to Avoid Arrest



As members of the Oakland Police Department's Ceasefire Division attempted to arrest armed individuals connected to robberies and carjackings, two individuals in a stolen vehicle used it to ram OPD's marked patrol vehicle and Emergency Rescue SUV, causing severe damage (pictured above).

The incident occurred in the 2700 block of San Pablo Avenue Thursday night. The two individuals safely taken into custody, are believed to be connected to several violent crimes. Officers also recovered two loaded firearms.

Thursday's incident comes just one day after Ceasefire arrested four known gang members believed to be connected to multiple violent crimes, including shootings throughout Oakland. Five firearms with high-capacity magazines were recovered in Wednesday's investigation.



OPD's Ceasefire is a proven strategy that has continued to drive violent crime down in Oakland. Working with our community partners, Ceasefire was able to cut gun violence in Oakland by 50% according to [Giffords Law Center](#).

Together Ceasefire, the Independent Department of Violence Prevention, and the community continue to work towards reducing gun violence by identifying groups and gangs that are driving the crime.

**Police Commission Pending Agenda Matters List**

	A	B	C	D	E
1	Agenda Matter	Duties/Deliverables	Additional Information/Details	Timeline for 2022	Measure LL ("Charter") and Enabling Ordinance ("Ord.") Sections
2	Performance Reviews of CPRA Director and OPD Chief	Conduct performance reviews of the Agency Director and the Chief	The Commission shall determine the performance criteria for evaluating the Chief and the Agency Director, and communicate those criteria to the Chief and the Agency Director one full year before conducting the evaluation.		Ord. Section 2.45.070(G)
3	Provide Policy Guidelines to CPRA Director re Case Prioritization				Ord. § 2.45.070(J)
4	Advise OIG of Priorities, Functions, & Duties				Ord § 2.45.120
5	Solicit/Consider Public Input re Quality of Interactions with CPRA and Commission				Ord. § 2.45.070(Q)
6	Review and Comment on Proposed Budget for Education and Training re: job-related stress, PTSD Signs and Symptoms, and Other Job-related Mental Health/Emotional Issues				Charter § 604(d)(1) and Ord § 2.45.090
7	Propose a Budget for Education and Training re: job-related stress, PTSD Signs and Symptoms, and Other Job-related Mental Health/Emotional Issues				Ord. § 2.45.070(C) & (D) (C) Review and comment on the education and training the Department provides its sworn employees regarding the management of job-related stress, and regarding the signs and symptoms of post-traumatic stress disorder, drug and alcohol abuse, and other job-related mental and emotional health issues. The Commission shall provide any recommendations for more or different education and training to the Chief who shall respond in writing consistent with section 604(b)(6) of the Oakland City Charter.  (D) Prepare and deliver to the Mayor, the City Administrator and the Chief by April 15 of each year, or such other date as set by the Mayor, a proposed budget for providing the education and training identified in subsection C., above.

Note from Counsel:

This document is designed to work in conjunction with the agenda item "Upcoming/Future Agenda Items" topic to better enable Commissioners and the public to visualize the Commission's work.

As part of a project to refresh this list, it is currently filled with functions and duties outlined in the Charter and the Municipal Code.

The Charter and the Municipal Code are, of course, not the only central inputs for the Commission in prioritizing its meeting time and agenda items. For example, the Commission's work is also driven by the needs and issues raised by partners in community, in the Department, and across the City of Oakland.

**Police Commission Pending Agenda Matters List**

	A	B	C	D	E
	<b>Agenda Matter</b>	<b>Duties/Deliverables</b>	<b>Additional Information/Details</b>	<b>Timeline for 2022</b>	<b>Measure LL ("Charter") and Enabling Ordinance ("Ord.") Sections</b>
8	Two meetings per year outside City Hall - "Community Roundtables"	Agendized ten days in advance	Commission shall consider inviting to each roundtable individuals and groups familiar with the issues involved in building and maintaining trust between the Department and the community, including but not limited to representatives from the Department, members of faith-based groups, youth groups, advocacy groups, residents of neighborhoods that experience the most frequent contact with the Department and formerly incarcerated members of the community.		Charter § 604(d)(1) and Ord. § 2.45.090
9	Establish Rules/Procedures re Mediation/Resolution of Complaints of Misconduct				Ord. § 2.45.070(N)
10	Review And Comment On Department's Practices/Policies Re: Reporting And Publishing Data On Its Activities				Ord. § 2.45.070(P)
11	Public Hearing on OPD Policies	Commission may shall determine which Department policies are subject of the hearing			Charter Section 604(b)(2)
12	Public Hearing on OPD Budget	Purpose of hearing is to "determine whether budgetary allocations for the Department are aligned with the Department's policies"	Tentative release date of Mayor's proposed budget is May 1st of each year.		Charter Section 604(b)(7)



CITY OF OAKLAND

# **Oakland Police Commission**

## **Annual Report 2021**

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## EXECUTIVE SUMMARY

The City of Oakland's Police Commission (Commission) is a Charter-created voluntary and civilian-run oversight board composed of seven Commissioners and two non-voting Alternate Commissioners.

The Commission's primary mandate is to oversee the Oakland Police Department, ensuring its policies, practices, and customs conform to national standards of constitutional policing.

On November 3, 2020, Oakland voters overwhelmingly approved Measure S1, amending the City Charter to establish a new Office of Inspector General (OIG) - outside of the OPD - to investigate and review the City's handling of police misconduct-related claims, lawsuits, settlements, complaints, and investigations involving the OPD and CPRA.

Subject to limitations, the measure allows the OIG to request and review OPD and CPRA records, including personnel and investigative records. The OIG will also audit the OPD's compliance with the tasks described in the Negotiated Settlement Agreement (NSA) in *Delphine Allen, et al., v. City of Oakland, et al.* This audit will address improvements in policing standards, the public's access to the complaint process, reporting and investigations of police misconduct, training and supervision, and identifying at-risk behaviors by police officers.

As well as the OPD, the Commission is also authorized and committed to overseeing the Community Police Review Agency (CPRA), which investigates police misconduct and recommends discipline, as well as the newly established Office of the Inspector General (OIG).

## **BACKGROUND / LEGISLATIVE HISTORY**

Charter Section 604 charges the Police Commission with overseeing the OPD and holding the Department accountable to its compliance obligation and its duties to Oakland's communities.

Among its charter mandated responsibilities, is the Commission's authority to approve or reject the Department's proposed changes to all policies, procedures, customs, and General Orders of the Department which govern use of force, use of force review boards, profiling based on any of the protected characteristics identified by federal, state, or local law, or First Amendment assemblies, or which contains elements expressly listed in federal court orders or federal court settlements which pertain to the Department.

Additionally, the Commission is also tasked with supervising the investigative work of the CPRA, and performance audits of the OIG.

Measure S1 allows the Commission to hire its own attorneys independent of the City Attorney's Office and provides CPRA and OIG with a budget to conduct work independently of the City Administrator or any other government agency.



## POLICE COMMISSION STRUCTURE

### Police Commission Leadership

Chair Regina Jackson maintained the leadership role until the February 2022 election cycle. Commissioner Jose Dorado served as elected Vice Chair for most of 2021 (elected February 11, 2021) and was replaced as Vice Chair by Commissioner Tyfahra Milele (elected to the role in October 2021, to replace Comm. Dorado upon the completion of term and service on the Commission).

### Commission Composition, as of December 31, 2021

Commissioner	Title	Appointed By	Term Ends
Henry Gage, III	Commissioner	Selection Panel	October, 2022
Brenda Harbin-Forte	Commissioner	Mayor	October, 2022
Rudolph Howell	Commissioner	Selection Panel	October, 2024
Jesse Hsieh	Alternate Commissioner	Selection Panel	October, 2022
Regina Jackson	Chair	Mayor	October, 2021
David Jordan	Commissioner	Selection Panel	October, 2022
Tyfahra Milele	Vice Chair	Selection Panel	October, 2023
Marsha Peterson	Commissioner	Mayor	October, 2023

The Commission bid farewell to two Commissioners:

Commissioner	Title	Appointed By	
Jose Dorado	Vice Chair	Selection Panel	Term ended Oct 21
Sergio Garcia	Commissioner	Selection Panel	Resigned Nov 21

Welcomed one new Commissioner

<b>Commissioner</b>	<b>Title</b>	<b>Joined</b>	<b>Appointed By</b>	<b>Term Ends</b>
Rudolph Howell	Commissioner	Nov-21	Selection Panel	October, 2024

And promoted two Commissioners

<b>Commissioner</b>	<b>Action</b>
Tyfahra Milele	Elected Vice Chair (Oct 2021)
Marsha Peterson	Promoted to Commissioner from Alternate (Nov 2021)

### **Staffing and resourcing**

As part of the completed restructure of the Police Commission and CPRA offices (per Measure S1), the Commission said thank you and farewell to Ms. Christine Love, the former administrative lead and the Commission's sole resource. In August, the Commission welcomed Ms. Rania Adwan to the newly established position of Chief of Staff.

## DOING THE WORK

### Committees – Standing and Ad Hoc

The Commission continued in its practice to establish Ad Hoc Committees, composed of a smaller subset of Commissioners - along with subject matter experts and often inclusive of community groups and/or members of the public - as a primary method of initiating and completing charter mandated projects.

This year also saw extensive conversations comparing the merit and efficacy of Standing Committees versus ad hocs; a continuing discourse, especially in light of its current limited staffing resource and with a view to its anticipated growth and the inclusion of two additional staff positions.

### As of December 2021

Standing Committees	Commissioners
Community Outreach	Howell, Hsieh, Jordan
Personnel	Jackson

Ad Hoc Committees	
Annual Report	Jackson, Milele
Anti-discrimination Policy	Milele, Harbin-Forte, Hsieh
Budget	Jackson, Milele
Community Policing OPD 15-01	Harbin-Forte, Howell, Hsieh
CPRA Director Performance Evaluation	Jackson, Milele, Peterson
OBOA Allegations Investigation	Jackson, Harbin-Forte
Police Chief Goals and Evaluation	Jackson, Milele, Peterson
Risk Management Policy	Gage, Howell, Peterson
Racial Profiling Policy	Jackson, Milele
Rules of Procedure	Gage, Harbin-Forte
Social Media policy	Jackson, Milele, Hsieh

Completed or paused	
Armed & Unresponsive Persons	Jackson, Jordan, Smith


CID Review	Jackson, Howell, Hsieh
Dedicated Arrest Team Policy	Jackson, Jordan, Smith
Inspector General Search	Jackson, Milele, Peterson
Militarized Police Equipment	Gage, Jordan
Missing Persons Policy	Jackson, Jordan
Police Chief Search	Jackson, Dorado, Harbin-Forte (plus Prather)
White Supremacists and Other Extremist Groups	Jackson, Harbin-Forte

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## Public Forums

In addition to the Commission meetings on Thursday evenings and the Ad Hoc Committee meetings, the Commission held several public forums related to specific topics and often in support of the working efforts of an Ad Hoc Committee.

The forums provide another platform to showcase and hear from subject matter experts, provide the public and other stakeholders with a digestible synthesis on a specific topic (as was the case with the Missing Person’s forum) and allow for even more transparency in how the Commission completes its charter mandated tasks (as was the case of the Inspector General forum).



**COMMUNITY COMMENT  
OPD ARMORED VEHICLE  
POLICY**

**THE OAKLAND POLICE COMMISSION AD-HOC COMMITTEE ON MILITARIZED EQUIPMENT REQUESTS YOUR INPUT ON THE DEPLOYMENT AND USE OF ARMORED VEHICLES BY THE OAKLAND POLICE DEPARTMENT**

**QUESTIONS**

- When should OPD be authorized or prohibited from using an armored vehicle?
- What are the downsides of OPD deployments of an armored vehicle?

**WHEN**  
Monday January 11th, 2021  
6:00 pm - 8:00 pm  
Public Comment  
6:15 pm - 7:15 pm

**HOW TO PARTICIPATE**

THE MEETING WILL BE HOSTED ON THE ZOOM WEBINAR PLATFORM. PLEASE CLICK THE LINK BELOW TO JOIN THE MEETING.  
<https://oaklandpolice.zoom.us/j/8355342391>

**ON PHONE ONE-311**  
+1 (510) 301-3111 (ext. 311) or  
+1 (415) 267-7869 (ext. 8355342391)

**ON TELEPHONE**  
CALL FOR NUMBER QUALITY. DIAL A NUMBER BASED ON YOUR CURRENT LOCATION:  
US: +1 (609) 800-9129 (toll-free)  
CAN: +1 (416) 967-7129  
UK: +44 (0) 20 8882 0000  
AU: +61 (0) 2 9251 9292  
WEBINAR ID: 835 5342 3917

**OAKLAND POLICE COMMISSION  
AD-HOC COMMITTEE  
ON MILITARIZED  
EQUIPMENT**

**Commissioners**  
Chair Regina Jackson  
Vice-Chair Robert Davis III  
Commissioner David Jordan

**Community Representatives**  
Steve Farmer  
John Lintrop-Poland  
Aimee Smith

**OPD Representatives**  
Deputy Chief Leanne Armstrong  
OPD Training Division Staff



**CANDIDATES FORUM FOR  
OAKLAND'S FIRST INSPECTOR  
GENERAL**

JOIN OAKLAND POLICE COMMISSION AD-HOC COMMITTEE MEMBERS  
CHAIR JACKSON, COMMISSIONERS MIDDLE & PETERSON FOR A FORUM TO  
VIRTUALLY MEET AND HEAR FROM THE THREE FINALISTS FOR  
OAKLAND'S INSPECTOR GENERAL.

**OCTOBER 27** WEDNESDAY | 6:00 - 8:30 PST  
ZOOM ACCESS DETAILS AVAILABLE VIA  
THE POLICE COMMISSION WEBSITE:  
[WWW.OAKLANDPOLICE.COM/COMMISSIONERS/POLICE-COMMISSION](http://WWW.OAKLANDPOLICE.COM/COMMISSIONERS/POLICE-COMMISSION)

CANDIDATES FOR THE ROLE OF OAKLAND'S INSPECTOR GENERAL






**PUBLIC HEARING**

OAKLAND POLICE  
DEPT. MISSING  
PERSONS POLICY

COMMUNITY INPUT  
REQUESTED



The Oakland Police Commission via the Missing Persons Policy Ad Hoc Committee is requesting community input on the revised OPD Missing Persons policy.

The hearing will include a facilitated conversation with a subject expert panel, as well as an opportunity for members of the public to respond to the panel as well as the policy itself.

The commission would specifically like to hear:

- Is the policy clear and effective?
- What has been your lived experience regarding missing persons investigations?
- What elements or resources should be prioritized in these investigations?

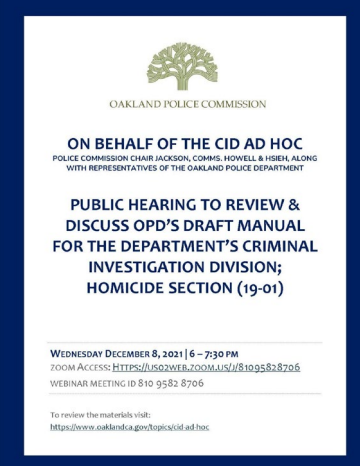
The policy and other supporting documents can be found at the link below:  
<https://www.oaklandpolice.gov/resources/missing-persons-policy-ad-hoc-committee>

**When**  
Tuesday Nov. 2<sup>nd</sup>  
6 pm - 8 pm

**How to Participate**  
The meeting will be hosted as a Zoom webinar. Link to join:  
<https://us02web.zoom.us/j/8546862182>  
Webinar ID: 854 686 2182

**On One-to-One**  
US: +1 (609) 901-2828 (ext. 8546862182) or  
+1 (202) 167-8575 (ext. 8546862182)

**On Telephone**  
Dial the higher quality, toll-free number based on your current location:  
US: +1 (407) 901-2828 or +1 (202) 167-8575  
or +1 (347) 248-7799 or +1 (312) 426-6799  
or +1 (444) 608-8666 or +1 (301) 715-8992



OAKLAND POLICE COMMISSION

**ON BEHALF OF THE CID AD HOC  
POLICE COMMISSION CHAIR JACKSON, COMMISSIONERS HOWELL & HIGHER, ALONG  
WITH REPRESENTATIVES OF THE OAKLAND POLICE DEPARTMENT**

**PUBLIC HEARING TO REVIEW &  
DISCUSS OPD'S DRAFT MANUAL  
FOR THE DEPARTMENT'S CRIMINAL  
INVESTIGATION DIVISION;  
HOMICIDE SECTION (19-01)**

WEDNESDAY DECEMBER 8, 2021 | 6 - 7:30 PM  
ZOOM ACCESS: [HTTPS://US02WEB.ZOOM.US/j/81095828706](https://us02web.zoom.us/j/81095828706)  
WEBINAR MEETING ID: 810 9582 8706

To review the materials visit:  
<https://www.oaklandpolice.gov/topics/cid-ad-hoc>

## **POLICE COMMISSION MEETINGS**

The Police Commission meets on the second and fourth Thursday of each month in the evenings. Representatives from OPD and CPRA appear at most meetings to provide reports on Commission-requested topics and to hear public comment.

These meetings offer a robust open forum, inviting public commentary and input on agenda items. Members of the public are also encouraged and invited to submit their thoughts, concerns, ideas and sentiments via email; acknowledged at the Police Commission meetings as written public comment and posted to the relevant web pages soon after.

The Commission continues to ensure maximum transparency, public awareness and engagement efforts by expeditiously posting the recordings of all its meetings, along with transcripts and minutes whenever possible and as soon as feasible (given limited staff resources).

Due to the ongoing Covid-19 global pandemic, the Police Commission continued to conduct its Special and Regular Thursday evening meetings, along with Standing and Ad Hoc Committee meetings, virtually and via Zoom.

### **OPD Presentations at Commission Meetings**

Since its inception, the Commission has requested that the Chief of Police provide informational reports on topics of interest to the Commission and as required by the Enabling Ordinance. In 2021, members of the Department presented on various topics including:

- Crime reports and corresponding statistical data
- Policy priorities
- The creation of a Violent Crimes Operations Center within the Bureau of Investigations
- The creation of a Bureau of Risk Management
- OPD use of overtime with City businesses
- Staffing concerns and attrition rates
- Updates regarding its work with the Independent Monitor
- General progress satisfying the terms of the negotiated settlement agreement
- The Department's zero-tolerance of any racist practices, behaviors, or actions, or affiliations or support of white supremacist or extremist organizations, including social media posts or interactions
- Investigation into the misuse of social media platforms by Department members
- Working relationship with Alameda County's Public Defender on the topic of timely mirandizing of youth



### **Consideration of OPD Policies and Orders**

The Commission reviewed and considered several OPD Policies and Orders including:

- **Armed and Unresponsive Persons Policy**  
Commission Ad Hoc members: Jackson, Jordan, Smith  
The Commission voted on January 7, 2021 to approve a draft of the policy.
- **Dedicated Arrest Teams Policy.**  
Commission Ad Hoc members: Jackson, Jordan, Smith.  
The Commission voted on January 7, 2021 to approve a draft of the policy.
- **Military Equipment Training Bulletin.**  
Commission Ad Hoc members: Gage, Garcia, Jordan.  
The Commission voted on February 11, 2021 to approve a draft of the bulletin.
- **DGO K-03: Use of Force.**  
Commissioner Ad Hoc members: Anderson, Gage, Harris  
The Commission voted on October 8, 2021 to ratify the revised policy, completed and approved the prior year.
- **Criminal Investigation Division (CID); Homicide Section (19-01)**  
Commission Ad Hoc members: Jackson, Howell, Hsieh  
The Commission voted on December 16, 2021, to approve and adopt the Department's revised Policies and Procedures manual for the Department's Criminal Investigation Division; Homicide Section (19-01).

### **Special Presentations to the Police Commission**

On March 11, 2021, Human Resources Director Ian Appleyard provided an update on the Police Commission reorganization, the Inspector General position, and other staffing projects underway for the Police Commission and the agencies it supervises and responded to questions from the Commission.

On March 11 and 25, 2021, former Commissioner Ginale Harris shared an update on the Reimagining Public Safety Task Force.

On March 25, 2021, Former Commissioner Tara Anderson and Gabriel Garcia of Youth Alive reviewed 2021 bill language currently being considered by the State of California.

On May 13, 2021, Joe DeVries, Director of Interdepartmental Operations, delivered a presentation on Neighborhood Services.

On May 13, 2021, Ryan Richardson from the Office of the City Attorney (OCA) presented a report which summarizes recent efforts by the OCA to help improve the police discipline and data on arbitration decisions.

On October 28, 2021- Ryan Richardson from the Office of the City Attorney (OCA) presented an semi-annual report summarizing recent efforts by the OCA to help improve the police discipline and data on arbitration decisions.

On December 7, 2021, a special joint meeting of the City Council, Community Policing Advisory Board, Public Safety Services Oversight Commission, and Oakland Police Commission was held to discuss the City's efforts on public safety and violence reductions.

### **Special Presentations by the Police Commission & Commissioners**

The Commission and individual Commissioners are often invited to attend, participate and speak on behalf of the Commission at certain events. In 2021, the Commission/Commissioners met with the Selection Committee and attended the three Case Management Conferences tracking the progress of OPD's reform efforts. Chair Jackson also spoke at three Police Academy Graduations and at the Police Promotional Ceremony.

Additionally, Commissioners are regularly invited to partner and participate in Special Concurrent Meetings of the Oakland City Council, Community Policing Advisory Board, and Public Safety Services Oversight Commission.



## TRAINING FOR THE POLICE COMMISSION

Training for Commissioners is ongoing as Commissioners cycle on and off the Commission. The Commission received the following trainings in open session:

- February 25, 2021 CPRA Executive Director John Alden delivered a training on Public Safety Officers' Procedural Bill of Rights. as mandated by City Charter section 604 (c)(9) and Enabling Ordinance section 2.45.190.
- April 22, 2021, Human Resources Director Ian Appleyard delivered a training on Memoranda of Understanding with the Oakland Police Officers Association (OPOA) and other represented employees as mandated by City Charter section 604 (c)(9) and Enabling Ordinance section 2.45.190.
- December 16, 2021, Nitasha Sawhney, of Garcia Hernández Sawhney LLP (GHS), Independent Counsel for the Commission, provided Commissioners a refresher training on Robert's Rules of Order.

## OTHER NOTEWORTHY ITEMS

### PERSONNEL

- Submitted four candidates for Chief of Police to Mayor and select LeRonne Armstrong as Oakland's Chief of Police
- Selected a consultant to conduct an investigation of the OBOA allegations.
- Hired a Chief of Staff to support the Commission's operations and growth
- Conducted and completed a national search to award the position of Oakland's very first Independent Inspector General to [Ms. Michelle Phillips](#). This work was successfully completed by an Ad Hoc Committee of Commissioners (Jackson, Milele, Peterson).

### RESOLUTIONS

- Approved a resolution urging the District Attorney Nancy O'Malley to re-open the Oscar Grant case.
- Approved a resolution calling for parity in the administration of COVID-19 vaccinations for front line public safety workers.
- Approved a resolution regarding the sunsetting the use of the BearCat.

### PLANNING & FUTURE THINKING

- Conducted a retreat on January 30, 2021 attended by former-Commissioners Anderson and Prather, who presented on various topics.
- Submitted letters of support for California Police Reform legislation.

### **Acknowledgements**

The Oakland Police Commission would like to thank and acknowledge stakeholders and community members for continuing to engage and get involved. In particular, the Commission would like to pay special thanks to Dr. Sarai Crain, Department of Violence Prevention, for her participation and input at the Missing Person's Ad Hoc and Darlene Flynn, Director of Race & Equity for the City of Oakland, for all her time and support on a multitude of the Commission's workstreams, including White Supremacy Ad Hoc, Racial Profiling Ad hoc and the Social media Policy Ad Hoc.



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

### Current Committees

Standing Committee	Commissioners
Outreach	Howell, Hsieh, Jordan
Personnel	Jackson

Ad Hoc Committee	Commissioners
Annual Report	Jackson
Antidiscrimination Policy	Harbin-Forte, Hsieh, Jackson
Budget	Jackson
Community Policing OPD 15-01	Harbin-Forte, Howell, Hsieh
CPRA Director Performance Evaluation	Milele, Jackson
OBOA Allegations Investigation	Harbin-Forte, Jackson
Police Chief Goals and Evaluation	Milele, Peterson, Jackson
Racial Profiling Policy	Milele, Jackson, Jordan
Risk Management Policy	Peterson, Harbin-Forte, Howell
Rules of Procedure	Gage, Harbin-Forte
Social Media Policy	Jackson, Milele, Hsieh

For a roster of current Commissioners and their emails, visit:

<https://www.oaklandca.gov/teams/police-commission>

## EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE

3.10.2022

The Oakland Police Commission's performance evaluation competencies set forth below are the criteria by which the Chief of Police will be formally evaluated by the Police Commission one year after the Commission delivers this document to the Chief and the Mayor; and annually after that according to any additional or different criteria adopted by the Commission.

The Commission's authority to hold the Chief to the high professional standards appropriate for the Chief's leadership position is not limited to these formal criteria. High professional standards of conduct will remain relevant to the Commission's performance evaluation of the Chief and to any other employment action vested in the Commission consistent with the City Charter, the City Municipal Code, and the Chief's Employment Agreement.

The Commission's authority to hold the Chief to the high professional standards appropriate for the Chief's leadership position is not limited to these formal criteria. High professional standards of conduct will remain relevant to the Commission's performance evaluation of the Chief and to any other employment action vested in the Commission consistent with the City Charter, the City Municipal Code, and the Chief's Employment Agreement.

## EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE

3.10.2022

### **PURPOSE**

The Annual Performance Review provides the Commission, as well as key City leaders and stakeholders with a summary of the progress and levels of success achieved by the Chief of Police. This information will be used to identify trends in performance, individual strengths, challenges that might require support to overcome and any areas for future development.

Given the Commission's charter mandate to evaluate the performance of the Chief, the Oakland Police Commission has identified key competencies, attributes, and expectations of the Chief of Police.

### **HOW TO USE THIS DOCUMENT**

The Chief of Police should independently review each of nine areas, self-rate their performance and describe his/her significant achievements of service for each of the areas over the one-year period.

## EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE

3.10.2022

### RATING SCALE

**Exceptional** – Performance consistently exceeds standards and requirements. Achievements are well beyond those normally expected of someone in the job. This is a level reserved for individuals whose performance has been consistently excellent.

**Commendable** – Performance is clearly above normal expectations for the position. Individuals with solid experience and well-developed skills usually achieve this level.

**Acceptable** – Meets or occasionally exceeds the expected standards, usually able to perform without close supervision. Consistently satisfactory performance. Achievement is at a level normally expected for an individual in the job.

**Needs improvement** – Performance is inconsistent and may be satisfactory sometimes and unacceptable at others. The individual often needs close supervision, guidance, and direction. This level typically describes an individual who needs to show improvement and requires further development.

**Unacceptable** – Performance consistently does not meet standards and expectations.



**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE**  
**3.10.2022**

COMPETENCY	SELF-ASSESSMENT	COMMISSION ASSESSMENT	STAKEHOLDER ASSESSMENT
<p><b>Integrity/High Moral Character</b></p> <p><i>“Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.” (President’s Task Force on 21st Century Policing). Community trust and the legitimacy of professional policing hinges on leadership with deep integrity, strong morals, and honesty.</i></p> <p>The Chief must commit and demonstrate integrity in words, especially if he/she is to garner the trust and faith of his employees, members of the public and City leaders:</p> <ul style="list-style-type: none"> <li>+ Provide to the Commission regular updates as to the progress of your published three-year strategic plan</li> <li>+ Demonstrate a commitment to rebuilding trust with Oakland’s youth through specific programs, campaigns, and strategies</li> <li>+ Develop, integrate, and track restorative and procedural justice programs</li> <li>+ Ensure that all Measure Z funds are used appropriately</li> <li>+ Explore and adopt successful trust-building programs from other cities</li> <li>+ Enforce the activation of body cameras as police interact with the public - and resolve public concerns and issues regarding delays in activation (DGO)</li> </ul>			

**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE**  
**3.10.2022**

<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Service Delivery &amp; Leadership</b></p> <p><i>Leadership is an act of service to the community as well as to the people being led. A strong balance must be established between serving the people and goals of the organization. Shared, distributed leadership serves the goal of service leadership by propagating power sharing at every organizational level.</i></p> <p>The Chief must ensure OPD delivers quality policing services to all residents in a fair and equitable way.</p> <ul style="list-style-type: none"> <li>+ Deliver safety and crime prevention in Oakland, prioritizing violent crimes and serious felonies.</li> <li>+ Plan, direct, supervise, and coordinate the activities of OPD personnel in serving the public, preserving order, protecting life and property, and enforcing laws.</li> <li>+ Seek out, craft, and implement modern, progressive police management methods.</li> <li>+ Submit quarterly reports to the Police Commission on analysis of racial disparities in arrests and traffic stops</li> <li>+ Promote de-escalation and disengagement tactics</li> <li>+ Take measures to demilitarize the police force.</li> <li>+ Report to the Commission progress of Dr. Eberhardt's recommendations</li> <li>+ Ensure a safe and supportive work environment and a fair and inclusive culture in support of healthy staff morale that allows</li> </ul>			

**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE**  
**3.10.2022**

Department members to work to the best of their abilities in service of Oakland's communities			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Visionary &amp; Innovative Leadership</b></p> <p><i>Leadership requires a focus on the attainment of a clearly communicated future end-state, a shared vision that is not only understandable but innovative and unhampered by the constraints of the present. Visionary leaders co-create the evolution of the community they serve.</i></p> <p>The Chief must clearly communicate a future end-state for the Department he helms</p> <ul style="list-style-type: none"> <li>+ Develop and begin to implement long-term initiatives that empower the Department to deliver the police services Oakland will need in the future.</li> <li>+ Identify benchmark jurisdictions and overhaul training and professional development programs to represent and exceed national best practice as it currently stands.</li> <li>+ Craft and implement employee development plans ensuring equitable performance paths are known and understood</li> </ul>			

**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE**  
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<ul style="list-style-type: none"> <li>+ Identify benchmark jurisdictions and overhaul training and professional development programs to represent and exceed national best practice</li> <li>+ Develop, integrate, and track program portfolios identified in your three-year strategic plan, included and not limited to: Ceasefire/Gun Violence Reduction, Procedural Justice and Community Policing Strategy</li> <li>+ Design and roll out a whistleblower program promoting the spirit of accountability with the Department</li> </ul>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Adaptive Leadership</b></p> <p><i>Adaptive leaders are resourceful; they orchestrate teams toward collaborative solutions as they arise. This must also include the ability to evolve (long-term adaptation). As the needs of the city, residents and communities served continue to evolve, the agency and its leadership must evolve with it.</i></p> <p>The Chief must exhibit adaptability, as problems arise that are not fully covered by pre-established responses.</p> <ul style="list-style-type: none"> <li>+ Exhibit resourcefulness in the face of new challenges</li> <li>+ Orchestrate teams toward collaborative solutions as they arise.</li> </ul>			

**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE**  
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<ul style="list-style-type: none"> <li>+ Develop a shared, distributed leadership model that propagates power sharing.</li> <li>+ Show ways the Department has or intends to shift and evolve to support the evolving needs of Oakland's citizens</li> <li>+ Renew, revise, or develop a recruitment/retention strategy to address local and national trends that influence policing</li> <li>+ Develop, train, mentor, and elevate a diverse leadership team and leadership pipeline to support the Chief's vision for the future of the Department</li> </ul>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Transparent Leadership (Communication)</b></p> <p><i>Leadership requires clear, consistent, and transparent communication and the ability to do so with increasingly diverse stakeholders, oftentimes struggling with trauma. A transparent leader's communication style should be timely, direct, and comprehensive, while conveying competence, authority, and empathy.</i></p> <p>The Chief must exemplify clear, consistent, and transparent communication with a range of key, diverse stakeholders.</p> <ul style="list-style-type: none"> <li>+ Communicate in a timely, direct, and comprehensive manner, while conveying competence, authority, and empathy.</li> </ul>			

**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE**  
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<p>+ Continue to professionalize and expand OPD's ongoing use of social media.</p> <p>+ Develop and implement channels for public awareness and engagement to ensure broad community voices are heard, and ensure that appropriate action is taken when the Department obtains feedback and community information through these channels</p> <p>+ Identify and commit to leadership training and development</p>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Relational Leadership</b></p> <p><i>The acknowledgement that no one person or agency can be solely responsible for solving any problem emphasize the critical need for strong partnerships and the ability to foster and deepen relationships. This requires high emotional intelligence as well as compassionate, consistent, equity-focused professionalism with all stakeholders.</i></p> <p>The Chief must create and maintain strong, key relationships with a wide range of peers in government and stakeholders in community.</p>			

**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE**  
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<ul style="list-style-type: none"> <li>+ Exemplify high emotional intelligence as well as compassionate, consistent, equity-focused professionalism with all stakeholders.</li> <li>+ Forge effective professional relationships with the City departments as well as with other local, state, and federal public safety officials and organizations.</li> <li>+ Cultivate positive community relations through sustained, in-person interaction with all of Oakland’s diverse neighborhoods and civic and community groups.</li> <li>+ Grow your professional network - as well as the Department's - through formal and informal partnerships</li> </ul>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Sustainability Leadership</b></p> <p><i>Sustainability Leadership is critical to the long-term success of the agency and the community it serves. The United Nations Brundtland Commission defined sustainable as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” This means the human and environmental impacts of an organization should be paramount to its forward visioning, including the health and well-being of the Oakland Police Department. As the culture keeper of an organization, the leader must model personal sustainability and</i></p>			

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<p><i>encourage the same in others. A deep focus on a humanizing culture of equity is foundational to the sustainability of a justice-centered community.</i></p> <p>The Chief must prioritize the long-term sustainability of the Department and the community OPD serves. By sustainable, we mean “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”</p> <ul style="list-style-type: none"> <li>+ Renew OPD’s commitment to sustainability: including racial justice, environmental justice, and a fair, equitable, and humanizing workplace culture.</li> <li>+ Promote policies and rules that support the mental and emotional health and well-being of OPD’s officers and civilian staff.</li> <li>+ Understand and address the human and environmental impacts of OPD, including the health and well-being of the force.</li> <li>+ Implement updated policies related to bias and discrimination</li> <li>+ Ensure trainings related to topics concerning equity are modern, comprehensive, and conducted regularly.</li> <li>+ Identify and commit to leadership training and development programs</li> <li>+ Connect and work with other City leaders and experts, in particular the Department of Race &amp; Equity</li> </ul>			
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**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE**  
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COMPETENCY	SELF-ASSESSMENT	COMMISSION ASSESSMENT	STAKEHOLDER ASSESSMENT
<p><b>Culture Transformation</b></p> <p><i>The business of policing has been changing and must continue to do so if our communities are expected in rely on and trust Police Department's to protect and serve. It is imperative that the Department continues to adopt and display a guardian mindset, be ready and brave enough to hold itself accountable, and do the work necessary to rebuild the trust and legitimacy eroded over decades. Sustainable cultural change cannot happen overnight, but requires diligence, creativity, empathy, and persistence if the relationship between law enforcement agencies and the communities they serve is ever to improve.</i></p> <p>The Chief must foster a culture of self-examination and constant improvement within the Department.</p> <ul style="list-style-type: none"> <li>+ Serve as a model leader who is communicative, confident, collaborative, and decisive, with sensitivity, political acumen, good judgment, astute environmental awareness, strong professional presence, and an inspiring demeanor.</li> <li>+ Promote fair, principled, and accountable policing.</li> <li>+ Design and roll out a whistleblower program promoting the spirit of accountability with the Department, that ensures officers can report misconduct safely.</li> </ul>			

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<p>+ Enforce OPC policies that require officer activation of body worn cameras (“BWC”) and ensure supervisory enforcement of the BWC policy.</p> <p>+ Hold all OPD employees accountable in their public interactions and in representing the City of Oakland</p>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>N.S.A. Compliance and Post-N.S.A. Preparation</b></p> <p><i>The Commission is committed not only to support the Department in competing its outstanding reform tasks but also ensuring the federal monitor provides the City of Oakland with consistent, predictable metrics it can use in holding OPD accountable to compliance. Completing the Negotiated Settlement Agreement (NSA) is imperative, but equally important is the Department's commitment to continue the hard work of reform after the IMT's role ends.</i></p> <p>The Chief must ensure OPD completes all required tasks of the Court-overseen Negotiated Settlement Agreement in Delphine Allen, et al. v. City of Oakland, et al.</p> <p>+ Schedule and prepare Commission reports of detailed compliance efforts and progress, as well as detailed tracking of</p>			

**EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE  
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<p>any data regularly requested by the independent monitoring team (use of force, stop data and disparities).</p> <p>+ Develop and present to the Commission a proposed one-year work plan through 2023 that sets public expectations about how and when the Department will fully and sustainably comply with all the NSA tasks and subtasks that are outstanding.</p> <p>+ Prepare for a Post-N.S.A. Department with strong internal governance systems that is ready to ensure constitutional policing on its own.</p>			
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