



OAKLAND POLICE COMMISSION

SPECIAL BUDGET HEARING AGENDA

**June 3, 2021
6:30 PM**

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

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



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PUBLIC PARTICIPATION

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

OBSERVE:

- To observe, the public may view the televised video conference by viewing KTOP channel 10 on Xfinity (Comcast) or ATT Channel 99 and locating City of Oakland KTOP – Channel 10
- To observe the meeting by video conference, please click on this link: <https://us02web.zoom.us/j/89553678399> at the noticed meeting time. Instructions on how to join a meeting by video conference are available at: <https://support.zoom.us/hc/en-us/articles/201362193>, which is a webpage entitled "Joining a Meeting"
- To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location):

+1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592
Webinar ID: 895 5367 8399

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

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

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

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



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

II.

Chair Regina Jackson

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

III. Open Forum Part 1 (2 minutes per speaker, 45 minutes total)

After ascertaining how many members of the public wish to speak, Vice Chair José Dorado will invite the public to speak on any items not on the agenda but may be of interest to the public, and that are within the subject matter jurisdiction of the Commission. Comments on specific agenda items will not be heard during Open Forum but must be reserved until the agenda item is called. The Vice Chair has the right to reduce speaking time to 1 minute if the number of speakers would cause this Open Forum to extend beyond 45 minutes. Any speakers not able to address the Commission during this Open Forum will be given priority to speak during Open Forum Part 2, at the end of the agenda.

IV. Hearing on the Oakland Police Department Budget and Action on Recommendations to City Council

Pursuant to Charter provision 604 (B), the Commission will hold a public hearing on the Oakland Police Department budget. The Commission may also discuss the proposed Commission and CPRA mid-cycle budgets that are included in the City's comprehensive budget. After conducting the hearing, the Commission will determine recommendations to the City Council regarding changes to the OPD budget, if any. ***This is a new item. (Attachment 4).***

- a. Presentation of budget consideration
- b. Conduct hearing, receive public comment
- c. Discussion regarding recommendations to City Council on proposed budget changes, if any
- d. Action, if any

V. Prioritization of OPD Policies for Review

The Commission will discuss and prioritize OPD policies for review. ***This item was discussed on 1.30.21 and 4.22.21 and is continued from 5.13.21. (Attachment 5).***

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

VI. Recommendations for Community Engagement

The Commission will discuss and prioritize OPD policies for review. ***This item was discussed on 1.30.21 and 4.22.21 and is continued from 5.13.21. (Attachment 6).***

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

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

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

VIII. Adjournment



CITY OF OAKLAND

FY21-23 PROPOSED POLICY BUDGET DISCUSSION 5.26.21



FY21-23 BIENNIAL PROPOSED POLICY BUDGET

	Midcycle FY 2020-21	FY 2021-22	FY 2022-23
General Purpose Fund	\$644,092,166	\$777,883,222	\$724,508,328
Restricted Special Funds	\$1,069,051,241	\$1,222,669,561	\$1,130,992,330
Total – All Funds	\$1,713,143,407	\$2,000,552,783	\$1,855,500,658
Full-Time Equivalent Positions – GPF	2,410.61	2,379.87	2,364.10
Full-Time Equivalent Positions – All Funds	4,491.30	4,525.52	4,520.42

OVERVIEW

INITIATIVE/OUTCOMES

- Affordable Housing & Homelessness Solutions
- Public Safety & Violence Prevention
- Good Jobs & Vibrant Economy
- Clean, Healthy, Sustainable Neighborhoods

FOCUS

- Police
- Federal/State/County Resources

Affordable Housing & Homelessness Solutions

Human Services, Housing and Community Development, City
Administrator's Office

Strategy:

- Aligns with PATH Framework and supports ratio of investments: shelter-emergency beds: permanent housing: prevention. (with HCD)
- Aligns with complex one time funding restrictions and spend down deadlines.
- Expands emergency beds/spaces on public lands
- Deepens investments in shelter exit strategies to improve permanent housing outcomes.

Prevention

Intervention

Housing

Affordable Housing & Homelessness Solutions

HUMAN SERVICES

Attachment 4

Interventions :

Preservation of over 1600 Emergency beds/ spaces

- 450 temporary crisis beds (cabins, RV safe parking) through FY 21-22.
- 1200 permanent brick and mortar beds (transitional housing, family shelter, HomeBase) for FY 21-23
- Supports \$3.9M in additional interventions on public lands for FY 21-22.
- Sustains unsheltered /EMT support: outreach, hygiene, hotel vouchers, mobile showers
- Supports permanent housing exits:
 - Partner with Oak. Housing Authority to expand OPRI for families: Serves 142 households in total.
 - 15 Year Operating Support for Clifton Hall of 42 permanent units for homeless seniors.
 - Expanded exit funding for shelters to improve placements to permanent housing.
- Special Pilot Projects: Employment Programs, Guaranteed Income Project for Homeless Youth, Capacity funding for Black Led Grassroots agencies,

Prevention

Intervention

Housing

Critical Issues

- Budget contains \$26.5 million in one time funding (ESG/ HHAP). Many emergency beds and new public lands interventions are largely unfunded in FY 22-23
- Does not currently have exit resources attached to Lake Merritt Lodge FEMA funded hotel. FEMA support ends 9/30/21
- No new funding for expanded public lands proposals beyond \$3.9M allocated.

Prevention

Intervention

Housing

Affordable Housing & Homelessness Solutions

HUMAN SERVICES

Attachment 4

	FY21-22	FY22-23	
Fund Name	Budget proposal	Budget proposal	
1010 - General Fund: General Purpose	\$ 1,510,620	\$ 1,553,374	
1030-SSBT	\$ -	\$ -	
1870 - Affordable Housing Trust Fund	\$ -	\$ -	
2103 - HUD-ESG/SHP/HOPWA	\$ 30,527,166	\$ 11,246,221	*
2108 - HUD-CDBG	\$ 758,418	\$ 734,859	**
2159 - State of California Other	\$ 743,431	\$ 9,764,696	***
2160 - County of Alameda: Grants	\$ 510,393	\$ 511,230	
2244 - Measure Q	\$ 6,514,014	\$ 6,753,762	
2270 - MeasureW	\$ (106,092)	\$ (106,396)	
7760 - Grant Clearing	\$ 113,453	\$ 117,054	
Total	\$ 40,571,403	\$ 30,574,800	

* See Errata. ESG revenues inadvertently duplicated across both years in original release.

**See Errata for adjustments to CDBG

***Anticipates \$9M in new state of CA HHAP funds, will be spent over both fiscal years.

Prevention

Intervention

Housing

Anti-Displacement and Homelessness Prevention Activities:

- ERAP funding for rental assistance targeted to the most vulnerable (lowest income, most impacted by COVID)
- CDBG-CV funding (to be proposed in June) for housing stabilization services associated with rental assistance
- AHTF funding this year (and prior two years)
- CDBG-CV funding (to be proposed in June) to continue and increase availability of legal services following lifting of eviction moratoria
- **Community engagement and education:**
 - Rent Adjustment Program (RAP)
 - General information (funded with CDBG), also part of Oakland Housing Secure
 - Creation of a new Community Development & Engagement to improve and deepen landlord-tenant education and engagement, including on Fair Chance and Just Cause Eviction laws.
- **Actively enforce Oakland's rent laws (RAP)**

Mayor's budget included \$32 million to preserve and produce more Affordable Housing through state and federal funds and anticipated developer impact fees.

Includes *anticipated* federal resources (e.g., one-time HOME capital), Budget Bureau's *estimate* of impact fees and other recurring sources, and a minimum *estimate* of competitive resources like Homekey from the State.

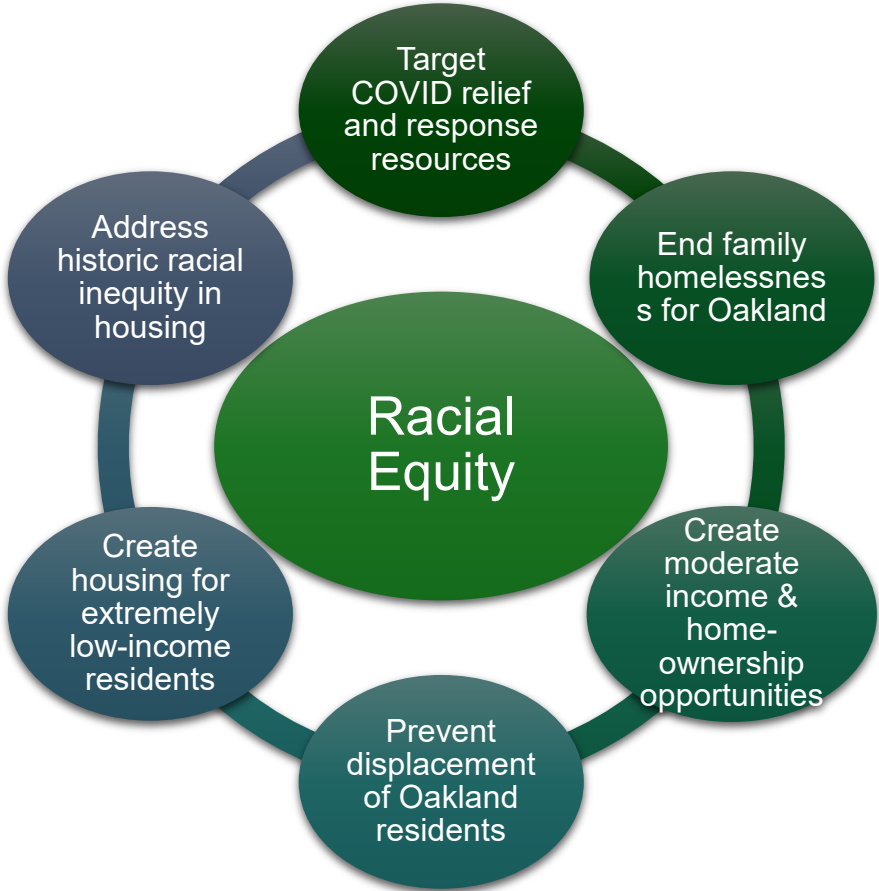
Source	Expected Amount	Funding Type and Restricted Uses	Production, Preservation, or Prevention?	Funding Status	Timing and other notes	Source
HOME (one time)	\$11,395,941	One time capital	Production, Preservation	Award anticipated but not confirmed.	Timing TBD.	HUD
HOME (recurring)	\$1,167,745	Recurring capital	Production, Preservation	Award confirmed, not yet spent.	Recurring source.	HUD
AHIF/JHIF (Impact Fees)	\$7,500,000	Recurring capital	Production, Preservation	Amount not confirmed	Budget Bureau's estimate of impact fees.	City
Brooklyn Basin	\$1,780,000	Recurring capital	Production	Restricted use for Brooklyn Basin	Excess bond proceeds for Brooklyn Basin project.	City
Homekey	\$10,000,000	Competitive capital & operating for homeless housing acquisitions	Production	Not applied for, NOFA expected Jul-21	State's Homekey NOFA expected in Aug/Sept 2021, with awards by end of 2021. Amount is TBD as this source will be competitively awarded.	State

Affordable Housing & Homelessness Solutions Housing & Community Development

Attachment 4

Source	Expected Amount	Funding Type and Restricted Uses	Production, Preservation, or Prevention?	Funding Status	Timing and other notes	Source
ERAP1 & ERAP2	\$32,400,000	One time rental assistance	Prevention	ERAP1 mostly expended, ERAP2 applied for, not yet awarded.	Emergency Rental Assistance Program. Access to ERAP2 expected in June-July 2021.	US Treasury
CDBG-CV1 and CDBG-CV3	\$8,245,435	One time capital and operating (including services)	Production, Preservation, Prevention	Confirmed and allocated, not yet spent.	Community Development Block Grant funds for COVID response. Grant period 7/1/20 - 6/30/26. Allocated uses: leverage ERAP award, and for acquisition/rehab/ conversion/housing operation costs for low to moderate income households. Proposed uses to return to Council in June.	HUD
CDBG (recurring)	\$7,000,000	Recurring source	Production, Preservation, Prevention		Annual Action Plan to Council 6/15	HUD
Cal-HOME ADU	\$3,000,000	Competitive capital	Production	Award confirmed, not yet spent.	Grant period 7/1/21 - 6/19/24. Reimbursement for eligible expenditures.	State
LHTF	\$5,000,000	Competitive capital, committed to new construction	Production	2020 Award confirmed, not yet received.	State's 2021 LHTF NOFA to be issued in July 2021 and competitively awarded. 2020 NOFA awarded in January 2021, funds expected in Fall 2021.	State

Affordable Housing & Homelessness Solutions Housing & Community Development



Targeting investment to provide more immediate housing solutions

To provide more immediate housing solutions and stability for existing tenants and unsheltered residents, the City will shift its two-year focus to invest 50% of its available resources in acquisition and conversion opportunities and 50% into new construction, as funding allows.

Assessing Impact: We expect to spend approximately \$145,000 of local subsidy per affordable unit for production and preservation

However, each source has restrictions on target population and use

Affordable Unit Production Assumptions		
Program	Fund Split by Program	Avg Subsidy per Affordable Unit
New Construction Units (a)	50%	\$150,000
Acquisition-Conversion Units	35%	\$150,000
Preservation Units	14%	\$125,000
Missing Middle Units	1%	\$3,000
Total Units	100%	\$145,030

(a) Only applies if new construction split exceeds \$6 million.

Homelessness Unit

- 3.00 FTE to coordinate the City's homelessness services.
- Adds \$905,000 in one-time use of Measure Q (Fund 2244) carryforward funding for Homelessness Services to create a total of
- \$1.8 million available funding in FY 2021-22 for use under the direction of the Homelessness Administrator.

Affordable Housing & Homelessness Solutions

Federal/ State/ County Resources

Housing and Homelessness that includes

- \$2.75 billion one-time funds over two years for the additional acquisition and rehabilitation of facilities through the Homekey program
- \$50 million one-time General Fund for the Homeless Coordinating and Financing Council (HCFC) to partner with local governments and assist them with resolving critical encampments and transitioning individuals into permanent housing
- \$1.75 billion for HCD affordable housing projects
- \$500 million for HCD to provide planning and implementation grants to regional entities for infill development projects
- \$40 million over 5 years to local jurisdictions to develop action plans that address family homelessness

Health and Human Services support that includes

- \$35 million for a 5-year Universal Basic Income Pilot program.

Public Safety & Violence Prevention

Police Department, Department of Violence Prevention

Public Safety & Violence Prevention Police Department

Attachment 4

- Builds a new transparent Police budget by suspending some of the functions previously undertaken by the department in response to public demand and expectations,
- Prioritizes full staffing of Violent Crime Prevention & Response/Ceasefire, Investigations and 911 Response
- Creates a new Trust Unit, including dedicated Liaison Officers to Chinatown and Fruitvale.
- Funds three Recruit Academies per year to increase actual sworn staffing to the long-standing authorized strength of 792 officers,
- Provide for reduced overtime expenditures as those positions get filled.

- Restores full staffing to units like Traffic Enforcement and Community Resource Officers over time
- Increases Investigative capacity.
- Increases staffing for the Community Police Commission to better investigate complaints of police officer misconduct.

Police Re-Budget

- . Foundational aspects of budget
 - . Patrol, 911 response, Investigations, etc.
 - . Measure Z
 - . OPOA contract requirements
- . Relationship between staffing and overtime,
 - . overtime policy
- . Academies

Public Safety & Violence Prevention

Department of Violence Prevention

GUN / GROUP /GANG VIOLENCE RESPONSE	50% INVESTMENT	GENDER BASED VIOLENCE RESPONSE	25% INVESTMENT	COMMUNITY HEALING AND RESTORATION	25% INVESTMENT
TOTAL ~\$8.8 M					
		\$2.2 MILLION		\$2.2 MILLION	
<ul style="list-style-type: none">• Violent Incident Crisis Response• Hospital-based Intervention• Violence Interruption• Temporary Relocation• Homicide Response for Family• Youth and Adult Life Coaching• Youth Reentry Coordination• Youth and Adult Employment Support and Placement• Triangle Incident Response at crime-scene		<ul style="list-style-type: none">• 24-hour IPV Survivor Hotline• Legal Advocacy for IPV• Bedside Advocacy for IPV• Increased Cultural and linguistic capacity for IPV• Drop-in Center and Life Coaching for CSE• Emergency Shelter/Safe Space for both CSE and IPV• Therapeutic Support for both CSE and IPV		<ul style="list-style-type: none">• Community Ambassadors• Community Healing Spaces and Activities• Mental health and grief/trauma support• Family strengthening• Parks Events/Block Parties• Provider Network Capacity Building/Trainings	

Public Safety & Violence Prevention

Department of Violence Prevention

Expected outcomes

- Gun/Group/Gang Violence Response
- Shootings and homicides decrease
- Participants successfully satisfy probation/parole mandates
- Participants and families feel supported during crisis
- Participants and families transition out of immediate danger
- Participants and families avoid violent injury/re-injury
- Participants reduce risk behaviors related to violence (e.g. carrying a weapon)
- Participants strengthen their socio-emotional skills (e.g. resilience)
- Participants reduce or cease contact with the justice system
- Participants are employed and prepared to pursue longer-term goals
- Families improve their ability to provide more protection and mutual accountability for its members
- Families improve their level of cohesion
- Youth have improved educational outcomes

Gender-based Violence Response

- Intimate Partner Violence (IPV) victims access resources to increase longer-term safety (e.g. protection orders)
- Decrease in IPV victims
- Increase in awareness and education of IPV issues
- Victims of commercial sexual exploitation (CSE) transition out of immediate danger
- CSE survivors access resources to increase long-term safety
- CSE survivors receive therapeutic support that helps them begin to heal from trauma
- Increase in awareness and education of CSE issues

Community Healing and Restoration

- Community leaders are supported in their efforts to heal their own communities
- Community members feel involved in reducing violence and are connected in positive ways
- Participants and families begin to heal from trauma related to homicide and cold cases
- Families increase their access to multigenerational emotional support
- Providers have strong skills that enhance their work and support their growth

Public Safety & Violence Prevention

Department of Violence Prevention

The DVP currently manages an additional \$4.45 million in state, federal and foundation grants:

- State Grant: Board of State and Community Corrections - California Violence Intervention and Prevention Award - to Enhance Ceasefire (\$500,000 annually through 6/30/2023)
- State Grant: California Department of Corrections and Rehabilitation - Golden State Works Award - to Manage Rapid Employment for Parolees in Oakland (\$3,943,000 annually through 6/30/2022, anticipated renewal)
- Federal Grant: Department of Justice Award - Office of Juvenile Justice and Delinquency - to Improved Outcomes for Gang Involved Youth (\$141,000 annually through 10/1/2022)
- Private Foundation: East Bay Community Foundation to pilot violence intervention promising practices (\$10,000 through 12/1/2021)

Public Safety & Violence Prevention Federal/ State/ County Resources

Public Safety support that includes

- \$9 million in ongoing funding and \$200 million one-time General Fund across the next three fiscal years to support violence prevention efforts within communities that focus on those at the highest risk of violence.

Good Jobs & Vibrant Economy

Department of Workplace and Employment Standards

Department of Workplace and Employment Standards

KEY INITIATIVES

- Monitor and enforce City legislation to provide worker protections for Oakland residents, especially those in historically unserved and underserved ethnic populations.
 - Investigate and resolve worker rights complaints.
 - Track and monitor nature of complaints.
 - Maintain open communication and collaboration with worker and business representatives.
 - Inform the public of worker rights.
- Coordinate, support and improve the City's contracting process from development of specifications to contract award and close out.
 - Work with external subject matter experts.
 - Assist small and local businesses in accessing government contracting opportunities
 - Monitor and enforce the City's social equity policies
 - Increase the number of local minority and women-owned businesses accessing government contracting opportunities.

Department of Workplace and Employment Standards

KEY INITIATIVES

- Improve the certification and subcontracting processes for local and small local businesses participating in procurement of goods and services, through the implementation of two new automated systems under Business to Government software (B2G).
- Apply, monitor, and enforce recently revised (2/24/21) local, small local business enterprise policies including the disadvantaged business enterprise participation in the City's procurement of commodities, construction and professional services.

Department of Workplace and Employment Standards

EXPECTED OUTCOMES

- Retrieval of lost wages due to discriminatory employment practices (esp. for low wage earners in underserved communities and People of Color (POC))
- Stability of the Oakland workforce through enforcement of worker protections to ensure the availability of jobs (esp. for low wage earners in underserved communities and POC)
- Increase in the number of local and small local businesses participating in the City's procurement process.
- Increase in the number of Oakland residents employed on City funded construction and professional services projects.
- Implement the recently purchased Business to Government (B2G) to enhance subcontractor participation and certification.

Department of Workplace and Employment Standards

POTENTIAL OTHER FUNDS

- While we could benefit from other funds, we do not anticipate receiving other funds during this budget cycle.

5 Key Priorities FY 2021-23

1. Business Support
2. Equity in Contracting
3. Workforce Development
4. Growing Demand & Investment
5. Belonging and Social Cohesion

1. **Business Support**

- **Goal #1:** Help small businesses in underserved communities get “capital ready” to close gaps in access to stimulus and grant funding.
- **In the Proposed Budget:** New position to support economic development activities in East Oakland.
- **Outcomes:** Businesses outreached show tangible benefit in accessing capital and financial services
- **Potential Other Funds:** Federal EDA Grant for Business Technical Assistance (EWD); Federal SBA Community Navigator Pilot Program Grant (TBD)

- **Goal #2:** Integrate special events & cannabis permitting into EWD.
- **In the Proposed Budget:** Transfer of Special Activities division and funding to EWD
- **Outcomes:** Develop a streamlined process for cannabis and special events permitting.
- **Potential Other Funds:** State funding for cannabis equity programs (TBD)

Good Jobs & Vibrant Economy Economic and Workforce Development

2. Equity in Contracting

- **Goal:** Assist the Department of Workplace and Employment Standards (DWES) to support and train small and local businesses to access government contracting opportunities
- **In the Proposed Budget:** N/A
- **Outcomes:** Support DWES in training local and small local contractors; Develop an inclusive, easy-to-access directory of local businesses
- **Potential Other Funds:** Federal EDA Grant for Contractor Training (TBD - EWD); Need to identify funding for Local Business Directory platform

3. Workforce Development

- **Goal:** Upskill & reskill low-wage workers at high risk of displacement; expand youth employment opportunities.
- **In the Proposed Budget:** \$700k for training in FY 21-22 (150 -200 people served) with Federal Workforce (WIOA) funds; \$400k in Measure HH funds in FY 21-22 for summer youth 2021 program (200 youth served)
- **Outcomes:** Increase # of individuals trained to serve 300 people; Increase # of summer youth served in 2021 to 400, with 50 cultural arts placements; Develop a City-wide youth programming assessment and strategy
- **Potential Other Funds:** Federal American Jobs Plan (TBD) includes Creating Jobs for Underserved Populations program; Philanthropically funded FUSE Executive Fellow in Workforce Development

4. Growing Demand & Investment

- **Goal:** Attract and retain businesses in Oakland & capture additional sales tax revenue for the City's budget
- **In the Proposed Budget:** \$86k (TBD) for annual citywide marketing campaign; Funds to support the soon-to-be-formed Chinatown Business Improvement District (BID)
- **Outcomes:** Execute an expanded city-wide marketing campaign to encourage consumers to Think Oakland First; strengthen the BID program and support the creation of new BIDs and Merchant Associations
- **Potential Other Funds:** Need to identify funding sources (TBD) for expanded marketing campaign and new staff resources to support expansion of BID program.

5. Belonging and Social Cohesion

- **Goal:** Lift up youth voices in recovery and grow the creative economy to address violence prevention and increase social cohesion
- **In the Proposed Budget:** Measure C TOT funding of approx. \$550k in FY 21-22 and \$680k in FY 22-23 (down from \$1M+ in FY 2019-20)
- **Outcomes:** New opportunities are created for youth engagement, special events, cultural activities and entertainment.
- **Potential Other Funds:** Philanthropic funding for cultural strategist program (EWD – TBD); Federal National Endowment for the Arts (NEA) grants (TBD).

Small business support/ Golden State Stimulus II that includes

- \$1.5 billion in additional funding, including an additional round of stimulus checks to middle class families that make an adjusted \$75,000 or less.
- \$1.5 billion for three additional rounds of Small Business Grants
- \$7 billion investment over three years to expand broadband infrastructure, increase affordability, and enhance access to broadband for all Californians

Cannabis support that includes

- \$100 million proposal to establish a local jurisdiction assistance grant program for cannabis intended to help local governments in processing substantial workloads associated with transitioning businesses to a regulated market and enhanced support to eligible jurisdictions that are implementing social equity programs.

Clean, Healthy, Sustainable Neighborhoods

Department of Transportation, Public Works, Capital Improvement Program

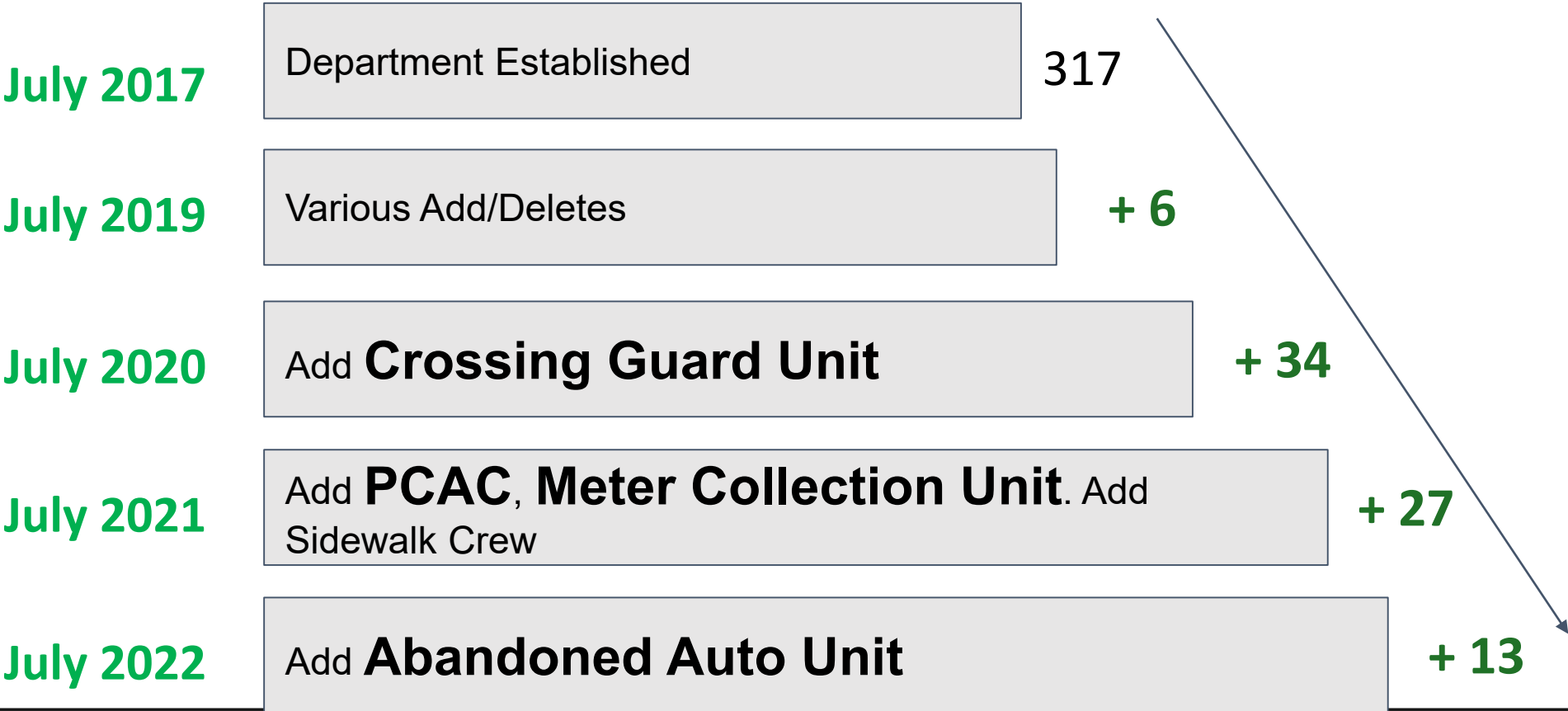
Clean, Healthy, Sustainable Neighborhoods Department of Transportation

Attachment 4

1. Safer Streets Faster
2. Customer & Mobility Focused Parking Services
3. Efficient & Modernized Parking Meter Operations
4. Focused & Coordinated Vehicle Enforcement
5. Responsive & Modernized Private Permitting & Monitoring
6. Increased Privately Funded Sidewalk Repair

OakDOT's Responsibilities Continue to Grow

Number of Budgeted Full Time Equivalent Staff (FTE) in Department by Year



Key Initiatives

Addressing Litter, Illegal Dumping, and Graffiti

- A multi-pronged approach is utilized to address litter. There are over 1,300 street litter containers placed at strategic locations throughout the City that affords travelers the opportunity to deposit their litter. The Excessive Litter Fee Program (ELF) focuses on removing litter from locations that are known to suffer from excessive amounts of litter. Mechanical street sweepers remove litter from streets in residential neighborhoods, commercial corridors, and industrial areas. Adopt-a-Spot volunteers remove litter from sites that they have adopted.
- The City focuses on the three E's to address illegal dumping – Eradication, Education, and Enforcement. A hybrid approach is used by the Illegal Dumping Unit to eradicate illegal dumping which includes proactively and reactively removing illegal dumping. The Environmental Enforcement Officers are tasked with providing outreach to the community on the proper way to dispose of debris and to enforce illegal dumping to help change behavior. The goal is to resolve 85% of the illegal dumping service requests within three (3) business days.
- The Graffiti Abatement Unit methodology is to remove graffiti reactively and proactively from public property. Staff abates graffiti by painting over tags or pressure washing them. The goal is to resolve 85% of graffiti abatement service requests within three (3) business days. But graffiti that is deemed gang-related and/or contains explicit/offensive language is considered urgent and is scheduled to be abated within twenty-four (24) hours of notification.

FY21-23 Proposed Budget

- Enrich communities throughout the City of Oakland by fostering eradication of graffiti plagued areas through the continued “Graffiti Abatement Program”.
- Create a sense of community by showing a sense of caring in the reduction of defacement of properties through Code Enforcement Services response.
- Continue to build strong community partnerships with business owners, property owners, and community stakeholders through education and outreach surrounding graffiti impacts on communities and businesses as well as provide resource information to allow for civic pride through murals and/or preventative defacement of property measures.

Clean, Healthy, Sustainable Neighborhoods Planning and Building

- Restores staffing within the Planning and Building Department (PBD) to meet service demands and to enhance key performance indicators.
- Provides continued funding to support the preparation and implementation Council-Approved Plans and Municipal Code Amendments, Neighborhood Plans, and Specific Plans by the Planning and Building Department.
- Allocates funding to a comprehensive update of the City's General Plan that will be initiated in 2021.
- Authorizes funding to improve permitting systems and processes that are intended to enhance customer service experience throughout the PBD permitting process by reducing wait times for responses and by providing digital methods for applications and review.
- Funds the 5-Year Impact Fee Review Study that is required under the California Mitigation Fee Act.

Prioritizes efforts to improve housing affordability, including strategies from the Mayor's Housing Cabinet, which includes the following recommendations:

- Adopt new regulations for short-term residential rentals;
- Adopt new regulations for the conversion of single room occupancies (SROs);
- Promote construction of accessory dwelling units;
- Encourage modular construction; and
- Establish a class of “by-right” development projects that do not need discretionary review.

Key Outcomes

- During Quarter 1 through Quarter 3 of this reporting period for Fiscal Year 2020-2021, we received a cumulative of 380 Graffiti specific complaints.
- The complaints received ranged from minor residential defacement of property fencing by graffiti, to larger scale residential and commercial defacement of property by graffiti.
- Of these **380** cases as stated in Quarters 1 through 3 of Fiscal Year 2020-2021, **239** were abated following code enforcement services response.
- The total abated cases include some overlap of cases that were submitted during prior reporting quarters.

Natural Resources/Emergency Response support that includes

- \$250 million to develop and implement a proposal to prepare California to build disaster resistant communities and increase statewide resiliency
- \$150 million to support the development and enhancement of community resilience centers – including improving local fairgrounds

Transportation support that includes

- \$1 billion for statewide transit and rail projects
- \$500 million towards the Active Transportation augmentation projects.

Alameda County Measure W



PROPOSED FY2021-2023 CAPITAL IMPROVEMENT PROGRAM BUDGET OVERVIEW

Photo by Dale Tan

May 26, 2021



**CITY OF
OAKLAND**

CITYWIDE PRIORITIZATION FACTORS AND WEIGHTING SYSTEM

Attachment 4



EQUITY Invest in underserved communities (16 pts.)



HEALTH & SAFETY

Improve safety and encourage healthy living
16 pts.



EXISTING CONDITIONS

Renovate or replace broken, hazardous, outdated city properties
13 pts.



ECONOMY

Benefit small businesses & create job opportunities for Oaklanders
13 pts.



ENVIRONMENT

Preserve the environment and address climate change
11 pts.



REQUIRED WORK

Address areas where city may be held financially & legally responsible
10 pts.



IMPROVEMENT

Build new and upgrade city facilities, streets, sidewalks, and public spaces
8 pts.



COLLABORATION

Combine projects to save time & money and partner with community
8 pts.



PROJECT READINESS

Ensure projects are ready to go without delay
5 pts.

EQUITY is also considered by identifying projects that address disparities within the Health/Safety, Existing Conditions, Economy, Environment, Improvement and Collaboration factors. These subfactors vary within Capital Assets as appropriate.



City of
Oakland

FY 2021-2023 CIP BUDGET RECOMMENDATIONS BY FUNDING SOURCE Attachment 4

<i>Source</i>	<i>Budget</i>		<i>Total</i>
	<i>2021-22</i>	<i>2022-23</i>	
1010 General Purpose	545,887	552,646	1,098,533
2125 Environmental Protection Agency	1,500,000	0	1,500,000
2159 State of California	1,250,000	0	1,250,000
2211 Measure B - ACTC Local Streets & Roads	5,300,000	6,200,000	11,500,000
2212 Measure B - Bicycle/Pedestrian	264,000	264,000	528,000
2218 Measure BB - ACTC	500,000	1,000,000	1,500,000
2219 Measure BB - ACTC	790,236	560,000	1,350,236
2244 Measure Q - Parks & Recreation Recreation	775,000	0	775,000
3100 Sewer Service Fund	23,265,780	23,185,089	46,450,869
4100 Equipment	250,000	2,000,000	2,250,000
5130 Rockridge Library Assessment District	0	990,000	990,000
5322 Measure DD Capital Improvement	2,481	0	2,481
533X Measure KK Infrastructure Bond	88,925,500	118,387,825	207,313,325
<i>Total</i>	<i>\$123,368,884</i>	<i>\$153,139,560</i>	<i>\$276,508,444</i>



I-BOND (MEASURE KK) BALANCE SUMMARY

Attachment 4

FACILITIES/STRUCTURES BOND ALLOCATION

5/24/21 Update

DEPARTMENT	BOND ALLOCATION	SERIES A FY2017-19	SERIES B FY2019-21	SERIES C FY2021-23	# of Projects Funded	DEPARTMENT BALANCE*
LIBRARY	\$15,000,000	\$4,375,000	\$6,395,000	\$4,230,000	10	\$0
OPR & DHS	\$35,000,000	\$9,265,000	\$22,493,800	\$3,241,200	4	\$0
FIRE	\$40,000,000	\$6,237,500	\$7,000,000	\$17,113,125	5	\$9,649,375
POLICE	\$40,000,000	\$200,000	\$0	\$11,295,500	8	\$28,504,500
ENVIRONMENT	\$20,000,000	\$1,907,500	\$5,550,000	\$12,433,500	10	\$109,000
Subtotals	\$150,000,000	\$21,985,000	\$41,438,800	\$48,313,325	37	\$38,262,875

TRANSPORTATION BOND ALLOCATION

DEPARTMENT	BOND ALLOCATION	SERIES A FY2017-19	SERIES B FY2019-21	SERIES C FY2021-23	FY2021-23 # PROJECTS	DEPARTMENT BALANCE*
TRANSPORTATION	\$350,000,000	\$40,600,000	\$97,730,000	\$159,000,000	5	\$57,670,000

*The balances shown are the TOTAL REMAINING I-BOND (MEASURE KK) funding unallocated after the FY2021-23 CIP approval.

For more information, please go to:

www.oaklandca.gov/topics/capital-improvement-program

FY21-23 BIENNIAL PROPOSED POLICY BUDGET

Remaining Budget Balancing Considerations

- Labor Contract Extension
- ARPA Change
- MFS Updates
- Revenue & Expenditure Q3 Report Projections
- One-Time Funding Addressing Structural Deficit

QUESTIONS



OPD Policies for Review

Canine: DGO K-09

Current Policy: [DGO K-9, Department Canine Program](#)

Year Developed: 2006

Status: Review of policy has been requested, but no current drafting status.

Brief Definition: The mission of the Department Canine Program is to train, maintain and deploy Canine Teams to search for and locate criminal suspects and evidence in order to safeguard our community and police officers. The law enforcement industry has recognized that the appropriate deployment of police canines enhances the safety of citizens and officers by increasing an agency's ability to capture criminals and locate items of evidence. A dog bite is an intermediate use of force that may inflict serious injury. Therefore, this policy only allows Patrol Canine deployments for violent forcible crimes, burglary and weapons related offenses.

CPRA Report Recommendations: 2020 – [April 23](#) - The CPRA recommends that the Department provide training to all OPD members on utilizing interpreters/translators in the field, and that the Canine Program integrate the use of interpreters/translators in regular training scenarios. DGO K-9 and DGO K-4 presumptively categorize canine bites as Level 2 uses of force. Due to the potential for canine bites to cause severe bodily injury, the CPRA recommends eliminating the presumption that a canine bite is automatically a Level 2 use of force. Updating the policy to indicate that a canine bite shall be at least a Level 2 or above, followed by the criteria for both Level 2 and Level 1 cases, would provide clarity to officers in incidents such as these.

[Federal Monitor Report](#) **Task Number:** no defined task number

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Community Engagement

Current Policy: [DGO B-7 Public Appearances](#) and [BFO 11-01 Problem Solving Officer Deployment and Responsibilities](#)

Year Developed: DGO B-7, 2005 and BFO 11-01, 2011

Status: No work at this time on new policy iteration.

Brief Definition: DGO B-7: The purpose of this order is to set forth Departmental policy and procedures for providing and authorizing qualified personnel to make public appearances, to set forth policy on public appearance tracking responsibility and to provide a centralized file for public appearance information.

BFO 11-01: The purpose of this directive is to set forth bureau policy and procedures regarding deployment, responsibilities and standards for Departmental Problem Solving Officers (PSOs). These objectives and standards are designed not only to meet legal mandates but also to improve police community relations, enhance City-wide problem-solving efforts, reduce violent crime, and diminish citizens' perception of crime.

CPRA Report Recommendations: 2020 – [October 22](#) - The CPRA recommends that Field Training Officers receive additional training related to communication with the public and trainees during an incident. The CPRA recommends additional training related to communications with detainees during an incident.

[Federal Monitor Report](#) Task Number: no defined task number

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Community Policing: Bureau of Field Operations (BFO) 15-01

Current Policy: [Training Bulletin III-A.05, Community-Oriented Policing](#) and [SO 9112 Revision of TB III-A.05](#)

Year Developed: 2008

Status: [Draft of 15-01](#) has been submitted to Police Commission

Brief Definition: Community Policing is the affirmed public safety policy and philosophy of the City of Oakland and Oakland Police Department and its purpose is to reduce crime, enhance public safety and to improve quality of life through police and community partnerships. The purpose of this directive is to set forth bureau procedures regarding expectations and responsibilities for Neighborhood Service Coordinators (NSCs), Community Resource Officers (CROs), Foot Patrol Officers, Crime Reduction Team (CRT) Officers, and Community Meetings. This policy is designed to improve police community relations, enhance Citywide problem-solving efforts, reduce serious and violent crime, and address public safety issues through the community policing philosophy.

[Federal Monitor Report](#) Task Number: 47 Community Policing Plan

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Chemical Agents

Current Policy: TB V-F2 (not available for public viewing)

Year Developed: 2006

Status: No drafting has begun on any revisions.

Brief Definition: Chemical agents used by the Oakland Police Department are divided into three classes: duty aerosol to distract and confuse threats (discussed in Part II), chemical agents to disperse crowds (discussed in Part III), and chemical agents to detect and dislodge barricaded subjects (discussed in Part IV). Some chemical agents are used for more than one purpose and fall into more than one category. When used correctly, chemical agents are highly effective, but their effects dissipate quickly when a subject leaves a contaminated area. Members shall report all incidents when a chemical agent is applied to a subject in accordance with Department General Order (DGO) K-4, REPORTING AND INVESTIGATING THE USE OF FORCE

[Federal Monitor Report](#) Task Number: 27

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Crowd Management*Current Policy:* [TB III-G](#)*Year Developed:* 2013*Status:* There has been discussion about revision, but no drafting has begun yet.*Brief Definition:* The Oakland Police Department crowd management and crowd control policy is to: apply the appropriate level of direction and control to protect life, property, and vital facilities; maintain public peace and order; and uphold constitutional rights of free speech and assembly while relying on the minimum use of physical force and authority required to address a crowd management or crowd control issue.[Federal Monitor Report](#) Task Number: no defined task number**Commission Work Plan**

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Electronic Control Weapon (Lexipol 304)*Current Policy:* [Electronic Control Weapon](#)*Year Developed:* This is a Lexipol policy. Policy says printed date is 2017.*Status:* On the list to be converted to DGO format, no drafting as of yet.*Brief Definition:* The electronic control weapon (ECW) is intended to control a violent or potentially violent individual, while minimizing the risk of serious injury. The appropriate use of such an ECW should result in fewer serious injuries to officers and suspects.[Federal Monitor Report](#) Task Number: no defined task number**Commission Work Plan**

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Handcuffing: (Lexipol 302)**Current Policy:** [Handcuffing and Restraints](#)**Year Developed:** This is a Lexipol policy. Policy says printed date is 2017.**Status:** Request has been made to move this to the current DGO format, but still in the drafting phase.**Brief Definition:** The use of handcuffs and other restraints is intrusive and can impact the community's trust in the police. As courts put it, the use of handcuffs "substantially aggravates the intrusiveness of an otherwise routine investigatory detention and is not part of a typical Terry (investigative) stop." The application of restraints shall never be considered a part of standard operating procedure. This policy sets forth guidelines for the use of handcuffs and other restraints during arrests and detentions.

CPRA Report Recommendations: [2019 Policy and Training Recommendations](#) page 3, number 13 - The CPRA recommends that the Department provide additional training on when officers can handcuff or pat search detainees; towing procedures and explaining Fourth Amendment justifications for handcuffing and pat searching under Terry.; 2020 – [May 28](#), - The CPRA recommends that OPD consider instituting more specific policies and/or training regarding the handcuffing of pregnant women. In particular, CPRA staff recommend that OPD: consider training officers on the specific risks associated with handcuffing pregnant women, so that officers are better positioned to evaluate the totality of the circumstances when presented with a pregnant detainee/arrestee; consider training officers on modified restraint methods that would alleviate these risks, so that officers are better positioned to determine whether modified restraints would be appropriate in a given situation; and consider developing more specific standards to inform officer discretion when presented with the choice of whether and how to handcuff pregnant detainees/arrestees, along the lines of the more specific instruction officers receive related to using certain types of force on pregnant women. [November 12](#) - The CPRA recommends that officers receive additional training related to the proper positioning of handcuffs.

[Federal Monitor Report](#) Task Number: no defined task number**Commission Work Plan**

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Hand Held Impact Weapons

Current Policy: TB III-H.2 (not available for public viewing)

Year Developed: 2006

Status: No drafting has begun on any revisions.

Brief Definition: Officers must have a thorough understanding of DGO K-3 in order to know when the use of a hand held impact weapon is appropriate and objectively reasonable. Department General Order K-4, Reporting and Investigating the Use of Force, enumerates the use of a hand held impact weapon as a Level 2 use of force and requires that a supervisor be summoned to the scene to conduct a Level 2 force investigation. An intentional strike to the head with a hand held impact weapon is a Level 1 use of force and requires a Level 1 force investigation. The use of a hand held impact weapon may be warranted prior to any actual physical contact. It is not necessary that an individual actually assault a third party or member prior to using a hand held impact weapon. The imminent threat of violence, whether it is verbal or non-verbal, coupled with the present intent, means, opportunity, and ability to carry out such threats may warrant its use.

[Federal Monitor Report](#) Task Number: no defined task number

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

IAD Manual

Current Policy: Draft of a manual has been completed.
Year Developed: 2020
Status: Draft completed. Expected request for Commission ad hoc forthcoming.
Brief Definition: A document that sets forth roles and responsibilities for Internal Affairs Division Personnel.

[Federal Monitor Report](#) Task Numbers: 1-17, 29, 37

Task	Name
1	IAD Staffing and Resources
2	Timeliness Standards and Compliance with IAD Investigations
3	IAD Integrity Tests
4	Complaint Control System for IAD and Informal Complaint Resolution Process
5	Complaint Procedures for IAD
6	Refusal to Accept or Refer Citizen Complaints
7	Methods for Receiving Citizen Complaints
8	Classifications of Citizen Complaints
9	Contact of Citizen Complainants
10	Procedure Manual for Investigations of Citizen Complaints
11	Summary of Citizen Complaints Provided to OPD Personnel
12	Disclosure of Possible Investigator Bias
13	Documentation of Pitchess Responses
14	Investigation of Allegations of MoR Violations
15	Reviewing Findings and Disciplinary Recommendations
16	Supporting IAD Process – Supervisor/Managerial Accountability
17	Audit, Review, and Evaluation of Functions
29	IAD Investigation Priority
37	Internal Investigations – Retaliation Against Witness

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Missing Persons: DGO O-06**Current Policy:** [DGO-O-06 Missing and Abducted Persons](#)**Year Developed:** 2009**Status:** Drafting in progress.

Brief Definition: A missing person is any juvenile or adult who is missing voluntarily or involuntarily under circumstances not conforming to his or her ordinary habits or behavior and who may be in need of assistance. Penal Code Section 14295(a) states, all local police and sheriffs' departments shall accept any report, including any telephonic report, of a missing person, including runaways, without delay and shall give priority to the handling of these reports over the handling of reports related to crimes involving property.

CPRA Report Recommendations: 2020 – [June 25](#) - The CPRA recommends that OPD work with the proper legal advisers to bring DGO O-6 – Missing Persons up to date as quickly as is practicable, including the following specific edits: a) The DGO references Penal Code section 14213 for the definition of an “at risk” individual; in 2017, the Legislature renumbered that section and the definition is now contained in Penal Code section 14215. b) The DGO references Penal Code section 14205, and talks about steps to take when a missing person is under the age of 16 or “at risk”. That section was renumbered in 2015, and also revised to include persons under the age of 21, not 16. Additionally, the department should independently double-check the DGO against current law and consult with current subject matter experts for recent changes in best practices.

[Federal Monitor Report](#) Task Number: no defined task number

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

OIS Policy: Criminal Investigations Division (CID) 19-01**Current Policy:** No current policy, drafting in progress.**Year Developed:** N/A**Status:** Drafting in progress.

Brief Definition: A policy regarding investigation by the Criminal Investigation Division of officer involved shootings and other serious uses of force.

[Federal Monitor Report](#) Task Number: 31 Officer-Involved Shooting Investigation

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Racial Profiling: DGO M-19**Current Policy:** [DGO M-19 Prohibitions Regarding Racial Profiling and Other Bias-Based Policing](#)**Year Developed:** 2004**Status:** Department recognizes need for revision, no draft as of yet.

Brief Definition: The Department recognizes that there has been a growing national perception that law enforcement action is too often based on racial stereotypes (“racial profiling”) or other bias-based policing – whether it is against African Americans, Latinos, Asians, Middle Easterners, South Asians, or any other race, ethnicity, national origin, gender, age, religion, sexual orientation, or disability. In Oakland, there is concern within our communities that some members may engage in this behavior. Whether individual members agree or not, we, as an organization, must recognize that this concern exists and be responsive to it. The purpose of this policy is to reaffirm the Oakland Police Department’s commitment to providing service and enforcing laws in a fair and equitable manner, and to establish a relationship with the community based on trust and respect. Whenever our practices are, or are perceived to be, biased, unfair, or disrespectful, we lose public trust and support and diminish our effectiveness.

[Federal Monitor Report](#) Task Number: no defined task number**Commission Work Plan**

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Reporting and Investigating the Use of Force: DGO K-4**Current Policy:** [DGO K-4](#)**Year Developed:** 2014**Status:** This is on the list for revision but have not begun drafting yet.

Brief Definition: The purpose of this order is to set forth Departmental policy and procedures for reporting, investigating, reviewing, and managing use of force incidents involving Departmental personnel.

[Federal Monitor Report](#) Task Number: 24 Use of Force Reporting, 25 Use of Force Investigations and Report Responsibility**Commission Work Plan**

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Report Writing Manual

Current Policy: This is a very large set of documents that are updated as technologies change; many in the original report writing manual had information on how to properly fill out paper forms. Large-scale changes are anticipated when the Department changes to a new CAD/RMS system in 2022 (estimated).

Year Developed: N/A

Status: Large-scale changes are anticipated when the Department changes to a new CAD/RMS system in 2022 (estimated).

Brief Definition: Manual for writing reports.

[Federal Monitor Report](#) Task Number: no defined task number

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Social Media

Current Policy: No current policy specific to the Department and its members.

Year Developed: N/A

Status: Policy on Department (official) social media is in the drafting phase. Policy on member (personal) use of social media is in the drafting phase.

Brief Definition: A policy on the use of social media Department-wide and as a member of the Department.

CPRA Report Recommendations: 2020 – [June 25](#) - The CPRA recommends that the Department continue to review its social media policy and make recommendations for appropriate revisions. Those should include: a) Comparing OPD policy to that of other jurisdictions for best practices; b) Creating specific guidance in missing persons cases as to when social media should and should not be used, including consultation with family members of the missing person; c) Having a central mid-level member (likely professional, not sworn) designated to monitor the overall use of the Department's social media platforms with an eye towards ensuring consistent messaging to the community about the Department's priorities.

[Federal Monitor Report](#) Task Number: no defined task number

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

Specialty Impact Munitions

Current Policy: TB III-H (not available for public viewing)

Year Developed: 2017

Status: No drafting has begun on any revisions.

Brief Definition: The purpose of this Training Bulletin is to provide members with guidelines on the use of Specialty Impact Munitions (SIM). This Training Bulletin does not supersede the training and qualification requirements members shall meet to use and deploy SIM. This Training Bulletin is a supplemental to Department General Order K-3, USE OF FORCE, which is the master policy regarding the use of force. In addition to this policy, members shall have a complete and thorough understanding of DGO K-3, USE OF FORCE and TB III-H.2, HAND HELD IMPACT WEAPONS which outline, in part, when the use of an impact weapon is appropriate and objectively reasonable, criteria for consideration, definitions, force options and medical requirements.

[Federal Monitor Report](#) Task Number: no defined task number

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

SWAT: Tactical Operations Team DGO K-05

Current Policy: [Tactical Operations Team \(DGO K-05\)](#)

Year Developed: 2000

Status: No work at this time on new policy iteration.

Brief Definition: Recognizing that the use of specially trained and equipped police tactical operations teams during critical incidents has been shown to substantially reduce the risk of injury or loss of life to citizens, law enforcement personnel and suspects; and recognizing that a well-managed team response usually results in the successful resolution of such incidents, the Department will utilize the Tactical Operations Team as a resource for the handling of appropriate critical incidents as described in this order. The purpose of this order is to set forth Departmental policy regarding the Tactical Operations Team, consisting of Tactical Commanders, the Entry Team, Sniper Team and Hostage Negotiation Team, and to establish policy for deployment during high risk operations.

[Federal Monitor Report](#) Task Number: no defined task number

Commission Work Plan

Ad Hoc Committee	Deadline for Final Draft	Date to Present at Meeting

CPA Proposal for Police Commission Policy Development

Statement of Principles

Any time the police commission undertakes an initiative to consider a policing issue or policy, Oakland residents should be notified and involved from the very beginning. Whether individual commissioners, an ad-hoc subcommittee, or a standing committee begins to research and analyze an issue or policy, community engagement, informed input, and transparency at every step will be paramount to the success of the initiative.

Although some stakeholders and other interested parties have argued that they are only able to contribute fully and freely to discussions on policing, policy, implementation, and enforcement if they can do so without public knowledge of the positions they take or information or analysis they share, the commission loses more than it gains by receiving advice or information that would suffer from public consumption.

Many Oakland residents do not have confidence in policing in Oakland and meetings which do not enable participation or knowledge of the public entrench that perception. The commission has benefited from the public exchange of information when statements by OPD representatives have been challenged or meaningfully expanded by members of the public.

The advantages of private meetings, if any, to draft important plans or policies without public participation are far outweighed by the absence of a broad range of residents with firsthand experience of encounters with the police and the ideas they offer. Embracing the following practices will enhance the outcome of every policy drafting effort by the Commission:

Process guidelines:

1. Publicize the formation of any ad hoc committee or commission focus on the issue at the outset by announcing at the commission meeting and posting on the commission website as well as through commission social media accounts. Include links to any/all documents related to the scope of the work envisioned.
2. Announce meetings of any research, policy, or outreach subgroups in advance or report subsequently to the public, minimally at the next commission meeting and post on the commission website. To the extent practical, post notices of proposed meetings of the ad hoc on the commission topic webpage so community members can gain a comprehensive understanding of the process and work development.
3. Announce all meetings of research, policy, or outreach subgroups with any non-commissioners in advance and make them accessible to the public.

4. If extenuating circumstances warrant meeting without public access, publish a report of the meeting, including the extraordinary reason necessitating a non-public meeting, participants, date, time, location, recommendations made by non-commissioners, outcomes, and any data or documents from the meeting.
5. Post any draft documents which are created by subgroups, in collaboration with non-commissioners, on the commission website page.
6. Post analysis, research, or review of policy, protocol, or practice by CPRA staff that relates to the issue on the commission website.
7. Solicit public comments on drafts and post comments on the commission website.
8. Share policy drafts at every stage of development with adequate time for community input before the draft is presented to the commission for adoption.
9. Post all documents under review, including attachments, related orders, training documents, policies, or documents referenced in the initial documents on the commission website.
10. Publicize all work undertaken by a subcommittee for public engagement. Possible methods include sending emails to residents who have signed up to receive commission announcements and to the commission outreach list, use of commission and city social media platforms, press releases, councilmember newsletters, leaflets, and any other means.
11. When there are exigent circumstances that require an immediate response, the goals should be transparency at every step and to ensure that the need for quick results does not limit the ability of any interested resident or organization to understand the issue or policy under consideration and offer meaningful input.
12. Once an ad hoc committee has been established, the first task should be to publicly explain the work plan both for policy and outreach to communities, stakeholders, and subject matter experts. The plan should include:
 - A. clear mechanisms for outreach and policy development that must undergird the entire process from the beginning to the end;
 - B. a timeline that provides adequate time for community engagement and input, with dates attached to each stage of development and outreach;
 - C. public lists of what outreach is undertaken, including lists of individuals and organizations receiving solicitations for assistance and individuals and organizations providing outreach advice or doing outreach on behalf of the commission;

- D. multiple mechanisms for community engagement, both in broad discussions of the policy or topic and more detailed discussions of the specific language and proposals.

Examples of broad feedback and addressing key points include:

- I. Town Halls or community forums;
- II. Forums targeted to specific groups, focusing on neighborhoods heavily impacted by policing and groups often unrepresented in local government discussions, including forums in other languages;
- III. Presentations to community groups;
- IV. Surveys or polls
- V. Tabling at community events
- VI. Social media events or interactions
- VII. Zoom / Facebook live events

Examples of well-publicized detailed discussions include:

- I. Open meetings of the commission subgroup as they work on or review language or proposals;
- II. Specific public meetings called to discuss language or proposals with all interested stakeholders;
- III. Specific public meetings called to receive information from subject matter experts.

- 13. Translation of meetings, announcements, policies, and proposals is a key element to ensuring the accessibility of policing issues to the diverse Oakland communities. The commission should seek translation whenever possible and keep the need in mind, especially when planning outreach. Translation of documents must be accurate. Use of software to translate policies creates an illusion of translation, without capturing the essence of issues in an understandable and productive manner or providing an accurate meaning of a policy.
- 14. Any consultants, contractors, organizations, and residents participating in outreach and policy development must adhere to and uphold the values and procedures of transparency and broad engagement to ensure communities have an understanding of the process and trust in the outcome.

Community Engagement, and Outreach

Recommendations for the Oakland Police Commission

Guiding Values and Goals:

The Police Commission and its enabling legislation are manifestations of the public will. Volunteer commissioners are chosen to represent the spectrum of those populations greatest impacted and are meant to ensure that decisions be made through the lens of true equity. Commissioners are specifically chosen for a balance of perspectives, and community representation, but nine individuals cannot encompass the range of community experience and values. Through effective and diligent community engagement efforts, the Commission can ensure that policy be genuinely informed by community disposition. Additionally, the Commission has a responsibility to develop an environment of exceptional transparency in which to operate.

Outreach:

The Commission is consistently driven by the energy of those members of the public who attend meetings demanding accountability, providing their individual or group perspectives, and expressing encouragement. That said, the Commission should not only rely on the voices of those aware and proactive enough to attend meetings. The Commission should seek to elicit the involvement of a great number of Oakland's citizens in order to learn their values and be guided by their lived experiences. The Commission's outreach efforts should include comprehensive methods as well as those more specifically targeted toward impacted populations.

- A robust social media presence should be used to keep the public informed of the Commission's work, and to invite them to weigh in on the decision-making process.
 - There should be dedicated Commission accounts on Twitter, Facebook, Nextdoor etc. As well as utilization of the police department's public information apparatus.
- The Commission website should be designed for ease of access and clarity.
 - Visitors to the site should be able to easily find and access documents current and historical.
 - Maintenance on the site should be consistent and up to-date

- The site's interface should have clear and logical architecture that allows for quick acquisition of information.
- Building or utilizing existing relationships with community stakeholders such as advocacy groups, educators, faith leaders, and neighborhood organizations to proactively outreach to potential target demographic populations.
- Language capacity should be considered as basic component of all outreach and engagement activities.
- Reasonable efforts should be made to include those members of the community with accessibility challenges, including physical disabilities, lack of access to information technology, literacy or language challenges etc.

Engagement:

The Commission has legislatively mandated engagement activities in place, including periodic community forums and off-site meetings, these are not sufficient to meet the Commission's informational needs or its responsibility to the public. The Commission should embrace a codified and multi-modal approach to community engagement in order to gain the breadth and depth of community voice required as a basis for effective decision making. All modes of engagement should be consistent in language, method, and principle in order to maintain consistent data comparison and enable ongoing tracking of trends. An annual report of all Commission of community engagement activities should be produced and available on the Commission website

- Public forums and town halls can be used to access a significant number of community members efficiently and publicly.
 - They can help broadly inform understanding of the public's deposition on general issues of policing and can often frame a recommended approach to decision making or bring to light other elements of the issues at hand.
 - This mode is limited by the brevity of individual input and the inability to further explore the vital details of causal or correlative context, as well as personal, emotional, legal, financial outcomes for the individual involved.

- This broad form of engagement can also be used as a recruitment opportunity for more in-depth modes of engagement that may also provide a more trusting and confidential environment than can be had in public forum.
- Surveys can be utilized in conjunction with other techniques to provide significant quantitative and demographic context.
 - This information can be gained confidentially and used in aggregate across all modes of engagement as basis for broad scale understanding not often provided by anecdotal feedback.
 - Surveys are most effective when made straight forward with accessible language. Overly long or detailed surveys can be burdensome and lead to incompletions.
 - Surveys including overly intrusive or triggering language can lead to false answers and a lack of trust.
 - In order for surveys to be an effective tool they must be used with care and precision.
- Focus Groups can provide a more intimate and discursive environment to explore important details of participants experience and perspective.
 - These groups often work best when targeted by demographic (age, race, gender etc.), or some other commonality (previously incarcerated, unhoused, or simple geography).
 - This can engender greater trust and openness among participants.
 - There is also the opportunity for their expressed experiences to build upon each other, giving us important insight into their commonality viewed from multiple perspectives.
 - Focusing on targeted groups and including a demographic survey allow for a comparison between groups with can identify specific needs and challenges in a way that is provable and evidence-based.
 - Facilitators will need to be well versed on the matters up for discussion to enable them ask effective questions and know when to follow-up on pertinent lines of conversation.
 - Methodology should be concordant with other engagements in effort to preserve a consistent data set.
- Individual interviews with those greatest impacted or significant lived experience can be very useful in gaining a great depth of qualitative input that can be used to highlight or punctuate the results of a larger engagement effort.
 - Verbatim quotes and personal details can persuade in a way that quantitative data rarely can.

- Though this is an incredibly effective tool, it's helpful to be mindful that decision making not be swayed unduly by a single individual's anecdotal information.
 - Interview methodology should also be consistent enough across all types of engagement to facilitate an apples-to-apples comparison, but flexible enough to allow interviewers to follow the lead of participants.
- Community inclusion in developing principal, philosophy, and language of policy as part of ad hoc committees should be formalized.
 - Stakeholders with lived experiences, or significant expertise should be prioritized for membership on ad hoc committees.
 - A clear set of standards for conduct, roles, and responsibilities should be provided at the outset of the committee's work.
 - All discussion will be held in good faith and every attempt to find consensus or satisfactory compromise will be made, though the Commission members on the ad hoc committee will be the arbiters of the final language if consensus cannot be reached.
 - Community members on the ad hoc will be given ample time at the presentation of the final document to express their perspectives on the matter at hand.
 - All efforts should be made to utilize the previously mentioned modes of community engagement to include a larger community perspective, in conjunction with members of the outreach committee to ensure cohesive engagement methodology across all commission activities.
 - To ensure transparency, all policy ad hoc meetings should be recorded, those recordings and all substantive work product should be made available on the Commission website.