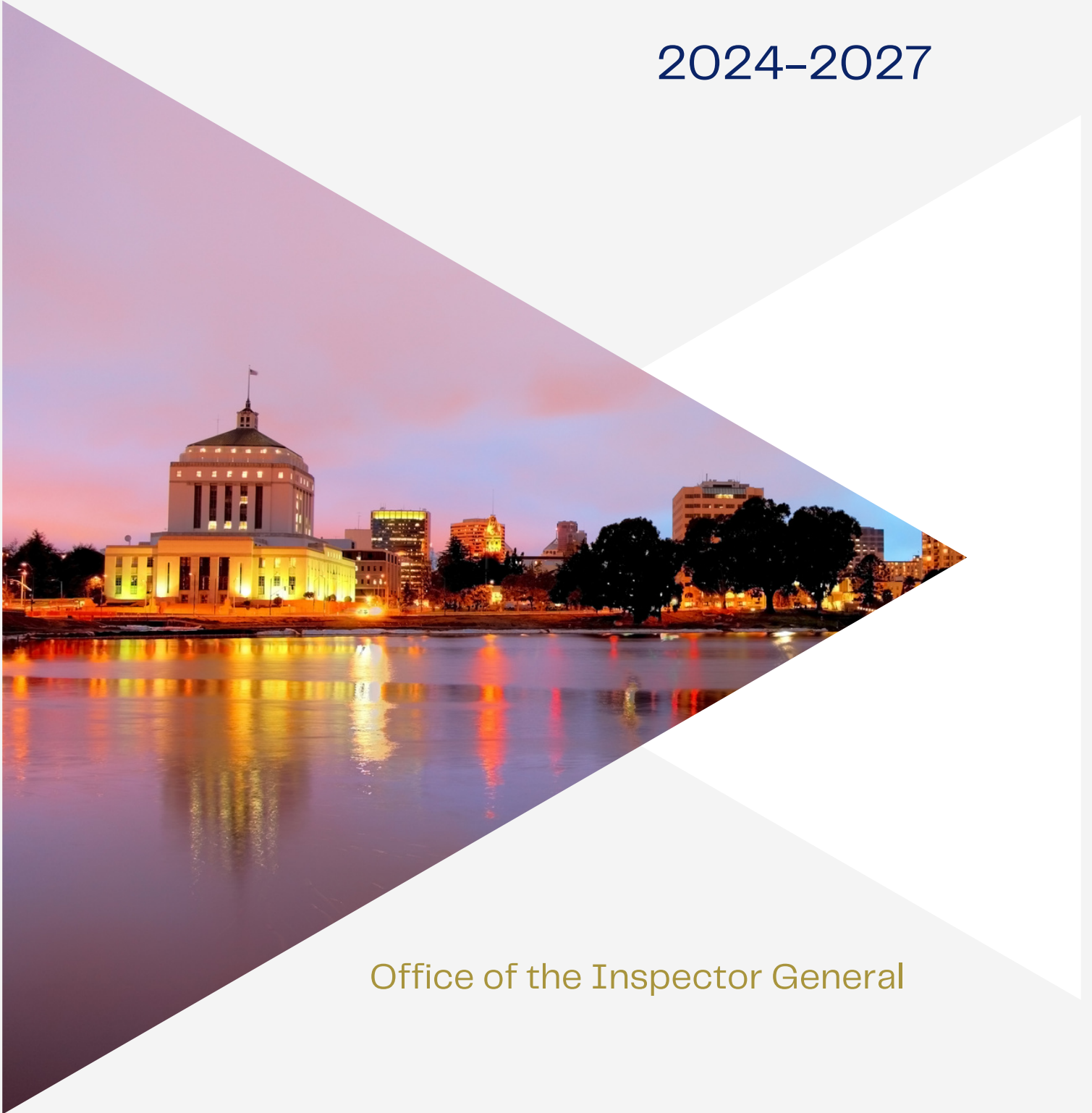




Strategic Plan

2024-2027



Office of the Inspector General

A Message from the Inspector General

As the City of Oakland's newest department, it is with a great sense of responsibility and optimism that I present the Office of the Inspector General's 2024–2027 Strategic Plan. Over the past year, the Office of the Inspector General has made great headway in delivering on the public's mandate to provide effective independent civilian oversight of the Oakland Police Department. With 81% of Oakland voters approving the passage of Measure S1 in 2020, the office has a deep commitment to our mission. Which is to ensure accountability, enhance community trust, and increase transparency via fair and thorough assessments of the Oakland Police Department's compliance, with the law and departmental policies.

Oakland has a rich history of police accountability and oversight, that is deeply rooted in community activism. From the Black Panther Party to the social justice groups we see today, the Office of the Inspector General recognizes that this office is a culmination of decades of hard work and advocacy. It is for this reason that every work product, including the enclosed strategic plan, centers Oakland's incredible community members.

This Strategic Plan is organized by four high-level goals: build sustainable relationships, deliver excellence, enhance transparency, and improve innovation. Embedded within each of these goals are objectives that provide a more detailed account of how the Office of the Inspector General plans to achieve its desired impact. The office values that shape our delivery and approach are integrity, impartiality, proactivity, and objectivity.

At a time when our nation is tackling a growing call to hold police officers accountable, the Office of the Inspector General is dedicated to helping create an optimal public safety system for every Oaklander. One where community members trust that police misconduct will not be tolerated, and officers are held to the highest standards of local, state, and federal law.

Through your ongoing partnership and support, I am confident that this office will not only achieve its mission but also become a national model for civilian oversight.

Sincerely,



Inspector General Michelle N. Phillips
City of Oakland, Office of the Inspector General



Introduction to the Office of the Inspector General

In 2016, 83.19% of Oakland voters were in favor of Measure LL. Measure LL established the Oakland Police Commission and charged it with overseeing the Oakland Police Department's policies and procedures as they relate to constitutional policing, procedural justice, equity, and accountability. Measure LL also established the Community Police Review Agency as the independent oversight body tasked with investigating complaints of police misconduct.

In 2020, Oakland residents also voted in favor of Measure S1, with an 81.27% approval rate. Measure S1 amended Measure LL to strengthen Oakland's police reform efforts by expanding the independence, authority, and staffing of the Police Commission and Community Police Review Agency. Measure S1 also created the Office of the Inspector General as an independent, non-partisan, civilian oversight agency to ensure accountability in the Oakland Police Department and increase community trust.

The Office of the Inspector General's primary charge is overseeing the city's compliance with the Negotiated Settlement Agreement. Additionally, after the conclusion of federal oversight, the Office of the Inspector General will continue to monitor the Oakland Police Department's compliance with policies, procedures, and the law. The presence of the Office of the Inspector General is intended to further strengthen the City's ability to identify systemic issues within the Oakland Police Department and decrease instances of police misconduct, through effective civilian oversight. The Office of the Inspector General's jurisdiction also includes auditing and reviewing the Community Police Review Agency's processes, procedures, and work products for compliance with the City of Oakland Charter, Municipal Code, laws, and national best practices.

The Office of the Inspector General will drive best practices by recommending improvements to policies and training as well as engaging in collaborative initiatives that promote systemic advancements. The Office of the Inspector General will provide reports and recommendations to the Police Commission, City Council, and other action holders such as the Mayor or City Administrator when deemed necessary. Action holders have the authority to accept or reject recommendations and are responsible for ensuring the implementation of any accepted recommendation. The Office of the Inspector General will provide reports to the public, in accordance with laws, policies, and applicable memorandums of understanding.

Lastly, the Office of the Inspector General executes its responsibilities in a neutral, apolitical environment free from interference from any person, group, or organization. The Office of the Inspector General is administratively, physically, and operationally independent from the Oakland Police Department. The Inspector General, the agency head for the Office of the Inspector General, is overseen by the Oakland Police Commission.

Mission, Vision, Values, and Purpose

The mission of the Office of the Inspector General is to be an independent, non-partisan oversight agency that will assist with increasing community trust and ensuring accountability in the Oakland Police Department. In its administration of duties, the Office of the Inspector General will implement a fair, thorough, and autonomous system of civilian oversight of law enforcement.

Vision

The Office of the Inspector General's vision is to build trust in civilian oversight of policing through encouraging, implementing, and preserving a culture of impartiality, transparency, and accountability.

Values



Purpose

The purpose of the Strategic Plan is to articulate the Office of the Inspector General's long-term goals, which are organized around the office's mission, values, operations, and community stakeholders. The plan also articulates several objectives for each of these areas, strategies for achieving these objectives, and associated performance measures. The detailed performance measures are published in the Office of the Inspector General Annual Performance Report.

Strategic Goals

The Office of the Inspector General identified four goals that align with its mission, values, and desired service outcomes. These goals will be used as a guide to create a solid and sustainable oversight foundation for the office, over the next four years.



Audits, Inspections, Evaluations, and Reviews: Goals, Objectives, and Measures

Aligned with its core values of transparency and accountability, the Office of the Inspector General provided a brief overview of each function of the office identified to achieve its Charter mandates. Listed below are also the Office of the Inspector General's objectives, with specific measurement tools.



Differences between Audits and Inspections, Evaluations, and Reviews

Inspections, Evaluations, and Reviews	Audits
Provide reports and recommendations to stakeholders that may provide justification for procedural changes or enhanced internal controls.	Provide audit reports and recommendations to stakeholders that may provide justification for policy reform or the need for more internal controls.
Strive to be compliant with Charter and Municipal Code mandates.	Utilize data analytics to examine large data sets during audits and pinpoint trends, anomalies, and potential risks. Analyze policies and procedures for possible gaps and policy recommendations.
Provides outcomes in a more timely manner than audits .	Make recommendations to stakeholders that leverage existing resources, tools, and technology.



Audits

As a primary function of the Office of the Inspector General, auditing is a crucial component in ensuring transparency, and accountability. The office's audits can cover a wide range of areas, such as the internal affairs process, risk management, training, and recruitment. In conducting regular audits of the Oakland Police Department and Community Police Review Agency, we can help to ensure compliance, identify areas of improvement, and make recommendations where necessary.

The audit team can also perform special reviews for high-profile or immediate matters, as needed. The Office of Inspector General will align with its mission and values by providing comprehensive coverage and ongoing compliance audits.

Goals	Objectives	Measures
Deliver Excellence	<ul style="list-style-type: none"> • Provide audit reports and recommendations to stakeholders that may provide justification for policy reform or the need for more internal controls • Abide by the Office of the Inspector General mission, vision and values 	<ul style="list-style-type: none"> • Number of audits conducted • Number of recommendations submitted • Number of recommendations accepted • Number of recommendations implemented • Establish a quality assurance process for reviews of all deliverables
Enhance Transparency	<ul style="list-style-type: none"> • Keep stakeholders and community members informed about Office of the Inspector General completed audits • Inform the public and stakeholders of audits in progress 	<ul style="list-style-type: none"> • Track number of reports made public vs. the total number of reports completed in a Fiscal Year. • Make audit status public on the Office of the Inspector General website
Improve Innovation	<ul style="list-style-type: none"> • Utilize data analytics to examine large data sets during audits and pinpoint trends, anomalies, and potential risks. • Make recommendations to stakeholders that leverage existing resources, tools, and technology 	<ul style="list-style-type: none"> • Track audit trends • Track risk assessments • Track audit follow-up metrics • Create data visualizations and dashboards to reinforce audit data.

Inspection, Evaluations, and Reviews

The Office of the Inspector General's inspections, evaluations, and reviews are critical to the success of the Oakland Police Department and the Community Police Review Agency. By identifying areas for improvement and monitoring compliance with legal and ethical standards, the Office of the Inspector General helps to ensure that these programs are effective and efficient in serving the public.

Goals	Objectives	Measures
Deliver Excellence	<ul style="list-style-type: none"> • Provide reports and recommendations to stakeholders that may provide justification for procedural changes or enhanced internal controls • Strive to be compliant with Charter and Municipal Code mandates • Provide outcomes in a timely manner 	<ul style="list-style-type: none"> • Number of inspections, evaluations or reviews conducted • Number of recommendations accepted • Number of recommendations implemented • Assessment of Charter and Municipal Code compliance
Enhance Transparency	<ul style="list-style-type: none"> • Keep stakeholders and community members informed about Office of the Inspector General completed audits • Educate members of the public and action holders in progress 	<ul style="list-style-type: none"> • Track the number of reports made public vs. the total number of reports completed in a FY • Make audit statuses public on the Office of the Inspector General website

	Definition
Evaluations	Evaluations are formal assessments of the operation of a police program or process.
Reviews	Reviews of allegations, completed investigations, and other means help to identify high-risk areas and determine where internal controls should be strengthened.
Inspections	Inspections focus on fact-finding and analyses concerning specific issues and topics.

Commitment to the Community

The Office of the Inspector General is committed to expanding its community through building strong partnerships. By working alongside stakeholders, the Office of the Inspector General hopes to improve external communication and encourage community engagement. Via the Office of the Inspector General's social media and website platforms, community outreach, and special projects, the office intends to increase resident's awareness of its mission and vision.

Goals	Objectives	Measures
Build Sustainable Relationships	<ul style="list-style-type: none"> • Create pathways to engage with the community in a two-way dialogue • Engage Office of the Inspector General staff on outreach strategies and best practices to drive better outcomes 	<ul style="list-style-type: none"> • Number of Community Outreach attended • Increased awareness of the Office of the Inspector General
Enhance Transparency	<ul style="list-style-type: none"> • Build a diverse portfolio of communication channels, including web-based and in-person events, press releases, social media, and printed material • Develop data analytics to communicate the work of the Office of the Inspector General, community insights and stakeholder trends • Continue using strategies such as social and newsletters to keep stockholders and community members informed 	<ul style="list-style-type: none"> • Number of Community Outreach attended • Increased awareness of the Office of the Inspector General

The Office of the Inspector General is committed to strengthening community awareness and trust. During FY2023, the Office of the Inspector General established a social media presence to actively engage Oakland community members. The Office of the Inspector General has an established social media presence on the following platforms:

CONTACT INFORMATION

Social Media

FACEBOOK & LINKEDIN: City of Oakland Office of the Inspector General

TWITTER & INSTAGRAM: @OaklandOIG

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