



Photo: Greg Linhares, City of Oakland



City of Oakland

Office of the Inspector General

2026 Annual Report



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Dear Oaklanders,

The Office of Inspector General (OIG) was created to provide the independent civilian oversight that Oaklanders have long demanded - oversight that ensures accountability, transparency, and sustained reform in policing. As the Oakland Police Department (OPD) moves closer to completing federal oversight, the role of the OIG becomes even more critical. The OIG serves as the safeguard that supports OPD's long-term success beyond federal monitoring.

The OIG remains steadfast in its mission. Although our office operates under the purview of the Police Commission, our audits, evaluations, policy reviews, and inspections are conducted independently. Guided by the authority granted under the [City Charter](#), we issue findings and recommendations that strengthen OPD's compliance with legal, professional, and departmental standards so that all Oaklanders are served with equity, dignity, and fairness.

Over the past two years, I have focused on positioning the OIG for the future. The OIG has consistently produced evidence-based reports with clear findings and actionable recommendations. We have also broadened our partnerships with academic institutions, community organizations, and oversight peers to ensure that Oakland has a durable, independent accountability system capable of supporting OPD's long-term success.

Through an open-door policy, public engagement, and the publication of our reports online, we continue to build trust with the community. We are grateful for the residents, advocates, and stakeholders who believe in independent oversight and who support the OIG's work. As your Inspector General, I remain committed to fulfilling our Charter obligations with integrity, rigor, and a deep sense of responsibility to the people of Oakland.

It is with humility and resolve that I present the 2025–2026 OIG's Annual Report.



Respectfully,

A handwritten signature in black ink that reads "Zurvohn A. Maloof". The signature is fluid and cursive.

Zurvohn A. Maloof, JD
Inspector General, City of Oakland



About Civilian Oversight

In 2003, 119 individuals sued the City of Oakland and the Oakland Police Department (OPD) for turning a blind eye to police misconduct (*Delphine Allen et al. v. City of Oakland* also known as the “Riders” case). The case publicly revealed the need for systemic reform and the City and OPD agreed to the [Negotiated Settlement Agreement](#) (NSA)—52 tasks that move OPD towards constitutional policing. To ensure compliance, the court appointed an independent federal monitor. In 2016 and 2020, Oakland voters passed Measure LL and Measure S1, respectively, to strengthen the City of Oakland’s police reform efforts. Those measures refined Oakland’s civilian oversight structure and the [Oakland City Charter Section 604](#) details the entities’ duties and responsibilities. Oakland residents want OPD to comply with the NSA reforms and have the civilian oversight agencies replace the federal monitor.



INDEPENDENT FEDERAL MONITOR

Leaves once OPD complies with
Negotiated Settlement
Agreement (52 tasks)



VOTER-APPROVED CIVILIAN OVERSIGHT

Remains to maintain reforms +
continues to address
emerging issues

Civilian Oversight

Civilian oversight in Oakland is a commitment to accountability, transparency, and justice. Oversight is not about bureaucracy; it's about harm reduction. It is the difference between a system that responds only after harm has been done, and one that works to prevent harm.



Oakland Police Commission (OPC)

Core Function: Civilian-led policy development, discipline review, and oversight of the Community Police Review Agency, the Office of the Inspector General, and the Oakland Police Department (OPD).



Office of the Inspector General (OIG)

Core Function: Independent audits and reviews of OPD's policies and procedures and CPRA's investigative processes, issuing recommendations to improve constitutional policing and address systemic issues.



Community Police Review Agency (CPRA)

Core Function: Independent investigations of police misconduct involving OPD officers.

*"Constitutional Policing is defined as policing conducted within the parameters of the U.S. Constitution, state constitution(s), and federal and state court decisions....**officers respect, value, and uphold the rights and freedoms granted by the U.S. Constitution** and other legal requirements to all people in this country."*

— Law Enforcement Knowledge Lab.

About

The Office of the **Inspector General**



Mission

The OIG's mission is to promote accountability, transparency, and community trust through independent audits, analyses, and evaluations of OPD policies and procedures and CPRA investigative processes to foster constitutional systemic improvement, compliance with legal standards, and professional best practices.



Vision

The OIG's vision is to build an effective, independent, and civilian operated, police oversight body that maintains a culture of impartiality, transparency, and accountability in its work.



Values

Impartiality: no bias, prejudice, or personal opinion influencing the outcome

Integrity: doing what is right even when it is difficult

Prudence: being careful and sensible with our decision-making

Community: keeping the common interest of Oaklanders in mind

Authority and Jurisdiction

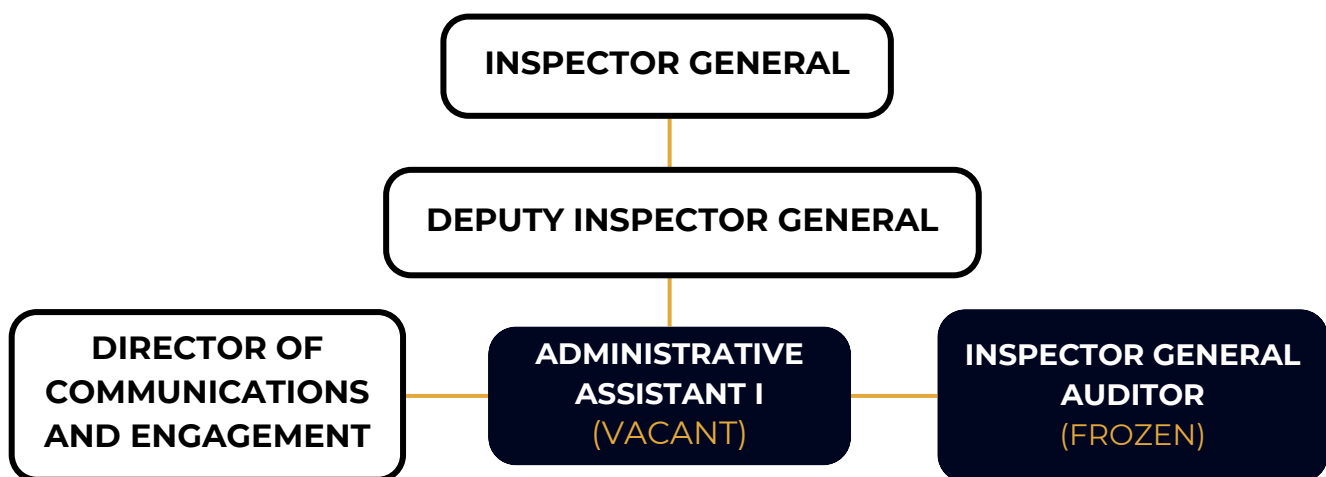
Oakland Ordinance 2.45.100(A), and the Oakland City Charter requires the OIG to audit, review, inspect, and evaluate:

-  OPD's compliance with the NSA tasks
-  OPD's policies and procedures
-  CPRA's investigative processes

The OIG is required to build these assessments during and after federal oversight. All findings and recommendations are published and submitted to the OPC and other stakeholders for consideration and implementation. All reports are published on the OIG website for transparency and to earn public trust.

After issuing recommendations, the OIG can follow-up to verify implementation to the appropriate enforcement bodies and action holders.

Organizational Chart



Services

✓ Performance Audits	Assess whether goals are met, resources are used properly, and if improvements can be made
✓ Evaluations / Inspections	Evaluate compliance with laws and regulations
✓ Policy Review	Align policies with legal requirements, regulations, and best practices
✓ Investigative Review	Align processes with legal requirements, regulations, and best practices.

Findings and **Recommendations**

The OIG's work priorities are determined by the Police Commission, legislative mandates, the NSA, emerging trends, and issues identified by the community through the OPD or CPRA. These assessments evaluate whether entities comply with laws, policies, and procedures. Following its analysis, the OIG issues reports that include actionable recommendations and/or considerations to help improve OPD and CPRA practices. These reports are published online for the public and presented to the Police Commission, CPRA, and OPD for review and subsequent action.

The following section provides an overview of each report from the 2025–2026 fiscal year, highlighting the key issues, recommendations, and considerations submitted by the OIG.

August 2025

Policy Review:

DGO O-1: Persons with Mental Illness



Full Report

OPD has a duty to protect and serve all members of the Oakland community. Adherence to that duty is especially important when officers must detain or arrest people with mental disorders. DGO O-1 ensures that when detention and/or arrest of a person with a mental disorder is required, OPD officers understand proper identifying factors and necessary procedures.

Oakland Police Department

Recommendations

01a

Revise the policy to include the current definition of a mental disorder and provide examples of characteristics officers should recognize to deduce that a person potentially has a mental disorder.

01b

Revise the policy to reflect the updated definition of “gravely disabled” and “gravely disabled minor.”

02

Update the policy to provide the correct names of the treatment facilities and revise the list to include all Section 5150 hold facilities.

03

Update the policy so that ambulance personnel have the authority to determine whether a person with a mental disorder requires medical attention.

04

Update the policy with the current definition of dementia and example characteristics so officers recognize if a person potentially has dementia.

05

Revise Form TF 3354 to include current, accurate mental health resources.

Additionally, the OIG submitted considerations to OPD. Distinct from recommendations, considerations are suggestions to improve policies and/or procedures but do not change the substantive nature of said policies and/or procedures.

Considerations

01

Update and revise DGO O-1 to include relevant definitions, explanations, and clarifications regarding the detention and arrest of persons with mental disorders based on the current language of Welfare and Institutions Code §5008, §5150 and §5525, and Senate Bill 43 (SB-43).

02

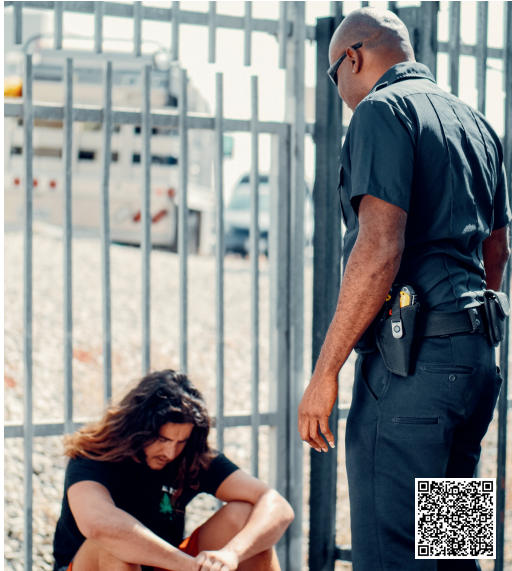
Revise DGO O-1 or create a new DGO to include information to guide an officer into providing meaningful service when they have contact with people with mental disorders, but no resulting detention or arrest is necessary.



August 2025

Policy Review:

DGO O-1.1: Crisis Intervention Program



Full Report

OPD created a Crisis Intervention Program to provide evaluation, de-escalation, and referral services for persons with mental disorders. DGO O-1.1 establishes a Crisis Intervention Team (CIT), which consists of officers selected and trained to carry forward the goals of the Crisis Intervention Program. This policy, in conjunction with DGO O-1, ensures that during the triage process, officers have the guidance to implement their specialized training and understand the procedures necessary for effective and accountable crisis intervention.

Oakland Police Department

Recommendations

01

Update and revise the Mental Health Resource Card as indicated in DGO O-1 (Persons with Mental Illness).

Additionally, the OIG submitted considerations to OPD. Distinct from recommendations, considerations are suggestions to improve policies and/or procedures but do not change the substantive nature of said policies and/or procedures.

Considerations

01

Update and revise Section III CIT Personnel to include the recruitment and selection criteria for officers who might want to become CIT members.

02

Conduct a thorough review of the current CIT training referred to in Section IV Training, to determine necessary updates and revisions.



May 2026

Policy Review:

DGO I-25: Unmanned Aerial Systems



Full Report

OPD established DGO I-25 in 2023 to “mitigat[e] use of force, bring safe resolutions to critical incidents and help save lives.” It governs the use of Unmanned Aerial Systems (UAS), commonly referred to as “drones.” This policy ensures that UAS operators and OPD officers have the necessary guidance to conduct deployments of drones in an effective and lawful manner. The review determined if the policy aligns with relevant laws and standards, and upholds privacy rights and constitutional policing.

Oakland Police Department

Recommendations

01

Update the policy to include an explanation of the purpose of the policy.

02

Update Section IV. B. Data Retention to expressly include metadata in its UAS data retention policy.

03a

Update Section IV. C. Data Access to clarify access permissions for criminal defendants and civil litigants.

03b

Update Section IV. C. Data Access to include procedures to audit which Electronic Services Unit member has access to UAS data files and how they are used.

04

Update DGO I-25 to include procedures for public notification of OPD “drone” deployments.

Additionally, the OIG submitted considerations to OPD. Distinct from recommendations, considerations are suggestions to improve policies and/or procedures but do not change the substantive nature of said policies and/or procedures.

Considerations

01

Add a Definitions section defining the technical terms and personnel roles referenced throughout the policy.

02

Update or add a section to DGO I-25 that addresses editing and redaction of UAS data.

03

Update Section V. to include some operational procedures that are contained in its UAS Operational Procedure Manual.

04

Develop any protocols or procedures mandated by DGO I-25 that have not been developed.



Oakland Police Department

In-Service Training Report

According to the City of Oakland's [Enabling Ordinance Section 2.45.120\(B\)](#), the OIG should monitor the number and percentage of sworn officers receiving in-service training related to profiling and implicit bias, procedural justice, de-escalation, situational problem-solving, diplomacy, and work-related stress management. The NSA requires sworn officers take up to 40 hours of in-service training every 18 months.

The OIG reviewed OPD's numbers of sworn officers receiving in-service training. To calculate the percentage, the OIG used the average number of OPD officers reported to the Police Commission each month. Based on this analysis, the OPD averaged 620 officers in fiscal year 2025-2026.

Profiling & Implicit Bias

Implicit bias is a feeling or attitude someone has against a group of people, often without even realizing it. Studies show these biases are learned early on and can impact how well police officers do their jobs. This can lead to unfair results, such as an officer treating a person differently based on race, gender, or place of residence. It is vital for the OPD to offer police officers training so they understand implicit bias and become more aware of their own prejudices. The ultimate aim is to better serve all residents.

In the 2025-2026 fiscal year, OPD offered elements of implicit bias training in their Procedural Justice course. Officers were introduced to the concept in the Academy through two Learning Domains (LD): Policing in the Community & Cultural Diversity.

Procedural Justice

Procedural justice is the goal that police officers treat people fairly during their encounters. It is not always about the outcome, but rather about how the police treat people. The standard for this goal emphasizes that officers should:

- Treat people with dignity and respect.
- Give people a voice to express their perspectives or concerns.
- Be impartial.
- Demonstrate trustworthy motives.

Fair treatment can lead to improved trust between the public and the police.

OPD developed a course on Procedural Justice in 2024-2025. They offered officers two pathways to learn about procedural justice:

- Officers who had never taken a class were placed in an 8-hour course.
- Elements were also added to a Continuing Professional Training (CPT) 2-hour course for those who were introduced to the concept in the Academy through the LD, "Policing in the Community."

De-escalation

De-escalation is about limiting police officers' use of force. OPD offers training on conflict resolution techniques that focus on improving the safety for everyone involved. The goal is to reduce the use of force incidents, reduce harm, and ultimately enhance community trust in the Department's ability to serve all Oaklanders.

OPD taught elements of de-escalation in their Firearms (10 hours) and Arrest & Control (4 hours) CPT courses, and Crisis Intervention (40 hours) training. The Use of Force CPT (4 hours) also included elements of de-escalation training.

Situational Problem-Solving

Situational problem-solving is a method that police officers may use to handle incidents. Training in this approach gives officers the ability to use their critical thinking skills to understand the core reason a situation is happening. The training should offer them the tools to carefully analyze a problem and develop effective solutions. The goal of this training is proactive policing practices.

Elements of situational problem-solving were taught in Firearms (10 hours), Arrest and Control (4 hours), Crisis Intervention (40 hours), and Emergency Vehicle Operations (5 hours).

Diplomacy

Diplomacy is about improving how officers work with residents to create an environment of mutual respect. OPD's training provides police officers with important communication skills so they can interact positively with the public.

OPD provided diplomacy training to officers through PowerDMS, a virtual training software used by public safety departments across the country.

Work-Related Stress Management

Work-related stress management is a coping technique officers can use to reduce the pressures they encounter at work. The goal is to lower the negative impact of workplace stress and improve their well-being. When police officers are healthy, they can be more productive and effective agents of public safety.

OPD provided officers a training through PowerDMS.

In-Service Training Overview

The NSA requires sworn officers take up to 40 hours of in-service training every 18 months. The table below reflects the number and percentage of sworn officers who received in-service training for the last two fiscal years. The OIG calculated OPD averaged 682 officers in 2024-2025 and 620 officers in 2025-2026.

	2024-2025		2025-2026	
Training Topic Area	#	%	#	%
Profiling / Implicit Bias	31	0.5%	111	17.9%
Procedural Justice	339	50.0%	230	37.1%
De-escalation	435	64.0%	402	64.8%
Situational Problem-Solving	444	65.0%	403	65.0%
Diplomacy	289	42.0%	98	15.8%
Work-Related Stress Management	324	48.0%	102	16.5%

Strategic **Partnerships**

The OIG has maximized its impact by intentionally cultivating strategic partnerships to fulfill its duties with limited resources.

This fiscal year, the Office continued a partnership with the [Samuelson Law, Technology & Public Policy Clinic at UC Berkeley Law](#) and began a separate partnership with the [Criminal Law & Justice Center](#). Both of these collaborations support the OIG's policy analysis work, ensuring that the OIG can put forward effective and useful recommendations that center on constitutional policing and assist OPD as they leverage new technology to serve Oakland's public safety needs.

The OIG also actively recruited interns from neighboring colleges and universities. During the fall, a criminal justice student from San Jose State University interned in the office. The Office also worked with an advanced Master's student and rising senior at Northeastern University studying criminology, criminal justice, and public policy and a rising senior at the University of California Berkeley, studying political science with a minor in data science. All of these students had the opportunity to learn more about civilian oversight while conducting research that can lead towards future policy recommendations.

Last but not least, the OIG is thankful to the [City of Oakland Senior Centers](#) for hosting its community meetings during the summer. Partnerships with other City of Oakland agencies, non-profit organizations, community members, and academic institutions will remain a cornerstone of the OIG's strategy to provide civilian oversight that advances Oaklander's call for a just and accountable OPD.



Community Engagement & Outreach



Community engagement is crucial for building public trust in police accountability. This year, the OIG continued several initiatives to foster this trust. It maintained an open-door policy for community members through the **First Thursday Program** so residents could voice their concerns about OPD policies and procedures. OIG staff also met Oaklanders at various community events to share about the office's latest publications and mission. The Inspector General provided [regular updates](#) to the Police Commission on the office's work and participated in several Police Commission community town halls.

To ensure the OIG reaches a wider audience, it consistently posted relevant information on social media platforms, including LinkedIn, Instagram, Facebook, and X. It also sent out [quarterly newsletters](#) to keep the public updated on published reports, staffing changes, and other important announcements. Outreach is part of the office's ongoing commitment to serving the people of Oakland.



Summer Listening Tour

During the summer of 2025, the OIG launched its Summer Listening Tour to gather community insights regarding OPD’s policies, practices, and procedures. This program was made possible through key community partnerships. The [Oakland Public Library](#) provided the space for the OIG to visit eight different branches, while the [Center for Youth Development through Law](#) appointed two summer fellows to support the office’s community engagement efforts.

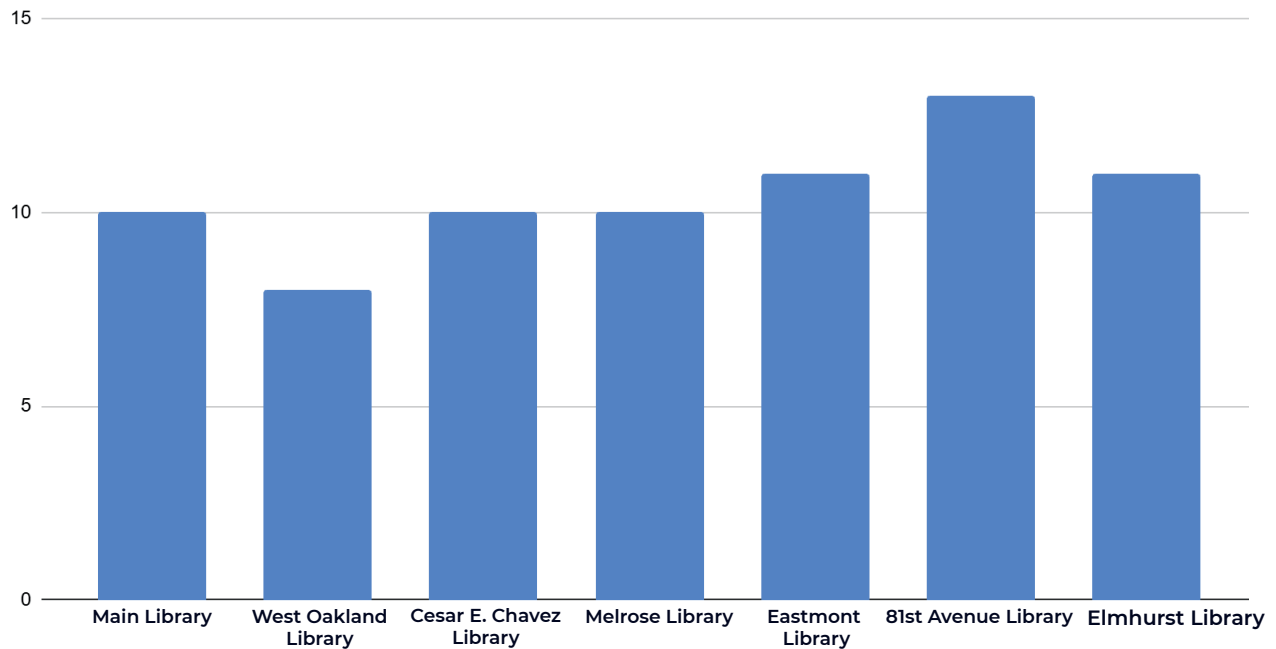
The OIG’s tour included visits to the following eight library branches:

Date	Location
June 25, 2025	Eastmont Branch Library
June 26, 2025	Melrose Branch Library
July 2, 2025	Main Oakland Library
July 9, 2025	César E. Chávez Branch Library
July 16, 2025	Elmhurst Branch Library
July 23, 2025	West Oakland Branch Library
July 30, 2025	81st Avenue Branch Library
August 6, 2025	Asian Branch Library

The Director of Communications and Engagement developed an interactive feedback board, inviting community members to share their perspectives on various policy topics. The data was added to a spreadsheet and analyzed.

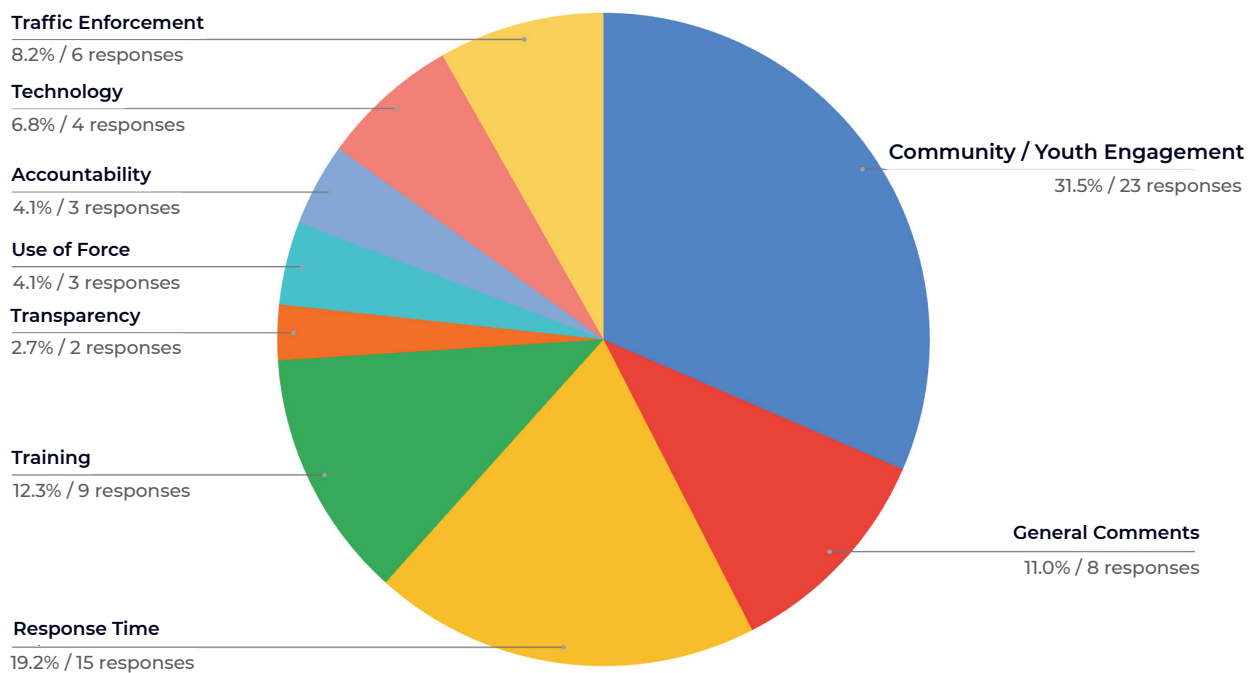
In total, the OIG received 73 community responses over the course of the summer tour.

Community Feedback, By Location



The majority of responses related to community and youth engagement. The OIG used this data to prioritize potential policy review projects.

Community Feedback, By Topic



Community Engagement & Outreach

Highlights



Police Commission Community Meeting

Fremont High School
September 11, 2025

First Thursdays

12:00 noon - 1:00 pm
30-minute virtual appointments

Can't make the appointment?
Call or email the OIG to reschedule.

Meet with the Inspector General to discuss
OPD policies, practices, and procedures that
concern you.



Online Registration Required



Lake Merritt Breakfast Club

Lake Merritt
October 2, 2025



Melrose Holiday Parade

Melrose Neighborhood
December 9, 2025



Rainbow Coalition Community Meeting

Rainbow Neighborhood
January 29, 2026



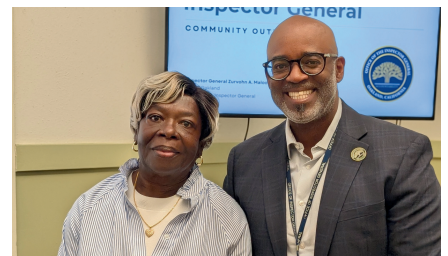
Lunar New Year x Black History Month 2026

Oakland Chinatown
February 1, 2026



Spring Eggstravaganza

De Fremery Park
April 3, 2026



North Oakland Senior Center Community Presentation

North Oakland
June 10, 2026

Professional Development

The Office of the Inspector General has had the opportunity to attend various professional meetings and conferences. This included the [National Association for Civilian Oversight of Law Enforcement](#) (NACOLE) regional meeting in San Francisco—where the "Siblings in Oversight" (which includes the Public Ethics Commission and the Office of the City Auditor) gave a presentation on our collaboration—as well as the NACOLE national conference in Minneapolis, MN from October 26-30, 2025. The OIG also attended the [Association of Inspectors General](#) (AIG) 2025 Annual Training Conference in San Diego from November 11-13, 2025, and the AIG Inspector General Institute in Jacksonville, FL where Deputy Inspector General Charlotte Jones became a certified Inspector General. Finally, the OIG attended the [National Organization of Black Law Enforcement Executives](#) (NOBLE) Region VI Leadership & Training Conference in May 2026. These engagements reflect the OIG's ongoing commitment to professional development, regional collaboration, and upholding the highest standards of independent oversight.



NACOLE Regional Meeting

San Francisco, CA
August 27-28, 2025



AIG Inspector General Institute

Jacksonville, FL
March 9-13, 2026



NOBLE Region VI Leadership & Training Conference

Emeryville, CA
May 14-15, 2026

OPD Transitional Academy Training

As OPD has offered more academies, the OIG has had the opportunity to give officers transitioning to patrol duties lessons in Oakland's civilian oversight structure and the NSA.







Photo: Greg Linhares, City of Oakland

Acronyms **List**

CIT	Crisis Intervention Team
CPRA	Community Police Review Agency
CPT	Continuing Professional Training
DGO	Departmental General Order
LD	Learning Domains
NSA	Negotiated Settlement Agreement
OIG	Office of the Inspector General
OPC	Oakland Police Commission
OPD	Oakland Police Department
UAS	Unmanned Aerial System



Annual Report 2025-2026