



# OAKLAND POLICE COMMISSION

## SPECIAL MEETING AGENDA

December 11, 2025 - 5:30 PM

East Bay Church of Religious Science (4130 Telegraph, Oakland)

The purpose of the Oakland Police Commission is to oversee the Oakland Police Department to ensure its policies, practices, and customs conform to national standards of constitutional policing and to oversee the Office of the Inspector General, led by the civilian Office of the Inspector General for the Department, as well as the Community Police Review Agency (CPRA), led by the Executive Director of the Agency, which investigates police misconduct and recommends discipline.

**Please note that Zoom links will be for observation only.  
Public participation via Zoom is not possible currently.**



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### PUBLIC PARTICIPATION

The Oakland Police Commission welcomes and encourages public participation in its meetings. Please review the options below for observing the meeting and providing public comment:

#### OBSERVE THE MEETING

- Television:  
Watch the meeting on KTOP Channel 10 via:
  - Xfinity (Comcast)
  - AT&T Channel 99 (City of Oakland KTOP - Channel 10)
- Online (Zoom Video Conference):  
Join via video at the scheduled meeting time:  
<https://us02web.zoom.us/j/88294451366>  
Instructions: [Joining a Meeting by Video](#)
- Phone (Audio Only):  
Dial at the scheduled meeting time:
  - +1 669 444 9171, **Meeting ID: 882 9445 1366#**
  - +1 669 900 9128 (San Jose), Meeting ID: 882 9445 1366#*If prompted for a participant ID, press #.*

Note: Zoom may only be used to observe. Public comment will not be taken via Zoom.

#### PROVIDE PUBLIC COMMENT IN PERSON

- To comment, complete a speaker card for each agenda item you wish to address.
- Speaker cards must be submitted before public comment begins for that item.
- Submit your speaker card to the Chief of Staff before being recognized.

#### Guidelines:

- Comments must be specific to the written agenda item listed on the card.
- Comments not tied to a listed item will be designated as Open Forum.
- One comment per person per agenda item.
- Speaking time limit: 2 minutes per comment. Time is not transferable.
- Groups sharing the same position may designate a spokesperson (3-minute time limit).

#### E-COMMENT (Written Submission Only)

- Submit written comments via the [Public Comment & Question Submission Form](#).
- E-comments must be submitted at least 24 hours before the meeting.
- Clearly indicate the agenda item your comment relates to.
- All comments are subject to a 2-minute time limit.
- Only one Open Forum comment per person will be accepted.



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- I. **Call to Order, Welcome, Roll Call, Determination of Quorum (and Read-Out from Prior Meeting, if any)**  
**Roll Call:** Chair Ricardo Garcia-Acosta  
Vice Chair Shawana Booker, Commissioners Wilson Riles, Shane Williams, Samuel Dawit, Angela Jackson-Castain, and Alternate Commissioner Omar Farmer

- II. Closed Session (approximately 5:30 PM - 6:30 PM)  
The Police Commission will take Public Comment on the Closed Session items.

***THE OAKLAND POLICE COMMISSION WILL ADJOURN TO CLOSED SESSION  
AND WILL REPORT ON ANY FINAL DECISIONS DURING THE POLICE  
COMMISSION'S OPEN SESSION MEETING AGENDA.***

***CONFERENCE WITH LEGAL COUNSEL***

***EXISTING LITIGATION (Government Code Section 54956.9(d)(1))***

***Delphine Allen et al. v. City of Oakland et al. - N.D. Cal. No. 00-cv-4599-WHO***

***PUBLIC EMPLOYEE APPOINTMENT***

***(Government Code Section 54957(b))***

***Title: Chief of Police and the Executive Director, Community Review Agency (CPRA)***

***PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE***

***(Government Code Section 54957(b))***

***Title not disclosed under personnel privacy laws, California's Brown Act, and the City's Sunshine Ordinance***

- III. **Redetermination of Quorum (and Read-Out from Closed Session and/or announcements, if any)**

**Roll Call:** Chair Ricardo Garcia-Acosta

Vice Chair Shawana Booker, Commissioners Wilson Riles, Shane Williams, Samuel Dawit, Angela Jackson-Castain, and Alternate Commissioner Omar Farmer



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IV. **Open Forum Part 1 (2 minutes per speaker, 15 minutes total)**

Members of the public wishing to address the Commission on matters not listed on tonight's agenda but related to the Commission's work should submit a speaker card before this item is addressed. Comments regarding agenda items should be reserved until the respective agenda item is called for discussion. Speakers unable to address the Commission during this Open Forum will be given priority to speak during Open Forum Part 2. ***This is a recurring item.***

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

V. **OPD Budget Hearing Recommendations – Draft Vote for Submission to City Council**

The Police Commission is required to review the Mayor's proposed budget to determine whether budgetary allocations for the Department align with the Department's policies, procedures, customs, and General Orders. Pursuant to City Charter §604(b)(7), the Commission held its required public budget hearing and will now vote on the draft recommendations to be submitted to City Council.

*(Attachment 1)*

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

VI. **Police Commission Oversight Report Draft — Discussion and Vote for Approval to Be Submitted to the Mayor and City Council Pursuant to Oakland City Charter §604(b)(9)**

The Police Commission is required to submit a report at least once each year to the Mayor, the City Council, and, to the extent permissible by law, to the public. This report must include the information contained in the Chief's report, along with any other matters relevant to the Commission's functions and duties. The Commission will vote on the draft report to be submitted to the Mayor and the City Council *(Attachment 2)*

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

VII. **Strategic Plan Draft Review and Vote**

The Strategic Plan Ad Hoc Committee prepared a draft of the Commission's Strategic Plan. Commissioners will be asked to consider approval of the draft. *(Attachment 3)*

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



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### VIII. Ad Hoc Committee Reports

This item provides an opportunity for Chair Garcia-Acosta to share general updates regarding ad hoc committees, if applicable, and for representatives from active or upcoming ad hoc committees to report on their work, upcoming meetings, and events. Please note that ad hoc committee discussions are often fluid and may not follow a formal agenda. Recordings and minutes of meetings open to the public are available on the Commission's [YouTube Channel](#) and [website](#). Here is the [Ad Hoc List](#). Discussion, public comment, and any proposed actions related to Ad Hoc Committees will be held **after all ad hoc readouts are complete**. This ensures each committee can deliver its full report without interruption and that commissioner and public input is addressed in a consolidated discussion period.

#### **Staff Search / Evaluations Ad Hoc: Commissioner Williams (Chair), OPC Chair Garcia-Acosta, Vice Chair Booker**

The Staff Search Ad Hoc Committee is tasked with defining the role, attracting a diverse pool of qualified candidates, and managing a thorough and fair evaluation process. This includes screening applications, conducting interviews, and presenting the most suitable finalists to the hiring authority. The committee ensures an unbiased selection process, promotes diversity and inclusion, and assists with the onboarding of the chosen candidate. This Ad Hoc committee is also tasked with conducting the evaluation of the CPRA Director, Inspector General, and OPD Chief of Police, and OPC Chief of Staff. ***This ad hoc is not open to the public.***

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

### IX. Upcoming/Future Agenda Items

The Commission will engage in a working session to discuss and determine agenda items for the upcoming Commission meeting and to agree on a list of agenda items to be discussed on future agendas. The Commission will work on creating a list of agenda items for future meetings. ***This is a recurring item.*** [Upcoming / Future Agenda Items](#)

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

### X. Open Forum Part 2 (2 minutes per speaker, 15 minutes total)

Members of the public wishing to address the Commission on matters that were not on tonight's agenda but are related to the Commission's work should submit a speaker card before the start of this item. Persons who spoke during Open Forum Part 1 will not be called upon to speak again without prior approval of the Commission's Chairperson. ***This is a recurring item.***

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



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XI. **Re-adjourn to Closed Session (if needed) and Read-Out of Closed Session (if any)**

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

XII. **Adjournment**

**NOTICE:** In compliance with the Americans with Disabilities Act and Equal Access Ordinance, for those requiring special assistance to access the video conference meeting, to access written documents being discussed at the Discipline Committee meeting, or to otherwise participate at Commission meetings, please contact the Police Commission's departmental email at [OPC@oaklandcommission.org](mailto:OPC@oaklandcommission.org) for assistance. Notification at least 72 hours before the meeting will help enable reasonable arrangements to ensure accessibility to the meeting and to provide the required accommodations, auxiliary aids, or services.



## CITY OF OAKLAND | POLICE COMMISSION

November 24, 2025

Sent Via Email: [JBeere@oaklandca.gov](mailto:JBeere@oaklandca.gov); [DLcouncil@oaklandca.gov](mailto:DLcouncil@oaklandca.gov)

RE: Recommendations on the Oakland Police Department Budget

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**Dear Mayor Lee, City Administrator Johnson, City Council, and Interim Chief Beere:**

On behalf of the Oakland Police Commission, thank you for your ongoing commitment to responsibly managing the City's budget during an unprecedented fiscal crisis while upholding the priorities of public safety, community well-being, and robust civilian oversight. Pursuant to **City Charter §604(b)(7)**, the Police Commission held its required public budget hearing and now submits the following recommendations.

These recommendations reflect key operational, fiscal, and wellness-related concerns identified through Commission inquiry and OPD's subsequent written responses.

### **I. Civilianization & Transition of Internal Affairs Bureau (IAB)**

#### **Finding**

OPD confirmed that **68 civilian positions were eliminated** during the budget crisis. Although sworn staff are not currently used to backfill these duties, the loss of professional staff has created operational delays and hampers long-term efforts toward strengthened accountability. A strategic approach to re-civilianizing critical functions remains essential as the City positions itself for eventual NSA exit.

### Recommendations

The Commission recommends that the Mayor and Council:

1. **Restore critical civilian positions**, prioritizing administrative, investigative support, and accountability-aligned roles.
  2. **Allocate funding for a phased civilianization of IAB**, aligned with best practices in independent oversight and NSA exit requirements.
- 

## II. Administrative Leave, Skelly Delays & Fiscal Impact

### Finding

OPD reported **102 officers on leave**, including officers remaining on paid administrative leave while awaiting delayed **Skelly Hearings**. Such delays contribute to unnecessary personnel expenditures and increased overtime to backfill operational needs.

### Recommendations

The Commission recommends:

1. Providing the resources necessary to **expedite Skelly Hearings**, such as temporary hearing officers or dedicated administrative support.
  2. Establishing an internal workflow to ensure **Skelly Hearings occur within 45 days** of discipline where legally permissible.
-



### III. Officer Mental Health & Wellness Staffing

#### Findings

- The **Wellness Coordinator (Program Analyst III)** position has been restored but requires a full recruitment that OPD estimates will take a minimum of six months.
- The Wellness Unit is funded at **\$308,000**, with only **two FTEs** serving the entire department.
- **OPD currently has 31 officers on modified duty in non-patrol assignments, requiring close administrative and wellness oversight.**

#### Recommendations

The Commission recommends:

1. **Encouraging HR to prioritize the Program Analyst III recruitment to help reduce the projected timeline.**
  2. Funding **an additional wellness support position** to meet growing demand related to stress, trauma exposure, modified duty, and fitness-for-duty concerns.
  3. Funding **technology that supports wellness tracking**, including rest-period monitoring and overtime thresholds.
- 

### IV. Overtime Expenditures, Reimbursable OT & Staffing Structure

#### Findings

- Preliminary data shows **62,323 reimbursable OT hours totaling \$6.2M** (subject to final FY closing).
- Regular overtime remains elevated due to:

- Staffing levels budgeted at 600 sworn positions
- 102 officers on leave
- Special operations requirements
- Elimination of the OPD **Grants Coordinator**, reducing grant recovery opportunities
- **OPD confirmed it does not track overtime approvals or denials at a granular level.**

## Recommendations

The Commission recommends:

1. Restoring funding for a **Grants Coordinator**, enabling OPD to pursue additional State and Federal funding to offset reliance on the General Purpose Fund.
2. Prioritizing civilian hiring to reduce sworn workload and minimize structural overtime dependence.

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## V. Technology & Constitutional Policing

### Findings

Public testimony emphasized the importance of technology that strengthens oversight, transparency, wellness protections, and constitutional policing. OPD acknowledged the need to modernize systems but noted uncertainties around implementation processes and funding availability.

### Recommendations

The Commission recommends:

1. **Prioritizing technology that enhances oversight and constitutional policing, including:**

- **GPS systems**
  - **Internal Affairs case-tracking tools**
  - **Wellness-related workload monitoring systems**
  - **Early intervention and early warning systems (EIS)**
  - **Digital evidence and body-worn camera management platforms**
  - **Dispatch and CAD (Computer-Aided Dispatch) enhancements that promote deployment transparency**
2. Ensuring that future technology acquisitions include clear policies governing usage, data management, auditing, and access.
- 

## **VI. Reimbursable Overtime Governance & Third-Party Requests**

### **Findings**

Reimbursable overtime is fully repaid to the City's General Purpose Fund but lacks adequate tracking of request denials, supervisor decisions, and participation patterns.

### **Recommendations**

The Commission recommends:

1. Implementing a **Reimbursable Overtime Approval Log** that tracks:
  - Accepted and declined third-party requests
  - Supervisor denials and reasons
  - Officer participation data

2. Requiring OPD to provide **quarterly reimbursable OT reports** using Oracle I-codes for full transparency.
- 

## VII. Overall OPD Budget Priorities

Based on testimony from OPD and additional written updates, the Commission recommends prioritizing:

1. **Rebuilding civilian staffing** to support core operations and reduce sworn overtime.
2. **Strengthening wellness and accountability infrastructure**, including HR processing, clinical support, and administrative systems.
3. **Stabilizing sworn staffing** by improving leave management, addressing modified duty impacts, and supporting recruitment and academy throughput.
4. **Investing in preventative infrastructure**, such as wellness systems, technology upgrades, and timely Skelly processing to reduce long-term costs.

These actions will help strengthen OPD's operational efficiency, protect officer health, reduce unnecessary fiscal exposure, and advance transparency and accountability in line with City Charter §604(b)(7).

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Sincerely,

*Ricardo Garcia-Acosta*

Chair, Oakland Police Commission

NOVEMBER 25, 2025



# 2024 OVERSIGHT REPORT



# INTRODUCTION AND OVERVIEW

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In compliance with City Charter Section 604(b)(9)—which requires the Police Commission to “report at least once a year to the Mayor, the City Council, and to the public to the extent permissible by law, the information contained in the Chief’s report in addition to such other matters as are relevant to the functions and duties of the Commission”—the Oakland Police Commission submits the following Report of its oversight work with the Oakland Police Department for 2024.

This Oversight Report is based on information provided at Commission meetings via standardized report-out templates and presentations by the Chief of Police and/or their designees.

This Report is intended as an ancillary overview to support transparency and consolidate the year’s key themes. It does not replace or supersede the more detailed annual reports that the Oakland Police Department and the Police Commission submit to the Mayor and City Council.

# PURPOSE AND SOURCE OF INFORMATION

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Throughout 2024, OPD provided regular written and oral reports to the Commission, including data and narrative updates on:

- Staffing and budget impacts
- Constitutional policing and policy development
- Internal Affairs, discipline, and Skelly hearings
- Community safety trends (juvenile cases, domestic violence, missing persons, hate crimes)
- Professional Development & Wellness Unit (PDWU) activities
- Training and organizational capacity
- Status of federal oversight under the Negotiated Settlement Agreement (NSA)

This summary aggregates the key themes from those recurring reports.

# 2024 OPERATING ENVIRONMENT

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Overall, 2024 was a year of both progress and strain for OPD:

## Federal Oversight

OPD remained under federal court monitoring. Tasks 24 and 25 (use of force reporting and investigations) were removed from active monitoring and Task 2 (investigation timeliness) remained in compliance. However, Task 5 (complaint procedures) and Task 45 (discipline consistency) still require improvement, particularly around complaint handling and discipline timelines.

## Staffing & Leave

Sworn staffing numbers appeared strong on paper, but **deployable staffing was significantly reduced** by long-term medical and administrative leave, modified duty, and vacancies in key professional positions and Dispatch. Administrative leave alone for a small group of employees generated a substantial ongoing cost to the City and contributed to delays in investigations and discipline.

## Community Safety

CID reported **consistent or rising demand** in several areas, including juvenile arrests, domestic violence cases, missing persons (especially youth), and hate crime investigations. These trends placed sustained pressure on specialized investigative units.



## Policy & Constitutional Policing

OPD and the Commission made real progress on policies such as the **Pursuit Policy (J-04)**, **Community Policing (15-01)**, and **Use of Force investigations (SO 9214)**, as well as completion of the **Militarized Equipment Annual Report** under AB 481. At the same time, several high-impact policies—**Sexual Misconduct, Racial Profiling/Bias (M-19)**, **Discipline Matrix**, and **Excited Delirium**—remained in extended review, affecting clarity, training, and public confidence.

## Accountability Systems

OPD increased the number of trained Skelly Hearing Officers, digitized Skelly packets, and began developing a Skelly tracking dashboard. Nonetheless, a large Skelly backlog, high Internal Affairs caseloads, and multi-year administrative leave cases continued to delay final outcomes in discipline matters.

## Wellness & Training

The Professional Development & Wellness Unit (PDWU) expanded wellness resources, peer support, chaplaincy, and training on new California laws. Survey data showed growing trust in PDWU, with strong interest in preventative care, mental health support, and trauma-informed leadership. Structural staffing challenges and leave still limited overall training capacity, but 2024 marked visible progress in this area.

## Transparency & Public Engagement

OPD maintained regular reporting to the Commission, participated in public forums (such as the pursuit policy community meeting), and completed required militarized equipment reporting. Capacity limits and policy delays, however, constrained broader community outreach and timely communication about investigative and discipline outcomes.

# ROLE OF THE CHIEF'S REPORTS AND THE COMMISSION'S WORK

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The Chief of Police, either personally or through designated members of his executive team, provides this information to the Commission at each regular meeting, using standardized report templates developed in collaboration with Commission staff.

The Commission uses these recurring reports to:

- Monitor OPD's progress on reform, policy, and accountability
- Identify areas requiring follow-up, public discussion, or policy action
- Communicate key themes to the Mayor, City Council, and community
- Fulfill its Charter-mandated oversight responsibilities

# LOOKING AHEAD TO 2025 – FOCUS AREAS

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Based on 2024 reporting, the Commission has focused its oversight and collaboration with OPD on the following broad areas in 2025:

- Strengthening complaint, investigation, and discipline systems to address NSA Task 5 and Task 45
- Managing staffing, leave, and disciplinary appeals in a way that reduces operational disruption and cost
- Finalizing key constitutional policing policies (Sexual Misconduct, M-19, Discipline Matrix, Excited Delirium)
- Supporting community safety work in high-need areas (youth, domestic violence, missing persons, hate crimes)
- Sustaining and expanding PDWU wellness and training efforts
- Improving transparency and accessibility of information for the public

# CONCLUSION

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The Oakland Police Commission remains committed to carrying out its Charter-mandated oversight responsibilities with transparency, accountability, and integrity. This Report reflects the information provided to the Commission throughout the year and highlights the major themes, challenges, and areas of progress observed in 2024.

As OPD continues its work toward constitutional policing, operational stability, and strengthened community trust, the Commission will maintain close engagement with the Department, the City Administration, oversight partners, and the community to ensure that reforms are meaningful, durable, and aligned with the expectations of the residents of Oakland.

We submit this report in accordance with City Charter Section 604(b)(9) and reaffirm our commitment to supporting public safety, improving policing outcomes, and promoting transparency for the Mayor, City Council, and the people of Oakland.

Respectfully submitted,

*Ricardo Garcia-Acosta*

Ricardo Garcia-Acosta

Chair, Oakland Police Commission

*On behalf of the Oakland Police Commission*

Date: November 25, 2025



# UPCOMING

## STRATEGIC PLAN COMMUNITY MEETING

### JOIN US!!!



#### WHEN

Thursday, December 11, 2025

#### WHERE

East Bay Church of Religious Science  
4130 Telegraph Ave., Oakland

#### TIME

5:30 PM – Meeting called to order for  
Closed Session  
6:30 PM – Public Session begins

The Strategic Plan Ad Hoc Committee is leading an intensive process to engage the Police Commission in a series of planning retreats designed to gather input on the Commission's strategic direction. A draft plan has been presented to the Commission, and during the December 11 meeting, community members are invited to participate in the discussion and provide feedback for the Commission to consider as it finalizes the plan, which is scheduled for implementation in 2026.

FOCUS AREA: Policy Development				
Desired State: OPD policies up-to-date, aligning to constitutional policing practices and promoting police accountability				
Goal	Objectives	Deliverables and/or Outcomes	Owner(s)/Leads	Completion Date
1.0 Develop new and/or update existing policies to reflect local, regional and national standards	1.1 Identify, review, and catalogue existing OPD policies 1.2 Identify outdated policies 1.3 Identify gaps in policy areas 1.4 Develop prioritization of policies for updating and creating new policies, as needed 1.5 Develop mechanism for community to provide input on policy priorities (e.g., annual survey) 1.6 Collaborate with city and relevant stakeholders to update existing and/or create new policies, as needed	<ul style="list-style-type: none"> <li>Policy catalogue with prioritization</li> <li>Community input process</li> </ul>	<ul style="list-style-type: none"> <li>Policy Ad Hoc</li> </ul>	Q2 2026
2.0 Develop reporting mechanism to monitor the implementation of new or updated policies	2.1 Establish cadence for OPD to report on training programs for new or updated policies 2.2 Develop mechanism to monitor impact of new and revised policies 2.3 Develop tracking mechanism to address mandated reporting requirements (e.g., militarized equipment impact reports, local/state mandates) 2.4 Collaborate with IG to execute regular policy audits and identify any policy violations	<ul style="list-style-type: none"> <li>Training updates integrated into OPD template</li> <li>Documentation of reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>Policy Ad Hoc</li> <li>Chief of Staff (CoS)</li> <li>IG</li> </ul>	Q1 2026

# Community Engagement & Strategic Communications

## FOCUS AREA: Community Engagement & Strategic Communications

Desired State: A communication and engagement strategy that increases public awareness of the Commission

Goal	Objectives	Deliverables and/or Outcomes	Owner(s)/Lead	Completion Date
1.0 Increase awareness of the Commission and its role	1.1 Establish Community Engagement Ad Hoc 1.2 Develop a communications campaign (e.g., collaterals, events calendar, social media, townhalls/collaboration with other Commissions) 1.3 Conduct roadshow for city and community stakeholders to provide information about the Commission	<ul style="list-style-type: none"> <li>Strategic comms plan and collateral</li> <li>Community engagement data (e.g., number of events, partnerships, social media engagement)</li> <li>Commission roadshow</li> </ul>	<ul style="list-style-type: none"> <li>CoS</li> <li>OIG Public Information Officer</li> <li>Community Relations Ad Hoc</li> </ul>	Q1 2027
2.0 Establish internal coordinated communication processes for high-profile incidents	2.1 Develop OPC, OIG and CPRA joint communications response strategy for high-profile incidents 2.2 Codify procedures in Commission standard operating procedures	<ul style="list-style-type: none"> <li>Written procedures for SOPs</li> <li>Rapid Response: Post-Incident After-Action Report</li> </ul>	<ul style="list-style-type: none"> <li>Chair, Vice Chair, CoS, CPRA, OIG, Legal (GHS/OCA)</li> </ul>	Q2 2026

FOCUS AREA: Internal Operations				
Desired State: Business operations that are streamlined, efficient and scalable to meet Commission goals				
Goal	Objectives	Deliverables and/or Outcomes	Owner(s)/Lead	Completion Date
1.0 Update commissioner onboarding process	1.1 Facilitate ongoing collaboration between Selection Panel and the Mayor's office for effective onboarding 1.2 Refine the onboarding process and associated materials 1.3 Establish a new-old commissioner buddy system 1.4 Track and monitor commissioner trainings	<ul style="list-style-type: none"> <li>New commissioner feedback on onboarding process (e.g., survey)</li> <li>Percentage of completed trainings</li> </ul>	<ul style="list-style-type: none"> <li>CoS</li> <li>Chair</li> </ul>	Q2 2026
2.0 Improve people management system and practices	2.1 Conduct staffing needs assessment and align budget 2.2 Develop an evaluation framework and process for staff evaluations (e.g., cadence, feedback, debriefs) 2.3 Develop hiring processes and toolkit for regular and urgent personnel hires 2.4 Conduct staff evaluations	<ul style="list-style-type: none"> <li>Needs assessment</li> <li>Evaluation tool</li> <li>Hiring toolkit (i.e., job descriptions, job classifications, HR contacts)</li> <li>Staff evaluation reports and debriefs</li> </ul>	<ul style="list-style-type: none"> <li>Staffing Ad Hoc</li> </ul>	Q4 2026
3.0 Develop a multi-year strategic plan	3.1 Establish an ad hoc to lead strategic planning process 3.2 Conduct strategic planning process to include multi-phased retreats 3.3 Collect community input and build Commissioner consensus 3.4 Develop annual work plans to execute strategic plan goals	<ul style="list-style-type: none"> <li>Strategic planning retreats and focus groups</li> <li>Community engagement survey</li> <li>Stakeholder interviews</li> <li>Strategic plan document and associated work plans</li> </ul>	<ul style="list-style-type: none"> <li>Retreat Ad Hoc</li> </ul>	Q4 2025



# Internal Operations (continued)

Attachment 3

**DRAFT**

FOCUS AREA: Internal Operations				
Desired State: Business operations that are streamlined, efficient and scalable to meet Commission goals				
Goal	Objectives	Deliverables and/or Outcomes	Owner(s)/Lead	Completion Date
4.0 Improve operational efficiency	4.1 Identify and prioritize ad hoc committees to implement strategic plan 4.2 Develop, review, revise Commission governing documents (e.g., SOPs, MOUs, Rules, Enabling Ordinance, Annual Reports) 4.3 Address technology upgrades and submit equipment requests 4.4 Manage budget and financials 4.5 Track and document successes/impacts (i.e., tracking/documenting progress against key performance indicators)	<ul style="list-style-type: none"> <li>Updated governing documents</li> <li>Business operations SOPs</li> <li>Budget proposals and reviews</li> <li>Reports on technology updates and/or needs</li> </ul>	<ul style="list-style-type: none"> <li>CoS</li> <li>Rules Ad Hoc</li> <li>Budget Ad Hoc</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.0 Continue oversight of CPRA, OPD and OIG	5.1 Establish regular meeting cadence with department leadership 5.2 Identify strategic priorities and set expectation 5.3 Monitoring progress on department initiatives (e.g., mediation program, etc.) 5.4 Resolve issues, as needed	<ul style="list-style-type: none"> <li>Reports on emerging issues to Commissioners and the public, as needed</li> </ul>	<ul style="list-style-type: none"> <li>OPC Chair</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

FOCUS AREA: Federal Oversight				
Desired State: Sustained culture change throughout OPD (self-governance, accountability and police-community relations)				
Goal	Objectives	Deliverables and/or Outcomes	Owner(s)/Lead	Completion Date
1.0 Fulfill NSA tasks and transfer authority	1.1 Establish an ad hoc to develop regular Case Management Conference (CMC) statements 1.2 Track, monitor and document NSA task completion (a) Participate in meetings with NSA-partners 1.3 Manage post-NSA scope transition (a) Develop and execute an action plan to assume Compliance Directors' duties (b) Participate in City IAB transition working group (c) Develop framework to sustain culture change (d) Implement constitutional policing practices	<ul style="list-style-type: none"> <li>• NSA Ad Hoc</li> <li>• Regular CMC statement submissions</li> <li>• Compliance Director's Action Plan</li> <li>• Key performance indicators (KPIs) aligned to NSA tasks, subtasks and sustainability elements</li> </ul>	<ul style="list-style-type: none"> <li>• NSA Ad Hoc</li> </ul>	Q4 2026
2.0 Develop a systemic approach for addressing racial profiling	2.1 Review, revise, adopt racial profiling policy 2.2 Engage frequently policed communities 2.3 Work with OPD to develop a data collection and analysis process for racial profiling incidents 2.4 Monitor impact of implemented policies	<ul style="list-style-type: none"> <li>• Revised racial profiling policy</li> <li>• Data collection tool</li> <li>• Revised OPD reporting template to include racial profiling category</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Ad Hoc</li> <li>• OPD</li> </ul>	Q4 2026

FOCUS AREA: Federal Oversight (continued)				
Desired State: A new culture of policing, more accountability and improved police/community relations				
Goal	Objectives	Deliverables and/or Outcomes	Owner(s)/Lead	Completion Date
3.0 Ensure the disciplinary process is fair, equitable and up to date	3.1 Conduct a thorough review of the disciplinary process (a) Create a Discipline Committee quick reference guide for Commissioners (b) Discuss with CPRA any recommendations (c) Discuss with previous or current Commissioners lessons learned from their discipline review experiences (d) Skelly backlog 3.2 Update OPD Manual of Rules 3.3 Update Discipline Matrix (a) Identify key stakeholders to participate in ad hoc (b) Review existing discipline matrix (c) Update existing matrix in alignment with OPD Manual of Rules (d) Educate the community about discipline matrix 3.4 Create working group with OPC, CPRA, OCA, and OPD to standardize discipline committee process	<ul style="list-style-type: none"> <li>• Receive positive feedback from Commissioners regarding the reference guide.</li> <li>• Reach a consensus on recommendations from the public.</li> <li>• Reach a consensus on recommendations from former Commissioners.</li> <li>• Revised MOR and Discipline Matrix submitted to OPD for legal review</li> <li>• A standardized procedure for progressive discipline, utilizing the discipline matrix, during disciplinary committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Discipline Matrix Ad Hoc</li> </ul>	Q1 2026

FOCUS AREA: Mental Health Support				
Desired State: Develop mental health support systems for healthier outcomes for officers and frequently policed communities				
Goal	Objectives	Deliverables and/or Outcomes	Owner(s)/Lead	Completion Date
1.0 Promote a culture that destigmatizes mental health care	<ul style="list-style-type: none"><li>1.1 Advocate hiring permanent wellness staff</li><li>1.2 Integrate wellness-focused initiative updates into OPD reporting template (i.e., wellness KPIs)</li><li>1.3 Enhance Commissioner understanding of mental health needs within OPD to make informed recommendations</li><li>1.4 Create education and training recommendations regarding the management of job-related stress and other mental and emotional health issues</li><li>1.5 Develop an annual Commission officer award for representing the best OPD cultural standards of excellence</li></ul>	<ul style="list-style-type: none"><li>• Personnel hiring updates</li><li>• Updated OPD template</li><li>• Develop and approve wellness recommendations regarding education and training</li><li>• Implementation of an award that receives buy in from the groups outlined in city charter section 604(d)(1)</li></ul>	<ul style="list-style-type: none"><li>• NSA Ad Hoc</li></ul>	<ul style="list-style-type: none"><li>• Q2 2026</li></ul>