



OAKLAND POLICE COMMISSION

SPECIAL MEETING AGENDA

November 5, 2022

9:00 AM

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 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.

Pursuant to California Government Code Section 54953(e), 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.

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/85025345087> 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 +1 669 444 9171 or +1 719 359 4580 or +1 253 215 8782 or +1 346 248 7799 or +1 646 931 3860
Webinar ID: 850 2534 5087

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:

- 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 opc@oaklandcommission.org.

OAKLAND POLICE COMMISSION

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November 5, 2022

9:00 AM

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

Chair Tyfahra Milele

Roll Call: Vice Chair Marsha Peterson; Commissioner Brenda Harbin-Forte; Commissioner Rudolph Howell; Commissioner Jesse Hsieh; Commissioner Regina Jackson, Commissioner David Jordan; Alternate Commissioner Angela Jackson-Castain; Alternate Commissioner Karely Ordaz

II. Open Forum (2 minutes per speaker, 15 minutes total)

Members of the public wishing to address the Commission on matters that are not on tonight's agenda but are related to the Commission's work should raise their hands and they will be called on in the order their hands were raised. Comments regarding agenda items should be held until the agenda item is called for discussion.

III. Police Commission Retreat

The Police Commission Retreat will be facilitated by Frank J. Omowale Satterwhite, Ph.D., President, Leadership Incorporated. ([Attachment 3](#))

Desired Outcomes

- Shared understanding of OPC's legal mandate and the role of OPC Commissioners
- Vision 2023 by Chief of Police Chief/OPD Sustainability Plan
- Vision 2023 on the transition plan and operations of the Community Police Review Agency
- Status report on corrective actions to address audit issues raised by the City Auditor
- Consensus about OPC's 2022-23 strategic priorities, plan of action and division of labor
- Shared commitment to establish an OPC culture of respect and collaboration

Ground rules

- Mutual respect; active participation; big picture focus; community first; valuing the collective wisdom; assuming the positive; and self-care
- a. **Opening Session (Chair Milele / Dr. Satterwhite) — 10:00 AM end**
 - Welcome and agenda review
 - Meeting Management: Brown Act and Commission Protocols
 - Icebreaker: Self-introductions and What I can contribute to OPC (3-minute limit)
- b. **OPC's Legal Mandate and Role of OPC Commissioners (Legal Counsel Nguyen / CoS Yun) ([Attachment 3b](#)) — 10:25 AM end**
- c. **Vision 2023 on OPD Sustainability Plan (Chief of Police) — 10:50 AM end**
 - Presentation and discussion

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- d. **Break** (10 minutes) — *11:00 AM end*
- e. **Guest Speaker: Samuel Sinyangwe, Founder of Mapping Police Violence (Attachment 3e)** — *11:35 AM end*
 - Presentation and Q&A
- f. **Vision 2023 on the Community Review Police Agency (Director Zisser)** — *12:00 PM end*
 - Presentation and discussion
- g. **Lunch** — *12:40 PM end*
- h. **Status Report on OPC Audit Compliance (CoS Yun)** — *1:00 PM end*
 - Presentation and discussion
- i. **OPC Annual Planning (Dr. Satterwhite)** — *2:30 PM end*
 - Small group planning meetings followed by plenary:
 - Racial Profiling ([Attachment 3i](#))
 - Budget: Staffing and Operations
 - Policy Development Process
- j. **Break** (10 minutes) — *2:40 PM end*
- k. **OPC Culture and Working Relationships (Dr. Satterwhite)** — *3:30 PM end*
 - Presentation, discussion, and consensus building
 - Relationship with City (Mayor, Council, Administrator, City Attorney)
 - OPC Internal Relationships
 - Community Relationships
- l. **Closing Session (Chair Milele / Dr. Satterwhite)** — *4:00 PM end*
 - Review of day, next steps, evaluation of meeting and adjournment

IV. Adjournment

NOTICE: In compliance with the Americans with Disabilities Act, for those requiring special assistance to access the videoconference 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 Chief of Staff, Kelly Yun, at kyun@oaklandca.gov for assistance. Notification at least 48 hours before the meeting will enable the Police Commission to make reasonable arrangements to ensure accessibility to the meeting and to provide any required accommodations, auxiliary aids or services.

FRANK J. OMOWALE SATTERWHITE, Ph.D. BRIEF RESUME



Frank J. Omowale Satterwhite is an organizational and community change consultant who completed an undergraduate degree at Howard University, a Master's Degree at Southern Illinois University and a doctoral degree at Stanford University.

Omowale is the President of Leadership Incorporated, a progressive, nonprofit consulting firm focused on building capacity for social change in communities of color. He was previously employed as President, National Community Development Institute; President, Community Development Institute; Acting Superintendent, Ravenswood City School District; Associate Dean and Chairman of African American Studies, Oberlin College, where he established the first Black Studies Program at Oberlin; President, Institute for the Study of Community Economic Development; and Associate Director, Western Regional Office, College Entrance Examination Board.

During the winter semester of the 2015-2016 academic year, Omowale served as a Visiting Professor, Scholar in Residence, at The New School, Milano School of International Affairs, Management and Urban Policy in New York City.

In a typical year, Omowale provides technical assistance, training and consultation services to numerous social justice, health/human service, governmental, philanthropic and community development organizations. He facilitates multi-sector dialogues to build consensus among diverse identity groups in communities. He guides strategic planning processes to align key stakeholders around the future direction of organizations. He conducts training programs for residents, organizational leaders and consultants working in communities of color. He advises on place-based, community-change initiatives in partnership with local stakeholder groups. During the past 30 years, Omowale has contracted with more than 1,200 organizations in 120+ cities and 40+ states.

Omowale formerly served as Board Chair of the Alliance for Nonprofit Management. He also served on the boards of the Praxis Project (Washington, D.C.), Applied Research Center (Oakland, CA), Urban Habitat (Oakland, CA), EPA Teen Home (East Palo Alto, CA) and Girls Club of the Mid-Peninsula (East Palo Alto, CA).

Omowale is a former councilmember in the City of East Palo Alto and a former planning commissioner with San Mateo County. His crowning civic achievement was leading the political campaign to incorporate the city of East Palo Alto in 1983.

During his career, Omowale Satterwhite has received numerous civic service awards from governmental, philanthropic, professional and civic organizations.

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omowale@leadershipincorporated.org or omosat@aol.com

FRANK J. OMOWALE SATTERWHITE, Ph.D. SUMMARY OF PROFESSIONAL EXPERIENCE

- Broad and unparalleled experience in providing management and facilitation services to non-profit, social change organizations as well as foundations and public agencies with a strategic interest in transforming low-income communities. Dr. Satterwhite typically works with numerous client organizations each year and, over his career, has directly assisted more than 1,200 organizations in over 120 cities and 40+ states.
- Broad and unparalleled experience in providing technical assistance to foundation-sponsored, comprehensive community change initiatives. Dr. Satterwhite has served as the lead organizational development and/or civic engagement consultant for more than twenty comprehensive community change initiatives in cities across the country.
- Extensive experience in training community members/resident leaders, organizational leaders and consultants in the methodology of *“building capacity for social change in communities of color”*.
 - From 2000 to 2007, Dr. Satterwhite trained more than 250 individuals in the San Francisco Bay Area with an interest in serving as organizational development consultants in communities of color (Professional Development of Consultants Program).
 - From 2006 to 2012, Dr. Satterwhite trained more than 250 Detroit residents participating in the Good Neighborhoods Initiative sponsored by the Skillman Foundation.
 - From 2007 to 2009, he trained more than 200 community activists in fifteen cities across the country who were engaged in social change work in their communities.
- Broad and extensive leadership in the nonprofit management field. Dr. Satterwhite served as Board Chair of the Alliance for Nonprofit Management, the national trade association for management consultants working with nonprofit organizations
- Broad experience in developing and implementing innovative, higher education academic programs at Nairobi College (1968-1976), Oberlin College (1970-72) and Institute for the Study of Community Economic Development (1979-1982). Dr. Satterwhite was one of the founding board members of Nairobi College, a two-year, Afrocentric community college located in East Palo Alto, California. He established the first African-American Studies Program at Oberlin College, called the *African American Community and Student Development Program*, whose primary aims were to examine the university’s role in transforming communities of color and prepare students to fulfill that social responsibility. He also founded and piloted the Institute for the Study of Community Economic Development, a two-year, university-without-walls, Master of Science Program for executive practitioners in the field of community economic development.

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MEMORANDUM

To: Oakland Police Commission

From: Garcia Hernandez Sawhney, LLP, Counsel to the Police Commission

Re: Preparation for Potential Resolution of Court Oversight

Date: Agenda Item for Regular Meeting on October 27, 2022

Questions Presented: What are the Commission's duties under the City Charter and Municipal Code that it is obligated to perform in the remainder of the 2022-23 fiscal year? What next steps should the Commission consider if the City of Oakland stays on track with sustainability and Court oversight ends? How can the Police Commission prioritize its work and resources (including budget development) to ensure strong reform oversight continues after Court oversight ends?

For the remainder of the 2022-23 fiscal year, the Police Commission should consider the following priorities:

1. Exercising all its functions and duties that the voters of Oakland and City Council vested in the Commission in the Charter and the Municipal Code;
2. Enhancing its own proactive policy work and streamline its work approving/modifying OPD's proposed policies.¹
3. Developing a mechanism for OPC to support and track OPD's compliance with the N.S.A.'s tasks during Sustainability Period and after court oversight ends.
4. Communicating budget needs to the City in order to expand the capacity of its own staff and strengthen the Departments under its direct oversight (CPRA and OIG).²

Attachment 1: Commission Obligations under Charter and Municipal Code - a list of agenda matters that are functions/duties for OPC to monitor/exercise continuously and annually

Attachment 2: 2016 N.S.A. Tasks - a list of N.S.A. Tasks which are incorporated as part of OPC's delineated duties in City Charter in 2016.

Attachment 3: Proposed Budget Process Anticipating May 2023 Budget Season and NSA Exit - a proposed budget cycle schedule.

¹ See Charter Section 604(b)(4), (5).

² See the City Council's Police Commission Ordinance, Oakland Municipal Code § 2.45.180

Oakland Police Commission

Priorities During Sustainability Period & Post NSA/Court Oversight



October 27, 2022

Bonifacio Bonny Garcia, Esq.
Thuy Thi Nguyen, Esq.
Kelly Yun, OPC Chief of Staff



GARCIA HERNÁNDEZ SAWHNEY LLP

Today's Topics

What are the Commission's Duties Under the City Charter and the Municipal Code that it must complete within the '22-'23 fiscal year?

What next steps should the Commission consider if the City of Oakland stays on track with sustainability and Court oversight ends?

How can the Police Commission prioritize its work and resources (including budget development) to ensure strong reform oversight continues after Court oversight ends?



Topline Summary

The Police Commission should consider the following priorities:

1. Exercise all functions and duties that the voters of Oakland and City Council vested in the Commission in the Charter and the Municipal Code;
2. Enhance its own proactive policy work and streamline its work approving/modifying OPD's proposed policies.
3. Develop a mechanism for OPC to support & track OPD's compliance with the N.S.A.'s tasks during Sustainability Period and after court oversight ends.
4. Communicate budget needs to the City in order to expand the capacity of its own staff and strengthen the departments under its direct oversight (CPRA and OIG).

I. Charter/Municipal Code Duties & Functions

1. Exercise all function and duty that the voters of Oakland and City Council vested in the Commission in the Charter and the Municipal Code;
2. Enhance its own proactive policy work and streamline its work approving/modifying OPD's proposed policies.

Exercise All Charter/MC Functions

- Build Out “Pending Agenda Matters” List
- Attachment 1 is a list of agenda matters that are functions/duties for OPC to exercise continuously and/or annually.
- Charter requires the Commission to play this role.
- Best way to demonstrate through example the importance of governance and compliance

**Attachment 1: Commission Obligations under Charter and Municipal Code
(Continuous Functions and Duties)**

Task	Charter/MC
Oversee OPD	C 604(a)(1)
Oversee CPRA	C 604(b)(1)
Review the Agency's dismissal and/or administrative closure of all complaints of misconduct involving Class I offenses	OMC 2.45.070(M)
Provide policy guidelines to CPRA Director for determining case prioritization	MC 2.45.070(J)
Determine the number of existing CPRA staff who would work at a "street-level or ground-floor, visible office that is accessible by public transportation."	MC 2.45.020
Oversee OIG	C 604(b)(1), MC 2.45.100(A)
Advise OIG of priorities and the functions and duties, including: <ul style="list-style-type: none"> • Prepare annual report • Monitor/eval # of officers receiving training on profiling, implicit bias, de-escalation, and other key topics • Develop and present a plan to the Commission to measure the performance of each element of the Department's discipline process for sworn officers • Complete all audits/reviews requested by the Mayor, City Administrator, City Council. • Monitor/eval/make recommendations re: <ul style="list-style-type: none"> • Recruiting and hiring sworn personnel • OPD Policies the Commission seeks to create or modify • OPD's risk mgmt. practices 	MC 2.45.120
Contract for Professional Services	C 604(b)(1)
Propose OPD Policies	C 604(b)(4)
Approve/Modify/Reject OPD's Proposed Policies	C 604(b)(5)
Comment on OPD Policies	C 604(b)(6)

Task	Charter/MC
Solicit input from members of the public regarding the quality of their interaction with the Agency and the Commission	MC 2.45.070(Q)
Review and submit comment on Department's policy/practice of publishing Department data sets "and request the Chief to consider its recommendations and respond to the comments in writing"	MC 2.45.070(P)
Maintain/update bylaws	MC 2.45.040
Notify Chief of required contents of Chief report	MC 2.45.070(F)
Make high level Commission, Chief, CPRA, OIG reports available on Commission website	MC 2.45.070(K)
Establish Rules and Procedures for mediation and resolution of complaints of police misconduct	MC 2.45.070(N)
Agendize and Consider Community Policing Advisory Board Reports/Recommendations	MC 2.45.070(O)
Request Records from OPD	C 604(e)(2)
Receive reports from Department via City Administrator on issues identified by the Commission	MC 2.45.070(R)
Request that the City Attorney submit semi-annual reports to the Commission and to City Council which shall include a listing and summary of	OMC 2.45.070(I)



**Attachment 1: Commission Obligations under Charter and Municipal Code
(Annual and Incident-Based Functions/Duties)**

[Annual Functions/Duties]

Task	Charter/ Municipal Code
Set Performance Metrics 1 Year in Advance of Performance Eval (Chief, CPRA Dir, IG)	MC 2.45.070(G)
Conduct 3 Performance Evals (Chief, CPRA Dir, IG)	MC 2.45.070(G)/(H)
At least twice each year, the Commission shall hold one (1) of its regularly scheduled meetings at a location outside of City Hall, agendized 10 days in advance	MC 2.45.090(B)
Hold a Hearing on Department Policies	C 604(b)(2)
Annual report to the Mayor/City Council/the public	C 604(b)(9)
Approve/Modify/Revoke OPD Use of "Military Equipment" via Annual Report Process	MC 9.65.030
[Specific to Budget Cycle]	
Review/comment on education and training re job-related stress and PTSD signs and symptom for sworn officers	MC 2.45.070(C)
Prepare a job related stress proposed budget for mayor by April 15 of each year	MC 2.45.070(D)
Propose staff position submission to City Administrator necessary to permit the Commission and the CPRA to fulfill its functions and duties.	MC 2.45.180
Review Mayor's Budget for OPD	C 604(b)(7)
Hold Hearing on Mayor's Budget for OPD	C 604(b)(7)
Develop and Approve Recommendations to City Council re Mayor's Budget	C 604(b)(7)

[Incident-Based Functions/Duties]

Task	Charter/ Municipal Code
Direct CPRA to investigate serious incidents not otherwise submitted by community members if requested by the Mayor/City Council	MC 2.45.070(L)
Convene Discipline Committees	C 604(G)(2), (5)
Issue Lawful Subpoenas	C 604(b)(3)
Direct CPRA to reopen a closed case	MC 2.45.070(M)
Require Chief or designee to respond to Commission requests made by a majority vote	C 604(b)(8)
Hiring/Removal Authority Over Chief, CPRA Director, OIG	C 604(b)(10), (e)(6), (7)

II.

Important next steps, if and when Court oversight ends?

3. Develop a **mechanism** for OPC to support & track OPD's compliance with the N.S.A.'s tasks during Sustainability Period and after court oversight ends.

Replace Monitor's Policy Work

Oakland Police Commission's Policy Authority

- 604(b)(4) Policy Authority: Create New OPD Policies
- 604(b)(5) Policy Authority: Approve/Modify/Reject Policies Proposed by OPD (often at behest of Monitor)

Area of Authority:

- Use of Force, Force review boards, Profiling based on protected characteristics, 1st Amendment assemblies
- NSA Tasks in 2016!

N.S.A. Tasks are Central to Commission's Authority

City Charter 604(b)(4) & (5) – Powers and Duties

(b)(4): [The powers of the duties of the Commission are . . .]:

“Propose changes at its discretion or upon direction, by adoption of a resolution, of the City Council, including modifications to the Department's proposed changes, to any **policy, procedure, custom, or General Order** of the Department which governs use of force, use of force review boards, profiling based on any of the protected characteristics identified by federal, state, or local law, or First Amendment assemblies, or **which contains elements expressly listed in federal court orders or federal court settlements which pertain to the Department and are in effect at the time this Charter Section 604 takes effect.**”

N.S.A. Tasks in 2016

N.S.A. Task	Description
1.	IAD Staffing & Resources
2.	Timeliness Standards & Compliance w/IAD Investigations
3.	IAD Integrity Tests
4.	Complaint Control System for IAD
5.	Complaint Procedures for IAD
6.	Refusal to Accept or Refer Citizen Complaints
7.	Methods for Receiving Citizen Complaints
8.	Classification of Citizen Complaint
9.	Contact of Citizen Complaint
10.	IAD Manual *tasks in gray do not require assessment
11.	Summary of Citizen Complaints Provided to OPD Personnel
12.	Disclosure of Possible Investigator Bias
13.	Documentation of Pitchess Responses
14.	Investigation of Allegations on MOR Violations
15.	Reviewing Findings & Disciplinary Responses
16.	Support IAD Process-Supervisor/Managerial Accountability
17.	Audit, Review and Evaluation of IAD Functions
18.	Arrest Approval and Report Review
19.	Unity of Command
20.	Span of Control for Supervisors
21.	Members, Employees & Supervisors Performance Review
22.	Management Level Liaison
23.	Command Staff Rotation
24.	Use of force Reporting Policy
25.	Use of Force Investigation and Report Responsibilities
26.	Use of Force Review
27.	OC Log and Check-out Procedures
28.	Use of Force - Investigation of Criminal Misconduct
29.	IAD Investigation Priority
30.	Firearms-Discharge Board of Review
31.	Officer-Involved Shooting Investigation

32.	Use of Camcorders
33.	Reporting Procedures for Misconduct
34.	Vehicle Stops, Field Investigation and Active Detentions
35.	Use of Force - Witness ID
36.	Transporting Detainees and Citizens
37.	Internal Investigations-Retaliation Against Witnesses
38.	Citizens Signing Statements
39.	Personnel Arrested, Sued, or Served
40.	PAS Purpose
41.	Use of PAS
42.	Field Training Program
43.	Academy Training Plan
44.	Personnel Practices
45.	Consistency of Discipline
46.	Promotional Consideration Review

47.	Community Policing
48.	Departmental Annual Management Reports
49.	Monitor Selection/ Compensation
50.	Compliance Unity Liaison Policy
51.	Compliance Audits and Integrity Tests
CD1	Resolve/Reduce incidents that may involve unjustified force, OIS, pointing of firearms
CD2	Resolve/Reduce incidents that may involve racial profiling and bias-based policing
CD3	Resolve/Reduce citizen complaints
CD4	Resolve/Reduce high speed pursuits



May 2022 Court Order of 1-Year Sustainability Period

17 The good news is that the defendants have achieved substantial compliance, and that the
18 path here has led to tangible improvements in policing in Oakland and to the promise that a culture
19 that understands and supports constitutional policing is taking root. This would not have occurred
20 without: the leadership of Chief Armstrong and his leadership team, and their willingness to be
21 accountable and take responsibility; the commitment of the mayor and City officials; the expertise
22 of Dr. Jennifer Eberhart and experts from Stanford University; and the determined, wise and
23 dedicated work of the Independent Monitoring Team. And it will not be sustained without: the
24 commitment of the officers of the Oakland Police Department to the goals, principles and methods
25 of constitutional policing; the continued leadership of City officials and command staff at OPD;
26 and, the constructive oversight by the Oakland Police Commission and its Office of Inspector
27 General (OIG), in whom the citizens of Oakland have invested their confidence.

20 11. The Police Commission, which has authority over the Oakland Police Department,
21 may choose to establish its own assessment protocols for these Tasks during the sustainability
22 year. To the extent it would be helpful, the Monitor/Compliance Director is authorized to share
23 with the Commission's Inspector General any methodologies or tools that have been used during
24 the sustainability period.



October 13

Case Management Conference

Court asking Chief Armstrong: “And I want to just find out from you how the Department intends to ensure that the risk management meetings, which are critical to the ongoing success in this area, are going to continue ***once oversight is no more from the Court and transferred to the Police Commission.***”

N.S.A. Tasks in Sustainability Period 2022-23

The following Tasks were identified by Judge Orrick for the Police Department to Prioritize During the Sustainability Period (June 1, 2022 – *Approx.* June 1, 2023):

Tasks 2, 5, 20, 24, 25, 26, 30, 31, 34, 41, and 45.

Extensive discussion by the Court and N.S.A. Parties during Oct 13, 2022 Case Management Conference

- **Task 5** (Complaint Procedures for IAD due to the two outstanding investigation cases)
- **Task 45** (Consistency of Discipline due to issues identified in the OPD-OIA Discipline Equity and Internal Procedural Justice Report – a.k.a., “Disparity Study”)

October 21 Court Order

United States District Court
Northern District of California

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UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA

DELPHINE ALLEN, et al.,
Plaintiffs,
v.
CITY OF OAKLAND, et al.,
Defendants.

Case No. [00-cv-04599-WHO](#)

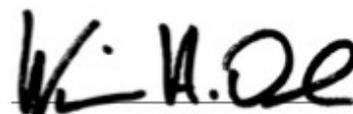
**ORDER RE: INTERNAL AFFAIRS
CASE NOS. 22-0858 AND 22-0443**

The Compliance Director has advised the Court about the lack of cooperation from the Oakland Police Department with the outside law firm conducting two investigations. These investigations are serious in nature. The investigative outcomes may define the measure of the Department's compliance with the sustainability period in general and to the processes of internal accountability in particular. During the October 13, 2022 Case Management Conference, I expressed my concerns about the seriousness of these matters and the need for the City and Department to cooperate with the efforts of the outside law firm.

Given these facts, I direct the Compliance Director to use his authority to ensure that Internal Affairs Case Nos. 22-0858 and 22-0443, and any investigative derivatives thereof, are fully investigated, that timelines are properly met, and that all follow-up actions are taken. See Dec. 12, 2012 Order at 6 (granting the Compliance Director "authority to direct specific actions by the City or OPD to attain or improve compliance levels or remedy compliance errors, regarding all portions of the NSA and AMOU," as well as "the power to review, investigate and take corrective actions regarding OPD policies, procedures and practices that are related to the objectives of the NSA and AMOU").

IT IS SO ORDERED.

Dated: October 21, 2022



William H. Orrick
United States District Judge



GARCIA HERNÁNDEZ SAWHNEY LLP

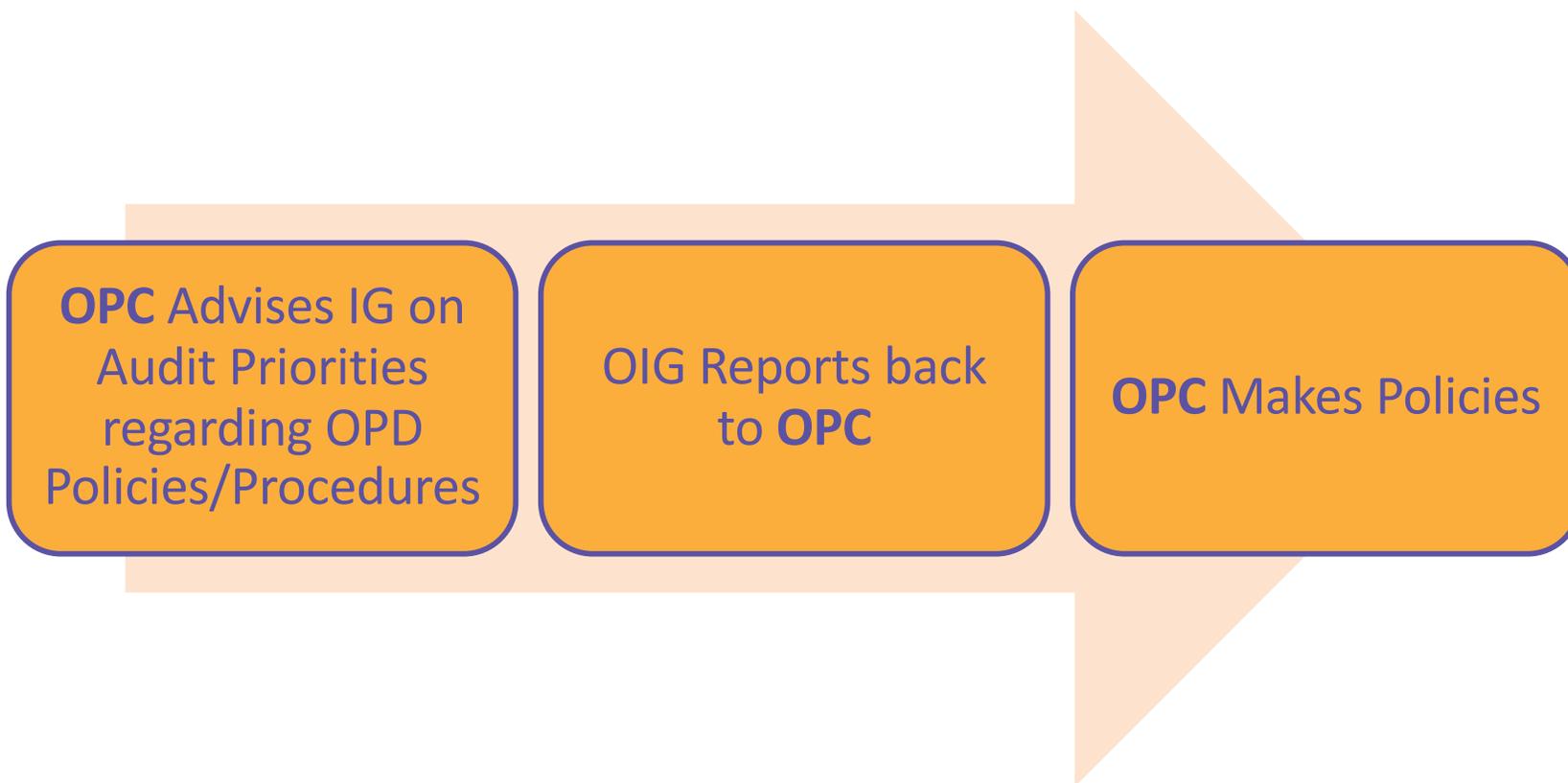
Auditing N.S.A. Tasks Under Commission Oversight (via OIG)

City Charter 604(f)(5): **Investigations.**

“The OIG shall audit the Department's compliance with the *fifty-two (52) tasks described in the Settlement Agreement* in United States District Court case number C00-4599, *Delphine Allen, et al., v. City of Oakland, et al.*, and make recommendations to the Department, the Commission, and the City Council based on its audit(s), *even after the Settlement Agreement expires.*”

Additional Authority Gives Commission Authority to Advise OIG of
Monitoring Priorities: Municipal Code 2.45.120(f)

OPC / OIG Replace the Monitor's Audits and Policymaking Authority



III.

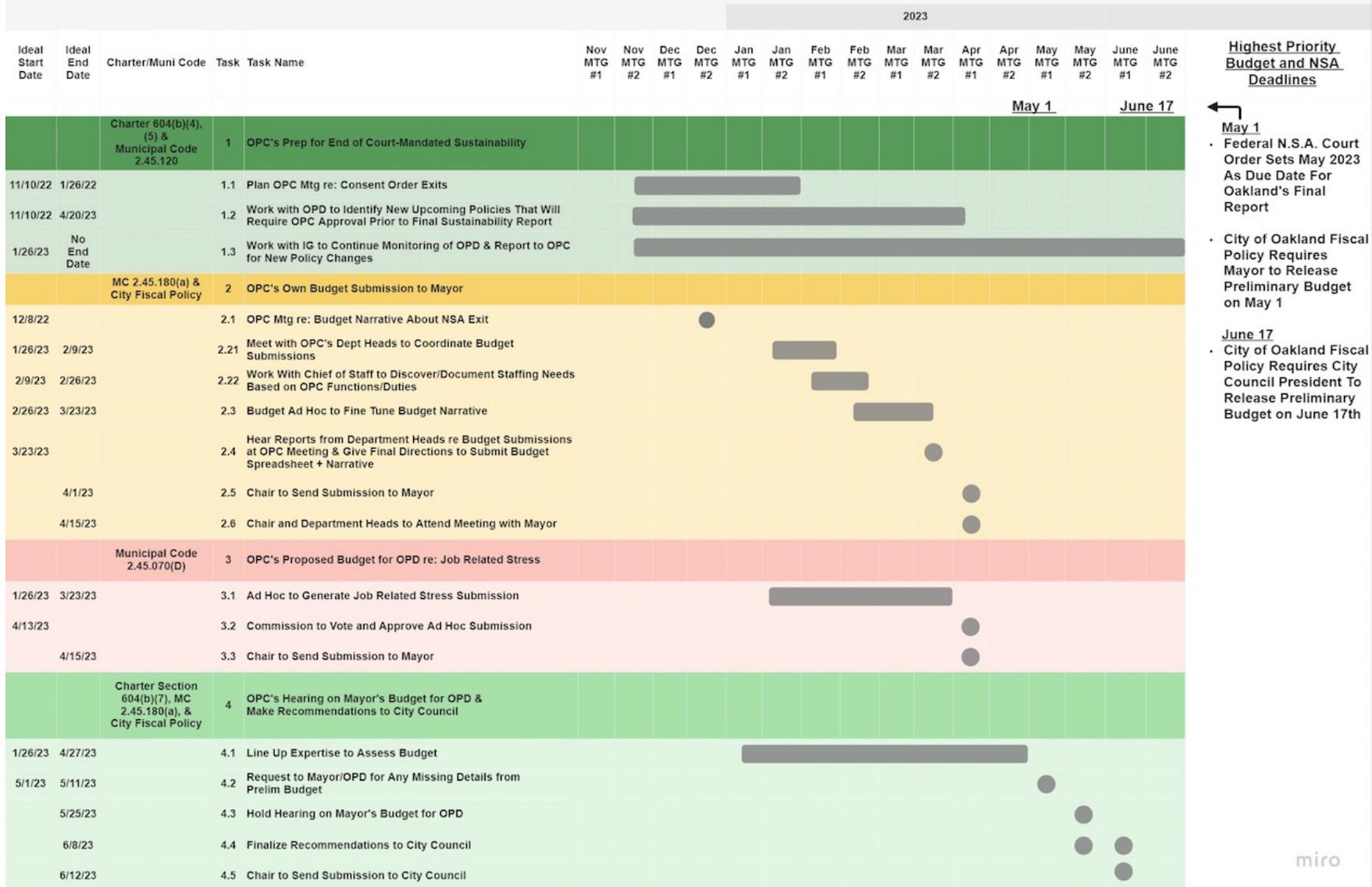
Identify Resource Needs & Operational Priorities

4. Communicate budget needs to the City in order to expand the capacity of its own staff and strengthen the Departments under its direct oversight (CPRA and OIG).

Budget Season

- Expand the capacity of Commission's own staff and strengthen the Departments under its direct oversight (CPRA and OIG)
- See Attachment 3: Proposed '22/'23 Budget Season Plan

Proposed Budget Process Anticipating May 2023 Budget Season & NSA Exit



miro

Summary

1. Exercise each and every function and duty that the voters of Oakland and City Council vested in the Commission in the Charter and the Municipal Code;
2. Enhance its own proactive policy work and streamline its work approving/modifying OPD's proposed policies.
3. Develop a mechanism for OPC to support and track OPD's compliance with the N.S.A.'s tasks during Sustainability Period and after court oversight ends.
4. Communicate budget needs to the City in order to expand the capacity of its own staff and strengthen the departments under its direct oversight (CPRA and OIG).

Chief of Staff *Kelly Yun*

Mapping Commission Functions & Duties

	Task/Subtask Descriptions	Start Date	Due Date	
1	OPC's Preparation for End of Court-Mandated Sustainability	Winter 2023	5/1/23	Sustainability Work
1.1	Request for Post-Court Oversight Standing Committee	November		Staff Evaluations
1.1.2	First Post-Court Oversight Standing Committee Meeting			Budget
1.2	Tasks 5 and 45: Independent Investigation and disparity study			Internal Affairs
1.3	Oakland To Host a Conference re: Consent Order Exits	Winter 2023		Special Projects
1.4	Work with OPD to Identify Any New Policies that May Require Police Commission Approval Before Final Report to Court	Winter 2023	5/1/23 Filing to NSA Court	
2	Inspector General Evaluation	Winter 2023	1/1/2023	
2.1	Conduct evaluation of IG performance	Winter 2023		
2.2	Set performance metrics for following year	Winter 2023		
3	OPC's Budget for OPC/CPRA/OIG Submission to Mayor	Winter 2023	OPC Mtg on 4/13/23	
3.1	Obtain Prior Budget Memos Submitted to Mayor		ASAP	
3.2	Meet with Dept Heads to Coordinate and Finalize Budget Submissions	Late Winter 2023	~4/1/23	
3.2.1	Work With Chief of Staff to Discover/Document Staffing Needs (E.g., Budget Specialist, Contracts Manager) Based on Charter/Muni Code Functions/Duties	Late Winter 2023	~4/1/23	
3.3	Appoint Budget Ad Hoc to Generate Budget Narrative (Develop a Narrative That Underscores Need for Enhanced Oversight Capacity to Support OPD's, CPRA's, and the IG's Efforts to Keep Oakland in Compliance with Constitutional policing Post-NSA Exit)	OPC Mtg on 3/23/23	OPC Mtg on 4/13/23	
3.4	Hear Reports from Department Heads re Budget Submissions and Give Final Directions to Submit Budget Spreadsheet + Narrative Requesting New Positions under OPC Chief of Staff, New positions in the IG's office and under the CPRA		OPC Mtg on 4/13/23	
3.5	Chair and Department Heads Attend Meeting with the Mayor to Review Submission		~Week of 4/15/23	
4	OPC's Proposed Budget for OPD re: Job Related Stress	3/21/23	4/15/23	
4.1	Request Last Year's Budget re: Job Related Stress from OPD		ASAP	
4.2	Appoint/Assign Ad Hoc to Generate Job Related Stress Submission	OPC Mtg on 3/21/23	OPC Mtg on 4/13/23	
5	OPC's Hearing on OPD Budget from Mayor/Recommendations to City Council	5/1/23	6/30/23	
5.1	Line Up Expertise to Assess Budget	Winter 2023	5/1/23	
5.2	Request to Mayor/OPD for Any Missing Details from Prelim Budget	5/1/23	OPC Mtg on 5/11/23	
5.3	Hold Public Hearing on OPD's Budget	5/1/23	OPC Mtg on 5/25/23	
5.4	Finalize Recommendations to City Council	OPC Mtg on 6/8/23	OPC Mtg on 6/22/23	
6	CPRA Executive Director Evaluation	Spring 2023	5/31/2023	
6.1	Conduct evaluation of CPRA ED performance	April/May		
6.2	Set performance metrics for following year	April/May		
7	Hearing on Department Policies	May/June	6/30/23	
7.1	Hold Public Hearing on Department Policies			
8	Chief of Staff Evaluation	Summer	8/31/2023	
8.1	Conduct evaluation of COS performance	July/August		
8.2	Set performance metrics for following year	July/August		
9	Commissioners Orientation and Training	Rolling Basis	Pending Term Date	
9.1	New Commissioner Orientations			
9.1.2	Refresher trainings and orientations for continuing Commissioners			
9.2	Complete all required trainings (e.g. OPC, OPD, OCA, CPRA)			
10	Offsite regular Commission meeting agendaized 10 days in advance (twice a year)	TBD	TBD	

2022

November	
1 Tu	City Council Meeting
2 We	
3 Th	
4 Fr	
5 Sa	
6 Su	
7 Mo	Militarized Equipment Ad Hoc Wk 45
8 Tu	CPRA Policies Ad Hoc
9 We	
10 Th	Commission Meeting
11 Fr	Veterans Day
12 Sa	
13 Su	
14 Mo	Community Outreach Ad Hoc Wk 46
15 Tu	
16 We	
17 Th	
18 Fr	
19 Sa	
20 Su	
21 Mo	Militarized Equipment Ad Hoc Wk 47
22 Tu	CPRA Policies Ad Hoc
23 We	
24 Th	Thanksgiving Day — Cancelled Meeting
25 Fr	
26 Sa	
27 Su	
28 Mo	Community Outreach Ad Hoc Wk 48
29 Tu	Joint Commission/SSOC/City Council Meeting
30 We	

December	
1 Th	
2 Fr	
3 Sa	
4 Su	
5 Mo	Militarized Equipment Ad Hoc Wk 49
6 Tu	CPRA Policies Ad Hoc City Council Meeting
7 We	
8 Th	Commission Meeting
9 Fr	
10 Sa	
11 Su	
12 Mo	Community Outreach Ad Hoc Wk 50
13 Tu	
14 We	
15 Th	
16 Fr	
17 Sa	
18 Su	Hanukkah Begins
19 Mo	Militarized Equipment Ad Hoc Wk 51
20 Tu	CPRA Policies Ad Hoc
21 We	
22 Th	Commission Meeting
23 Fr	
24 Sa	
25 Su	Christmas
26 Mo	Kwanzaa Begins
27 Tu	
28 We	
29 Th	
30 Fri	
31 Sa	

January	
1 Su	New Year's Day
2 Mo	Militarized Equipment Ad Hoc Wk 1
3 Tu	
4 We	
5 Th	
6 Fr	
7 Sa	
8 Su	
9 Mo	Community Outreach Ad Hoc Wk 2
10 Tu	
11 We	
12 Th	Commission Meeting
13 Fr	
14 Sa	
15 Su	
16 Mo	Martin Luther King Jr. Day Wk 3
17 Tu	
18 We	
19 Th	
20 Fr	
21 Sa	
22 Su	
23 Mo	Community Outreach Ad Hoc Wk 4
24 Tu	
25 We	
26 Th	Commission Meeting
27 Fr	
28 Sa	
29 Su	
30 Mo	Wk 5
31 Tu	

2023

February	
1 We	
2 Th	
3 Fr	
4 Sa	
5 Su	
6 Mo	Community Outreach Ad Hoc Wk 6
7 Tu	
8 We	
9 Th	Commission Meeting
10 Fr	
11 Sa	
12 Su	
13 Mo	Wk 7
14 Tu	Valentine's Day
15 We	
16 Th	
17 Fr	
18 Sa	
19 Su	
20 Mo	President's Day Wk 8
21 Tu	
22 We	
23 Th	Commission Meeting
24 Fr	
25 Sa	
26 Su	
27 Mo	Wk 9
28 Tu	

March	
1 We	
2 Th	
3 Fr	
4 Sa	
5 Su	
6 Mo	Wk 10
7 Tu	
8 We	
9 Th	Commission Meeting
10 Fr	
11 Sa	
12 Su	
13 Mo	Wk 11
14 Tu	
15 We	
16 Th	
17 Fr	
18 Sa	
19 Su	
20 Mo	Wk 12
21 Tu	
22 We	
23 Th	Commission Meeting
24 Fr	
25 Sa	
26 Su	
27 Mo	Wk 13
28 Tu	
29 We	
30 Th	
31 Fr	

April	
1 Sa	
2 Su	
3 Mo	Wk 14
4 Tu	
5 We	
6 Th	
7 Fr	
8 Sa	
9 Su	Easter Sunday
10 Mo	Wk 15
11 Tu	
12 We	
13 Th	Commission Meeting
14 Fr	
15 Sa	
16 Su	
17 Mo	Wk 16
18 Tu	
19 We	
20 Th	
21 Fr	Eid al-Fitr
22 Sa	
23 Su	Wk 17
24 Mo	
25 Tu	
26 We	
27 Th	Commission Meeting - OCA Biannual Report
28 Fr	
29 Sa	
30 Su	

2023

May		
1	Mo	Complete Prep for End of Sustainability Wk 18
2	Tu	
3	We	
4	Th	
5	Fr	
6	Sa	
7	Su	
8	Mo	Wk 19
9	Tu	
10	We	
11	Th	Commission Meeting
12	Fr	
13	Sa	
14	Su	Mother's Day Wk 20
15	Mo	
16	Tu	
17	We	
18	Th	
19	Fr	
20	Sa	
21	Su	
22	Mo	Wk 21
23	Tu	
24	We	
25	Th	Commission Meeting
26	Fr	
27	Sa	
28	Su	
29	Mo	Memorial Day Wk 22
30	Tu	
31	We	

June		
1	Th	
2	Fr	
3	Sa	
4	Su	
5	Mo	Wk 23
6	Tu	
7	We	
8	Th	Commission Meeting
9	Fr	
10	Sa	
11	Su	
12	Mo	Wk 24
13	Tu	
14	We	
15	Th	
16	Fr	
17	Sa	
18	Su	Father's Day Wk 25
19	Mo	
20	Tu	
21	We	
22	Th	Commission Meeting
23	Fr	
24	Sa	
25	Su	
26	Mo	Wk 26
27	Tu	
28	We	
29	Th	
30	Fr	

July		
1	Sa	
2	Su	
3	Mo	Wk 27
4	Tu	Independence Day
5	We	
6	Th	
7	Fr	
8	Sa	
9	Su	
10	Mo	Wk 28
11	Tu	
12	We	
13	Th	Commission Meeting
14	Fr	
15	Sa	
16	Su	
17	Mo	Wk 29
18	Tu	
19	We	
20	Th	
21	Fr	
22	Sa	
23	Su	
24	Mo	Wk 30
25	Tu	
26	We	
27	Th	Commission Meeting
28	Fr	
29	Sa	
30	Su	
31	Mo	Wk 31

2023

August		
1	Tu	
2	We	
3	Th	
4	Fr	
5	Sa	
6	Su	
7	Mo	Wk 32
8	Tu	
9	We	
10	Th	Commission Meeting
11	Fr	
12	Sa	
13	Su	
14	Mo	Wk 33
15	Tu	
16	We	
17	Th	
18	Fr	
19	Sa	
20	Su	
21	Mo	Wk 34
22	Tu	
23	We	
24	Th	Commission Meeting
25	Fr	
26	Sa	
27	Su	
28	Mo	Wk 35
29	Tu	
30	We	
31	Th	

September		
1	Fr	
2	Sa	
3	Su	
4	Mo	Labor Day Wk 36
5	Tu	
6	We	
7	Th	
8	Fr	
9	Sa	
10	Su	
11	Mo	Wk 37
12	Tu	
13	We	
14	Th	Commission Meeting
15	Fr	Rosh Hashanah
16	Sa	
17	Su	
18	Mo	Wk 38
19	Tu	
20	We	
21	Th	
22	Fr	
23	Sa	
24	Su	
25	Mo	Yom Kippur Wk 39
26	Tu	
27	We	
28	Th	Commission Meeting
29	Fr	
30	Sa	

October		
1	Su	
2	Mo	Wk 40
3	Tu	
4	We	
5	Th	
6	Fr	
7	Sa	
8	Su	
9	Mo	Indigenous People's Day Wk 41
10	Tu	
11	We	
12	Th	Commission Meeting
13	Fr	
14	Sa	
15	Su	
16	Mo	Wk 42
17	Tu	
18	We	
19	Th	
20	Fr	
21	Sa	
22	Su	
23	Mo	Wk 43
24	Tu	
25	We	
26	Th	Commission Meeting
27	Fr	
28	Sa	
29	Su	
30	Mo	Wk 44
31	Tu	Halloween

2023

November	
1	We
2	Th
3	Fr
4	Sa
5	Su
6	Mo
7	Tu
8	We
9	Th
10	Fr
11	Sa
12	Su
13	Mo
14	Tu
15	We
16	Th
17	Fr
18	Sa
19	Su
20	Mo
21	Tu
22	We
23	Th
24	Fr
25	Sa
26	Su
27	Mo
28	Tu
29	We
30	Th

December	
1	Fr
2	Sa
3	Su
4	Mo
5	Tu
6	We
7	Th
8	Fr
9	Sa
10	Su
11	Mo
12	Tu
13	We
14	Th
15	Fr
16	Sa
17	Su
18	Mo
19	Tu
20	We
21	Th
22	Fr
23	Sa
24	Su
25	Mo
26	Tu
27	We
28	Th
29	Fr
30	Sa
31	Su

January	
1	Mo
2	Tu
3	We
4	Th
5	Fr
6	Sa
7	Su
8	Mo
9	Tu
10	We
11	Th
12	Fr
13	Sa
14	Su
15	Mo
16	Tu
17	We
18	Th
19	Fr
20	Sa
21	Su
22	Mo
23	Tu
24	We
25	Th
26	Fr
27	Sa
28	Su
29	Mo
30	Tu
31	We

2024

February	
1	Th
2	Fr
3	Sa
4	Su
5	Mo
6	Tu
7	We
8	Th
9	Fr
10	Sa
11	Su
12	Mo
13	Tu
14	We
15	Th
16	Fr
17	Sa
18	Su
19	Mo
20	Tu
21	We
22	Th
23	Fr
24	Sa
25	Su
26	Mo
27	Tu
28	We
29	Th

March	
1	Fr
2	Sa
3	Su
4	Mo
5	Tu
6	We
7	Th
8	Fr
9	Sa
10	Su
11	Mo
12	Tu
13	We
14	Th
15	Fr
16	Sa
17	Su
18	Mo
19	Tu
20	We
21	Th
22	Fr
23	Sa
24	Su
25	Mo
26	Tu
27	We
28	Th
29	Fr
30	Sa
31	Su

April	
1	Mo
2	Tu
3	We
4	Th
5	Fr
6	Sa
7	Su
8	Mo
9	Tu
10	We
11	Th
12	Fr
13	Sa
14	Su
15	Mo
16	Tu
17	We
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24	We
25	Th
26	Fr
27	Sa
28	Su
29	Mo
30	Tu

Q & A



Samuel Sinyangwe

Samuel Sinyangwe (born May 12, 1990)^[1] is an American policy analyst and racial justice activist. Sinyangwe is a member of the Movement for Black Lives, the founder of Mapping Police Violence, a database of police killings in the United States and the Police Scorecard, a website with data on police use of force and accountability metrics on US police and sheriff's departments. Sinyangwe is also a co-founder of We the Protestors, a group of digital tools that include Campaign Zero, a policy platform to end police violence and a co-host of the *Pod Save the People* podcast, where he discusses the week's news with a panel of other activists.

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References

Samuel Sinyangwe	
 <div>Samuel Sinyangwe at a protest with a sign that reads "REST IN POWER MALCOLM X SHABAZ" and graffiti in the background.</div>	
Born	May 12, 1990
Alma mater	Stanford University
Occupation	Policy analyst, activist
Era	21st century
Organization	<u>Campaign Zero</u>

Early life

Sinyangwe was born May 12, 1990, to a Tanzanian father and a European Jewish mother who met while studying at Cornell University.^{[2][3]} He grew up in the College Park neighborhood of Orlando, Florida and attended Winter Park High School in the International Baccalaureate program.^[4] He has discussed the influence of his upbringing in Florida, where he was a black child often surrounded by white peers, on his eventual career trajectory; he was shaken and moved to action after the 2013 acquittal of George Zimmerman in the shooting death of Trayvon Martin in Sanford, Florida, where Sinyangwe had regularly attended soccer practice: "I was that kid. I could have been Trayvon. That's why it hit me so personally and that's why I realized that needed to be something that took the priority in terms of my focus."^[4]

Sinyangwe graduated from Stanford University, where he studied how race intersects with American politics, economics, and class.^[5]

Career

Sinyangwe started his career at PolicyLink with the Promise Neighborhoods Institute.^[6] As protests emerged in the wake of the 2014 shooting of Michael Brown in Ferguson, Missouri, he connected with Ferguson activists online.^[6] With DeRay Mckesson, Brittney Packnett and Johnetta Elzie, he began working to develop policy solutions to address police violence in America.^[5] Sinyangwe particularly noticed the absence of official government statistics on police violence and began compiling them from other sources like Fatal Encounters and KilledbythePolice.net, in order to challenge claims about police shootings being rare events or only resulting from resisting arrest.^[6]

With other activists, Sinyangwe founded We the Protestors, an organization aimed at developing a set of digital tools to support Black Lives Matter activism.^[7] Sinyangwe built projects including a database of police killings, Mapping Police Violence,^[8] and a platform of policy solutions to end police violence called Campaign Zero.^{[9][10]} Sinyangwe also serves as a data scientist for OurStates.org, a project focused on state legislatures^[11] and with Mckesson and Brittney Packnett founded the Resistance Manual, an open-source project aimed at connecting anti-racist activists with activists focused on intersecting issues.^[12] He has also been responsible for a number of CPR requests for RIPA-formatted police stops data through the non-profit organization MuckRock.^[13]

During the 2016 U.S. Presidential campaign, Sinyangwe and colleagues met with Democratic candidates Bernie Sanders^[14] and Hillary Clinton on these policy issues.^[15] He has been a vocal critic of the "Ferguson Effect", using data to refute the theory that policing had diminished and crime increased in face of activist scrutiny of police use of force.^[16] Melissa Harris-Perry has compared Sinyangwe to journalist and anti-lynching activist Ida B. Wells, noting that Wells began her work by "compil[ing] the data, the social science and research about how, when and where lynchings were happening to begin to make it stop."^[6]

Sinyangwe is a co-host of Mckesson's podcast Pod Save the People, which discusses the week's news with a panel of other activists including Mckesson, Packnett and Clint Smith.^[17] The podcast particularly focuses on race, grassroots activism, discrimination and other forms of inequality;^[18] recommending Pod Save The People in GQ, June Diane Raphael of How Did This Get Made? wrote, "The stories they uplift and think critically about are the ones I'm now wondering why I've never been exposed to/exposed myself to."^[19] Sinyangwe has also been featured on CNN,^[20] MSNBC,^[21] BBC News,^[22] FiveThirtyEight,^[23] The Los Angeles Times,^[24] and other publications. He has written for the Huffington Post and The Guardian.^[25]

Awards and fellowships

In 2017, Sinyangwe was named to the Forbes 30 Under 30 list for law and policy.^[26] He was also a 2017 Echoing Green Black Male Achievement Fellow.^[27]

Personal life

Sinyangwe lives in New York City.^[3]

Selected writings

- "Cities That Reduced Arrests For Minor Offenses Also Saw Fewer Police Shootings" (<https://fivethirtyeight.com/features/police-arresting-fewer-people-for-minor-offenses-can-help-reduce-police-shootings/>). *FiveThirtyEight*. July 26, 2021. Retrieved 1 April 2022.
- "Stop Pretending the 'Ferguson Effect' is Real" (http://www.huffingtonpost.com/samuel-sinyangwe/stop-pretending-the-ferguson-effect-is-real_b_8403786.html). *Huffington Post*. May 13, 2016. Retrieved 2 December 2016.
- "Giving the 'Ferguson effect' a new name won't make it truer" (<https://www.theguardian.com/commentisfree/2016/may/13/ferguson-effect-james-comey-fbi-policing>). *The Guardian*. October 28, 2015. Retrieved 2 December 2016.
- "Examining the Role of Use of Force Policies in Ending Police Violence" (<https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/study-sinyangwe.pdf>), Police Use of Force Project, September 20, 2016.

References

1. "Samuel Sinyangwe on Twitter: "30 years old. 🍷 ... "" (<https://twitter.com/samswey/status/1260366464059662338>). Archived (<https://web.archive.org/web/20200513104903/https://twitter.com/samswey/status/1260366464059662338>) from the original on 2020-05-13. Retrieved 2020-05-19.
2. @samswey (12 June 2017). "It's the 50th anniversary of Loving vs Virginia, the case which legalized interracial marriage. And I've got a story to tell... (1/x)" (<https://twitter.com/samswey/status/874390139883204608>) (Tweet) – via Twitter.

About the Racial Profiling Ad Hoc

Current Ad Hoc objective/description

The purpose of this Ad Hoc is to gather information and make recommendations for an updated policy to effectively reduce racial profiling.

About this recommended approach

This proposal lays out an ambitious multi phased-approach that aims to holistically acknowledge and address the critical impact a Racial Profiling/Anti-Bias police policy could have on Oakland communities, by:

- + Co-creating (with community and OPD, among others) an intentional strategy that begins to shift police culture and Department behavior,
- + Crafting a thoughtful policy enforcing the strategy and holding the Department accountable to its commitment.

Converting this Ad Hoc to a standing Committee would expand engagement by the full Commission, instead of concentrating efforts with the Ad Hoc Commissioners - who will still assume responsibility for setting the direction and the running of the program.

In this way, every Commissioner has the flexibility to take part in meetings, hearing first hand people's experience and stories as related to the topic.

It also affords coordination with other Ad Hocs, amplifying their work and efforts like the Community Outreach group, for possible convening and coordinating support.

Suggested next steps

- Convert Ad Hoc to Standing Committee
- Consider iterating and building this plan with community (partners?)
- Commit to a program/series of activities and outcomes

Suggested Approach

Kick off presentation

Listening Tour

Policy Crafting + Strategy Design

Test + Pilot

Present and Adopt at Police Commission

Phase 0: Level-set (1 month, prep)

- + Presentation from SMEs (e.g., ACLU, Community partners) on what racial profiling is, how prolific, innovative best practice/ways to solve

Phase 1: Discover (3 - 6 months)

- + Virtual and in-person (Townhall) facilitated convenings
- + Collab w Community Outreach and others
- + Suggesting [12 meetings](#), coordinated per District w council person (7), as well as OPD area (5)

Phase 2: Design (2 - 3 months)

- + Story/info collection and data synthesis
- + Create strategy and draft policy that supports and enforces

Phase 3: Iterate (1 month)

- + Leverage subset from listening tour to test, adjust and enhance

Anticipated Outputs + Outcomes

Output	Thoughtfully structured strategy (co-created with community) providing OPD a roadmap of actions and expectations that begins to shift Department culture and member behavior
	Moments and materials (meetings, strategy, policy) that align with Commission expectation of the Chief's leadership as appears in the Chief's Performance Evaluation
	Progressive and forward-thinking policy (co-created with community) enforcing the Department's promises and commitments
Outcome	Comprehensive canvassing ensuring a platform and opportunity for people to engage and share
	Intentional facilitation (crisis/trauma focus) provides a safe space and begins to heal and rebuild trust, share experiences, inspire and integrate new behaviors to shift culture
	Expands Commission exposure and demonstrates a commitment to community by putting Commissioners in neighborhoods
	Strengthens Commission relationships with District leaders allowing the Commission to stay in touch and deeply understand challenges faced by different communities

Required skill sets

Project manager	Facilitator(s)	Strategist/Policy Creation
<ul style="list-style-type: none"> + Support the Commission in sourcing and engaging additional resources/vendors + Craft detailed master plan/roadmap for the multi-phased project + Manage vendors (establish and maintain regular check-ins, track deadlines and budget, etc) + Develop feedback loop with regular progress updates to the Commission + Design and support commission outreach 	<ul style="list-style-type: none"> + Trauma informed facilitation that creates safe spaces and prioritises inclusion of marginalized voices + Ensure equity, inclusion and access when designing and implementing stakeholder convenings (workshops, Townhalls with communities and OPD) + Craft questions and prompts (w strategist?) and collect stories, experiences, ideas, thoughts, perspectives 	<ul style="list-style-type: none"> + Synthesise qualitative data + Research and integrate best practice from other jurisdictions and maybe other sectors + Convene stakeholders to co-design anti-bias/racial profiling strategy for PD inclusive of training ideas + Convene stakeholders to co-craft a policy

PARKING LOT/OPEN QUESTIONS

- How are we defining Racial Profiling?
- Does the Commission have the appetite/bandwidth to take on a full program?
- Can this plan be adjusted and built out with Community groups?
- What other equity lens/how else can we ensure more voices?
- Must include OPD members
- Safe spaces created by accredited crisis/trauma facilitators

Requirements

- Neighborhood
- Outreach to District council people, community groups, neighborhood business coalitions/Chamber of Commerce
- Facilitators
- Project management
- Strategy/Policy creation/facilitation