OAKLAND POLICE DEPARTMENT
Office of Chief of Police

2019 Annual Stop Data Report

Contents

Oakland Police Department 2019 Annual Stop Data Report

Introduction

The Oakland Police Department has been a leader in reducing racial disparities in our traffic stops. We have enlisted noted academics in the field, employed consistent collection and analysis of our data, partnered with Stanford University, and have published annual stop data reports. We use this expertise and data to review and assess stop trends, patterns, outcomes, and opportunities for further continuous and consistent improvement.

This past year the Department began collecting stop data in accordance with new statewide reporting requirements set forth in California Assembly Bill 953, the Racial and Identity Profiling Act (RIPA) which became effective on January 1, 2019. This report provides a statistical overview of Oakland Police Department (OPD) discretionary stop data for all of 2019 using those new collection standards. While these State mandates changed the manner of some of our previous data collection methods, OPD continues to collect and analyze more data than is required by law. This relentless focus on reducing impact and harm to our communities has led to significant reductions in overall stop impact and community footprint, as well as reductions in disparities. We are committed to more work in this regard and look forward to additional results.

OPD has been recognized for our work in this field and was asked to share our preexisting stop data collection and analysis program to assist in the development of the statewide RIPA collection standards enacted this past year. We were also asked to share our initiatives and progress with numerous police departments seeking our advice, and have presented to individual organizations striving to identify best practices such as the National Organization of Black Law Enforcement Executives and the City of Berkeley's Fair and Impartial Policing Working Group.

As a law enforcement leader with over 36 years of experience, I have seen countless beneficial and needed changes in policing. From improved policies, procedures and practices to cultural transformations regarding interactions with the public, policing today is entirely more transparent and accountable to the communities we serve. Harm reduction and community trust building are critical measures, and at OPD we hold ourselves fully accountable to these measures.

The men and women of the OPD, through their collective efforts, have demonstrated their commitment to provide services, crime prevention, and law enforcement responses in ways which minimize harm and provide safety and service within all neighborhoods for all people. While there is still much work to be done and achievements to be realized, it is my substantiated belief that OPD will continue to be recognized and will achieve progress in reducing racial disparities and harm in our communities.

Respectfully,

Susan E. Manheimer
Interim Chief of Police
Oakland Police Department

Momentum for Change: Overall Strategies and Stop Data Risk Management

To more fully and effectively implement policing which is seen, felt, and understood to be fair and legitimate by all community members, OPD continues to utilize approaches developed through ongoing partnership with Stanford University's Social Psychological Answers to Real-world Questions think-tank (SPARQ). The OPD has continued to attain progress by pursuing SPARQ's recommendations in *Strategies for Change – Research Initiatives and Recommendations to Improve Police-Community Relations in Oakland, Calif*.[1] The *Strategies for Change* report provided 50 recommendations for OPD to affect cultural change, increase public trust, and improve relationships with the community. OPD considered the opportunity to implement those recommendations as momentum and catalyst and is proud to report that all 50 recommendations have been satisfactorily met or completed as of September 1, 2020 (See Appendix B).

Risk Management: Stop Data, Upstream Influences and Footprint Outcomes

In the past, OPD did not require officers to document justification for stops and searches in ways which were reliably reviewed, approved or assessed. Supervisors were not required to review and approve the content of such reports. Stop data was neither collected nor entered into a searchable database. Thus, commanders were unable to assess and understand stop data decisions, outcomes, or disparities. It was unknown how stop decisions may have been caused or influenced by implicit bias, explicit bias, public safety strategies, and crime.

We now have a record of ten or more years of continually collecting and valuing stop data to assess the enforcement-related decisions made by our officers. Monthly risk management meetings, a continued practice, demonstrate accountability for the results of our decisions. These meetings help examine the causes and effects of policing outcomes at all levels within the organization and demand that we not only look at the lawfulness of our actions, but the effectiveness of our actions and how actions may be impacting community members at racially disparate rates. Where disparity is probable or known (e.g., due to disparities in suspect descriptions or location demographics), risk management requires evaluation and mitigation of the extent to which the surrounding community is affected - both by crime as well as by responses to crime and public safety need. Where disparity is evident as risk within individual squad or personnel data, decision making, and outcomes are assessed by supervisors and command to determine the cause and reason.

Risk management meetings and their resulting discussions and deliverables have caused meaningful cultural shifts toward "precision-based policing" and "intelligence-led stops." "Precision-based" stops result from the identification of a specific neighborhood problem and/or problem location – usually in partnership with the community – and are accompanied by direction for officer enforcement or problem-solving activities. Neighborhood priorities are addressed more efficiently through community policing practices, and resulting stops are fewer and more precisely focused.
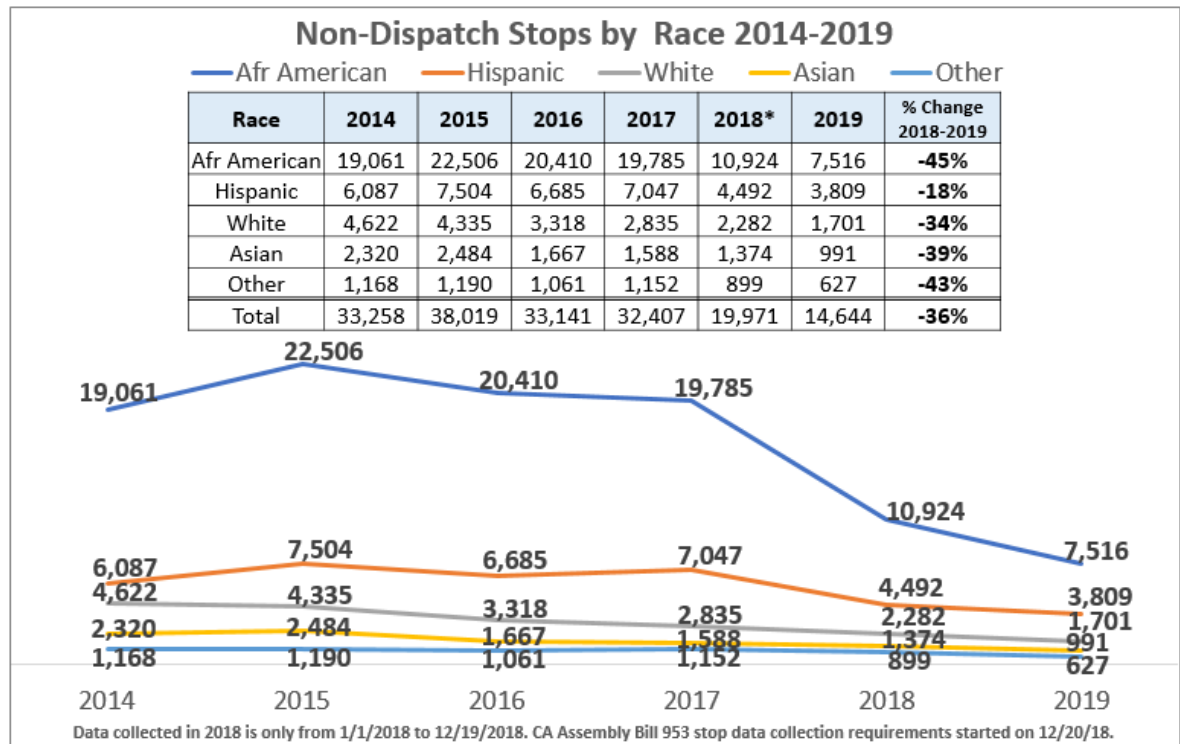
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[1] Eberhardt, J. L. (2016). Strategies for change: Research initiatives and recommendations to improve police-community relations in Oakland, Calif. Stanford University, SPARQ: Social Psychological Answers to Real-world Questions.
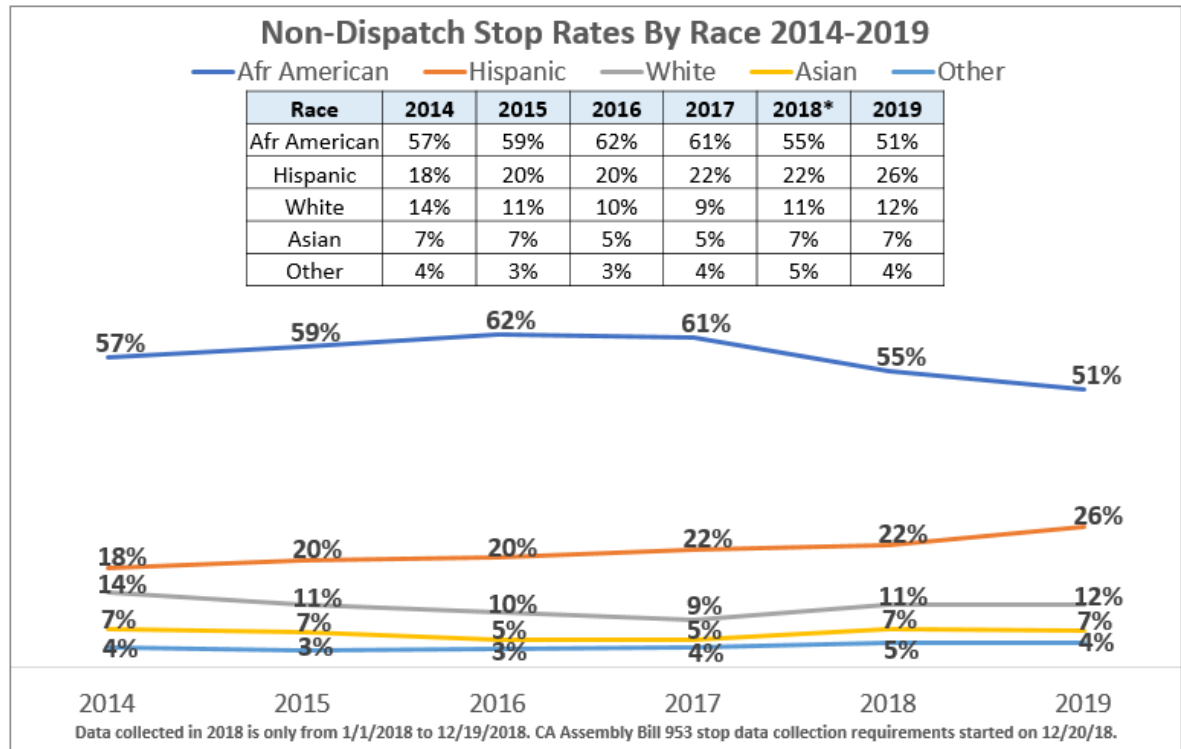
"Intelligence-led" stops require officers to possess knowledge, which can be linked to an articulable source that leads to the initiation of a stop. The source of information may be very specific, such as a named or described suspect, or general information about a recent crime trend tied to a specific location and involved individuals. An officer's knowledge and intent at the time the stop is initiated is important in determining whether the stop is intelligence-led. By using information and intelligence, we can more effectively contact the relatively few people who are causing the most harm in our neighborhoods. The overall reduction of stop activity results in a reduced policing "footprint" within the community. We also may better limit the opportunity for individual discretion or bias by operating upon objectively developed and documented information and direction.

- Results show a reduction of vehicle stops for equipment and registration violations, unrelated to prioritized public safety issues, near or within high crime areas.
- Results show that reductions in stop activity have caused the proportion of intelligence-led stops to increase. The overall percentage of intelligence-led stops increased from 27% in 2017 to 36% in 2019 (See **Table 8**).
- The reduction in footprint helps to reduce the overall number of minorities being stopped by police and can help reduce disparity in police contact.
- While stops for all racial categories were reduced over similar time, the efforts since 2016 were designed to address the greatest chasm of racially disparate stop data which primarily impacted persons described as Black.
  - From 2016-2019, there was a 63% reduction in the total number of African Americans stops, from 20,410 to 7,516 stops. A 43% reduction in the total number of Hispanic stops was also realized, from 6,685 to 3,809 stops.

Non-Dispatch Stops by Race 2014-2019

— Afr American — Hispanic — White — Asian — Other

Race	2014	2015	2016	2017	2018*	2019	% Change 2018-2019
Afr American	19,061	22,506	20,410	19,785	10,924	7,516	**-45%**
Hispanic	6,087	7,504	6,685	7,047	4,492	3,809	**-18%**
White	4,622	4,335	3,318	2,835	2,282	1,701	**-34%**
Asian	2,320	2,484	1,667	1,588	1,374	991	**-39%**
Other	1,168	1,190	1,061	1,152	899	627	**-43%**
Total	33,258	38,019	33,141	32,407	19,971	14,644	**-36%**

Data collected in 2018 is only from 1/1/2018 to 12/19/2018. CA Assembly Bill 953 stop data collection requirements started on 12/20/18.

- From 2016 to 2019, the overall percentage of African Americans stopped decreased by 11% from 62% to 51%.

Non-Dispatch Stop Rates By Race 2014-2019

—Afr American —Hispanic —White —Asian —Other

Race	2014	2015	2016	2017	2018*	2019
Afr American	57%	59%	62%	61%	55%	51%
Hispanic	18%	20%	20%	22%	22%	26%
White	14%	11%	10%	9%	11%	12%
Asian	7%	7%	5%	5%	7%	7%
Other	4%	3%	3%	4%	5%	4%

Data collected in 2018 is only from 1/1/2018 to 12/19/2018. CA Assembly Bill 953 stop data collection requirements started on 12/20/18.

Rebuilding Trust with Our Community

OPD strives to create and sustain community partnerships and transparency as required by our mission, values, and vision of policing. Reports such as this are designed to provide transparency through the sharing of the results and impacts of our actions. Through use of fundamental community policing principles and by strengthening the community role and relationships of our members, numerous improvements and accomplishments have been realized:

Living room meetings and #OPDCARES: Living room meetings are community meetings held in private homes. They include participation by police officers and community members in an informal, personalized setting that allows all parties to get to know one another apart from their usual roles. In 2019, we continued to use living room meetings to build trust along with other strategies to increase positive community engagement. These successes are highlighted by our newest community engagement initiative, #OPDCARES, that focuses on police and community partnerships and celebrates resulting successes.

- Barbershop Forums: Barbershop forums are a place and space where members of the community respect each other, listen, learn, and work collectively toward solutions with officers and other representatives from the criminal justice system. In 2019, OPD participated in or sponsored 10 forums including forums held at San Quentin

Prison, Santa Rita Jail, and Alameda County Juvenile Hall. In addition to offering resources and welcome to the formerly incarcerated with transition back into the community, Barbershop Forum events sponsored essay writing contests, toy drives for Christmas, and Thanksgiving turkey donations. In 2019, the Barbershop Forum was recognized by the South Alameda County Chapter of the NAACP for service in the community and received recognition from Congressman Eric Swalwell for commitment to service in the community.

- Neighborhood Council Meetings: Meetings held by Oakland's 44 Neighborhood Councils provide an opportunity for community members to broadly participate in community partnership and community policing with OPD. There were over 500 community meetings held in 2019.

- Youth Outreach: The OPD Youth Outreach Unit (YOU) works with the Oakland Unified School District, community groups, and faith-based organizations to ensure positive development and opportunities for Oakland youth and the community. In addition to the Police Activities League (PAL), YOU provides Outreach Mentor Officers at local schools, administers the Explorer Program, and incorporates the Our Kids (OK) program for at risk African American male youth.

- Community Policing Problem-Solving Projects: Seventy-three community based problem-solving projects were opened or closed in 2019. Through the identification of prioritized public safety or police beat health issues, community resource officers and patrol officers collaboratively work with and for community organizations and groups to identify effective solutions.

In combination with procedural justice principles, these efforts to expand outreach and openness are paramount to our success and demonstrate a willingness to engage and work with our community.
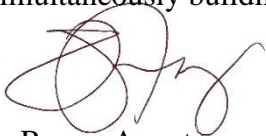
Conclusion

The Oakland Police Department is committed to addressing racial disparities in discretionary stops made by officers. The 45% reduction of African American stops and 18% reduction in Hispanic stops from 2018 to 2019 demonstrate that the focus on intelligence-led stops is continuing to reduce the negative impact police contacts can have on minority communities.
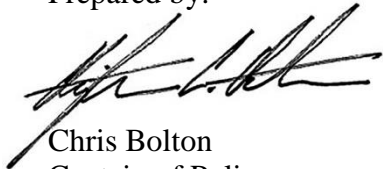
These types of outcomes reinforce the positive impact of the Department's current strategies of being precision-based, intelligence-led, and procedurally just in the community. The Department believes the use of these strategies will lead to sustained or increased trust from the community through legitimate police practices.

These general observations and accompanying data have allowed the Department to re-examine its deployment strategies and expectations, so our strategies may be tailored to minimize actions which may be harmful to the community. At the same time, opportunities to increase community partnerships and the successful practice of procedural justice during contacts are expected to positively influence community-police relations. With the aid of Stanford University, OPD began to collect intelligence-led stop data and to actively assess the impacts of law enforcement decisions, activities, and results as they relate to racial disparities. The Stanford 50 recommendations caused the Department to reexamine Department policies, practices, and influences which shape stop data outcomes. With our continued partnership with Stanford and implementation of new forward-thinking approaches to reducing racial disparities and building trust, the department will remain at the forefront of law enforcement around data collection and analysis. We believe we are creating a model for law enforcement agencies across the country on how to reduce disparity and footprint while simultaneously building trust.

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Appendix A

Oakland Police Department 2019 Annual Stop Data Report

2019 Stop Data Statistics

This section provides 2019 Oakland Police Department stop data within the following categories:

- Stops by Race and Gender
- Stop Reasons
- Search, Recovery Rates & Search Reasons
- Stop Results
- Intelligence-Led Stops

Officers are required to complete stop data forms after every discretionary detention or arrest and after any discretionary encounter in which a search or request to search occurred. Discretionary stops and searches do not include detentions or arrests that result from a dispatched call for service, a citizen request, or stops occurring pursuant to a search warrant.

Stops by Race and Gender

Table 1 - Stop Race

Race	Stops	%
Afr American	7,516	51%
Hispanic	3,809	26%
White	1,701	12%
Asian	991	7%
Other	627	4%
Total	14,644	100%

Table 2 - Stop Gender

Gender	Stops	%
Male	10,494	72%
Female	4,141	28%
Unknown	9	0%
Total	14,644	100%

Stop Reasons

Officers are required to collect and document the reason for each stop. In order to align historical stop data collected with fields now required by AB953, officers' selections are grouped into the following categories:

- Traffic Violations are based on an observed violation of a vehicle or pedestrian law or ordinances;
- Probable Cause stops are those in which a fair probability exists that the person stopped committed a crime and may be arrested;
- Reasonable Suspicion stops are those in which sufficient information exists to temporarily detain a person suspected of committing a crime or engaged in suspected criminal activity;
- Probation or Parole stops are of a person known to be on supervised release [probation, parole, or post-release community supervision – PRCS] for the purpose of checking compliance with the supervised release, gathering intelligence, or other action related to the supervised release status of the individual; and
- Consensual Encounter & Search are contacts with a person, typically to investigate their involvement in criminal activity, where the person is not detained and is free to refuse to engage the officer and/or leave the officer's presence. This category does

not include routine or innocuous interactions such as giving driving directions. However, if a consensual encounter results in search, officers will select this box.

- Community Caretaking are for stops where the reason is not criminal activity, e.g. for determining if a person should be held under 5150 W/I.
- Truant/Education Code are for detentions where the individual is believed to be a truant, or the detention takes place on school grounds and there is a possible education code violation warranting discipline (AB953 addition).

Table 3 - Stop Reasons

Race	Consensual Encounter & Search		Reasonable Suspicion		Probable Cause		Traffic Violation	
	Stops	%	Stops	%	Stops	%	Stops	%
Afr American	83	1%	1,076	14%	1,664	22%	4,353	58%
Hispanic	43	1%	383	10%	716	19%	2,543	67%
White	18	1%	133	6%	276	14%	1,215	76%
Asian	8	1%	59	8%	139	16%	751	71%
Other	2	0%	47	7%	74	12%	489	78%
Total	**154**	**1%**	**1,698**	**12%**	**2,869**	**20%**	**9,351**	**64%**

Race	Community Caretaking		Probation/ Parole		Truant/ Education Code		Grand Total
	Stops	%	Stops	%	Stops	%	
Afr American	188	3%	145	2%	7	0%	7,516
Hispanic	77	2%	42	1%	5	0%	3,809
White	18	2%	14	1%	1	0%	1,701
Asian	51	3%	7	0%	2	0%	991
Other	14	2%	1	0%	0	0%	627
Total	**348**	**2%**	**209**	**1%**	**15**	**0%**	**14,644**

Search, Recovery Rates & Search Reasons

Changes under AB953 changed how search and recovery data is captured. Previously under OPD policy, officers could only select one type of search. Under AB953, officers can select multiple reasons to indicate the legal basis for their searches. When search recovery percentages are now calculated, overall search selections are categorized as discretionary or non-discretionary. If one or more discretionary searches are selected and along with a non-discretionary search, it is grouped as a discretionary search. Searches are categorized as non-discretionary only if one or more of the reasons considered non-discretionary are selected. The letters "DS" or "ND" in parenthesis indicate whether the search is categorized as a discretionary or non-discretionary search when search recovery rates are calculated.

- Canine detection (DS)
- Consent given (DS)
- Odor of contraband (DS)

- Evidence of crime (DS)
- Visible contraband (DS)
- Suspected weapons (DS)
- Condition of parole/probation/PRCS/mandatory supervision (DS)
- Officer safety/safety of others (DS)
- Suspected violation of school policy (DS)
- Incident to arrest (ND)
- Vehicle Inventory (ND)
- Search warrant (ND)
- Exigent circumstances/emergency (ND)

Table 4 - Searches Rates

Race	Discretionary Searches		Non-Discretionary Searches		Total Stops	Search Rate
	#	%	#	%	#	%
Afr American	2,737	**36%**	674	**9%**	7,516	**45%**
Hispanic	1,034	**27%**	283	**7%**	3,809	**35%**
White	181	**18%**	64	**6%**	991	**25%**
Asian	279	**16%**	101	**6%**	1,701	**22%**
Other	73	**12%**	32	**5%**	627	**17%**
Total	**4,304**	**29%**	**1,154**	**8%**	**14,644**	**37%**

Table 5 - Search Recovery Rates

Race	Discretionary Searches			Non-Discretionary Searches		
	Recovery	Searches	%	Recovery	Searches	%
Afr American	556	2,737	**20%**	123	674	**18%**
Hispanic	201	1,034	**19%**	48	283	**17%**
Asian	35	181	**19%**	17	64	**27%**
White	62	279	**22%**	16	101	**16%**
Other	5	73	**7%**	7	32	**22%**
Total	**859**	**4,304**	**20%**	**211**	**1,154**	**18%**

Table 6 - Search Reasons

Race	Canine Detection		Consent Given		Odor of Contraband		Evidence of Crime		Visible Contraband		Suspected Weapons	
	#	%	#	%	#	%	#	%	#	%	#	%
Afr American	4	**0%**	121	**2%**	322	**5%**	397	**6%**	477	**8%**	824	**13%**
Hispanic	1	**0%**	62	**3%**	144	**6%**	114	**5%**	193	**8%**	371	**15%**
Asian	0	**0%**	20	**5%**	21	**5%**	19	**5%**	31	**7%**	42	**10%**
Other	0	**0%**	7	**4%**	7	**4%**	7	**4%**	6	**3%**	21	**12%**
White	0	**0%**	16	**2%**	9	**1%**	35	**5%**	23	**4%**	83	**13%**
Total	**5**	**0%**	**226**	**2%**	**503**	**5%**	**572**	**6%**	**730**	**7%**	**1,341**	**14%**

Oakland Police Department 2019 Annual Stop Data Report

Race	Parole/ Probation/PRCS		Officer Safety/ Safety of Others		Incident to Arrest		Vehicle Inventory		Search Warrant		Grand Total
	#	%	#	%	#	%	#	%	#	%	
Afr American	825	**13%**	1,468	**24%**	1,411	**23%**	192	**3%**	142	**2%**	6,183
Hispanic	181	**8%**	614	**26%**	567	**24%**	108	**4%**	50	**2%**	2,405
Asian	50	**12%**	96	**23%**	111	**27%**	10	**2%**	14	**3%**	414
Other	12	**7%**	51	**29%**	49	**28%**	7	**4%**	11	**6%**	178
White	46	**7%**	201	**31%**	203	**31%**	27	**4%**	14	**2%**	657
Total	**1,114**	**11%**	**2,430**	**25%**	**2,341**	**24%**	**344**	**3%**	**231**	**2%**	**9,837**

Stop Results

Under AB953, officers can select multiple stop results. In order to align historical stop data collected with fields now required by AB953, officers' selections are grouped into the categories based on a hierarchy.

Table 7 - Stop Results

Race	Arrest		Citation		Warning		No Action	
	Stops	%	Stops	%	Stops	%	Stops	%
Afr American	1,787	**24%**	2,471	**33%**	1,606	**21%**	1,516	**20%**
Hispanic	735	**19%**	1,761	**46%**	666	**17%**	617	**16%**
White	141	**14%**	505	**51%**	230	**23%**	103	**10%**
Asian	238	**14%**	865	**51%**	366	**22%**	186	**11%**
Other	64	**10%**	386	**62%**	108	**17%**	63	**10%**
Total	**2,965**	**20%**	**5,988**	**41%**	**2,976**	**20%**	**2,485**	**17%**

Race	5150		Other		Grand Total
	Stops	%	Stops	%	
Afr American	94	**1%**	42	**1%**	7,516
Hispanic	16	**0%**	14	**0%**	3,809
White	9	**1%**	3	**0%**	991
Asian	29	**2%**	17	**1%**	1,701
Other	3	**0%**	3	**0%**	627
Total	**151**	**1%**	**79**	**1%**	**14,644**

Intelligence-Led Stop Rates
Table 8 - Intelligence-Led Stop Rates

Race	Intelligence-Led		Non Intelligence-Led		Total Stops
	Stops	%	Stops	%	
Afr American	3,228	43%	4,288	57%	7,516
Hispanic	1,197	31%	2,612	69%	3,809
White	401	24%	1,300	76%	1,701
Asian	263	27%	728	73%	991
Other	129	21%	498	79%	627
Total	**5,218**	**36%**	**9,426**	**64%**	**14,644**

Appendix B

Stanford 50 Recommendations

#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
1	Continue collecting stop data	The Oakland Police Department (OPD) since 2007 has mandated that all members shall complete a Form for every vehicle, walking, and bicycle stop. The Department has been recognized nationwide for its early efforts; AB953 will soon require all California law enforcement agencies to collect similar data.	Implemented and ongoing as recommended	34	1-Jun-10	Department-wide
2	Add a field on the stop data form to capture squad information	Analysis by squad would allow researchers to better identify what accounts for variation in stop outcomes, and how the squad itself operates. OPD's SD Form was revised and published 10/7/16, to include the following fields; a) Supervisor Assigned for This Incident, b) Regularly Assigned Supervisor, c) Squad Assigned for This Incident, and d) Regularly Assigned Squad.	Implemented as recommended	34	16-Oct-16	OPD IT
3	Add a field on the stop data form to capture squad sergeant information	Squad sergeant information would allow researchers to examine the relative contributions of officer experience and squad sergeant to decisions officers are making about who to stop, search, handcuff, or arrest. See above (#2)	Implemented as recommended	34	16-Oct-16	OPD IT
4	Update the stop data form as needed	October 2016 Field Interrogation I / Stop Data Report (FI/SDR) Revision no longer required officers to create a separate form for each person. Additional changes were included to better reflect search types and results; body-worn camera activation; citation information; vehicle occupant information; and intelligence-led factors. October 2016 FI/SDR Revision no longer required officers to create a separate form for each person. Additional changes included the following; a) Result Encounter selection should only be the "highest," b) Type of Search should only be the primary, c) Result of Search fields have expanded, d) PDRD activation field, e) Intelligence-Led Stop and "Intelligence-Led Factor" fields were added, f) Citation Issued & Number, g) Location of Vehicle Occupant field added, and h) Search Conducted of Vehicle field added.	Implemented and ongoing as recommended	34	16-Oct-16	OPD IT
5	Standardize, track, and analyze crime-related communications provided to officers	– The department should track and analyze the crime related communications given to line officers by creating a digital repository where such communications are automatically collected and time-stamped with clear distribution list. Opportunity to examine whether certain types of directives are more likely to increase racial disparities in stops. All officers can now access Command Directives, Weekly Priorities, Daily Bulletins, & Law Enforcement Notifications.	Implemented as recommended	34	16-Oct-16	Risk management

Stanford 50 Recommendations

#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
6	Add a field on the stop data form regarding Body Worn Camera usage	The department should add a stop data form text field where officers can indicate whether their camera was activated and, if not, why. "PDRD* Activated" field was added to the revised FI/SDR form, to include a "Reason No PDRD" justification field. *PDRD = personal digital recording device	Implemented as recommended	N/A	16-Oct-16	OPD IT
7	Capture Body Worn Camera footage	OPD's previous policy did not require officers to tag footage with an incident number. Recommended that the department begin tagging self-initiated footage with an incident number, which would allow the PD and researchers to associate each stop in the database with the BWC footage from that stop OPD Department General Order (DGO) I-15.1 requires that all members shall enter in VERIPATROL the RD# (report number) associated with each video file. This can be completed through the Mobile Data Terminal (MDT).	Implemented and ongoing as recommended	N/A	1-Jan-10	OPD IT
8	Use Body Worn Camera footage to train officers	The department should identify footage of exemplary interactions (such as those involving de-escalation), and then use that footage to teach officers best practices. This practice is already mandatory for all Uses of Force, Internal Affairs Investigations and monthly one-on-one reviews between the Sergeant and officer.	DGO I-15.1 already provides for this; already in place for basic academy, at squad level, and for Procedural Justice	N/A	1-Jul-18	Department-wide/ Training Section to catalog videos for use in training
9	*Require officers to self-audit (racially charged) Body Worn Camera footage*	*The department should require officers to flag two interactions per month that were especially tense and were captured on their own BWCs. This self-auditing process may even lead to change in policy* *After further discussion between Stanford and OPD, this recommendation has been updated. OPD will audit annual racial discrimination complaints with a small group to identify trends and/or patterns that could lead to a reduction in such complaints through training. Closed IAD cases will be utilized.*	*Completed*	*N/A*	*Yes*	*OPD/Stanford*
10	Use Body Worn Camera footage to ensure policy compliance	The department could use BWC footage to evaluate the implementation and impact of new policies, as well as to check officers' compliance with existing policies. Achieved through Supervisory Command and OIG reviews per DGO I-15.1. Information Bulletin "PDRD Review" released 18 November 14, requires sergeants to conduct a review of their officers PDRD recordings, and the officer self-identifies how the Procedural Justice tenets are followed or not followed.	Completed	N/A	1-Jul-16	Department-wide

Stanford 50 Recommendations

#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
11	*Invest in the development of a Body Worn Camera early warning system*	*Invest in the development of an early warning system of BWC footage that would be integrated into the PRIME system. This would involve developing metrics for evaluating and analyzing police-community interactions captured on the cameras.* *As part of VISION (formerly "PRIME 2.0"), OPD will be integrating body worn camera footage to allow supervisors and commanders to immediately review stops, arrests, and uses of force.*	*Completed*	*N/A*	*1-Nov-19*	*Stanford*
12	Build a stop data dashboard	The department should build an interface in the PRIME early warning system that clearly summarizes and visualizes stop data – that is, a dashboard. This recommendation will also be implemented as part of the development of VISION in July 2019. The City's Information Technology Department (ITD) is responsible for completing this recommendation.	Completed	34	1-Aug-20	OPD IT
13	Automate stop data analysis	– Automate stop data analysis, to the extent possible, that reports can be produced and relied upon. Stanford has confirmed that the development of the stop data Risk Management Meeting (RMM) Slides satisfies this recommendation.	Completed and ongoing	N/A	Stanford	Stanford
14	Automate stop data narrative analysis	The department should work with researchers to develop algorithms for analyzing officers' narrative accounts, exploring why officers stop, search, handcuff, and take other actions. Originally, Stanford developed a software tool to improve OPD's abilities to search and analyze officers' narrative accounts to assist the Department's Office of Inspector General (OIG) in conducting audits. However, Stanford is satisifed that the addition of fields to the Department's Stop Data forms as a result of the implementation of AB 953 renders the tool unncessary. Accordingly, this recommendation has been implemented.	Implemented	N/A	Stanford	Stanford
15	Assist researchers in building an automatic speech recognition system for Body Worn Camera footage	Analyzing officers' speech in BWC footage could allow the department to examine officers' language precisely and systematically, and then develop strategies for improving officer communication. Per Stanford, OPD is compliant with this recommendation, as the University has received all the necessary data from the department.	OPD has satisfied OPD requirements	N/A	Stanford	Stanford
16	Improve systems for backing up and accessing Body Worn Camera footage	The department's current server is slow and frequently crashes when handling BWC footage. Upgrade of the data storage system took place in July 2016 and 500 terabytes of storage was added.	Completed	N/A	1-Jul-16	BOS

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
17	Hire a data manager	Recommended that the department hire a dedicated full-time data manager to oversee databases, data requests, research collaborations, and data for risk management. In process. Job duties will include ensuring that OPD uses available data to better inform risk management efforts, including conducting statistical analyses of all OPD personnel to determine outliers for risk assessments. The individual in this position will also work directly with OPD managers and supervisors to ensure that there is a clear understanding of the data available for managing risk and providing high level policy and personnel recommendations to the Chief for purposes of risk management. Additional responsibilities will include working with developers to ensure the Department's risk management data is accurate and developing new systems to suport risk management efforts. Job announcement written and approved by the IMT; to be posted in March 2019. Screening, interviews and hiring to be completed by June 2019.	Job offered accepted Start Date in October 2020	N/A	1-Oct-20	Research & Planning
18	Partner with outside researchers to analyze and use data	The department should work with researchers to adopt novel, sophisticated statistical techniques and analyze their own data in-house. 2. 3. Stanford is assisting with the Risk Management data analysis and presentation.	Completed and ongoing	N/A	1-Jan-16	Stanford
19	Partner with outside researchers to conduct high-quality studies	The department should work with researchers to implement systematic studies that are inspired by stop data and are designed to improve a specific outcome. OPD has been working with Stanford University since 2015.	Completed		1-Jan-16	Stanford
20	Give officers individualized feedback on their stop data performance	Routinely discussing officers' performance to help them develop and reach their goals consistent with the broader mission of law enforcement agencies' becoming learning institutions – This task is considered implemented based on the Area Commanders currently conducting weekly meetings with their staff to discuss command directives, to include stop data. The information discussed is pushed to supervisors and officers.	(Risk Management Meetings)	34	1-Jan-19	ITD (PRIME 2.0)

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
21	Create new ways for officers to give feedback to command staff	Just as supervisors and command staff could provide more feedback to line officers, so too could line officers to supervisors and command staff. The department has developed new mechanisms for receiving feedback from OPD members on what is and is not working well department wide. Small feedback sessions are held monthly, and anonymous comment cards are available in hardcopy and electronically. An Informational Bulletin was released in October 2017 for this process.	Informational Bulletin (Member Feedback) Risk Management Meetings)	N/A	1-Nov-17	Stop Data Focus Group
22	Use complaint data more effectively	Recommended that the department identify not only areas of complaints, but also where complaints are surprisingly absent. Addressed in the monthly Risk Management Meetings.	(Risk Management Meetings)	N/A	1-Jul-13	BFO 1/ IAD/ PAS
23	*Conduct customer-service audits after routine stops*	*people who were recently stopped by OPD and following up with them with an online questionnaire, phone questionnaire, in-person questionnaire, or even a focus group. Receiving this feedback would allow the department to track the police-community interactions that community members find most or least satisfying.* *OPD has elected to have Stanford conduct these interviews. Stanford is currently developing an audit protocol and determining an appropriate start date. The process is ready to go and just needs to be implemented. They have contracted with a rotary call service to implement. This is a one-time occurrence, funded through Stanford contract. Per Stanford OPD has provided all information needed to complete survey.*	*Stanford*	*N/A*	*1-Jul-19*	*Stanford*
24	Regularly administer community surveys	Regularly administer community surveys – Recommended the department continue to work with researchers to collect community survey data. These data will help the department understand its reputation in the community at large OPD and the Mayor's Office have selected a surveyor following a formal Request for Proposal process that included other stakeholders, including representatives from the Community Policy Advisory Board. This task is now being completed by the Oakland Police Commission, funding has been allocated to the commission and OPD will assist as needed.	*Police Commission*	N/A	1-Jul-19	Research and Planning

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
25	Make trainings shorter and more frequent	Make trainings shorter and more frequent – Recommended the department break with industry tradition and offer more regular police-community training and more frequently. • Sworn personnel have been offered training opportunities through the Citywide Training Portal, including the "Advancing Racial Equality Academy – 4 modules." • Discussions ongoing to host Racial Equity Academy at the PAB. • Continuing to provide staff with Procedural Justice Training. • Working with Equal Justice USA to provide short, intimate training sessions on Trauma-Informed Policing through the International Association of Police Chief's Collective Healing Initiative. Short sessions will support field implementation and procedural refinement, with follow-up EJUSA workshops. • Increase use of line-ups for regular, brief trainings on a monthly or bi-monthly basis. Topics can cover updates on relevant policy changes and curated videos that showcase relevant community information which would offer officers more insight into community events.	Will start at January 2018 watch change	N/A	1-Jan-18	Training Division
26	Expand training topics	Recommended the department should give officers a suite of trainings in social tactics, to include offering specialized training aimed at those who are playing a unique role within the department. OPD has hosted the initial FBI LEEDA Supervisor training. "Command Leadership" and "Executive Leadership" are scheduled for 25 Feb 19 – 1 Mar 19 and 13 May 19 – 17 May 19 respectively. The Training Division is working on finalizing classes more courses for Supervisor Leadership Institute and Leadership Integrity. Training Division still assessing possibility of developing new community-involved officer trainings and/or scenario-based trainings. Implementation confirmed with Stanford Dr. Jennifer Eberhardt on October 31, 2018.	Completed	N/A	31-Oct-18	Training Division

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
27	Let officers choose which trainings to take	Let officers choose which trainings to take: Allowing officers to choose which courses to take, and when, from a menu of options could dispel the notion that social tactics is punitive. An electronic course catalog (below) and calendar has been created allowing personnel to select the trainings they would like to take attend. Officers have the opportunity to log in and select courses: • Trauma and Self Care • Advancing Racial Equality Academy • Race and Equity 101 • Implicit Bias, Social Power and Equity • Inclusive Engagement, Accountability and City Government • Emotional Intelligence (Dr. Gilmartin) • City of Oakland Peacemaker Program Officers currently have access to the State of California's POST Learning Portal which offers an electronic course catalog of Self-Paced Training. Supervisors will be tasked with ensuring officers are logging in and completing training of their choice quarterly. Supervisors will document completed training in PRIME via Supervisory Notes. Officers also currently have access to the Blue Courage Learning Portal for additional Social Tactics training. https://app.targetsolutions.com/tsapp/dashboard/pl_fb/index.cfm?fuseaction=c_pro_events.showHome	Completed	N/A	1-Aug-18	Training Division
28	Incentivize training-in-action workshops	Incentivize training-in-action workshops – Recommended the department incentivize workshops for this who would like to continue meeting a topic after training has ended. OPD is working on developing internal and external opportunities for officers to receive continued training, particularly on social tactics. Officers who attend outside, non-mandatory trainings already receive positive supervisory notes in their personnel files. Incentives: Exceeds expectations in performance appraisals, positive Supervisory Note File (SNF) entries, Procedural Justice Pin for uniform (requires update of C-1 with criteria to receive pin)	Completed	N/A	1-Jul-19	Training Division

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
29	Rigorously measure the effects of all trainings	The department should insist on rigorously evaluating whether trainings improve police-community relations. This can be done by looking at community-level indicators before and after a training is deployed or, if the program is deployed progressively across the entire agency, by looking at outcomes for officers or squads who have already undergone training versus those who are still waiting to receive it. OPD has started this process by engaging Stanford to evaluate the mandatory, Department-wide Procedural Justice II training. Almost all OPD members have now undergone this training. Final trainings for last 200 or so will be started in September and will conclude in December 14, 2018.	This could probably be done a a case-by-case basis. This has been done for the linguistics study in Procedural Justice 2 training.	N/A	14-Dec-18	Training Division
30	Hire a training coordinator	Recommended the department hire a full-time training coordinator to manage and track the trainings offered in the department. Task is already performed by existing staff (Training Unit/Sgt. Miller).	Completed	N/A	Performed by existing staff	BOS
31	Implement living room meetings with residents and other monthly relationship-building (Stanford 31) meetings with residents out of uniform whenever possible and encourage other out-of-uniform community contact (Stanford 35)	Hold relationship-building meetings, or "tables," that include members of OPD as well as community members who are committed to improving police-community relations. This practice has been early 2018 in two Police Areas; four living room meetings have taken place and more meetings area slated through the end of the year. Additionally, a draft of the OPD Community Engagement policy is in the final stages of review.	Completed	N/A	1-Feb-18	BFO 1 and BFO 2
32	Enhance the capacity of Community Resource Officers through attendance at relationship-building tables and living room meetings and use of social media platforms and electronic communications	Improve police-community relations by increasing the capacity of the CRO's and making make the work they are doing for the community more visible. CRO's are utilizing the social media platform Next Door to send out event information applicable to their assigned neighborhoods, to include closed projects. CROs will conduct living-room meetings when requested by community members. Furthermore, starting in 2017, an annual two-day training is held specifically for the CROs, which includes use of social media and community relations.	Completed		1-Jul-16	Patrol Areas

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
33	Require squad-based community projects	Recommended that squads also begin working together on long-term projects in areas most affected by crime. Through these projects, officers could experience interaction with community members who are working hard to see the neighborhood thrive. Patrol squads have been directed to complete one project per year with a local partner (e.g. school, church, business, NGO, etc.) to develop positive community relationships. Individual squads will identify the project and the means for implementation. Each squad submits a project proposal to their Area Commander for approval. A draft of the Community Engagement policy is currently in progress and potential partnerships have been identified.	Completed	N/A	1-Feb-18	Department-wide
34	Train officers and community members together	Recommended that a limited number of social tactics trainings are offered to both officers and members of the public. These mixed classes would remind officers and community members of their shared goals. Implemented with the development of the Procedural Justice II training which should be fully completed by September 2018.	Phase 2 of Procedural Justice Training/ Joint Classes to be offered	N/A	1-Nov-17	BOS
35	Implement living room meetings with residents and other monthly relationship-building (Stanford 31) meetings with residents out of uniform whenever possible and encourage other out-of-uniform community contact (Stanford 35)	see #31 above	Drafting policy on community engagement. Meetings have begun.	N/A	1-Feb-18	BFO 1 and BFO 2
36	Provide business cards for every investigative consensual encounter, detention, and community contact	Presently, officers have generic cards that they distribute only when community members wish to file a complaint. Business cards can be used to establish positive relations with the public as well. On 30-Oct-17, a new policy (Lexipol 205) regarding the use of business cards was enacted, stating that every OPD member should provide a business card each time contact with a member of the public results in an investigative consensual encounter or detention.	Lexipol Policy 205	N/A	13-Nov-17	BFO Admin/ Personnel
37	Show more care in high-crime areas (through making contact with residents following reports of shots being fired)	What people see matters. It's recommended OPD develop more crime reduction strategies that cast police officers as caretakers of the community. Special Order 9186 was published on October 11, 2017. Door hangers provide contact OPD contact information to residents in areas where a ShotSpotter activation has occurred. Door hangers are available in the Report Writing Room at the PAB and line-up room at Eastmont.	Door hangers were released 11-Oct (SO 9186)(Shot Spotter Leaflets)	N/A	1-Oct-17	Patrol Areas

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
38	Hold critical incident discussions and trainings	When critical incidents occur, such as a controversial officer-involved shooting, it is recommended the department hold a series of discussions both internally and externally on how the department plans to respond. A Peer Support group protocol exists and is activated during every critical incident.	Needs to be formalized	N/A	yes	OCOP – External
39	*Host annual conference on police-community relations*	*Took place with the Mayor's Office at Laney College on 19Jul18. The department is slated to release its annual Racial Disparity Report in late June.* *OPD will coordinate with Mayor's Office on future annually conferences.*	*Town Hall with Mayor's Office*	*N/A*	*19-Jul-18*	*OPD/ Mayor's Office*
40	Develop and track measures of positive community engagement	The department should consider using its metrics of positive community contact in evaluating officer's performance in addition to using standard measures like arrests, stops, searches, and search recoveries. Area Captains have created their own metrics to track the productivity of their subordinates. A standardized tracking sheet will be developed to be used citywide for standard operating procedures (SOP) for measuring productivity and community engagement. Furthermore, there is a master tracking sheet of all community engagements officers participate, patrol, CROs, Crime Reduction Team Officers, and Command Staff.	Completed	N/A	1-Jan-17	BFO 1
41	Continue risk management meetings	Once a month, the OPD command staff reviews data with a captain from one of the five areas of Oakland. Stop data reviews feature predominately in these meetings. These meetings are quite impressive, and we recommend continuing them. RMM process was revised in January 2018 by focusing on each of the 2 Bureau of Field Operations on a rotational basis, which encompasses the applicable command areas. OPD has placed an emphasis how the level of policing impacts Oakland communities (i.e. "footprint") as well as how intelligence-led policing can lower the footprint. Additionally, a "SD Playbook" has been developed as a means for additional evaluation by commanders of the potential disparate impact in different communities. Area Captains are given deliverables at the commencement of each meeting based on issues raised during risk management meetings. Areas are beginning to hold their own area-wide Risk Management meetings where Captains examine the data with Lieutenants and Sergeants.	Implemented and ongoing	34 & 41	1-Jul-13	BOS

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
42	Identify outlier officers	Recommended that the command staff begin to examine how much outlier status on stops or searches predicts outlier status on other dimensions in the PRIME system. Part of the monthly Risk Management Meetings. Complaints, Uses of Force, Collisions, Pursuits, and Sick Leave are all addressed. During these meetings, OPD Command also reviews individual sergeants and squads.	Implemented and ongoing	34 & 41	1-Jul-13	BOS
43	Monitor and reduce time pressure	Recommended that the department better track the amount of time officers spend on low-priority activities and maximizing the amount of time spent on high-priority activities. The reintroduction of daily activity tracking sheets will help. Daily activity logs track the amount of time officers spend on low-priority activities and maximizes the amount of time spent on high-priority activities. The current OPD patrol schedule includes four shifts, three of which are 10 hours in length and the fourth is 12 hours in length. Two of the 10-hour shifts (1st Watch/Day Watch and 3rd Watch/Dog Watch/Graveyard) have overlapping teams once a week and multiple briefings each day. Depending on the day of the week, there may be six briefings at each of the two OPD patrol facilities – resulting in 12 briefings covering four shifts. More importantly, there is little data that the current patrol schedule aligns personnel with call load. An analysis of call load by day of week and time of day should identify time of greatest need of personnel as well as time of least need. Aligning patrol schedules with this data should result in greater efficiencies, increased community satisfaction, and reduced response times.	Implemented and ongoing	N/A	1-Jan-16	BOS

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
44	Monitor and reduce stress and fatigue	The department should consider examining the potential influence of momentary stress and fatigue on self-initiated stops. Work schedules could influence officer decision-making during such stops, which could uncover patterns and suggest improvements. OPD Health & Wellness Unit (HWU) is a resource available to all personnel. It serves as the bridge between the professional resources available to the employees, including but not limited to: Peer Support Team, Critical Incident Response Team (CIRT), OPD Medical Unit, and, Employee Assistance (Claremont and Managed Health Network (MHN)). Additionally, "Blue Courage" training for both sworn and professional staff has been implemented and focuses heavily on health and wellness (stress management, grief and loss, managing change, and building resilience). Maintaining this program is critical to the well-being of department personnel, particularly officers.	Implemented and ongoing (Health and Wellness Unit)	N/A	1-Jan-16	Personnel & Training
45	Identify factors associated with high- and low-performing squads	Recommended the department use data to identify high and low performing squads to examine how much these performance differences are due to the individual officer characteristics, squad characteristics, squad supervisors, and the directives officers receive from command staff. Part of the monthly Risk Management Meetings. The Area Commanders are expected to address why the two squads differ in productivity, to include any disparities and what measures have been implemented to ensure that each squad meets the directive of the Commander.	Implemented and ongoing (Risk Management Meetings)	N/A	1-Jul-13	BOS
46	Review handcuffing policies	A sample review found that 83% of searches involved handcuffing. Handcuffing is often viewed as an intrusive and humiliating action, OPD should review its handcuffing policies for their compliance with laws and best practices. The revised policy (Lexipol 302) was published 06/14/17, with an emphasis on the probation and parole status of the subject, which alone is not justification to use handcuffs.	Completed - new policy issued 6/13/17	34	1-Jan-17	Research and Planning

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
47	*Review search policies*	*Does the discovery that someone is on probation or parole always trigger a search? If so, the department examine whether this practice helps or hinders community-police relations, individuals' rehabilitation process, and the protection of the community from crime.* *Stanford's recommendation questions whether the discovery that an individual is on probation or parole should always trigger a search, and, if so, whether such practice helps or hinders community-police relations, individuals' rehabilitation processes, and the protection of the community from crime. A Departmental working group was formed and a new draft General Order R-02: Searches of Individuals on Probation or Parole was written. The City Attorney's Office, the IMT and Plaintiffs' counsel reviewed and approved the draft policy, which emphasized that the primary purpose of probation and parole searches is to further legitimate law enforcement or rehabilitative interests, and that probation and parole searches shall not be arbitrary, capricious or harassing. The policy would also require officers to document articulable facts underlying their decision to initiate a parole or probation search.* *Under the terms of the Charter Amendment establishing the City's new civilian Police Commission, the policy was presented to the Commission for review and approval. The Commission initially rejected the Department's policy. Recently, Department and an ad hoc group from the Commission met and made additional revisions. The full Commission, however, would like to take additional time to seek the input of additional stakeholders. The Department will continue to work with the Commission on a final policy.* *Whichever version of the policy is ultimately adopted, Stanford considers this recommendation implemented.*	*In progress; first meeting held 10/31/17*	*N/A*	*1-Jul-18*	*Stop Data Focus Group*
48	*Review officer inquiries concerning probation or parole status and justification for inquiries*	*An analysis revealed that 93% of probation/parole searches were of African Americans and Hispanics. Are members of these groups more likely to be asked this question than are Whites of Asians? It is recommended that recording in the stop data report whether the officer asked about either probation or parole status, as well as the justification for asking the question.* *OPD and Stanford have both further studied this issue and this does not appear to be an issue after further reflection. An audit conducted in January 2017 by OIG found that of the 219 searches conducted, 96% of the reviewed incidents involving an officer's stop and search of a probationer or parolee, officers neither mentioned nor requested a person's probation or parole status prior to the status becoming independently known. OPD is nonetheless working with the Police Commission on to make sure that the Department's new probation and parole policy reinforces that officers should not be asking a suspect's probation and parole status unless there are reasons for doing so.*	*Recommendations related directly to soon to-be revised search policy*	34	*1-Jul-17*	*OIG*

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#	Original Recommendation	As Implemented	Status	NSA Task#	Implementation Date	Responsible
49	Produce and publish an annual Racial Impact Report	OPD should publish a report that not only tallies its successes but also candidly reports metrics such as racial differences in rates of handcuffing, searches, and arrests, and the results of community surveys, etc.	Completed and Ongoing	*N/A*	*8-Dec-18*	*BFO 2*
50	Analyze (stop) data for trends over time	The OPD leadership should begin to look at their stop data longitudinally and be mindful of increases in activities with the largest disparities, including traffic violations, handcuffing, and weapon searches. An on-going process through OIG Audits and the monthly Risk Management Meetings.	Completed and Ongoing	34	1-Jul-17	Area 1