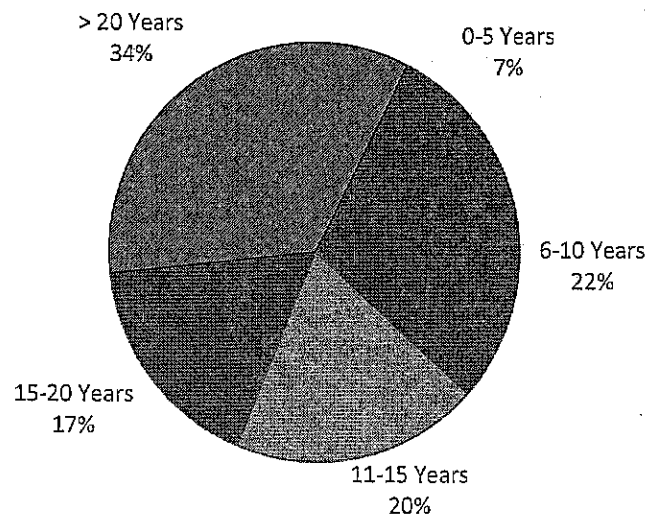


City of Oakland Police Chief Recruitment Workforce Survey Summary
(As of December 17, 2013)

The following is a summary of the comments from the Oakland Police Chief Recruitment Workforce Survey as of December 17, 2013 at 3.00pm from surveymonkey.com. The summary is compiled from staff notes. It is not a verbatim account of all survey responses.

Q1 (no public survey equivalent): Demographic of Survey Respondents:

How many years have you worked for OPD?



Q2 = Public Survey Question#1: What are the most important issues/priorities that you would like the new Police Chief to address?

Total responses: 41

- Cultural change in the department (including morale changes, positive affirmations for jobs well done, reducing officer deaths (suicides and line of duty deaths), improving the way staff is treated, holding staff and commanders accountable, increasing OPD integrity, etc.)
- Lack of community trust; increasing community partnerships and respect
- Better training for civilian staff
- Proper staffing for patrol
- Move all sworn officers on administrative duty into the field and hire civilians with proper qualifications for administrative tasks
- Duplicative or inefficient protocol and old IT systems (e.g., radios, FBR, etc.)

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- Merit-based assignments / promotions or other formal process which allows for fairness in work assignments / promotions
- More emphasis on prevention and youth programs
- More recruitment efforts to hire officers from Oakland
- Change the UOF Policy about how often an officer can pull out a weapon
- Adequate funding and resources for the department to be effective
- Full staffing needed for sworn and non-sworn staff and eliminate mandatory OT
- Succession planning for the retirements forthcoming
- Crime reduction, setting a realistic plan for it, and being a leader for everyone to participate in crime reduction (including the removal of guns, drugs, and loiterers)
- Set a clear mission for the department, support it, and get others to buy into it
- NSA compliance and actually achieving NSA agreements to hold management level staff accountable for shortcomings instead of blaming officers
- Get out of the NSA period
- Understanding the job including having an idea of industry standards which could help Oakland
- Holding Alameda's DA Office accountable for maximum criminal charging
- Continuing the work started by Chief Whent (reducing crime, achieving compliance, etc.)

Q3 = Public Survey Question #2: What experience and track record should the new Police Chief have?

Total responses: 41

- At least 10 years experience with patrol/field work and investigative work from a city larger than or similar to Oakland (high unemployment, violence, etc.)
- City policing experience, not sheriff
- Proven track record of substantial enhancements, crime reduction, and positive changes from her/his prior dept.
- Experience with boosting morale of sworn/non-sworn employees (personnel management) and motivating everyone to work
- Successfully civilianizing office duties/jobs
- Community policing experience or understanding of a culturally diverse community
- Someone able to deal with politics without being sucked into political problems
- Educated with a background in business
- Great organizational skills
- A willingness to change upper management if necessary
- Effective recruitment skills and multi-disciplinary experience
- Crime fighter
- Experience working with a Settlement Agreement Compliance

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- Strong people skills with the ability to engage the community and stakeholders
- Honesty and integrity; firm but fair
- Must have worked at a variety of assignments over their career and not just in management
- Nationally recognized leader in law enforcement with high approval ratings
- Experience leading a dept. like OPD

Q4 = Public Survey Question #3: What skills and characteristics are the most critical for a permanent Police Chief to succeed in Oakland?

Total responses: 41

- Trustworthy, creative, collaborative, and innovative
- Honest, ethical, leader, honorable, loyal, devoted, determined, and has integrity
- Ability to be able to work effectively in a highly political environment without being overtaken by the politics and without letting the politics affect the general operation of the department
- A clear leader
- Passionate, fair, motivational, and wise; leads by example
- Someone similar to Wayne Tucker with a serious concern for the community
- Not a media hog or politician with no actions to back up the talk
- One who knows how to run a short-staffed department in a crime-ridden city
- Good communicator both to the department and the community with great public speaking skills
- Someone who wants Oakland to succeed and loves Oakland
- A good sense of humor, smart, open-minded, critical thinker
- One who seeks to make lasting effective change for the City
- A competent team player and not a crony
- An approachable person by all (likeable and personable)
- A problem solver, decision maker, charismatic, and progressive
- Someone who would command respect but is still down to earth
- A calculated risk taker for the benefit of the community
- One with a clear vision who understands what causes crime
- Ability to stand up for what is right and best for the dept. against all factions
- Good listening skills with respect for the rank and file officers

Q5 = Public Survey Question #4: Is there anything else you would like the City to consider when selecting the new Police Chief?

Total responses: 38

- Choose someone who will stand for themselves and the department
- Someone who has been a success with a large minority population

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- Let the new chief do her/his job with minimal interference from City Hall
- The Mayor and Council must support the new chief to really reduce crime
- Pick someone who can actually do the job, not just someone who fits the hot button issues (race, gender, etc.)
- Consider choosing a woman to run the department
- A military background might be good to have
- Hire within and consider internal applicants
- Consider candidates from outside of California so we know they are not just here to build up their years and income in CalPERs
- Consider having a "Candidate's Corner" where interested people can meet and greet the candidates and watch their interactions
- Think about how their outside lives could affect the job (good or bad)
- A leader that is supportive to mental health issues affecting our police officers
- Make sure the candidates understand the significance of the Monitor and Compliance Director and the effect the position has on their job
- Look for someone who is adaptable and willing to make appropriate changes
- The new chief will be most successful when given the proper resources (staff and otherwise)
- Change the way that politicians and other depts. get info from OPD. Instead of commanders writing long reports, they should be more effectively using their time.
- We need to be told what a new chief can honestly do for us, and not make promises that we can't keep.
- Allow the chief to sit back and watch early on in order to prevent the chief from making fast, rash decisions early on, just to leave her/his mark.
- Do not micro-manage the dept.
- Consider keeping the Interim chief due to his successes.

Q6 = Public Survey Question #5: What are you willing to do or contribute to help the new Police Chief?

Total responses: 41

- Provide constructive feedback
- Whatever it takes for the new chief to succeed
- Give loyal support, hard work ethic, always giving 100%, help to build morale, service with pride, etc.
- Attend community meetings she/he holds
- Avoid being cynical
- Provide history and background about the department and the city
- Be a courageous follower
- Support community policing with neighbors
- Review applications and sit on oral boards

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- Will do my job while adhering to the values of the dept. especially if we get a good chief
Provide my honest opinion no matter what
- Not complain

Q7 (no public survey equivalent): What else would you like the City to know that is not captured in the above questions?

Total responses: 35

- Consider someone from outside; remove roadblocks to success
- Go to the community for input, not just staff and politicians
- Get this process done ASAP
- Get the whole city to work together on this process and a new vision to make this all work
- Make the chief commit to us for at least 3 years so they will not walk out on us
- Get the public relations officers to present positive stories about the department and the city
- Consider retired chiefs
- This recruitment should focus on restructuring the department as well as getting a new person
- Do not rush the selection process
- Work on upper command staff
- Consider the existing chief due to his progress on getting us close to compliance. Switching chiefs when we are so close is a step backward