

# Oakland Police Chief Recruitment Workforce Survey

## Q1 How many years have you worked for the Oakland Police Department?

Answered: 41 Skipped: 0

#	Responses	Date
1	5.5	12/17/2013 7:35 PM
2	23	11/21/2013 5:40 AM
3	18 years.	11/14/2013 3:23 PM
4	12 years 6 months	11/6/2013 6:19 PM
5	13 years	10/30/2013 9:25 AM
6	7	10/22/2013 7:39 AM
7	Over 15 years	10/19/2013 3:21 PM
8	20	10/16/2013 3:09 PM
9	6 1/2 years	10/16/2013 12:45 PM
10	26.7 years	10/16/2013 9:13 AM
11	21 years	10/15/2013 7:51 PM
12	16 years	10/15/2013 2:28 PM
13	21	10/14/2013 7:10 PM
14	5	10/14/2013 11:56 AM
15	somewhere between 6 mos and 30 years	10/13/2013 6:20 PM
16	17 years	10/12/2013 5:57 AM
17	6 years	10/11/2013 9:12 PM
18	12	10/10/2013 8:06 AM
19	14	10/9/2013 8:38 PM
20	6	10/9/2013 10:26 AM
21	7	10/9/2013 9:40 AM
22	22 years	10/9/2013 7:11 AM
23	8	10/8/2013 5:08 PM
24	10 - 20	10/8/2013 12:17 PM
25	8	10/7/2013 11:51 PM
26	23	10/7/2013 9:28 PM
27	22	10/7/2013 9:18 PM
28	7 months	10/7/2013 9:11 PM
29	going on 4 now	10/7/2013 5:36 PM
30	13	10/7/2013 3:50 PM
31	25 years	10/7/2013 2:45 PM
32	14	10/7/2013 2:28 PM
33	27+ Cadet and sworn	10/7/2013 2:25 PM
34	7	10/7/2013 2:24 PM

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35	15	10/7/2013 2:24 PM
36	20	10/7/2013 2:23 PM
37	25 + years	10/7/2013 2:18 PM
38	23	10/7/2013 2:17 PM
39	16 yrs.	10/7/2013 2:11 PM
40	20+	10/7/2013 2:02 PM
41	22	10/7/2013 2:02 PM

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## Q2 What are the most important issues/priorities that you would like the permanent Police Chief to address?

Answered: 41 Skipped: 0

#	Responses	Date
1	I'd like him or her to continue the good work that Chief Whent has been doing, focusing as Chief Whent has on our community relations, reducing crime, and achieving NSA compliance	12/17/2013 7:35 PM
2	crime reduction, community relationships, employee retention & mentoring, improved equipment & training for employees.	11/21/2013 5:40 AM
3	1. Lowering crime. 2. Achieving compliance with the NSA by negotiating with plaintiffs some of the nitpicky details that aren't actually germane to the original charges brought against the Riders, require additional paperwork to achieve the spirit of the agreement, negotiating standards with the monitors to make compliance standards more realistic and not letting the monitors get away with changing the compliance standards in the middle of the game as they are. 3. Building safety. Getting at least metal detectors into this place where angry, crazy people with guns enter all the time and have free roam through a good part of the building. (We know they have them even if they don't display them to the front desk officer.) This has been an issue for the more than 20 years I've been at The City, and we are fed up. 4. Serious succession planning for the future retirements that are yet to come. 5. Addressing morale, particularly among rank and file officers.	11/14/2013 3:23 PM
4	Full staffing for both Sworn and Non-Sworn positions. Current equipment: Up to date telephone system, Up to date and ergonomic desks/cubicles, Working Radio System and some new vehicles.	11/6/2013 6:19 PM
5	1. Eliminate/reduce mandatory overtime for police officers. We are overworked and tired, it is affecting our home life and moral. 2. The report writing system (FBR) and use of force reporting system needs to be fixed. It is a waste of officers time to write a police report, use of force report, and field contact report (all of which take 20+ minutes to write each) even though all of the information could be captured on the main police report (by checking boxes, etc.) The problem is that our records management system does not fold into IPAS so civilians/command staff need "reports about reports" This is a complete waste of officers time and prevents us from doing more proactive work because we are always writing 3+ reports that are duplicate work for one arrest.	10/30/2013 9:25 AM
6	The need for cultural change in the Department.	10/22/2013 7:39 AM

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7	<p>I would like the permanent Police Chief to address the disparate treatment of civilian personnel. Civilian staff are not respected the new Chief should recognize the civilian staff have the ear of the public because they live and work in Oakland. One MAJOR issue is the chain of command for sworn vs civilian. The chain of command is clearly defined for civilian and sworn personnel in the Manual of Rules (MOR) with six people in the chain to include the Chief of Police. For an officer there is no deviation, for a civilian it could be seven sometimes eight people. As is the case in the traffic division where an officer supervises civilian staff, according to the MOR the positions are equivalent, in other locations managers are supervised by lieutenants also equivalent positions, this is a CLEAR violation of the MOR. This disparity has been called to the attention and ignored by the command staff and OPD personnel. If a Chief cannot follow his/her own policy how can he/she expect others to respect/follow them. The permanent Police Chief must value all of his/her employees' contributions. Also, STOP allowing de-policing to occur in Oakland! Do random audits of time management for squads on the street. Where was the officer during the shift, how long did the call actually take? Are the patrol Sergeants truly monitoring what is happening? Utilize the GPS systems that has been installed in the vehicles, what a waste of money. Do an HONEST audit of sworn personnel assigned to desk jobs; is it necessary for that position to be held by sworn personnel? Most likely no. For example: training section staff, why are sworn holding positions when they should be out patrolling the streets! Why have a sworn person assigned to organize a training class. They are not teaching the class they should be to the street. The building manager of the Police Administration Building is sworn, what a ridiculous waste of money and resources. The person assigned to train on dealing with the mentally ill is sworn, she received train the trainer instruction while assigned to the training division, a civilian can attend the same class, again what a colossal waste of money and resources. The in-service training supervisor, why is that position sworn? That definitely should be a non-sworn position. The class he teaches can be treated like any other instructor teaching classes he should come in for that class only. The Office of Inspector General should not have any sworn personnel assigned to those desk jobs they sit along side civilians doing the same thing. Why is the person processing PDRD videos in OIG sworn? Waste of money and resources. The sworn person assigned to the IT unit in the police department is a waste of money and resources. I could go on; while I don't believe you will take this seriously. I do feel better having told you.</p>	10/19/2013 3:21 PM
8	Morale, crime reduction, NSA compliance, treating members with respect. Holding commanders accountable.	10/16/2013 3:09 PM
9	Proper staffing of Patrol function and elimination of Mandatory Overtime. Move every single sworn member doing administrative work out into the field and hiring civilians with the proper qualifications to complete the task. At least 70% of the Sworn members in the building could be filled by civilians thus returning Sworn to Patrol and Investigative Functions. We need competent IT support and technology systems that reduce time wasted on duplication.	10/16/2013 12:45 PM
10	Leading the Department on a daily basis regarding crime issues and employee morale.	10/16/2013 9:13 AM
11	1. The lack of true support in adequately staffing and funding the Police Department from the elected and administrative officials in City Government. 2. Gaming enough resources and support to actually decrease crime in this city. 3. Prevent elected City Officials from interfering in lawful police activities and documenting/arresting them when their behavior is in violation of law.	10/15/2013 7:51 PM
12	Morale. Without it you can basically forget the rest of the stuff. This is obviously a complicated issue since morale for the police involves, in part, being allowed to do police work without the threat of lawsuits and internal affairs complaints making it impossible. As we all know, trust goes both ways. If the Chief doesn't trust, or even like, his officers then there will be no reciprocity. By no means am I suggesting that the Chief allow officers to run amok, but that isn't happening and to be made to feel as if it is happening is what is killing this place. With rare exception, there are some many incompetent and downright stupid commanders in this department it is a wonder anything gets done. The reason things get done is because there are cops who care and do the right thing in the face of such insulting idiocy. Start at the top and ask them what useful thing a single one of them has done that was their own work and not some Comstat rehash of some officer or sergeants hard work. A final thought, the Chief should be prepared to accept that there is a lot of anger and weariness among the boots on the ground. We used to lead the area in officers getting killed in the line of duty. Now we lead in suicide! If cops aren't killing themselves they are leaving to other area agencies and not even willing to offer a reason during an exit interview because everyone knows that the Chief doesn't care.	10/15/2013 2:28 PM
13	Morale, fairness, and quality commanders with integrity.	10/14/2013 7:10 PM

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14	Morale for both sworn and civilian. Better morale would help people want to do a better job and increases productivity. TRAINING for civilian staff, recognition for good work. See the Dept as a WHOLE, including all who work here. Not only focused on sworn.	10/14/2013 11:56 AM
15	Officer morale and the elimination of the persecution of Oakland Police Officers for doing their jobs. If this is done, everything else will begin falling into place.	10/13/2013 6:20 PM
16	-Merit-based assignments - More emphasis on prevention, especially with youth programming - More recruitment efforts to hire officers from Oakland	10/12/2013 5:57 AM
17	Morale of the department, The sworn and civilian staff of the department.	10/11/2013 9:12 PM
18	public safety on the streets and in my neighborhood, removal of guns, drugs and loiterers on the streets and in neighborhoods	10/10/2013 8:06 AM
19	Leadership. Be a leader and develop leaders not followers. Set a clear mission for the Dept., support it and give everyone a reason to buy into it. Have integrity, don't govern by politics or because of the news. Believe in the line officers who have 100% supported the changes and continue to receive the wrath of fearful commanders. Be ethical and practices what he/she preaches. An independent thinker. Someone who does not jump to conclusions and can think outside the box.	10/9/2013 8:38 PM
20	Staffing!!!! Budget adequate to meet departmental needs	10/9/2013 10:26 AM
21	I chief that is crime oriented not a politician. One that will not turn the other way while this city's crime is out of control	10/9/2013 9:40 AM
22	Outrageous discipline being handed out. Getting out of the NAS.	10/9/2013 7:11 AM
23	Achieving nsa agreements and holding management level staff accountable for shortcomings rather than disciplining officers as a way to show changes are being made.	10/8/2013 5:08 PM
24	- Realistic short-term and long-term crime reduction plans that coincide with a realistic and results oriented strategic plan - Meaningful call reduction and staffing plan - Address issue of compliance processes impacting officer productivity in terms of stops, detentions, recoveries and arrests	10/8/2013 12:17 PM
25	1st - The gumshin to stand up to our idiotic mayor and other elected officials in this city. 2nd - Knowledge of the job beyond Oakland. Like what is the industry standard.	10/7/2013 11:51 PM
26	MORALE, NSA, STRUCTURE	10/7/2013 9:28 PM
27	Morale - both internally and externally, Honesty amongst personnel, Equality in work assignments, Integrity throughout the entire process.	10/7/2013 9:18 PM
28	It is my understanding that the Department is looking to foster a new attitude in regards to the department the community. As a young police officer in the city I look to continue the proud tradition of policing the community while not having the support of my chain of command to accomplish the goals and objectives that are addressed in my daily responsibilities.	10/7/2013 9:11 PM
29	Staffing Equipment Moral	10/7/2013 5:36 PM
30	staffing levels and allowing the officers to do their jobs without redundant paperwork that slows the process to a stop.	10/7/2013 3:50 PM

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31	The department has accepted some very unrealistic guidelines and policies which greatly restrict the ability to conduct proper police work on the streets. Our officers want to move fight crime but they are under very unrealistic scrutiny and rules. Time and again officers have seen examples of other officers getting in trouble trying to go out of their way to do good police work. The some of the command staff also has lost focus on the importance of leading men. We have leaders who never show up to lineup and just fire off emails. The department is run on leadership by email from the higher command. Im pretty sure the Marine Corps is not being run by email. Our commanders are also young and lack real leadership and field experience which greatly limits their capabilities. Just because some one passes a test with a higher score it does not mean they are the best candidate, please look at a persons full resume, meaning, experience, life experience, daily leadership qualities, people skills, not just the guy who batted well one day out of 365. Another example of unrealistic guidelines is our UOF policy. An officer can be reviewed for possibly abusing force for pulling out your weapon more than 6 times in a period of several months. This is ridiculous. Those standards may apply in Walnut Creek or Danville, however here, in the robbery capital of the Nation, and one of the most dangerous cities in the country, a good hard working officer can literally pull out his weapon 3 times in one 12 hour shift. So we now have officers going to hot calls not wanting to pull out their weapons because they will be submitted to an IPAS review, not good.	10/7/2013 2:45 PM
32	Lack of Department leadership, Lack of Community trust, Lack Professional Development of Department Members, Lack of accountability for failures	10/7/2013 2:28 PM
33	1. Public Safety through enhanced/effective police strategies and deployments 2. Morale and safety of all OPD staff 3.	10/7/2013 2:25 PM
34	1) Holding Alameda DA's office accountable for maximum criminal charging 2) Assignment/promotions process 3) Run the police department according to the standards of law and order, not public opinion.	10/7/2013 2:24 PM
35	Moral in the department	10/7/2013 2:24 PM
36	1) Crime 2) Retain current members by creating a desirable workplace (fair internal affairs investigations and appropriate punishment). 3) Exit the NSA (finacial drain on the city).	10/7/2013 2:23 PM
37	Crime, compliance boosting morale within the Oakland Police Department.	10/7/2013 2:18 PM
38	Crime Respect of the community Recruiting officers who can relate to this community	10/7/2013 2:17 PM
39	Community/NCPD Concerns	10/7/2013 2:11 PM
40	reduce crime, strengthen community partnership, get out of NSA.	10/7/2013 2:02 PM
41	Officer morale, overwork, and lack of direction/leadership.	10/7/2013 2:02 PM

# Oakland Police Chief Recruitment Workforce Survey

## Q3 What experience and track record should the permanent Police Chief have?

Answered: 41 Skipped: 0

#	Responses	Date
1	Experience leading a dept like OPD, solid relationships with community, knowledge & experience dealing with NSA - compliance director, & our somewhat unpredictable city council & mayor	12/17/2013 7:35 PM
2	should have many years of experience working on the streets as an officer and a supervisor. investigative experience is desirable. working inside the building and in internal affairs is less desirable. the ability to work together with a variety of people is a must, should be cooperative, not a dictator.	11/21/2013 5:40 AM
3	Law enforcement and a business education and experience. A chief should be able to look at how badly this place is run, and after he or she is finished laughing his or her head off, implement some sound business practices like not wastefully reorganizing literally every month.	11/14/2013 3:23 PM
4	The new Chief should have worked in Law Enforcement as an officer and have gone through the ranks including Administrative as Captain, Deputy Chief or Chief of Police and also have a working understanding of the Non-Sworn needs.	11/6/2013 6:19 PM
5	College Education, MBA so he/she knows how to run a police department. Experience with talking to groups of people from different backgrounds, education levels, and ethnicity groups. Someone that I could sit down and have coffee with and not be afraid that they would use what I say against me at a later date. SHOULD NOT HAVE A TRACK RECORD OF VIOLENCE: (Antony Batts, SF Sheriff Mirkarimi) Background investigators should "google" candidates name to see if he/she has been involved in any local scandals (refer to "lobster gate, Batts")	10/30/2013 9:25 AM
6	At least 10 years of experience as a Police Chief for a City larger than Oakland. A proven record of substantial enhancements, crime reduction and positive changes made in his/her prior Department.	10/22/2013 7:39 AM
7	A history of success in other departments. Someone who and successfully civilized office duties/jobs.	10/19/2013 3:21 PM
8	Field experience, leadership from proven background not from reading in books.	10/16/2013 3:09 PM
9	The New Chief needs at least 10 years of Patrol experience and 5 years of Investigative experience in a like sized and equally troubled city. None of our current Command has that experience.	10/16/2013 12:45 PM
10	Ate least 5-10 years in a large municipal Police Dept with Community Policing Experience and boosting the morale of Sworn/Non Sworn Employees	10/16/2013 9:13 AM
11	A solid background in Constitutional Policing, Personnel Management and Leadership. A Chief of Police should be able to walk the walk and have the respect of his/her subordinates, not just use the current politically correct buzzwords to impress interviewers.	10/15/2013 7:51 PM
12	Any Chief should have a track record for doing or, at least supporting, real police work (preferably in the last 10 years!) The Chief should be their own person and not engage in the political nonsense that the last 4 or 5 Chiefs have. In other words, do what is right for OPD and the citizens of Oakland, not what the political numbskulls think will get them re-elected. I have had the misfortune of being part of a focus group for one of the umpteen consultants (Bratton I think) who have been hired by the City to improve police work. These guys thought that crime was still occurring the way it did in 1955 Brooklyn! How is this possibly helpful or relevant? I know for a fact the guys in that focus group ignored all of the real information given to them and marched forward with what would keep them on the gravy train. The City needs to stop being so gullible and look for the answers within.	10/15/2013 2:28 PM
13	The next Chief should have a good amount of street experience and respect the line troops job.	10/14/2013 7:10 PM
14	The candidate should have a business background as well as law enforcement. EDUCATED!! This would give them a better understanding on how to run a shop equitably, have great organizational skills.	10/14/2013 11:56 AM

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15	Actual law enforcement experience. In other words, not someone who did 5 years on the street and 25 years in administrative positions. Actually, 5 years on the street would be a huge improvement over the current administration. They might have 5yrs if you put them all together. Also, the permanent Chief should have a record of fairness and integrity and an immunity to outside political pressure. Someone who does the right thing no matter what the consequences are to him personally.	10/13/2013 6:20 PM
16	20+ years of experience within a like-sized Department Background working in culturally diverse city similar to Oakland Success in motivating officers and personnel to do work	10/12/2013 5:57 AM
17	The future chief should be one that has more street time than building time.	10/11/2013 9:12 PM
18	one of success in other cities with a diverse background, high unemployment and violence and drug rate The chief needs to be able to prove some level of success with managing crime, homeless people, drug selling, violence and loitering	10/10/2013 8:06 AM
19	A permanent Chief should have leadership experience as a commander or previous equivalent experience. He/she should not have a track record of leading by fear instead uses other methods of motivation to assist the common goal of providing proactive and normal police services. The new Chief should be willing to change the upper management of the Dept to fit the needs.	10/9/2013 8:38 PM
20	Effective recruitment skills and multi-disciplinary experience, that is, not just leading rank and file officers, but support staff as well.	10/9/2013 10:26 AM
21	crime fighter, one that leads from the front and a full understanding of crime	10/9/2013 9:40 AM
22	City Policing not Sheriff	10/9/2013 7:11 AM
23	Years of experience as an officer in a variety of fields NOT an officer who promoted quickly in a short span of time.	10/8/2013 5:08 PM
24	- Worked as or under a Chief with Settlement Agreement Compliance history - Major city experience as Deputy Chief or higher - PD experience should be in City with diversity similar to that of Oakland	10/8/2013 12:17 PM
25	20+ years and a proven track record at their previous department. A thorough background so we do not end up with a person with domestic issues like Anthony Batts.	10/7/2013 11:51 PM
26	A LEADER, NOT A MANAGER. STRONG PEOPLE SKILLS, CRIME FIGHTER FROM THE OUTSIDE.	10/7/2013 9:28 PM
27	HONESTY, INTEGRITY, Be committed to the community and not the political bodies. Ability to actively engage stakeholders, hold ALL staff fully accountable for their services.	10/7/2013 9:18 PM
28	At the discretion of the city administrators	10/7/2013 9:11 PM
29	Prior Chief Experience at a larger police department similar to the size of OPD	10/7/2013 5:36 PM
30	20+ years in the field, with at least 10 as an officer. Must have worked a variety of assignments in their career not just management.	10/7/2013 3:50 PM
31	The chief should have hopefully close to 30 years experience and more, experience in a large city, experience with multi cultural communities, should have strong field experience, and the strength to stand by his officers when things were done properly, it may not be popular at times, but have the strength to make the correct decision. We have some very good officers here they will work if they know support is there.	10/7/2013 2:45 PM
32	Nationally recognized leader in law enforcement. A person who is not in constant fear of his/her job because of retirement issues. Someone who has had real success.	10/7/2013 2:28 PM
33	1. Must be genuine and NOT a politician 2. Has demonstrated a consistent history in doing the right things for the right reasons 3. I don't care if he/she has been a chief before. What is important is that they have demonstrated the leadership to manage and lead a significant organizational unit, e.g., division or bureau - something with many moving parts It has been our experience that just because someone was an executive leader at another PD - does not mean they handle working in Oakland.	10/7/2013 2:25 PM
34	At least 5 years as a police chief in a city of similar size Proven high approval ratings from police department staff Experience as a tactical commander	10/7/2013 2:24 PM
35	Should actually be a leader of people and not someone in the command game for ego purposes.	10/7/2013 2:24 PM



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36	25 years plus in law enforcement. Vast experience in reducing crime. A vested interest in the City of Oakland.	10/7/2013 2:23 PM
37	Chief should be someone who is honest, truthful, and not afraid to support the men and woman of the OPD. They need to be firm but fair. Additionally, need to stand up to the politics and not allow to interfere with the day to day operations of the OPD.	10/7/2013 2:18 PM
38	Policed in a city with Oakland Demographics	10/7/2013 2:17 PM
39	Crime should have gone down in the area that he had responsibility for.	10/7/2013 2:11 PM
40	Must have experience as Chief of Police, or executive level experience in similar sized agency or in agency with similar issues.	10/7/2013 2:02 PM
41	Any OPD Police Chief should have a balanced track record of working in all bureaus of a police department, with an emphasis on field assignments. The chief should be able to relate to field personnel, which is the majority of our staff. The chief needs to be a leader.	10/7/2013 2:02 PM

# Oakland Police Chief Recruitment Workforce Survey

## Q4 What skills and characteristics are the most critical for a permanent Police Chief to succeed in Oakland?

Answered: 41 Skipped: 0

#	Responses	Date
1	Be for real, solid, trustworthy, honest Be able to work with the City leaders - mayor & city council, city administrator Be respected by the Compliance Director & the monitors Be respected by the troops - and the civilian staff	12/17/2013 7:35 PM
2	the next chief should come from within if a suitable candidate is found. recent experiences with chiefs from outside have not been successful. having the respect of the rank & file workers. good listening skills. open-minded and progressive when dealing with employees and new trends as well as technology. must be smart, hard working, charisma is a plus since the chief is a face of the organization. being articulate is a must, think on his/her feet.	11/21/2013 5:40 AM
3	Someone who has the balls to stand up to City Council and explain to them once and for all that crime will not decrease service levels will drop until the Department has 1400 officers and they have to stop making demands on the Department that cannot possibly be met until the Chief has staff and money and tell Council to lay off and let the Chief run this place. The chief should tell Council that if they want something they have to fund it, otherwise, they aren't getting it and to stop asking. The chief has to stop wasting the commanders' time telling them to write time wasting reports when if they want to know something, all they have to do is drop by or ask someone and have their questions answered instead of preventing people here from getting their work done. Have better speaking skills than Howard Jordan. Stop behaving in ways that cause rumors to start that he is cheating on his wife.	11/14/2013 3:23 PM
4	Patience, Perseverance, dedication to duty and the Department, Command presence, understanding of the needs of the Oakland Community.	11/6/2013 6:19 PM
5	Skills: The ability to say "no" to bad ideas or policies that are impracticable. Characteristics: Integrity & Courage	10/30/2013 9:25 AM
6	Ethical, transparent, honest, devoted and determined.	10/22/2013 7:39 AM
7	Should show he is truly concerned about the community. Someone with the same characteristics as former Chief Wayne Tucker. Someone who will not allow the OPOA to bully him into not being concerned about the City of Oakland fist and foremost.	10/19/2013 3:21 PM
8	Honor, leadership, command presence, firm but fair. Lead by example.	10/16/2013 3:09 PM
9	Being able to make concise and well thought out staffing decisions and hold their command staff accountable (none of which is happening now). Someone who is less of a media hog and politician and has the know how to run a short-staffed department in a crime ridden city.	10/16/2013 12:45 PM
10	Good communicator, innovator, Integrity, passionate, fair,, wise, lead by example, past experience, loyal, follow through, good listener	10/16/2013 9:13 AM
11	Honesty in word and deed. A Chief of Police needs to have the courage to tell his/her superiors, subordinates and the community what we can honestly do for them, not make promises we can't keep. A Chief of Police needs to be able to coordinate the resources for a sustained campaign to decrease crime, not just move scarce resources around the city, to stamp out hot spots, without any follow-up and/or maintenance. We need to select a Chief of Police that wants to succeed and wants to see Oakland succeed. This city can not be a stepping stone for one's career advancement.	10/15/2013 7:51 PM
12	The ability to sit back and watch the organization run without making unnecessary and incredibly disruptive changes in order to "leave his mark." Change is good, but only if it improves service to the citizens or makes our jobs easier. Change for the sake of change is pointless. A sense of humor really goes a long way to help in a number of different situations. In Oakland, it is critical!	10/15/2013 2:28 PM
13	The skills of leaderships and not management.	10/14/2013 7:10 PM

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14	People skills, speaking skills and SMART. I know people hate the media, but he/she needs to be a good speaker, must know how to respond to the media so our Dept/City doesn't look uninformed or unprepared. He/she has to have a real command presence and give the impression of being "in charge" and serious about crime fighting. Caring individual who loves Oakland and wants to make serious changes within the dept and the City.	10/14/2013 11:56 AM
15	Integrity. An understanding of the risks and problems facing police officers on the street. An ability to understand that officers make mistakes that are not malicious. Making mistakes is part of the job and how we learn to do it better.	10/13/2013 6:20 PM
16	Strong ties to the community Credibility from the rank & file No baggage—we want someone we can believe in completely No favors owed to anyone	10/12/2013 5:57 AM
17	Someone who is approachable by all. Someone who is likeable and personable. Someone who is down to earth and does not take the position like they are "god".	10/11/2013 9:12 PM
18	leadership, listening, critical thinking, creative strategies, collaborating, public engagement	10/10/2013 8:06 AM
19	Leadership, integrity, morals, ethics, and the ability to work withing our diverse environment. Someone who has a passion for police work, is professional, and a good speaker.	10/9/2013 8:38 PM
20	This is not the issue. The issue is the city giving the candidate the resources to lead the department and not micromanage it.	10/9/2013 10:26 AM
21	problem solver	10/9/2013 9:40 AM
22	Decision making – care of personnel – communication LEADERSHIP	10/9/2013 7:11 AM
23	Able to apease difficult relationship with city council memebers while at the same time achieveing the needs of the community and the department. Able to distinguish what the needs of the community and poluce are and not just take action on manners for political reasons or city council members personal agendas	10/8/2013 5:08 PM
24	- Straight talk - Critical thinker - cause and support change effectively - candidate must intimately know Oakland's history, political landscape, and evolution/devolvment of the NSA.	10/8/2013 12:17 PM
25	Honesty. Put up or shut up type of person. I think this is a pipe dream but I would like a person to be able to tell the mayor and other elected city officials what they can do with their opinions. As a long time Oakland resident, I can attest to the fact that Oakland's #1 enemy is its elected officials.	10/7/2013 11:51 PM
26	FAIRNESS, OPEN, LEADERSHIP,	10/7/2013 9:28 PM
27	HONESTY, ability to take the truth even when it hurts, protect the Office of the Chief of Police from city hall personnel. In other words, let the Chief be the Chief. If the Mayor can do it better, have her apply to fill the vacancy.	10/7/2013 9:18 PM
28	The ideal chief should be one who is openly interacting with all levels of the department to foster relationships and ensure the backing of his/her staff. Strong leadership skills with a well balanced range of experiences.	10/7/2013 9:11 PM
29	Customer Service Team Building	10/7/2013 5:36 PM
30	Must command respect from employees. Must be able to push back against bad policy.	10/7/2013 3:50 PM
31	People skills, confidences, intelligence, the desire to want to lead officers in difficult times, that is what this job will be, we do not need a person who is here for his benefit. He has to appreciate the fact he was chosen to lead a department of great officers and take the position to lead them.	10/7/2013 2:45 PM
32	Leadership, command presence, knowledge of best practices in law enforcement, decision maker.	10/7/2013 2:28 PM
33	1. Open minded 2. Committed to ALL OF OAKLAND not just to the activists and politicians 3. Willing to take risks to make Oakland a safer and better City for EVERYONE 4. Able to create a positive working environment for OPD that will retain our officers and develop future leaders from within	10/7/2013 2:25 PM
34	Decisive Authoritative Working knowledge of current best methods in addressing crime Advocates for the rank and file officer Holds command staff accountable to subordinates. Spends money wisely	10/7/2013 2:24 PM
35	In actuality, unfortunately, its the ability to be told how to do your job by non professional politicians.	10/7/2013 2:24 PM
36	1) Fair 2) Knowledge of California law enforcement 3) Commitment to the City of Oakland	10/7/2013 2:23 PM

## Oakland Police Chief Recruitment Workforce Survey

37	A people person, someone who is willing to make the tough decision and support his/her people. Understand that mistakes will be made, but it can be fixed.	10/7/2013 2:18 PM
38	Motivational skill Great public speaker Vision Understand what causes crime	10/7/2013 2:17 PM
39	He should be capable of holding his staff of officers accountable for their productivity.	10/7/2013 2:11 PM
40	Honest, fair, strong management skills, community oriented, excellent communication skills.	10/7/2013 2:02 PM
41	The Chief should understand the struggles that this department is facing, and make decisive, sensible decisions. This would bring credibility to the position. The chief should be able to navigate OPD through all the political turmoil. The chief and their staff need to be strong leaders.	10/7/2013 2:02 PM

# Oakland Police Chief Recruitment Workforce Survey

## Q5 Is there anything else you would like the City to consider when selecting the permanent Police Chief?

Answered: 38 Skipped: 3

#	Responses	Date
1	Yes. Consider the man who has been doing the job. Look at what he's accomplished in such a short time. Look at how he's working with his leadership team and how that is translating to success on the streets.	12/17/2013 7:35 PM
2	choose from within OPD if a suitable candidate is found. see above.	11/21/2013 5:40 AM
3	Do NOT consider race.	11/14/2013 3:23 PM
4	Ability to stand up for what they think is the right thing to do... Character.	11/6/2013 6:19 PM
5	It would be best to hire a Police Chief from outside of the department who has not forgotten what a police officer's workload and day to day job is. The Police Chief should have numerous years of patrol experience and as a field supervisor or watch commander. This is the pulse of a department. **The current command staff is mainly comprised of individuals who have spent less than 3 years in patrol, over 13 years ago, during which they have not had endure or work under any rules or policies that they have created. (example: writing 3 reports for one arrest)	10/30/2013 9:25 AM
6	Select a Chief that demonstrates the ability to stand up for what is right and best for the Department against all political pressures from Unions, City Officials and what is popular among the line staff.	10/22/2013 7:39 AM
7	Someone who has been success in a like size city with a large minority population.	10/19/2013 3:21 PM
8	Look for seasoned proven leader who has lied under oath.	10/16/2013 3:09 PM
9	True tried and tested experience, experience, experience instead of unproven over-educated "thinkers". Someone with proven results and a solid track record.	10/16/2013 12:45 PM
10	Let the new Chief do his/her job with minimal interference and correspondents from City Hall	10/16/2013 9:13 AM
11	Please don't consider race, gender or any of the rest of those hot button issues and pick someone who can actually do the job. Don't consider whether they made something work in their well staffed, underworked police department in a city that is nothing like Oakland as grounds for hiring them here. It won't work! The best example I can give is SFPD Chief G. Suhr. He is not without his own faults, but he seems to have the support of his troops because he doesn't allow the media to dump all over his cops like every Oakland Chief has over the past ten years. Do not discount the value of this part of the job. Would you stick your neck out for a boss whom you believed would chop your head off for doing so? Why should the police?	10/15/2013 2:28 PM
12	I would like the Chief of police to have a military background.	10/14/2013 7:10 PM
13	Consider a woman! It would be a historical move and quite frankly could make a huge impact on every aspect of the Dept as well and managing the crime. Women are great multi-taskers and usually good with people.	10/14/2013 11:56 AM
14	Find someone with integrity that will not persecute street cops for doing their jobs. If morale among the rank and file does not improve you will never lower crime in this city. You will continue to see a police department with a sky rocketing suicide rate and low morale. Is it so hard to understand that with low morale you run the risk of real excessive force, spikes in complaints and general misconduct as well? The new Chief must be an actual leader. He must have an above average knowledge of what it takes to lead people involved in dangerous jobs.	10/13/2013 6:20 PM
15	The City should consider having a "Candidate's Corner" where interested persons can meet and greet all of the candidates and watch their interactions with the group as well as each other.	10/12/2013 5:57 AM
16	Their outside life that they can bring to the department, what have/do they do in their outside lives that could bring in a new light to the city.	10/11/2013 9:12 PM
17	In order for the rampant crime to decrease the PD needs support from city council and the mayor. Without support (as is the case now) the PD is not effective	10/10/2013 8:06 AM

## Oakland Police Chief Recruitment Workforce Survey

18	Yes. A Chief that is fair is critical to motivating line officers. He/She should not ask anyone to do anything he/she would not do themselves, or would like to be subject to.	10/9/2013 8:38 PM
19	Stop allowing council to make idiotic decisions. Laying off 80 officer and the consequential attrition of many more due to the low morale has crippled the department. This decision was out of the chief's hands.	10/9/2013 10:26 AM
20	Pick a crime fighter and let him run his department	10/9/2013 9:40 AM
21	Hire within	10/9/2013 7:11 AM
22	Please address low police morale and the rising number of the department's suicides. We NEED a leader to be supportive of mental health issues affecting our police officers. We need a leader to take action	10/8/2013 5:08 PM
23	- Yes. Candidate must be told that, despite their track record, experience and strategic plan for development, no change to current policy or procedure can be implemented without input and approval by the Monitor and Compliance Director, i.e., they lack authority but own accountability.	10/8/2013 12:17 PM
24	Someone with a conservative approach willing to stand up for what is right; not what is en vogue. A non politician who does not care if he hurts a few feelings along the way. Someone from outside of California would be preferred so they can't just stay here long enough to build up their CalPERS (like Batts) and retire with a greater income than they had working full time at their previous department. Batts retired from OPD and was able to earn a retirement that was more than his full salary at Long Beach. He had no incentive to stick it out.	10/7/2013 11:51 PM
25	THE ETHIC MAKE UP OF THE CITY, THE DIVERESITY.	10/7/2013 9:28 PM
26	A good Chief can stand and will welcome constructive criticism. Oakland does not need a weak stuffed suit. If the Chief can not stand up and protect the Office of the Chief of Police, than the next question should be, "How can he/she take a true stand for the people?"	10/7/2013 9:18 PM
27	Adaptability and willingness to make appropriate changes that will improve officers ability to perform their duties whether through new equipment, facilities or new policies that are not common in the department.	10/7/2013 9:11 PM
28	Consider bringing in someone who cares about the city of Oakland, not about getting a large paycheck. Someone who is going to accept the long hours and actually put in the work necessary to make this a functioning police department.	10/7/2013 5:36 PM
29	We really need someone from outside this department. I started in 1988 and would never have said that in the past. There is a reason why alot of our upper command have not received Chiefs positions with other agencies. We used to turn out more Chiefs of Police than any other agency in Northern California. The talent and experience is just not here anymore, please get an experienced leader from outside. Ron Davis( former East Palo Alto) knows our history and tradition he is a good past OPD person I can think of.	10/7/2013 2:45 PM
30	Please, look for a well rounded person with real-world experience. The new COP should be older and have the ability to gamer the trust of the community and Department members.	10/7/2013 2:28 PM
31	Make sure the chief is coming here for the right reasons and not just to expand their resume. I believe we are close to ending the NSA and more than likely it will occur during this next chief's tenure. We must re-build this agency immediately so that it can better tackle the growing crime problem - the Chief must have a realistic plan to do just that - once that will foster support from the rank and file and one that does not create a "good ol boy" system like the last .....hmmmm - EVERY CHIEF since George T Hart.	10/7/2013 2:25 PM
32	The right candidate should NOT have worked for OPD in the past. This agency needs a fresh start with an all new command staff.	10/7/2013 2:24 PM
33	I appreciate someone wants my input, but , what good/credible person will take the job. This city needs to let the police be police and that starts with a police chief who is listened to by the politicians in this city and then let the Chief make decisions for his dept. I hire a plumber, because he is the professional and I let him do his job. Certain politicians need to understand this.	10/7/2013 2:24 PM
34	Be honest. Do not paint a rosy picture that everyone supports the OPD or the Chief. This is the most difficult Chief job in the US, especially with all the competing interests and lack of support. Also, let's not hire someone who is a "yes" person, it will set the organization back and officers can see through.	10/7/2013 2:18 PM

## Oakland Police Chief Recruitment Workforce Survey

35	The chief is the person who sets the vision and tone for the entire Police Department. If the city hire someone who does not respect or can not relate to a segment of the community, the Department will mirror it.	10/7/2013 2:17 PM
36	A chief needs to recognize all of his staff, sworn and civilian.	10/7/2013 2:11 PM
37	Don't limit search to local candidates.	10/7/2013 2:02 PM
38	We are top heavy in executive command that is heavy on admin experience but lacks field, supervisory, or command experience.	10/7/2013 2:02 PM

# Oakland Police Chief Recruitment Workforce Survey

## Q6 What are you willing to do or contribute to help the permanent Police Chief?

Answered: 41 Skipped: 0

#	Responses	Date
1	I'm willing to do my job. Depends who the permanent chief is and what happens as to what more I may do.	12/17/2013 7:35 PM
2	I would be happy to review application packets and sit on oral boards.	11/21/2013 5:40 AM
3	What's needed?	11/14/2013 3:23 PM
4	Do my job to the best of my abilities adhering to the values of the Department.	11/8/2013 6:19 PM
5	To provide my honest opinion when asked (without fear of retaliation) on how the rank & file are feeling (moral) in regards to the department. I will always follow orders from command staff and the Police Chief because I am required to, however if I have a buy in with the orders are/and or agree with the policy I will not bitch and complain to others how stupid the orders are.	10/30/2013 9:25 AM
6	Provide constructive feedback on the status of the Department.	10/22/2013 7:39 AM
7	Whatever it takes, I want whomever is in that position to succeed.	10/19/2013 3:21 PM
8	Continued loyal support and hard work ethic. Spread the message and gain support from line staff and supervisors alike.	10/16/2013 3:09 PM
9	I am willing to support the next Chief as diligently and work as hard as I have in serving the last 5 Chiefs/Acting Chiefs.	10/16/2013 12:45 PM
10	Give 100 percent and my loyalty to the Oakland Police Department and change for the better of the organization	10/16/2013 9:13 AM
11	I will do my job to the best of my ability, assist in any way possible and strive to be part of the solution.	10/15/2013 7:51 PM
12	My job (which we have all been doing) as long as the Chief does their job. The problem is most of us are burnt out with all of this mandatory overtime, Occupy Oakland overtime, days off and weekends cancelled because someone thinks something may happen because twenty people are watching a movie at FOP. You get my point!	10/15/2013 2:28 PM
13	I would give loyalty, selfless service, and restore moral within the ranks in order to complete the mission.	10/14/2013 7:10 PM
14	I already work my butt off for this dept and don't get paid OT. I am always supportive and hope our new Chief listens and has open forums, Chief's Chats. I feel sorry for the new person because of the political nature of the job. As a resident of Oakland, I am very involved in the community and always give OPD 110%, but never get recognized...	10/14/2013 11:56 AM
15	If the new Chief wanted to speak with Officers still on the street I would be more than willing to offer that perspective, but once again, he would have to have integrity and be trusted	10/13/2013 6:20 PM
16	Willing to continue serving in the Department.	10/12/2013 5:57 AM
17	Be approachable, be willing to answer real questions, not general ones they ask.	10/11/2013 9:12 PM
18	continue meeting my goals, providing education and tours to the citizens academy, trainee academies and the public	10/10/2013 8:06 AM
19	Anything legal that I am asked, as long as it ethical and supports the mission of the OPD.	10/9/2013 8:38 PM
20	I have continued to remain professional and do the job to the best of my ability. I will continue to do so. I ask that we be given adequate resources to complete the tasks we have been asked to perform.	10/9/2013 10:26 AM
21	I will work my ass off and fight crime to the best of my abilities as long as this department backs me up	10/9/2013 9:40 AM



# Oakland Police Chief Recruitment Workforce Survey

22	anything	10/9/2013 7:11 AM
23	Be supportive and helpful with what the chiefs needs are. Avoid being cynical or making cynical remarks.	10/8/2013 5:08 PM
24	I have already given everything I have, and will continue to give, in terms of dedication, positive workethic and service - despite the complete and utter lack of support I feel from the City in terms of handling of crime reduction, support for its officers and department, staffing, and causing compliance standards to be met.	10/8/2013 12:17 PM
25	I have contributed enough. We all get the same results even though some of us put ourselves out there more than other.	10/7/2013 11:51 PM
26	History, support, work hard.	10/7/2013 9:28 PM
27	What I always have done; serve the City of Oakland with pride and distinction. If each individual did so, than the entire organization would be a strong body of one. It starts with each individual.	10/7/2013 9:18 PM
28	I have committed to make a career with the Oakland Police department. I am willing to support and defend all fellow officers, the community I protect and the city in which I serve.	10/7/2013 9:11 PM
29	I will do my part in continuing to give 100% to serve the citizens of Oakland.	10/7/2013 5:36 PM
30	continue to give 110%, work extra hours, bring new ideas to the table.	10/7/2013 3:50 PM
31	This question depends on the quality of the person you hire, cant really answer that right now, however I will always do my job to the best of my ability, the men and women in my squad deserve that.	10/7/2013 2:45 PM
32	I will loyally follow anyone who has a real plan to better train, equip and motivate the Department. We have a lot of young members who want to be proud of where they work, give them that opportunity.	10/7/2013 2:28 PM
33	Whatever it takes for them to be successful while at the same time, makes Oakland a better place to live and OPD a great agency....AGAIN!	10/7/2013 2:25 PM
34	All that I can.	10/7/2013 2:24 PM
35	I am willing to do police work, help get the bad guys off the streets. I need a competent leader, who is free to lead w/o overbearing political restraints and who can actually lead.	10/7/2013 2:24 PM
36	Continue working hard to make this a better safer city.	10/7/2013 2:23 PM
37	Being honest.	10/7/2013 2:18 PM
38	Be a courageous follower	10/7/2013 2:17 PM
39	I work with my neighbors to support community policing and I will continue to do so.	10/7/2013 2:11 PM
40	I will continue to do what I am doing: support the organization in word and deed.	10/7/2013 2:02 PM
41	I would continue working hard for this police department. I only ask that the new chief put the Department ahead of themselves.	10/7/2013 2:02 PM

# Oakland Police Chief Recruitment Workforce Survey

## Q7 What else would you like the City to know that is not captured in the above questions?

Answered: 35 Skipped: 6

#	Responses	Date
1	I have served under 5 police chiefs in my time at OPD - Tucker, Batts, Jordan, Toribio, Whent. Whent is tops in my book. Transitions can be rough, time is lost, focus is lost. We cannot afford to take any steps back at this time. We need to get into compliance with the NSA - asap. This is not a good time to switch out our chief. I see him achieving a lot for us & would like him to get a chance to continue serving. He is quiet & deadpan, maybe doesn't have the blamey charm of Chief Batts, but oh what he has accomplished!	12/17/2013 7:35 PM
2	do not rush the selection process - it is too important. see opinions from other leaders within the criminal justice community in alameda county such as district attorney nancy o'malley, sheriff ahern and others.	11/21/2013 5:40 AM
3	The new chief should clean house in the upper command staff and pull new commanders in who have more field experience; not commanders that have "experience" in only investigating cops behaving badly.	10/30/2013 9:25 AM
4	I feel the next Chief should be selected from outside the Oakland Police Department. True cultural change can only be achieved from a strong candidate from outside. The City should provide more support to the new Chief and help remove and block any roadblocks that prohibit the hiring of commanders from outside.	10/22/2013 7:39 AM
5	The City Administrator spoke at length with the sworn personnel of the OPD about what they would like. She never considered speaking with civilians for their input. She has failed to realize, unlike sworn personnel, the civilian staff WORK, LIVE and vote in Oakland and will offer an opinion from both community and OPD personnel perspectives.	10/19/2013 3:21 PM
6	Get this done ASAP so we can move forward.	10/16/2013 3:09 PM
7	I think the City Attorney's Office does both the Police Department and the city's residents a huge disservice by immediately paying out bogus claims out of "fear of adverse impact" instead of taking them to trial. Stop doling out pay-off money to criminals and make them prove in a court of law that their claims are just. City Council and the Mayor need to start supporting the Police Department instead of blaming them for the ills of the community or holding it to some idealistic idea of what policing could be. The Police Department is a law enforcing agency not a social services agency and should be treated as such. Stop allowing Occupy Oakland to have a platform in Oakland, no other City tolerates their behavior. Oakland is a crime ridden city full of savage criminals where the average resident is being held hostage by them, stop hugging thugs and start enforcing the law. Allow the department to start towing cars at sideshows otherwise they will continue to get worse. Get code enforcement to truly start enforcing the OMC to reduce blight and nuisance properties. The entire city needs to band together to solve these problems and all departments need to be held equally accountable.	10/16/2013 12:45 PM
8	I would like to chief to commit to us for at least 3 years or more. 1-2 years is not enough time to see or effect changes and see the positive effects.	10/16/2013 9:13 AM
9	I think I've said enough. I will also tell you I am an Oakland resident and I pay huge taxes so I actually care about the City and OPD.	10/15/2013 2:28 PM
10	The current executive staff has zero credibility. That must be restored.	10/14/2013 7:10 PM
11	The Chief is only as good as his staff so you really need to look at someone with great organizational skills who can instill incentives for high productivity and someone who can put together a good Exec staff. They cannot have a huge ego that will he/she will listen to his advisers and quite frankly listen to us, the employees who actually do the work!	10/14/2013 11:56 AM

# Oakland Police Chief Recruitment Workforce Survey

12	A basic comprehension of leadership is absolutely mandatory for the Chief to succeed. A military background should help with this. The bottom line is morale is crucial to success. If Officers believe that they will be treated fairly and that the "witch hunts" are over, morale will improve. When morale improves job performance improves. Activity levels will go up. The Chief must be there to insulate the line officers from the political mess that occurs. An officer should have the belief that they can do their job without being persecuted. The Chief should be able to recognize that officers will make mistakes, and as long as the officer acted reasonably and in good faith, there should be no fear of retaliation by command. Currently, Officers believe that even if they did everything right or to the best of their ability the current command is out on a rampage looking to chop off heads no matter the cost, all to make themselves look better to the monitors. I think the consequences of this attitude are evident, arrests have dropped to record lows, officer suicides have skyrocketed, officers have left OPD in droves, and the public thinks the police are impotent. Fix morale and you can fix all of this.	10/13/2013 6:20 PM
13	n/a	10/12/2013 5:57 AM
14	A chief needs to be a person, not a robot who is on strings by anyone. They need to be able to think for themselves and be accountable for their actions. The new chief needs to think about their people (that means sworn and civilian) and keep everyone's best interest in heart.	10/11/2013 9:12 PM
15	The public relations officers need to present positive stories about the department and the city, and be an advocate and champion for the department. Success stories need to be heard!	10/10/2013 8:06 AM
16	Past Chiefs have not been able to sustain the level of police services that is demanded by the diverse City it serves. Many internal candidates that are ladder climbers, not willing to make change, or don't understand the City and Dept prior to arrival, will have problems. A Chief who is already of retirement age, and is a straight shooter, is the ideal candidate to reinvigorate the Dept. and change the current culture.	10/9/2013 8:38 PM
17	This recruitment should be less about the candidate and more about restructuring the city's handling of the department.	10/9/2013 10:26 AM
18	NSA	10/9/2013 9:40 AM
19	We need a chief that will not walk out on us. We have had many chiefs in a short amount of time. We also need city council members to do their part and be supportive if the chief/police too.	10/8/2013 5:08 PM
20	Perhaps, just once within every decade of struggle, the men, women and leadership of the OPD can be told exactly what the standard of "compliance" is and what "compliance" encompasses. The new chief (and the City Attorney) should perhaps be aware of these goals as well. The City should know that continued aversion to legitimate and necessary law enforcement techniques (which by their very nature are adversarial), coupled with lack of support of officers who are themselves caught up in the consequences of these techniques, will continue to result in a police department that makes fewer and fewer stops, arrests and gun recoveries in a city that should be requiring more and more. How can you continue to ask officers to risk their lives and careers when there is no support to be found when results don't "look" or "feel" good? The tactic of agreeing with reports and criticisms that OPD is racist, brutal, inefficient and incompetent is not resulting in a better department or safer city...Plainly and simply put, these assertions are not true. Issues and problems occur everywhere and in every department; the existence of a problem does not mean that the entire system, and all those employed or accountable under it, should be condemned. If my paid job is to find and report evidence of racism, brutality, inefficiency and incompetence, I can certainly meet a quota both here and in any other department. But the existence of supporting data or, at worst, individual anomalies, is not validation for widely cast nets and dispersions. Conversely, if paid to unearth examples of compassion, care, fairness and devotion to community my task will be easier but my yield less attractive.	10/8/2013 12:17 PM
21	It is highly likely that many qualified candidates will not apply without a contract because many might balk at the idea of potentially getting fired when Quan loses the next election. No one of substance will apply if there is a high likelihood of being unemployed come November of 2014. Ms. Santana, Please do something to help this city. I know you love the OPD. I see how you interact with us and you are genuine. Hire someone that you can stand side by side with to take on our lunatic elected officials and the federal judge. You are smart woman that knows what needs to be done and what this city needs. In a lot of ways what this city needs is contrary to what the people of this city THINKS it needs. You know that and that is why I am glad you are leading this search. Good Luck! We are all going to need it. Thank you for creating this survey. I hope everyone does it...but they won't.	10/7/2013 11:51 PM
22	type of leadership you would like to see.	10/7/2013 9:28 PM

## Oakland Police Chief Recruitment Workforce Survey

23	As a 22+ year employee, Chief Batts was the best thing that the City of Oakland had since Chief Hart. The job requires someone that has confidence in himself. Batts had that but those envious of him saw it as arrogance. In closing, may I refer all of those involved in the selection process with the following poem, Our Greatest Fear—Marianne Williamson It is our light not our darkness that most frightens us Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light not our darkness that most frightens us. We ask ourselves, who am I to be brilliant, gorgeous, talented and fabulous? Actually, who are you not to be? You are a child of God. Your playing small does not serve the world. There's nothing enlightened about shrinking so that other people won't feel insecure around you. We were born to make manifest the glory of God that is within us. It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, Our presence automatically liberates others.	10/7/2013 9:18 PM
24	What is the chief willing to do for the staff and the community he will be appointed over?	10/7/2013 9:11 PM
25	n/a	10/7/2013 5:36 PM
26	The city needs to get on the same page and support their Department and Chief, this has always been viewed as an anti police city, which is why protesters come here to tear stuff up. City leaders think it is fine to stand against the police department, yet innocent people are being robbed daily. We already lost one good Chief, (Batts), who routinely mentioned the lack of support the department gets, so the City needs to cut that out and embrace their department, and stand against City leaders who sympathize with criminals who prey on the innocent, and say stuff like people rob because they need necessities. Not good message for your public, or your department, or any businesses who may have been looking to come here. I will say that from everything I see, Deanna Santana seems to be doing an excellent job and holding everyone accountable, as well as giving praise when merited. Good Luck, I only have around 1100 days left, less than that when I include vacation, but I would like to see this department restored to what it was.	10/7/2013 2:45 PM
27	Crime is out of control, our homicide clearance rate is among the lowest in the country and there is little professional development for personnel after the academy (except for command). The City should hire the best qualified person to be our new Chief, regardless of their sex, race or ethnic background.	10/7/2013 2:28 PM
28	Believe it or not - Oakland COPS take ownership of this City and especially our Department. And while we might complain and moan a lot - no other group of employees will lay down their lives to help make this City a better place to live. It is time to make Oakland the city it was destined to be; one that is safe for everyone - a place we can raise our families - a place we can be proud of But first it has to be made safe which means the criminals, activist, anarchists and radical politicians can no longer hold our communities hostage - Citizens should see our Chief as a true leader of not just the PD but of the City - which means the Council and Mayor need to learn to play nice and be on the same page when it comes to public safety and let the Chief do their job - and support them! thanks for letting us have this opportunity to speak Respectfully, Lt. Kevin N. Wiley 7593 Excuse my spelling and grammar - couldn't find the Spell Check button :)	10/7/2013 2:25 PM
29	The agency is suffering from a lack of leadership. We need someone with strong character and leadership ability to direct the efforts of this organization as a whole, placing the needs of the agency first. the current relationship to the 8th floor is dysfunctional and ineffective. The new chief has to direct his energies inward, and let the city government address the citizenry. I often equate it to "Mom and Dad fled, and left the kids with some random babysitter".	10/7/2013 2:24 PM
30	It seems it does not matter who is the Chief of Police. The know more than a professional law enforcement officer (mayor) or the anti police (city counsel) will not let a person be a proper chief of police. Look at Tucker, Jordan, Batts for examples. Who is really going to want to be Chief of Police in Oakland????	10/7/2013 2:24 PM
31	I can't stress enough the importance of being honest and forthright. Also, if we do hire a Chief that it is an honest process and not one where we hire someone based on their connections to a political leader. That leads to being " beholden " to them. Hire the best candidate!	10/7/2013 2:18 PM
32	There is a split inside the Department.	10/7/2013 2:17 PM
33	Accountability and productivity are my main concerns.	10/7/2013 2:11 PM
34	Any candidates recommended by the OPOA or Federal Monitors should raise a red flag.	10/7/2013 2:02 PM
35	OPD needs true leadership by credible leaders. We don't need people who have no clue about basic leadership.	10/7/2013 2:02 PM