

#	Policy Directive	Department Responsible	Status	Status Detail
1*	<p>OPD Academy Recruitment: Direct the City Administrator to work with the Police Department and City Council to implement new strategies to recruit qualified applicants to future OPD Academies. Specifically, OPD should target an Academy size of 40 recruits; develop enhanced marketing and outreach strategies to reach potential applicants, with a focus on Oakland-based outreach and including contracting with recruitment entities and partnerships with young adult mentorship organizations; and contact past qualified applicants who might be interested in reapplying for a future Academy. Filling police academies is crucial for reaching the minimum sworn staffing level mandated by Measure NN. The administration should adhere to the existing proposed schedule of the 195th Academy beginning in July 2025, the 196th in November 2025, the 197th in March 2026, the 198th in July 2026, and the 199th in November 2026. The proposed budget amendments include funding to implement this directive.</p>	OPD	In Progress	<p>OPD has strengthened its marketing and outreach with a focus on diversity and Oakland-based recruitment. This includes partnerships with local colleges such as Merritt and Chabot, as well as organizations such as the NAACP, the National Organization of Black Law Enforcement Executives (NOBLE), and the Hispanic American Police Command Officers Association (HAPCOA). To broaden its community presence and better engage underrepresented groups, the Recruiting and Background Unit has participated in more than 40 community events since January 2026. The Department has also expanded its use of social media platforms, including Facebook and Instagram, which continue to be effective recruitment tools. In addition, OPD provides virtual and in-person workshops, including pre-background workshops, the practice physical ability test (PAT), and oral board interview prep workshops. These combined efforts have built a strong hiring pipeline, with 46 candidates in the final stages for the 197th academy scheduled to begin on April 27, 2026.</p> <p>With support from CPS HR Consulting, the Department has developed a recruitment landing page set to launch in April 2027 and is preparing to implement a data-driven, digital-first recruitment campaign. With most job searches now beginning online, this strategy will play a central role in expanding outreach, increasing applicant engagement, and strengthening the Department's overall recruitment efforts.</p> <p>Please note that the remaining academy start dates for fiscal year</p>
2*	<p>Civilianization of Eligible OPD Positions: Direct the City Administrator to work with the Police Department and Human Resources and return to City Council with a detailed plan, costing, and any necessary budget amendments to increase the number of OPD positions filled by qualified civilian staff. Every effort must be taken to ensure that as many sworn OPD officers as possible are available for patrol, special operations, or conducting criminal investigations. Shifting administrative and other non-law enforcement responsibilities to civilian staff will help to further this objective while increasing employment opportunities for qualified Oakland residents and ensuring greater cost savings for the City. Direct the City Administrator to form a task force to facilitate implementation of Council direction to transition the functions of OPD's Internal Affairs Division (IAD) to the Community Police Review Agency (CPRA) for investigations. The task force should include representatives from the City Council, City Attorney's Office, City Administration, Police Commission, OPD, CPRA, and the Inspector General. The task force should produce a plan and timeline for the implementation of this transition by June 30, 2026. In addition, transferring IAD functions to CPRA would remove any conflicts of interest (real or perceived) that might exist with OPD officers investigating their fellow officers.</p>	CAO, OPD, OCA, CPRA, HRM		<p>OPD remains committed to civilianizing key positions that can be performed by professional staff. These efforts include the Fleet Coordinator role, which is currently undergoing a revision of its job specifications, and a Public Information Officer position, which was frozen during the fiscal year 2025-27 biennial budget.</p> <p>Additionally, the Department is actively collaborating with HRM to create a civilian investigator position to support the Criminal Investigation and Traffic Divisions. As of April 2026, the position is pending union review and input.</p> <p>The Department has engaged with the City Administration regarding the civilianization of IAB. However, due to current staffing limitations and the structure of the CPRA, this change is not anticipated in the foreseeable future. The Department looks forward to working with the CPRA on this transition.</p>
3*	<p>Abandoned Auto Surge: Direct the City Administrator to implement a surge to conduct focused corridor work on removing abandoned automobiles, recreational vehicles, and related blight, thereby clearing public rights-of-way and supporting a clean, safe city. The proposed budget amendments include funding to implement this directive.</p>	OakDOT	Complete	<p>The surges were completed in 2025. The allocated funding for removal of vehicles from the right of way was subsequently deemed ineligible for that funding source.</p>

4*	<p>Illegal Dumping: Direct the City Administrator to work collaboratively with the Alameda County District Attorney to ensure enforcement of illegal dumping violations in Oakland. Utilize relevant staff positions and contract services to ensure that evidence on illegal dumping violations and other environmental crimes can be gathered, including through the review of surveillance camera footage. Improve training for Environmental Enforcement Officers (EEOs) in order to more effectively carry out their duties and collect evidence on violators, including appropriate OSHA and HazMat training and technology. Implement more effective technology for monitoring illegal dumping hotspots and supporting appropriate enforcement actions, identify and utilize best practices from comparable jurisdictions, partner with community organizations, engage in meaningful community outreach and education, and develop workforce programs to train marginalized Oaklanders to gain meaningful employment with the City in this work. The proposed budget amendments include funding to implement this directive.</p>	OPW	Complete	<p>The Mayor and City Administrator have coordinated with the District Attorney on enforcement, while OPW strengthened its camera review, upgraded citation technology, and improved staffing and training. The department is advancing new tools like aerial imaging to better target hotspots, aligning with best practices from other cities, and expanding partnerships with community organizations to drive outreach and behavior change. Workforce development occurs through the department's <i>Training Academy</i>.</p>
5*	<p>External Funding for Homelessness Solutions: Direct the City Administrator to engage with Alameda County to expand efforts that will foster effective and sustainable collaboration around the provision of homelessness services in the City of Oakland. These coordinated efforts would ensure greater opportunities for funding, direct outreach and engagement, health and medical services, and potential housing placements. Additionally, this City-County collaboration would also engage with State and Federal stakeholders around opportunities for expanded coordination and additional funding sources to benefit Oakland's homeless population.</p>	OHS/CAO	Complete	<p>The City now coordinates with Alameda County in the following ways: (a) Continuum of Care committee meetings and Leadership Board; (b) Participation in the Technical Working Group with regard to long-term planning and policy); (c) Participation on the Home Together 2030 working groups and leadership Task Force; (d) Mayoral Leadership at the Alameda Council of Mayors; (e) Information sharing meetings between Oakland and various County staff/depts. Additionally, the Office of Homelessness Solutions has importantly expanded the City's ability to be organized and participate regularly in key informational and collaboration meetings with the County. Previously, short-staffing has resulted in inconsistent representation from Oakland at these critical meetings.</p>
6*	<p>Human Resources: Direct the City Administrator to create policies that address our staffing crisis and promote efficiency in hiring key positions citywide, including more effective marketing and proactive community engagement with Oakland residents to provide information about the availability of City positions, as well as increased strategic engagement with labor partners and department leadership to identify and close process gaps.</p>	HRM, all Departments	In Progress	<p>HRM has requested access to HubSpot. Once we're trained, we will creating marketing for our job announcements.</p> <p>The City-wide Staffing report addresses this Council Priority:</p> <p>https://oakland.legistar.com/LegislationDetail.aspx?ID=7926651&GUID=FB04CE81-90FD-4BF1-8EC8-32C0B7047CCB&Options=&Search=</p>
7*	<p>Salary Step Changes for New Hires: Direct the City Administrator to ensure that all classified employees are hired at the salary step that complies with the respective MOU. Direct the City Administrator to develop a policy to ensure that all exempt employees are hired at no higher than Step 3, subject to any legal requirements and with a waiver provision if a candidate presents exceptionally high qualifications.</p>	CAO	Complete	<p>The MOUs provide a process of approval for higher than step 1, and depending the qualifications, we may hire in someone at top of the range that requires a waiver process. Additionally, pursuant to a recommendation from the City Auditor in its report on Pay Equity (https://www.oaklandauditor.com/wp-content/uploads/2025/02/20250204_Pay-Equity-Audit-Update.pdf), the City includes standard lanuage in its job postings for unrepresented management employees to indicate that it is permissible to negotiate salary within the stated range for the position</p>
8*	<p>Economic Incentives for Small Business: Direct the City Administrator to schedule the informational report described in Resolution No. 90693 on limited tax abatements, fee and permit holidays, business expansion streamlining, and other mechanisms to encourage business to start up, relocate to, and expand in Oakland - including a strategy to match local businesses with available commercial spaces.</p>	EWDD	Complete	<p>The 2025-2029 Economic Development Action Plan includes business retention and expansion strategies, including site location services. The business development team is leading this effort in coordination with area brokers and property owners. Councilmembers Unger and Ramachandran are leading on an effort to modify the business tax structure to offer a tax holiday to businesses in certain sectors and to attract new businesses; requires voter approval.</p>

9*	Fiscal Contingencies: Direct the City Administrator to work with the Finance Department and City Council to proactively develop potential alternatives in FY 2026-2027 to address a revenue shortfall incurred if the proposed tax measure does not pass. Providing potential alternatives should occur well in advance of a measure being placed on the ballot.	CAO, Finance	In Progress	Staff are working with the City Administrator's Office to evaluate potential contingency strategies to address revenue uncertainty associated with a proposed ballot measure. Consistent with this directive, options will be incorporated into the FY 2026-27 Midcycle Budget development process and presented to the City Council for consideration.
10*	Human Trafficking: Direct the City Administrator to work with the Police Department, the Department of Violence Prevention, Human Services, and the Department of Transportation to develop an action plan and interdepartmental strategy focused on identifying and combating human trafficking in Oakland – including a focus on trafficking and commercial sexual exploitation occurring on International Blvd. City departments should work to expand street outreach teams that connect with victims of commercial sexual exploitation, expand ambassadors in affected areas, and reduce demand through environmental design infrastructure. City departments should collaborate with regional and federal law enforcement, nonprofits, faith organizations, and the Oakland community to identify potential exploitation, break up organized criminal efforts, and provide appropriate aid to survivors and victims of trauma.	OPD, DVP, OakDOT	Complete	OPD continues to conduct operations in collaboration with other city departments, outside law enforcement partners and non-governmental organizations. OPD, DVP and OakDOT participate in the DA's and CM Wang's Human Trafficking Task Force. OakDOT has designed barriers to deployment as needed/funded by the taskforce. The DVP currently funds hotlines, crisis navigation, life coaching/case management, therapeutic supports, legal services, emergency housing and transitional housing for survivors. We recently issued an RFP seeking new applications for GBV services and will allocate approximately \$5 million per year in supports to agencies who work w/ survivors of DV and HT. These new 3-year contracts will begin Oct 1, 2026. Additionally, the DVP is committed to working across sectors to strengthen our ability to prevent and intervene. We are seeking to hire 2 gender based violence specialists to create internal capacity to serve high-risk survivors.