

MEMORANDUM



CITY OF OAKLAND
Office of the City Auditor

DATE: April 30, 2024

TO: Oakland Residents, Mayor Thao, City Council President Bas, Members of the City Council, City Administrator Johnson, and City Attorney Parker

FROM: Acting City Auditor Michael C. Houston, MPP, CIA

SUBJECT: **Audit of the City's Application to the State of California's Organized Retail Theft Prevention Grant Program**

INTRODUCTION

In September 2023, the State of California's Organized Retail Theft Prevention Grant Program¹ announced it had awarded numerous law enforcement agencies throughout California funding to prevent and respond to organized retail theft, motor vehicle or motor vehicle accessory theft, and cargo theft.

Local media outlets reported the City of Oakland (City) knew about the grant and intended to apply for it but did not meet the submission deadline. The extensive reporting on the issue led to numerous calls from the community for the City Auditor to conduct an audit of the City's application to the grant. The City Administrator also requested an audit.

On October 13, 2023, the Office of the City Auditor launched an audit of the City's application to the grant, with the objective of identifying the reasons the City failed to apply for available funding that was awarded to numerous local government agencies. This memo summarizes the resulting audit and includes a complete timeline on the City's effort to apply for the ORTP grant (Appendix A).

¹ <https://www.bscc.ca.gov/organized-retail-theft-grant-program/>

BACKGROUND

The City of Oakland Has a Process for Identifying Potential Grants and Has Recently Been Successful in Securing Grant Funding

The City of Oakland contracts with an outside firm to serve as the City's lobbyist and provide grant support. The firm provides the City Administrator and senior City officials with monthly memoranda that identify potential grant opportunities to fund City projects. The Finance Department then forwards these memoranda via email to staff who have been identified as grant coordinators across City departments and offices, and holds follow-up meetings to discuss the potential grant opportunities.

During the past year, several City departments successfully secured grants for various projects. Between July 1, 2022 and June 30, 2023 (Fiscal Year 2022-23), the City received \$31.9 million in grant funding, as shown in Appendix B.

The Oakland Police Department (OPD) has individually been successful in securing federal and state funding. Between 2022 and 2023, OPD has been awarded \$6.1 million in funding, as shown in Appendix C.

The State Organized Retail Theft Prevention Grant Program Was Available to California Law Enforcement Agencies

The Budget Act of 2022 (Senate Bill 154) established the Organized Retail Theft Prevention (ORTP) Grant Program. Per the State Budget Act, the program provides competitive grants to support local law enforcement agencies in preventing and responding to organized retail theft, motor vehicle or motor vehicle accessory theft, or cargo theft.

Approximately \$242 million was available during the funding period between October 1, 2023 and June 1, 2027, and California police departments, sheriffs' departments, and probation departments were eligible to apply. The maximum award was \$6,125,000 in the Medium Scope category, and \$15,650,000 in the Large Scope category. No match was required.

On April 14, 2023, the California Board of State and Community Corrections (BSCC) released the request for proposal (RFP) for the ORTP Grant Program.

The City of Oakland Learned About the ORTP Grant Program in April 2023

On April 25, 2023, the City's contracted lobbyist emailed City officials notifying them of potential public safety grants, including the ORTP Grant Program; the email specified that the grant application deadline was July 7, 2023 at 5:00 pm.

Among the 38 City officials who received the email, was a Mayor's Office representative, an Assistant

to the Finance Director, a Deputy Director in the Economic & Workforce Development (EWD) Department, an OPD Project Manager, and the Interim Police Chief.

Ultimately, the City of Oakland prepared, but did not successfully submit an application for the ORTP grant.

OPD Initially Claimed Responsibility for the Grant Application and Sought Funding for Vehicles and Equipment

A day after the City learned about the grant opportunity – April 26 – an EWD Deputy Director exchanged emails with the Interim Police Chief about the grant opportunity. The Interim Police Chief responded that the OPD “should be able to handle pending their assessment” in reference to the grant proposal. In our opinion, this message from the Interim Police Chief documents OPD’s acceptance of responsibility for pursuing the grant.

On May 16, 2023, an OPD Deputy Director communicated with the OPD Grants Coordinator about the intention of using grant funds to purchase vehicles. On May 19, the OPD Grants Coordinator informed the OPD Deputy Director that an OPD Sergeant advised that vehicles were not usually purchased through grant funding. The Grants Coordinator stated that vehicles could be acquired using ORTP grant funding, but the grant could fund more than just purchasing vehicles. In response, the OPD Deputy Director communicated with various OPD staff, including a Lieutenant, that a potential grant opportunity had been identified that could be used to purchase vehicles, but a nexus had to be made to one or more of the following:

- PPA² 1: Organized Retail Theft
- PPA 2: Motor Vehicle or Motor Vehicle Accessory Theft
- PPA 3: Cargo Theft

The Lieutenant replied to the OPD Deputy Director and others, that two lieutenants would provide the needed theft information to support the ORTP grant application. The Lieutenant reported being assigned to work on the project on June 8 – 30 days before the proposal was due. According to the Lieutenant, the initial OPD proposal requested about \$5 million for 300 automated license plate readers, security cameras, vehicles, and proposed holding meetings with merchants and law enforcement representatives. This is in line with many ORTP grant applicants who requested and were awarded funding.

Emails from June 13 through June 22 show the Lieutenant was actively working on the ORTP proposal by requesting data on retail thefts, contacting large retailers for letters of support and data on retail theft losses, coordinating internally on required policies (prohibiting racial profiling, racial impact reports, and surveillance technologies), and identifying potential vendors of automated license plate reader technology.

² PPA stands for Program Purpose Areas

An Economic & Workforce Development Department (EWD) Staff Member Coordinated Externally on the ORTP Grant Before Connecting with OPD

On June 5, 2023, independent of OPD's ongoing work, and without coordinating with OPD, an EWD staff member, who became aware of the ORTP grant opportunity, reached out to a representative of a business district organization to discuss the possibility of applying to and partnering with OPD on the grant. On June 6, 2023, the business district representative confirmed contacting a local commerce organization, who suggested contacting the Interim Police Chief. The president of the local commerce organization mentioned a large retailer brought up this grant and stated that they were aware other cities were applying for the grant. Between June 5 and June 16, the EWD staff member engaged with external stakeholders on the grant, trying to determine to what extent to involve the City Council on the proposal, and generate ideas on how to use the potential grant. On June 19, the EWD staff member contacted OPD to determine if the department was aware of the ORTP grant opportunity. On June 20, the EWD staff member received confirmation from the OPD Grants Coordinator that the OPD was working on the grant application.

On June 21, 2023, the OPD Grants Coordinator called the first meeting consisting of OPD, EWD, and the City Council President's office.

With Eleven Business Days Left to Submit the Application, Additional Ideas Were Considered

After the June 21 meeting, City staff had 11 business days to submit the application. With the involvement of EWD, the grant proposal expanded far beyond what OPD had initially developed. An EWD Deputy Director worked with the City Council President's office, OPD, and EWD to expand the ORTP grant proposal to include crime prevention and investigation activities. The EWD staff member indicated that with input from the Council President's staff, they had augmented the proposal for more cameras and police vehicles to include:

- Ambassadors to increase security presence along neighborhood corridors;
- Crime Prevention Through Environmental Design Police Technicians to work with businesses and residents to assess building and street safety, creating recommendations for security upgrades, including funding to pay for lights, fences, window cages and roll down doors, and murals; and
- Data analysts and problem-solving officers to work with businesses on preventative intelligence sharing and Merchant Watch tactics.

There were numerous and continuous emails between OPD, EWD, and the City Council President's office. Some ideas were proposed by the EWD staff member, such as the creation of a burglary task force that was not supported by OPD because of lack of resources. The EWD staff member also brought in a specific vendor that installs surveillance cameras, to help with the proposal. The surveillance camera vendor has existing cameras in private buildings, with technology that OPD could use. In addition to an expanded proposal, the EWD staff member worked on obtaining letters of

support for the proposal from building owners and operators, a local business district association, and a local commerce organization. The resulting ORTP proposal was for \$15.6 million.

Fragmented Last-Minute Attempts to Submit the City's Grant Application

The group effort continued right up until the grant was due at 5:00 pm on July 7, 2023. Key application steps noted in the Proposal Instruction Package included creating a submittable account and downloading mandatory forms that must be completed, signed, and uploaded to the BSCC-portal. OPD created and maintained one submittable account under the name of the OPD Grants Coordinator. OPD shared its login information with the EWD staff member. The account was used by both OPD and EWD to upload their respective portions of the application, which are shown in Exhibit 1 below.

Exhibit 1: ORTP Grant Components and Departmental Responsible for Uploading the Application to the Portal

<u>Application Portion</u>	<u>Appendix</u>	<u>Department(s) and Responsibilities</u>	<u>Department(s) to Upload to Portal</u>
Proposal Narrative	n/a	OPD with EWD assistance: Editing and adding City program data, providing small business and crime data, and pasting narrative into the form on the Application portal.	EWD: Final edited copy
Project Work Plan	Appendix B	OPD with EWD assistance: Collecting feedback from City teams for specific program tasks, staff, and budget, uploading edited Plan to the application portal, sending final copy to business association partners for consideration and feedback	EWD: Final edited copy
Grantee Assurance for Non-Governmental Organizations	Appendix D	OPD	OPD
Local Impact Letter(s) <i>If Applicable</i>	Appendix E	EWD: Letter of support signed by business district organization and local commerce organization	EWD
Letter(s) of Commitment <i>If Applicable</i>	Appendix F	OPD	OPD
Certification of Compliance with BSCC Policies on Debarment, Fraud, Theft, and Embezzlement	Appendix G	OPD	OPD
Governing Board Resolution <i>Optional</i>	Appendix H	OPD	OPD

Source: Auditor summary based on information provided by OPD and EWD

Shortly before the application was due, OPD and EWD staff were both working to upload portions of the application. OPD staff reported they uploaded their portions by 4:00 pm then left for the day. At 4:22 pm, EWD staff was uploading the letter of support. As late as 4:54 pm, an OPD Lieutenant communicated with EWD staff that they were attempting to upload attachments, which the OPD Lieutenant could not see, but EWD staff reported they could view. At 5:00 pm, the OPD and EWD

were unsuccessful in their attempts to upload the application. At 5:07 pm, the EWD staff member emailed³ the BSCC:

We have just discovered at the time of application that our attachments have not been saved? We have tried to submit this application several times before the 5pm deadline; however, the attachments that we previously uploaded have not been saved in our application? We are also not submitting a couple of the attachments as they do not seem to apply to us? The application will not permit us to submit without them? We have successfully uploaded several of the required attachments with no problem we can see them saved on the application—but everything we have done all this week is not there. We have worked hard on this grant and request assistance to fulfill this application as this seems to be a technical error.

We did not receive any documentation to verify EWD and OPD successfully uploaded their portion of the application.

We contacted BSCC to try to verify what portion of the City’s application was uploaded to the portal. The BSCC provided the following response:

We also cannot confirm whether or not the City of Oakland attempted to upload a grant application. The application process for the ORT grant was performed through a platform called Submittable. We do not have the capability to access the system unless an application is submitted, and the City of Oakland did not submit an application. We have reached out to Submittable to provide us with any information on the Oakland application. Submittable reported back that the only account they could find associated with an “oaklandca.gov” email address was: [redacted]. The last log on associated with that email address was on July 7, 2023. That is the only information they have available.

The ORTP grant application and instruction had a caveat to applicants informing them they were **“strongly advised to submit proposals well in advance of the due date and time to avoid disqualification.”**

³ Copied in the email were the OPD Lieutenant and OPD Grants Coordinator

FINDING: The City's Ability to Successfully Submit Its Grant Application Was Derailed by A Disjointed Process

To assign blame for missing the application deadline on an administrative or technical failure overlooks deeper organizational problems with this particular grant application process. The manner in which the City approached this funding opportunity was disjointed, resulting in the missed opportunity.

Specifically, we found the City's inability to submit a timely application resulted from multiple factors:

- Lack of organizational leadership,
- Lack of project management,
- Poor inter-departmental communication and coordination about the grant, and
- Lack of a grant management policy.

The Mayor Could Have Exercised Leadership in Applying for the ORTP Grant

As reported, key City officials received notification of the ORTP grant, including the Mayor's Office and the Interim Police Chief. In her October 17 State of the City Address, the Mayor accepted responsibility for the City's inability to submit a timely ORTP grant application. During this audit, a mayoral staff member indicated to us that the Mayor has no role in applying for grants, but can advocate for grants on the back-end of the process.

The responsibility for applying for grants lies in the administrative side of the government. The Oakland City Charter states the Mayor appoints the City Administrator and gives direction to the City Administrator.⁴ Therefore, based on the City Charter, the Mayor could have directed or communicated to the City Administrator the importance of applying for the ORTP grant or whether to involve other departments. Inter-departmental projects need direction from the highest level, including the Mayor, City Administrator, and appropriate department directors.

OPD Forfeited its Initial Leadership Over the ORTP Grant

While the Mayor is ultimately responsible for the success of the City's administrative activities, the ORTP grant was specific to law enforcement agencies. Furthermore, as stated earlier, the Interim Police Chief accepted responsibility for applying for the grant. OPD leadership should have ensured the successful development of the grant application and submission by the deadline. This would entail OPD taking responsibility for identifying key tasks/deliverables, delegating key tasks, and assigning deadlines. None of this happened. When the EWD staff member met with OPD on June 21 about becoming involved in applying for the ORTP grant, OPD could have declined their assistance or involvement. EWD's involvement of the City Council President's office may have influenced OPD to go along with the expanded proposal which ultimately complicated the City's ORTP application.

⁴ City Charter Section 305 (e)

Lack of Project Management

There was no project manager assigned to lead the City's ORTP grant application. Instead, multiple individuals worked on the grant, with no one in charge.

OPD's Grants Coordinator did not possess the authority or classification to effectively manage the City's application for the ORTP grant. The EWD staff member reported to us they had previous experience in applying for grants and decided to help. The EWD staff member assumed the *de facto* lead role without any clear direction or assignment of such duties.

There was a disconnect between when the City was first made aware of the grant opportunity and when the City became fully engaged in applying for the grant. The ORTP grant was open for 85 days. As reported, the City was made aware 12 days after the grant was announced. The City had 73 days to apply for the grant, however, full engagement in applying for the grant began 16 days before it was due.

The lack of a project manager likely contributed to multiple parties trying to upload different sections of the application, and the ultimate failure to submit the application. As reported, OPD maintained one login credential to upload the application to the ORTP grant portal. The login credentials were shared with the EWD analyst to upload their portion of the application. The splitting of responsibility for uploading different sections of the application and waiting to upload the documents until the last hour seemed to doom the grant application.

A project manager could have established timeframes and supervised the application process.

Best practices for grant submission is to have a project manager. According to Grantcycle, project management is "the process of planning, organizing, and managing resources to achieve a specific goal."⁵ Project management typically involves:

- developing a project plan,
- setting goals and timelines, and
- managing the project team to ensure that the project is completed on time and within budget.

For the ORTP grant application, a project manager could have made sure a letter of intent to apply was submitted and directed staff to participate in the pre-bidders conference, none of which occurred during the City's attempt to apply for the ORTP grant. Furthermore, an Executive Sponsor to champion the grant application could have helped ensure a timely submission.

Poor Inter-Departmental Communication and Coordination About the Grant

The ORTP grant was specific to law enforcement agencies. The initial OPD proposal entailed purchasing additional vehicles, automated license plate readers, security cameras, and Community,

⁵ Grantcycle is a grant management software company.

Business, and Law Enforcement meetings with police. The state agency issuing the grants, the Board of State and Community Corrections (BSCC) was very specific in how it would assess applications:

“...whose grant proposals demonstrate the greatest need for additional resources and likelihood of success in reducing organized retail theft, motor vehicle or motor vehicle accessory theft, and cargo theft. In support of these efforts, each applicant will develop a Project Work Plan that identifies measurable project goals, objectives, and commensurate timelines...”

There was a lack of communication and coordination within the City of Oakland regarding the ORTP grant. The EWD staff member showed initiative on the grant but did not immediately reach out to OPD. Similarly, OPD could have been more deliberate in applying for the grant and deciding whether or not to collaborate with the EWD or setting the terms for the collaboration.

Interim Officials and Staff

The number of officials serving in interim positions may have also contributed to the lack of early communication and coordination on the grant. The City was first made aware of the ORTP grant opportunity during a time when the following officials were serving in an interim capacity: City Administrator, Police Chief, and EWD Director. In addition, newly hired officials were brought on board during the application period, including OPD’s Grants Coordinator. The Deputy Director and the EWD staff member started in June 2023, as did a permanent City Administrator.

Managers or directors in interim roles have some advantages, but there are potential challenges and limitations in their roles. Interim employees can face challenges integrating into the organization because they operate in a temporary framework. This can impact their ability to build trust with employees, build strong relationships, and “impede effective collaboration and communication.” Other challenges can include managing complex dynamics, gaining buy-in from employees, and coming up to speed on all ongoing programs and projects.

The City Lacks a Citywide Grants Management Policy

We found that the City of Oakland does not have a grants management policy which could have helped better manage the ORTP grant application process, including providing guidance for organizational leadership, project management, and inter-departmental communication and coordination about the grant.

The City did not evaluate or assess the ORTP grant before committing to apply. This would have included reviewing the grant requirements, evaluating the best proposal/approach to use in applying, and identifying the resources needed to apply for the grant. A best practice found in other jurisdictions is adopting and implementing a grants management policy. Critical elements of a grants management policy include having a pre-application evaluation process and delineating staff roles and responsibilities.

CONCLUSION

By not successfully submitting its ORTP grant application on time, the City potentially missed out on \$15.6 million in funding for staffing, equipment, and new programming related to a critical issue. The missed opportunity received widespread local news coverage that presented differing accounts of what transpired. This memo and the appendix provides the authoritative account of what actually transpired.

The Oakland business community was fully engaged in working with the City of Oakland on applying for the grant. Many individuals contributed to the grant application, outside and inside City Hall. Overall, a strong effort was made, but the City never even submitted an application.

It is important to recognize that even if the City had submitted an application, there was no guarantee the City would have been awarded an ORTP grant. A total of 114 local law enforcement agencies submitted applications, and only 38 (33 percent) were awarded ORTP grants.

The City has already identified changes to improve its prospects for securing future grants, including hiring a grants coordinator dedicated to public safety grants and acquiring grants management software. In our opinion, a grants management policy is needed to help form stronger organizational leadership, dedicated project management, and improved coordination and communication for grants.

RECOMMENDATIONS

1. The City Administrator should develop and implement a citywide grants management policy that guides the pursuit of grants. The policy should reflect best practices in grants management, and include guidance on key activities such as pre-application evaluation and delineating staff roles and responsibilities.
2. The citywide grants management policy should require:
 - a. City staff seeking grants to obtain the approval of the City Administrator before applying for grants involving more than one City department or outside entities;
 - b. the City Administrator to appoint an Executive Sponsor who has the classification and authority of at least a department director level; and
 - c. Executive Sponsors to have appropriate and sufficient knowledge, skills, and abilities.

CITY ADMINISTRATION'S RESPONSE

The City Administration agreed with the report's recommendations. The City Administration's recommendation implementation is plan is on page 14.

ACKNOWLEDGMENTS

I want to express our appreciation to the City Administrator's Office, Police Department, and Economic & Workforce Development Department, and outside organizations for their cooperation during this audit and commitment to improving practices.

I also want to acknowledge the staff who contributed to this audit, Assistant City Auditor Eduardo Luna, and Whistleblower Program Manager Orsolya Kovesdi.

STATEMENT OF COMPLIANCE WITH AUDITING STANDARDS

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

OBJECTIVE AND SCOPE

The audit objective was to determine why the City's Application to the State of California's Organized Retail Theft Grant Prevention Program was not submitted on time.

We reviewed the City's activities pertaining to the ORTP grant application from May 2023 through December 2023.

METHODOLOGY

To conduct this audit, we:

- Reviewed information about the ORTP Grant Program.
- Reviewed all relevant emails and memoranda to and from City officials and staff in the Mayor's Office, City Administrator's Office, Oakland Police Department, and Economic & Workforce Development Department.
- Reviewed the documents related to the City's ORTP grant application.
- Interviewed individuals from the Finance Department, the Mayor's Office, City Administrator's Office, Oakland Police Department, Economic & Workforce Development Department, the City's lobbying firm, the City Council President's Office, as well as members of a local commerce organization and business district organization.



**CITY OF
OAKLAND**

Office of the City Auditor

**Audit of the City’s Application to the State of California’s
Organized Retail Theft Prevention Grant Program**

City Administration’s Recommendation Implementation Plan

#	Recommendation	Management Action Plan	Responsible Party	Target Date of Completion
1	The City Administrator should develop and implement a citywide grants management policy that guides the pursuit of grants. The policy should reflect best practices in grants management, and include guidance on key activities such as pre-application evaluation and delineating staff roles and responsibilities.	Agree- Given the decentralized approach to grants management process, a defined policy would help create a level of consistency with respect to the sourcing, application and administration of grants across the organization	CAO- The City Administrator’s Office will coordinate with the Department of Finance and contracted grant organization	Dec 2024
2	The citywide grants management policy should require: <ul style="list-style-type: none"> a. City staff seeking grants to obtain the approval of the City Administrator before applying for grants involving more than one City department or outside entities; b. the City Administrator to appoint an Executive Sponsor who has the classification and authority of at least a department director level; and c. Executive Sponsors to have appropriate and sufficient knowledge, skills, and abilities. 	Agree- Upon hiring the Citywide Grants Analyst, we will develop the appropriate pre-approval criteria based on order of magnitude of each grant being pursued by City staff. The CAO is currently in the recruiting phase of hiring an analyst who will help coordinate and identify the appropriate Executive Sponsor, where necessary.	CAO Office	Immediate



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APPENDIX A – ORTP GRANT TIMELINE

- April 14, 2023** ORTP Grant Program, Request for Proposals Issued⁶
- April 25, 2023** **Email From Lobbying firm VP to Mayoral advisor, Finance Department Grants Manager, EWD Deputy Director, OPD Deputy Director, OPD Interim Chief, Lobbying firm employee at 8:51 pm:** Hello Team Oakland, Not sure if there is a level of interest in going for these public safety opportunities but I have had some chats with some of you about the problems so sending your way. Please see below and let us know if we should bring others in on this. [Lobbying firm] provides the City of Oakland with federal and state legislative advocacy and grant funding services.”
- April 26, 2023** **Email From EWD Deputy Director 1 to OPD Interim Chief at 10:27 am:** “...Hope all is well. I forwarded this opportunity to the Special Operations Section (...) as this could be a good opportunity to gain resources to deter targeted burglaries of cannabis businesses (as well as other businesses). Do you think OPD will take it from here or would it be helpful if I organized a teams meeting to discuss this grant (and if so, who should I include)?...”
- Email From OPD Chief to EWD Deputy Director 1, OPD Deputy Director at 10:31 am:** “..., I have included OPD Deputy Director on the email to assign to our grants coordinator for follow-up on this opportunity. Our team should be able to handle pending their assessment. ...”
- Email From OPD Grants Coordinator to EWD Deputy Director 1, OPD Deputy Director, OPD Manager, OPD Chief at 3:10 pm:** “Good afternoon [EWD Deputy Director 1], I will follow-up on this grant opportunity. Thank you for the notification,”
- May 2, 2023** **Grant and Funding Monthly Report Memorandum from Lobbying firm VP; Lobbying firm Grants Manager; and Lobbying firm associate to Interim City Administrator.** The report outlines “upcoming funding opportunities and grant programs that could potentially meet the City’s funding needs in the near future. This memo is not a comprehensive list of all grants that are currently available, but ones that you may be able to submit competitive applications for relevant priority projects.” Include in this report is information on the Organization Retail Theft Prevention Grant.”
- The memorandum was transmitted via an email from the Lobbying firm’s Grants Manager to 36 City Officials and staff, including the Interim Police Chief, and Mayor. Two officials were no longer with the City at the time the email was sent, but were listed on the email list.
- May 8, 2023** **Email from Finance Department employee to Grant Coordinators at 12:34 pm:** “Please see the attached grant opportunity memo.” The email included the May 2, 2023 memorandum from Lobbying firm.”
- May 9, 2023** **Email from Business District Organization President at 1:50pm:** “Please see attached statement of support for partnership with Oakland’s BIDs and business-serving organizations to address shared public safety goals.”

⁶ <https://www.bscc.ca.gov/organized-retail-theft-grant-program/>

- May 11, 2023** **Virtual Bidders Conference, 10:00 am**⁷. Prospective applicants are invited to attend a virtual Bidders' Conference. Attendance at the virtual Bidders' Conference is not a requirement. The purpose of this Bidders' Conference is to answer technical questions from prospective bidders (applicants) and provide clarity on RFP instructions. Topics may include, but are not limited to, proposal submission instructions, eligibility, funding, and an overview of the rating factors. Attendance was not taken for the Bidder's Conference because it was voluntary and prior to awarding.
- May 15, 2023** Non-binding letter of intent to apply due. The City of Oakland Police Department did not submit a letter of intent.⁸
- May 16, 2023** **Email from OPD Deputy Director to OPD Grants Coordinator, cc: OPD employee at 9:21 am:** "Hi [OPD Grants Coordinator], You and I briefly discussed looking for grants that will allow the Department to purchase vehicles. This topic came up in Friday's budget meeting with several councilmembers. Have you started looking into this? If not, please begin ASAP and let me know what, if any grants are available for this use."
- May 19, 2023** **Email from OPD Grants Coordinator to OPD Deputy Director, cc OPD employee at 2:56 pm:** "I spoke to [OPD Sergeant] and he advised that vehicles are not purchased through grant funding. In that past, vehicles have been purchased by Public Works and through a bond."

The below grant opportunity for the **Organized Retail Theft Prevention Grant Program** provides funding for up to \$6,125,000 in the Medium Scope category OR up to \$15,650,000 in the Large Scope category. No match is required. It mentions vehicles as an eligible expense however, I don't believe this opportunity is just to purchase vehicles.

Applicants must propose activities, strategies, or programs that address a minimum of one (1) of the following Program Purpose Areas (PPAs):

- PPA 1: Organized Retail Theft
- PPA 2: Motor Vehicle or Motor Vehicle Accessory Theft
- PPA 3: Cargo Theft

Eligible expenses include, but are not limited to, the following:

- Automated License Plate Readers
- Cameras
- Case Management Systems
- Computers/Laptops/Tablets
- Databases
- Investigative Software
- Online and Print Advertising
- RFI Tracker/Tracking Devices
- Routers/Modems/Hotspots
- Staff expenses, including overtime
- Vehicles"

⁷ <https://www.bscc.ca.gov/wp-content/uploads/Organized-Retail-Theft-Prevention-Request-for-Proposal-Instruction-Packet-Final.pdf>

⁸ Email dated November 7, 2023 from [Name Redacted], Associate Governmental Program Analyst, *Corrections Planning and Grant Programs*, BOARD OF STATE AND COMMUNITY CORRECTIONS

- May 19, 2023** **Email from OPD Deputy Director to OPD Grants Coordinator, OPD Captain, OPD Lieutenant 1, cc: OPD employee, at 5:45 am:** “Hello [OPD Lieutenant 1], [OPD Grants Coordinator] has located a grant opportunity that may allow the Department to purchase vehicles, among other equipment. However, in order to qualify for the grant, we must detail how the vehicles and other equipment will be used in connection with one or more of the following:
- PPA 1: Organized Retail Theft
 - PPA 2: Motor Vehicle or Motor Vehicle Accessory Theft
 - PPA 3: Cargo Theft I am seeking input from CID to determine if we can make the required connection so that we can apply for this grant. Are you able to assist with this or provide the name of someone in CID who can assist us?”
- May 19, 2023** **OPD Lieutenant 1 at 9:36 pm email to OPD Deputy Director, OPD Grants Coordinator, OPD Captain, OPD Lieutenant 2, OPD Lieutenant, OPD Sergeant, cc, OPD employee:** “That’s great news and thanks for searching for the grant opportunity. OPD Lieutenant 2 of General Crimes and later OPD Lieutenant can help with the Theft information.”
- May 30, 2023** **Email from Business District Organization President to all city council members and the Mayor at 11.47 am:** “Prioritizing Public Safety in Budget Process through Merchant Organization and BID Partnership--Follow up on coalition letter sent 5/9/2023”
- June 5, 2023** **Email from EWD staff to Business District Organization President at 10:42 am:** “This grant is available for OPD, how can we partner with them to apply on behalf of everyone!? I'll help them write it! Can you guys make a formal request that they apply? Can it work like that? How do we push it?”
- Email from Business District Organization President to EWD staff at 12:06pm:** “WOW [Name Redacted]. Thank you so much for identifying this. This is right on, I will do everything I can to help. I will ask a few trusted advisors to see how we go about it and get back to you shortly.”
- June 6, 2023** **Email from Business District Organization President to Local Commerce Organization President and EWD staff at 9:26 am** “Hi [Name Redacted], looping in the real political/logistical expert [Name Redacted] for advice. -She suggests contacting [Name Redacted] or Chief directly for an OPD contact (I'm happy to do this) -The Council needs to submit, it looks like: <https://www.bscc.ca.gov/wp-content/uploads/Organized-Retail-Theft-Prevention-Grant-Program-FAQs.pdf> (I'm happy to contact our Councilmembers for support)- [Name Redacted] mentioned [retailer] brought up this grant and that they're aware other cities are applying- [Name Redacted] is offering data. Let's get to work--let me know if I should contact OPD above and cc you”
- Email from Local Commerce Organization President to Business District Organization President, EWD staff and EWD Director at 9:47 am wrote:** “Thanks [Name Redacted] for including the [Name Redacted]!! - And yes we don’t want to miss this opportunity! Sounds like, from my call this am, that many jurisdictions are farther along than Oakland in their application process. We are of course available to support any way we can. Looks like specific business data has been requested, thus the reason [retailer] was aware of it.”

June 7, 2023 -

EWD staff wrote at 8:48 am to Local Commerce Organization President, Business District Organization President and EWD Director “Ah thanks [Name Redacted]! I was about to fwd this to [Name Redacted] to ask how we elevate this opportunity? It came from the [Lobbying firm] Grants Memo. As [Name Redacted] says below, it needs to be submitted by the City Council. "The application should be submitted by the person(s) with the vested authority to enter into an agreement on behalf of the City.” I'm happy to coordinate w Council and OPD staff on the narrative, documents and data? Let me know what the procedure would be?”

Email from Local Commerce Organization President to at 10:00 am – “During a Policy meeting [retailer] mentioned the grant as they have been asked by other cities to provide data for their applications. I have no other info – but it seems like we are a bit late and don't want to miss the opportunity. I have not read it but will find whatever data is needed from our businesses for submission. [Name Redacted] should lead effort as council president or Mayor. We met with the Mayor yesterday and I'm happy to follow up on any items as this is related to our discussion. Looks like city needs to lead this effort ASAP, we are available when needed.”

June 12, 2023

Email from Business District Organization President to Local Commerce Organization President, EWD staff; EWD Director wrote at 10:10 pm: “How is this valiant effort going? Anything I/[anonymous organization] can do to help?”

June 13, 2023

Email from Local Commerce Organization President to Business District Organization President, EWD staff; EWD Director at 7:01 am: “Absolutely we will assist as needed, don't want to miss this opportunity? We are meeting with [City Council President] this week, should we ask her and team to assist? Let us know.”

Email from EWD staff to EWD Director at 8:10 am: “Morning! Should I take this to [Deputy City Administrator]? Who is overseeing the [Lobbying firm] relationship? There's a very nice person named [Name Redacted] in Finance that sends the grant notices? This probably should go to [Councilmember], can we request a meeting? More police enforcement, mostly for Downtown isn't equity but it's where most of our retail is located.”

Email from EWD Director to EWD staff at 8:16 am: “Good morning, [Name Redacted], I may not be following the thread correctly. I saw below that you offered to write it, so I'm not sure what you would like the process to look like at this point. In any case, might be best for you to call me so I can better understand the ask and what you've offered your role to be. I'm driving into the office.”

Email from EWD staff to EWD Director at 9:00 am: “Ok I'll see you in there! I'm just looking for process. And I think these questions go to [Deputy City Administrator] maybe? My role is to advocate for our businesses and associations. I'll take this through the NEST leads and cc you and [Name Redacted] in Finance? My questions are The RFP says Council must apply w OPD? Do we need a Council champion first? Do they agree to back it? I actually imagine OPD files the proposal bc the money goes to them— the link below says it 'comes from Council', that's the process I'm looking for? Does it have to go through the City Atty? Does Finance already have a process agreed w [Lobbying firm]? We can also be helpful by assisting Council and OPD in the decision to apply —tell us what information

they need to make a decision.”

Email from EWD staff to EWD Director, Local Commerce Organization President, and Business District Organization President at 5:33 pm: “Hi guys! It took us a minute but I think we found the right pathway to clarify who does what with these types of grants. I'll be right back with an answer on how we can get this on the Grants List from our end. So as not to waste much more time, [Name Redacted] or [Name Redacted] can you guys take this to [City Councilmember]? I think she or [City Council President] would be a great start. They know full well what the need is, they are also close partners w OPD so they could help us determine if the OPD grants team would lead the proposal since they are the responsible party. I'll keep at it from this angle and come back to you.”

Email from Livermore Police Department to OPD Lieutenant at 8:44 pm: Provided a contact for [Name Redacted], a vendor of automated license plate reader technology.

June 14, 2023

Email from OPD Officer to OPD Lieutenant at 1:33 pm: Provided contact information for local retailers-[retailer], [retailer 2], [retailer 3], [retailer 4] , and [retailer 5] .

June 15, 2023

Emails From OPD Lieutenant to OPD Manager 1: Several back-and-forth emails about obtaining data on top retail thefts.

Email from Local Commerce Organization President to EWD staff; Business District Organization President, and EWD Director - Lets not try and miss this one. Grants are not that tough how can we make this happen. Meeting with [City Council President] in a few hours.

Email from EWD staff to Local Commerce Organization President; Business District Organization President, and EWD Director at 10:27 am: “Hi guys! Quick update from me! I spoke with [Deputy City Administrator]. He said service teams have been leading grant proposals with our various partners so Economic Development can help which is great news. He asked me to call the BSCC resource number and ask if we can send official Council approval at the end of July rather than at submission July 7. The CAO was able to get this accommodation on a different grant from a State agency so hopefully we can try. Council can send a letter of support to BSCC at submission on July 7 rather than putting the proposal through Rules and a full resolution to Council first--which [Name Redacted] was correct, we don't have time for in June. [Deputy City Administrator] also let me know that OPD does not have a full time grant writer but gave me the contact to work with. Just in case we can't do this one, I'm happy to understand the process so we can be ready for the next one! I'll be back again w more info as soon as I can.”

Email from OPD Lieutenant to various external businesses ([retailer], [retailer 2], [retailer 3], [retailer 4] and [retailer 5]): The OPD Lieutenant explained that the OPD was applying for the ORTP grant to purchase License Plate Readers and other equipment to assist in the deterrence and hopefully recover items stolen. The OPD Lieutenant asked for the retailers' assistance in obtaining data for total losses from organized retail theft in 2021 and 2022, specifically the number of incidents and dollar amounts of losses. The OPD Lieutenant asked for data on total recovery in 2021 and 2022, and injuries from organized retail theft. Retailer 4 provided data.

June 16, 2023

Email from Local Commerce Organization President to EWD staff, Business District Organization President and EWD Director at 7:53 am: “Clarification to your email below, not sure I ever said the grant at the onset needed council review, only accepting funds requires council approval. Met with [City Council President] yesterday and forwarded her the grant info. She would like to pursue by deadline.”

Email from EWD staff to Local Commerce Organization President; Business District Organization President; EWD Director at 10:48 am: “Morning all, The second line under Eligibility to Apply, listed on Page 7 of the PDF says, ‘Applications must be submitted by the City Council, Board of Supervisors, or the Chief County Administrative Officer.’ So the advice from our Deputy City Admin was to check with Council and check with the funding agency given our Budget hearing timelines. Awesome to hear President Bas is supportive, we have been working closely with her office in the Neighborhood Enhanced Service Teams so I'll follow up with them and OPD's admin as well. I'll come back as soon as I can.”

Email from EWD staff to City Council President Staff, EWD Deputy Director, and EWD Director at 11:14 am: “Hi [Name Redacted], Our team found a Board of State and Community Corrections grant that OPD is eligible for but it needs to be submitted by Council. The City's [Business District Organization] and the [Local Commerce Organization] have been in touch with [City Council President] urging her to apply. We wondered if we might be able to partner with your awesome team to build it? We also need to coordinate our Finance team and OPD's admin but we thought we'd start with you. Here is the grant packet, the deadline is July 7 if we can get the RFP completed, approved by Council and submitted by then—that's the first big logistical question. Let me know what you guys think and if want to look it over together? I've cc'd our EWD and Business Development Directors as this process is still in formation. Let us know how we can be supportive? I will cc you on the email to OPD so we can see what capacity their teams have? I hope we can at least build a grant shell with this process so we can apply for the next one if we can't do this one. Retail and auto burglary are a long standing and not going away.”

Email from EWD staff to OPD Manager, EWD Deputy Director, City Council President Staff: “Hi [Name Redacted], Very nice to meet you! I was given your name from [Deputy City Administrator], the Deputy City Admin. He suggested we speak with you about the grant opportunity listed below. Our merchant associations have spoken with [City Council President] about the immediate need for these funds on the street as our burglary, theft and vandalism rates continue to rise in commercial corridors across the city. While she was very supportive, we need to pull together a team and assemble a proposal before July 7. Our first question was whether your team was aware and interested in the opportunity? Here is the grant packet. Officially Council submits the grant to be received and implemented by OPD. Can you advise us on the protocol for the application from your team's perspective? My Business Development Manager [Name Redacted] is cc'd here, we are in Economic Development, as well as [Name Redacted] from City Council President's office. Would it be ok to schedule a call and have a look at the possibility of applying for this grant?”

Automatic reply email from to EWD staff at 11:32am: “I am out of the office and will reply to your emails on Tuesday, June 20”

City Council Policy Advisor responds back at 2:10 pm to EWD staff; EWD Deputy Director and EWD Director stating: “Thanks for moving on this. Yes, this grant came up on a recent meeting with the Metro Chamber. I'll work with [City Council President] to solidify our role. Happy to join the meeting referenced in your other email.”

Email from City Council President to City Administrator at 2:30 pm: “I would like to discuss this [OPD Retail Grant opportunity email, June 16, 2023 at 11:14 am] attached”

June 19, 2023 **Email from OPD Manager to EWD staff, EWD Deputy Director; City Council President Staff; OPD Deputy Director; OPD employee; OPD Grants Coordinator, at 11:16 am:** “Thank you so much for bringing this to my attention. I am cc'ing our deputy director, fiscal manager, and grants coordinator to see if they are aware of this. We can then get back to you ASAP about the any possible next steps.”

June 20, 2023 **Email from OPD Grants Coordinator to OPD Manager; EWD staff; OPD Lieutenant; EWD Deputy Director; City Council Policy Advisor; OPD Deputy Director; OPD employee at at 8:02 am:** “Good morning [Name Redacted], I'm the Acting Grants Coordinator for OPD and I am working with [OPD Lieutenant] on applying for this grant. We can schedule a time to meet and discuss this opportunity with you.

Email from EWD staff to OPD Grants Coordinator; OPD Manager; OPD Lieutenant; EWD Deputy Director; City Council President Staff; OPD Deputy Director; OPD employee at 9:02 am: “That's brilliant [Name Redacted], great to meet you! We'll wait to hear from your team then, let us know what you need and when you need it.”

Email from OPD Grants Coordinator to EWD staff at 10:38 am: “Hi [Name Redacted], Are you available for a quick call? My extension is [redacted extension] when you have a moment. Or let me know the best time to reach you. I just want to get some clarification on submitting the application for this grant.”

Email from OPD Grants Coordinator to EWD staff, City Council Policy Advisor; EWD Deputy Director, OPD Lieutenant at 11:18 am: “Are you all available for a Teams meeting tomorrow at 3 pm or sometime Thursday?”

June 21, 2023 **Email from OPD Grants Coordinator to OPD Lieutenant at 11:16 am:** “The policies we have to include for the grant are described below. Attached are all the policies I received but they all are probably not necessary. The ones I think we need are identified in red but let me know.

- A description of existing or proposed policies to limit racial bias in utilizing these funds. -- Prohibiting Racial Profiling – Racial Impact Report
- If proposing an investment in surveillance technologies, a description of existing or proposed policies to govern the use of those technologies, including how the applicant will comply with applicable privacy laws and secure any data collected or stored.—Automated License Plate Readers”

Microsoft Teams Meeting at 12:15 pm – Organizer: OPD Grants Coordinator Attendees: OPD Grants Coordinator; OPD Lieutenant; EWD staff; City Council President Staff; EWD Deputy Director; City Council Chief of Staff.

June 22, 2023

Email from EWD staff to OPD Grants Coordinator; City Council President Staff; EWD Deputy Director; City Council Chief of Staff; OPD Lieutenant at 11:38 am: “Thanks so much for the time yesterday! Is it ok to say OPD is leading this as a capacity building grant for small business on commercial corridors to help prevent crime and increase our solvency when it happens? I have pulled the key questions from the RFP (attached) for [Name Redacted] and [Name Redacted] and I to shape our ideas to enhance the [OPD Lieutenant]'s start on LPRs and extra cars with OPD Staffing for Preventative Public Education, Ambassadors, CPTEDs and Merchant Watch Investigative intelligence sharing equipment purchases for follow up after the crime Creation of a Burglary Task Force and then do you think we could include Motor Vehicle Accessory Theft programming as part of Retail Crime—the public safety cameras read the plates and gather data but it's all [OPD Lieutenant] the activity above that turns it into intelligence and prevents thefts from becoming burglaries through merchant collaboration. Could we say If [City Council President]'s Office and Business Development describe our thoughts in answer to the attached questions is that helpful? Did I miss anything in the program components above? [Name Redacted] does that give you guys enough options if we need to readjust?”

Email from City Council President Staff to EWD staff at 11:38 am: “I am not checking emails consistently Wed-Thurs, 6/21- 6/22. If this is urgent, please resend with "URGENT" in the title. Otherwise, I will respond when I return.”

Email from EWD staff to Local Commerce Organization President; Business District Organization President; EWD Deputy Director at 11:49 am: “Hey all quick update! [City Council President]'s worked with OPD, [Name Redacted] and I to move forward on the BSCC proposal. [City Council President] Office had some great ideas to expand the application beyond more LPRs and OPD cars to include prevention and investigation. [Name Redacted], the Lieutenant leading the proposal is our City expert on burglary, intelligence and investigation. Even if we don't get a return on this proposal, I pitched him to come give trainings and join our prevention discussions. He said a public education campaign is the first step!”

Email from Business District Organization President to EWD staff, Local Commerce Organization President; EWD Deputy Director at 2:48 pm: “Thank you [Name Redacted]! Just want to communicate to Lieutenant and [City Council President] there's a tremendous amount of interest in seeing this application through. Is there anything I can do to help. There's so much news about us right now, I'll bet the BSCC is hoping for an application from Oakland.”

Email from [representative from retailer 2] to OPD Lieutenant at 7:22 pm: “I have attached the grant letter from [retailer 2]. Please let me know if there is anything else I can help with.”

June 23, 2023

Email from OPD Lieutenant to EWD staff; OPD Grants Coordinator; City Council Policy Advisor; EWD Deputy Director; City Council Chief of Staff at 10:15 am: “I would say all businesses on commercial corridors I don't know if we include motor vehicle accessory theft as part of retail crime....I am just leaving it as it's sole topic. I like all the ideas just not sure on the Burglary Task Force....we just don't have the personnel for that. Really good info on this I like it”

June 26, 2023

Email from EWD staff to City Council Policy Advisor; EWD Deputy Director; City Council Chief of Staff at 1:35 pm: “Hey all Can we meet up and develop some language for answering the RFP questions---but also to draft and articulate this as an initiative? There's been a ton of great ideas around vandalism and theft prevention, and there seems to be some existing OPD services, but we haven't called it out and blended it all to make it a program? It would be so helpful if co-produced this first version with you guys given the experience in Little Saigon! [Name Redacted] and I are available Thursday midday, early afternoon and Friday late morning? Thanks so much for all your help on all this!”

Email from EWD Deputy Director to EWD staff at 3:39 pm: “[Name Redacted], I just let [Name Redacted] know that we can't make the meeting she called on Weds. shall we try to meet with them after we chat with [City Council President]'s staff?”

Email from EWD staff to EWD Deputy Director at 6:04 pm: “That sounds good! And we might even see OPD next week depending?”

June 27, 2023

Email from OPD Grants Coordinator to EWD staff at 12:17 pm: “[Name Redacted] advised there is a departmental meeting and you all would not be available Wednesday. Do you have another day/time later this week that you would like to meet?”

Email from EWD staff to City Council President Staff; EWD Deputy Director; City Council Chief of Staff at 4:57 pm: “Hi all, Quick check! [Name Redacted] and I originally had a conflict for tomorrow's meeting w OPD. Our conflict got moved, would you guys be ok with using the currently scheduled 1-2pm slot to work through some language on prevention, intelligence sharing and merchant capacity building? [OPD Lieutenant] mentioned he liked this idea but they don't have staff. We can apply for that. We could keep tomorrow's time slot and workshop it if, if that time works for you? If not, let us know anytime you have free over the next couple days?”

Email from EWD staff to OPD Grants Coordinator at 5:13 pm “Hi [Name Redacted]! Sorry to mess you guys about! I think our conflict was cancelled but I am checking with [City Council President]'s team to see if they can meet then or before to get through the language on prevention, intelligence sharing and capacity building for businesses—as [Name Redacted] says, they need staff for that so that's perfect for this grant. I'll come back as soon as I hear!”

June 28, 2023

Email from EWD Deputy Director 1 to OPD Grants Coordinator at 11:26 am: “Hi [Name Redacted]- Checking in to see if OPD is applying for this grant. If there's anything I can do to help please let me know”

Email from OPD Grants Coordinator to EWD Deputy Director 1 at 11:52 am: “Good morning [Name Redacted], Yes we're applying for the Organized Retail Theft Prevention Grant Program. We should have everything written up by the end of this week and would definitely appreciate you taking a look at it and providing any feedback if you have time.”

Email from EWD Deputy Director 1 to OPD Grants Coordinator at 11:53 am: “Great news and happy to review anything if it would be helpful. Best [Name Redacted].”

Microsoft Teams Meeting at 1:00 pm - organizer: OPD Grants Coordinator Required Attendees: OPD Lieutenant; EWD staff; City Council President staff; EWD Deputy Director; City Council Chief of Staff.

Teams Meeting Chat

City Council Policy Advisor at 1:09 pm: “Sorry I’m late: I got some download from [Name Redacted] from previous meeting.”

EWD Deputy Director at 1:10 pm: “Hi [Name Redacted], glad you could join us and that you got a download from [Name Redacted]. And good to meet you. I’m in week 3 as the Deputy Director at EWDD. “

City Council President staff at 2:02 pm: “I have to hop off- please send me the draft and I can input content on ambassadors. Thank you all!”

EWD Deputy Director at 2:03 pm: “Same, I need to jump, but happy to contribute to the areas I’m most familiar with. Thanks all!”

Meeting ended at 2:23 pm. Total time 1 hour 25 minutes.

EWD staff at 2:33 pm: “You guys rock. I think we have such a well rounded pitch in here! [Name Redacted] please send anything you guys have on the Chinatown ambassadors and the cost of the program. We can use our new corridor data with the crime data to say we have identified where retail areas are across the city that need investment in security and personnel. What a great idea to link it to all the partnership our teams have with Neighborhoods Team around conducting CPTEDs, Merchant Watch organizing and intelligence sharing. I’ll work w [Deputy City Administrator] to get their salary info as we increase their staff with this funding.”

City Council President staff: “Hi all: Here’s a draft writeup on the Community Ambassadors that serve Chinatown and San Antonio neighborhoods. I’m having others in our office fact-check stuff, but hopefully it has what you all need to pull from or send me the draft doc and I can try to wordsmith it into what the proposal specifically asks for.

https://docs.google.com/document/d/1za37sVcgW_qvqWBA3en2VwD3HU_YdEfMBQsjDSFG6MM/edit?usp=sharing

FYI-I have some time Thurs/tomorrow to work on this, but then out of office until the grant is due. And if you make comments on the doc, or need my response, please email my oaklandca.gov—the google email I don’t check as often.”

EWD staff at 3:31 pm: “The second para is perfect, do you guys have anything we can use as a budget? “

City Council President staff at 3:36 pm: “The budget I have was for a 6 mo pilot at \$200K, which includes \$100K for staffing. Given this might augment the \$1M in the City’s just - passed budget (which was supposed to support an expansion of the Shop-Safe grants from last year), could we say \$500K? Do we need more of a line item on it than staffing time and cross-training?”

EWD staff at 3:37 pm: “Nope I think we needed an amount per person, that works!”

June 29, 2023 Email from OPD Grants Coordinator to EWD staff at 7:46 am: “Good morning [Name Redacted], Attached is a copy of the budget template that we must submit and the information on the Local Impact Letters.”

Email from OPD Lieutenant to OPD Grants Coordinator and EWD staff at 7:47 am: “Thanks [Name Redacted] [Name Redacted] I’ll send you over everything I did around 3”

Email from EWD staff to Business District Organization President; Local Commerce Organization President, Local business owner; EWD Deputy Director at 10:08 am: “Hi all, We are ready for your letters of support now! Let me know if you need any help developing them. The focus is on reducing organized theft—not burglary as recommended by the BSCC help desk. So far, with the guidance of [City Council President]’s office we have worked with OPD to shape a request for more cameras and police vehicles paired with a funding request for more staff. We worked really hard to unpack what "more staff" means and I tested stakeholder suggestions of more OPD on the streets, Security guards "that can actually do something" and Ambassadors. I also asked about investigative staff. What we came away with was building the capacity of merchants with CPTED Police Techs which are currently staffed in the City's Neighborhoods team after being moved out of OPD. These positions work with businesses and residents to assess building and street safety creating recommendations for security upgrades. We also will request a new data analyst and Problem Solving Officers to help work with businesses on preventative intelligence sharing and Merchant Watch tactics. Currently the footage from street cameras is not being maximized, this grant will create a culture of community information gathering, sharing and action. The Ambassador approach will help increase the security presence in the neighborhood corridors and the model will follow Chinatown's community leadership approach to neighborhood security building trust through connection. Beyond cameras and vehicles, the other equipment we suggested was a fund for lights, fences, window cages and roll down doors + murals basically a fund for the recommendations a business would receive from the CPTED analysis. It's not more cops on the beat or armed guards for the Parking Garages and similar high value assets. I was surprised and excited to hear the recs for action were to increase community and interagency capacity building and to fortify the neighborhood corridors. The Downtown BIDs would be able to benefit from new intel exchange between OPD—more officers at community meetings sharing what they know about repeat offenders, cameras for bigger retailers and more work using camera footage for prevention. I know you guys have a meeting coming up w the Mayor and OPD so I wanted to let you know what we know!”

Email from Local Commerce Organization President to EWD staff; Business District Organization President; Local business owner, EWD Deputy Director at 10:17 am: “Hi [Name Redacted] -

- 1) when do you need letter by?
- 2) what specifically below would you like us to focus on?
- 3) who should letter be addressed to and do we send to you for inclusion in grant application.

4) for many of our stakeholders it is a combination of more cops, more eyes in street, environmental design and activations.”

Email from Business District Organization President to Local Commerce Organization President, EWD staff; Local business owner; EWD Deputy Director at 10:38 am: “Thank you so much-- Draft open on my desktop since our meeting, now I'll get on it!”

Email from Local business owner to Business District Organization President at 11:20 am: “Would you make this easy on us and draft a pretend paragraph for each sender that we can than augment and add to? Can set tone, but issues you need us to discuss etc.”

Email from Local business owner to EWD staff; Business District Organization President, Local Commerce Organization President; EWD Deputy Director at 1:12 pm: “I love the focus on organized theft. I do think we need officers visible on major corridors and enforcement against organized theft to make this happen—nothing else major landowners have tried is working including hardening, secured parking, close contact with OPD, and millions a year in private security.”

Email from EWD staff to Business District Organization President; Local Commerce Organization President, Local business owner; EWD Deputy Director at 2:15 pm: “Thanks so much [Name Redacted]! We could use these as soon as you guys can, as you know we started late and it's due July 7—next week. Thank you all so much for the help! I believe you can send a pdf to me and then we'll upload it to the application. Page 40 of the [BSCC RFP](#) has the specific questions for the Letter of Support (pasted below). If you guys wanted to do three separate letters from the perspective of Building Owners and Operators, our lead Business Association and our [Local Commerce Organization] representing our larger companies? [Name Redacted], given the nature of the pitch, I think we need you guys to focus on how important it is to build the capacity of our community to anticipate and prevent theft together w OPD. The role of merchants protecting themselves through community cooperation and working w OPD to share what they know with the business owners is something we haven't focused on as much as a city. We want to build a safety ecosystem from the ground up so the new security cameras and police vehicles can make a real impact. We were also advised to try to add in a budget for the safety and security improvements that will be suggested in CPTEDs. Better interagency and cross sector partnerships could see us focusing on reinforcing parking garages for employees if we put Ambassadors and cameras there plus new spotlights and new gates.”

Email from EWD Staff to Deputy City Administrator at 2:23 pm: “Hi Joe! It turns of this OPD grants wants to focus on CPTED techs and more NSC events for Merchant Watch plus the CPTED fund we have been asking for. I need your advice—would new staff be loaned to your team or can OPD have their own CPTED team?—what should we put in the grant Budget if we added 15 new CPTED and Merchant Watch technicians for 3 years—Do you guys have a version of the Problem Solving Officers that work with the community? Can we ask for more of those within OPD? Since you guys restructured the OPD services for all this I wanted to make sure we aren't going backward? I sent an appt for a Teams mtg tomorrow but if email is easier that's fine?”

Email from OPD Lieutenant to OPD Grants Coordinator and EWD staff at 3:29 pm: sends attached documents [referenced in the 7:37 am email]

Email from EWD staff to Business District Organization President; Local business owner, Local Commerce Organization President; EWD Deputy Director at 7:08 pm: “Hi all, We are ready for your letters of support now! Let me know if you need any help developing them. The focus is on reducing organized theft—not burglary as recommended by the BSCC help desk. So far, with the guidance of [City Council President]’s office we have worked with OPD to shape a request for more cameras and police vehicles paired with a funding request for more staff. We worked really hard to unpack what "more staff" means and I tested stakeholder suggestions of more OPD on the streets, Security guards "that can actually do something" and Ambassadors. I also asked about investigative staff. What we came away with was building the capacity of merchants with CPTED Police Techs which are currently staffed in the City's Neighborhoods team after being moved out of OPD. These positions work with businesses and residents to assess building and street safety creating recommendations for security upgrades. We also will request a new data analyst and Problem Solving Officers to help work with businesses on preventative intelligence sharing and Merchant Watch tactics. Currently the footage from street cameras is not being maximized, this grant will create a culture of community information gathering, sharing and action. The Ambassador approach will help increase the security presence in the neighborhood corridors and the model will follow Chinatown's community leadership approach to neighborhood security building trust through connection. Beyond cameras and vehicles, the other equipment we suggested was a fund for lights, fences, window cages and roll down doors + murals basically a fund for the recommendations a business would receive from the CPTED analysis. It's not more cops on the beat or armed guards for the Parking Garages and similar high value assets. I was surprised and excited to hear the recs for action were to increase community and interagency capacity building and to fortify the neighborhood corridors. The Downtown BIDs would be able to benefit from new intel exchange between OPD—more officers at community meetings sharing what they know about repeat offenders, cameras for bigger retailers and more work using camera footage for prevention. I know you guys have a meeting coming up w the Mayor and OPD so I wanted to let you know what we know!”

June 30, 2023

Email from EWD staff to Vendor at 1:42 pm: “...I am working on the organized retail theft grant that would purchase security cameras around the city. All 55 retail areas would be eligible for cameras. We need some language on using the intelligence that the cameras would provide—do you guys do that now? Do you know if Oakland has CCTV cameras from [vendor name]? Are they part of the [vendor name] Network or the provider for the [retailer 4] cameras, [service] by [vendor name]? Anything you can tell me as look to increase the number of cameras and increase the sharing of information from them would be super useful! Sorry for the Hail Mary! If we miss it this time, we'll still need to apply for something like this again!”

Teams meeting between EWD Staff and Deputy City Administrator at 3:30 pm.

The purpose of the meeting is to discuss EWD staff 's 6/29/2023 2:23 pm email to Deputy City Administrator.

From EWD staff to OPD Lieutenant and OPD Grants Coordinator at 5:07 pm: The Neighborhoods team hadn't heard the grant before and they were really excited about it

as we went through the NSCs, PSTs and then [Name Redacted] wants me to say we are looking forward to having you as a Project Manager [Name Redacted]!. ...I have budget details now and better jobs descriptions as well as clarity on the interface between OPD and our Neighborhoods Team. I'll send the draft in a few! [Name Redacted] set us up a meeting with the company that runs our major camera network in downtown. They want to talk to us integrating cameras into the network...."

July 3, 2023

Teams Meeting with EWD Staff, OPD Lieutenant, and Vendor.

July 4, 2023

Holiday

From EWD Staff to OPD Lieutenant at 8:45 am: briefing him on the grant status. "The Project Description needs the explanation of [vendor] and the cameras themselves. We also need to write down the different discussions and meetings OPD has. I'm working on the community side of the specific tasks and the budget now. It's way over for characters for Section 1 so I'm moving some sentences to Section 2. Can you send me the login so I can start to fit it all into the different boxes? We have a lot more room in Section 2 so we can move a lot of this into there. One thing I'm trying to figure out is the OPD budget. There was something I saw about moving officers from Internal Affairs to be able to do more burglary investigations? Am I crazy on that? Thanks so much for all your help and patience. It's going to be tight but I hope we can get there. If not, it's a great proposal to take to the Mayor!"

Email from OPD Lieutenant to EWD Staff at 11:32 am: providing additional information and clarifying comments on the grant application. He states that Section I is 1,500 to 2,000K characters over.

Email from EWD staff to EWD Deputy Director at 9:45 pm: "Hi [Name Redacted]! Sorry for the late one. Hope you felt better over the weekend! I've been working with [Name Redacted] and our [Name Redacted] partner [vendor] on the final bits of the story. After speaking with [Deputy City Administrator] and [Name Redacted] in Neighborhoods, we all developed the attached storyline. It goes directly to your point cameras alone don't work. We are so behind on this grant but this is exactly the story everyone wants to tell and it's really great! Would you be ok to check me on the project plan? I want to show you this sheet in the RFP if it's ok? It's the Goals and Objectives bit and it would be so useful to say it out loud?"

July 5, 2023

Email from OPD Lieutenant to EWD staff at 6:39 am concerning the plans for the day concerning the grant application and sharing his schedule for the day.

Email from EWD staff to OPD Lieutenant at 7:12 am: informing him of her availability for the day and that she has a couple of questions.

Email from OPD Grants Coordinator to EWD Staff EWD Staff and OPD Lieutenant at 7:16 am regarding the character count in the application portal.

Email from EWD Staff EWD Staff to OPD Grants Coordinator and OPD Lieutenant at 7:27 am thanking [Name Redacted] for the login information and that she has been counting characters all weekend. She indicates that she is working on the Project Plan Attachment

B/Parts 2 & 3. She states "I think we should be finished and can upload most of the narrative today."

Email from OPD Lieutenant to EWD staff and OPD Grants Coordinator at 8:11 am stating that there are a lots attachments to include:

- [Name Redacted] is still in the process and has not been approved
- Department of Race and Equity
- PAC
- Security Camera Quote
- Retailer Letter
- Retailer 5 Attachments on retail theft
- Retailer 4 Thefts

Team Meeting between OPD Lieutenant, OPD Grants Coordinator and EWD staff at 9:30 am.

OPD Grant Teams Meeting between EWD staff and EWD Deputy Director at 11:30 am.

July 6, 2023

Email from EWD staff to Vendor at 7:11 am. "Quick SOS. Can you help fill in what the actual activities of expanding the Network would be? I have the Tab I need help w open in the attached. Check the first Tab and see how we are asked to set up the specific activities? I couldn't find that in all your stuff. It's difft than camera grants and TA, once that's don't how does the network work? I'm on this all day so give me a should when you can or just fill this out and send it back!"

Email from OPD Lieutenant to ESD staff; OPD Grants Coordinator at 7:30 am "Today I have 0930 Meeting 1500 City Hall Court Hearing 1700 PAC Meeting I can meet around any of those times if need be and you can send me whatever you have if you want me to read it"

Email from EWD staff to OPD Grants Coordinator, OPD Lieutenant at 8:27 am: "Hi! I'm around and in calls off and on. I'll send the Attachment B project plan after I put your text in [OPD Lieutenant]! I'm almost done. [Vendor] is sending the activities for the actual network expansion, the tech bit. That's where [Vendor] will go. It's Goal 4. I think the OPD use of the camera data goes there. Also have the support letter from merchants! Maybe talk this aftn?"

Email from Local Commerce Organization President to EWD staff; EWD Deputy Director, Business District Organization President at 8:32 am: "Chamber support letter. Headed to Port for the afternoon, please let me know by 11 am if you need anything else."

Email from OPD Lieutenant to EWD staff; OPD Grants Coordinator at 8:45 am: "Sounds perfect....and I sent you the cost/budget for cameras and [Name Redacted] did research for the vehicle: The current cost for purchasing and upfitting a police patrol vehicle is \$100,000.00 The current cost for maintenance/service (O&M) is \$1,900.00 per month. Additionally, fuel is billed by actual usage. Afternoon is fine....just let me know"

Email from EWD staff to OPD Grants Coordinator, OPD Lieutenant, vendor at 10:11 am: "I was wondering about the CPTED budget? Does anyone have any cost estimation? Has

there ever been a budget for implementation? In the past did CPTED have a budget for the evaluation?"

Email from EWD staff to OPD Grants Coordinator, OPD Lieutenant at 11:13 am: "Hey [Name Redacted]! Had a great talk with [Name Redacted] this morning! Can you guys schedule a catch up today?"

Email from OPD Lieutenant to EWD staff; OPD Grants Coordinator and Vendor at 11:14 am: "[Name Redacted] and I are talking right now....what else do you need us to do?"

Email from EWD Staff to OPD Lieutenant, OPD Grants Coordinator, and Vendor at 11:17 am:

1. LPR integration text
2. TA for Cameras, specific tasks if you think we need to get specific
3. Expanding the [vendor] Network: intel to OPD Tasks into the Spreadsheet
4. Budget
5. Measurements-in spreadsheet
6. Special Projects: [vendor] tracking of Auto Theft? What's the plan? I need an activity and task description—even if it's pulling and processing intel?

Email from Vendor to EWD staff, OPD Grants Coordinator, OPD Lieutenant at 2:14 pm: "[Name Redacted] and [Name Redacted] --Thank you both for the calls earlier today. In reading through the Proposal Instruction Packet, I understand this is the Budget Attachment to be used. (Attached) Just making sure we're using the appropriate format for data entry and aren't redundant in our efforts.

Email from EWD Staff to Vendor and cc: OPD Lieutenant and OPD Grants Coordinator at 3:23 pm: "Yes! That's it! You go first and I'll these 12 staff in. [Name Redacted] can you put the decoy vehicles in there? I realized I don't have much info on the Analyst? We said we wanted another crime analyst? If not no probs!"

Email from OPD Grants Coordinator to EWD staff, OPD Lieutenant, Vendor at 9:48 pm: "I can get the salary and benefits for a crime analyst in the morning."

Email from Business District Organization President to Local business owner, Vendor; Local Commerce Organization President; EWD Deputy Director: "[Name Redacted], Please let me know if this speaks to the BID sector support. I may need to swap out some logos. Happy to edit/augment to strengthen as this group sees fit."

Email from OPD Lieutenant to EWD staff; OPD Grants Coordinator and Vendor at 5:44 pm: "In the PAC after court. Yes I can add the numbers for decoy cars too and crime analyst and CPTED I guess maybe amber knows?"

July 7, 2023

Email from EWD staff EWD staff to OPD Grants Coordinator, OPD Lieutenant and Vendor at 8:37 am: "@[Vendor] It shows up as a downloadable html file so let me know if it's fussy. We have an estimated 3,325 retail businesses this includes gas stations."

Email from OPD Lieutenant to EWD staff, OPD Grants Coordinator, and Vendor at 8:44 am:
“At noon one of our IT Officers comes in and has all the breakdown for the car cost.”

Email from EWD staff to OPD Grants Coordinator, OPD Lieutenant and Vendor at 8:50 am
“Awesome [Name Redacted] thank you! @[Name Redacted] attached is the Top Corridors list, I think we are looking more at an average of 60 biz per. We should say more TA budget to non BID areas as you'll have a business association to work with but the planning will be a single cluster of businesses or a couple intersections rather wide swath. I didn't see it til (sic) just now sorry!”

Google meeting between Vendor, and OPD Lieutenant and EWD Staff at 10:00 am.

From EWD Staff to OPD Lieutenant, cc: OPD Grants Coordinator and Vendor at 10:11 am:
“I was wondering about the CPTED budget? Does anyone have any cost estimation? Has there been a budget for implementation? In the past did CPTED have a budget for the evaluation?”

From OPD Lieutenant to EWD staff; OPD Grants Coordinator and Vendor at 11:00 am “This answer I don’t know”

From OPD Lieutenant to EWD staff; OPD Grants Coordinator; Vendor at 11:01 am: “This is for [Vendor]...but I’m not sure if I did this similar to your templates”

From Local Commerce Organization President to EWD staff; EWD Director, EWD Deputy Director; Business District Organization President at 12:41 pm: “Hey all, We know today is your deadline but have not had any confirmation of receipt of our support letters.”

From EWD Director to Local Commerce Organization President, EWD Deputy Director, EWD staff, Business District Organization President at 12:43 pm: “Hi [Name Redacted], Your letter has been received. I believe the team is working to wrap up the application. @[Name Redacted] @[EWD staff] please chime in with an update.”

From Local Commerce Organization President to EWD staff, EWD Director, EWD Deputy Director; Business District Organization President at 12:45 pm “Thanks [Name Redacted], just wanted to make sure there was enough time to modify if needed. Thanks for responding. See you next week.”

From EWD staff to Local Commerce Organization President; EWD Director; EWD Deputy Director, Business District Organization President at 1:02 pm: “Hi all, Yes, sorry this has been a lot of work and totally worth it! Spoke w [Name Redacted] earlier to say this copy is great. OPD has asked for one letter signed by as many business associations as we'd like. It makes the attachments easier. We're on it. Even if we don't get he BSCC grant proper, we have created a really great plan that gets straight to the heart of a lot of the issues around theft and vandalism. I really love Oakland! Thanks for all your support!”

From Local Commerce Organization President to EWD staff, EWD Director EWD Deputy Director; Business District Organization President at 1:06 pm: “Thanks for the update. Usually, it’s helpful to have multiple letters from stakeholders for grant submissions. Are you saying OPD only wants to submit one?”

From EWD staff to Local Commerce Organization President; EWD Director; EWD Deputy Director, Business District Organization President at 1:08 pm: “Yes, one letter with multiple signatories.”

From OPD Grants Coordinator to OPD Lieutenant and EWD Staff at 2:25 pm. Forwards a costing analysis attachment: Fully-burdened positions-cost-analysis.xlsx.

From Business District Organization President to EWD staff, Local Commerce Organization President, EWD Director and EWD Deputy Director at 3:18 pm: “Hi All, Attached is the BID/Community org support letter-- added the reference to [Vendor] surveillance, staff, and our commitment to support implementation. I emphatically agree that multiple letters are important to submit if they exist. As a bureaucracy, the BSCC may only require one, but it is important to overachieve with a competitive application like this, so I would agree that the [Local Commerce Organization]/business is an important voice as a different angle of support if it can be uploaded too! Let me know anything else I can do...”

From Local Commerce Organization President to EWD staff; Business District Organization President, EWD Director; EWD Deputy Director at 3:39 pm: “I can’t add a logo without the express permission of tmg. You talk to [Name Redacted]- I would Recommend reaching out to her. Still not clear as to what you are saying- add [Name Redacted] to [Local Commerce Organization] letter? This is a departure from Our usual support letter requests- of which we do many- so just not sure what you need.”

From EWD staff to Local Commerce Organization President, Business District Organization President, EWD Director; EWD Deputy Director at 3:45 pm: “Thanks [Name Redacted], sorry for any confusion. OPD requested all business associations, including the [Local Commerce Organization] sign one unified letter of support. We would appreciate a single letter with the Chamber logo added in so your voice is represented. [Name Redacted] letter is perfect, can we add your logo to it? I need to upload this letter in the next hour so hopefully the logo add will be ok?”

From Local Commerce Organization President to EWD staff; Business District Organization President, EWD Director; at 4:02 pm “Our logo is on that letter already if I’m not mistaken”

From EWD staff to Business District Organization President at 4:06 pm “Oh brilliant! Sorry, lots of bits flying around to the deadline! I’ll upload it now! Thanks so much again!”

5:00 pm Grant Application is due. The City of Oakland Police Department did not submit an application.

Email Auto reply from BSCC ORT to EWD staff Automatic reply at 5:07 pm: Oakland ORT Submission - “Greetings, Thank you for your submission to the Organized Retail Theft and Vertical Prosecution Grant Program inbox. A staff member will review your request and follow-up as needed.”

From EWD staff to ORT@bscc.ca.gov, OPD Lieutenant; OPD Grants Coordinator at 5:07 pm: “Hello, we have just discovered at the time of application that our attachments have not been saved? We have tried to submit this application several times before the 5pm deadline; however, the attachments that we previously uploaded have not been saved in our application? We are also not submitting a couple of the attachments as they do not seem to

apply to us? The application will not permit us to submit without them? We have successfully uploaded several of the required attachments with no problem we can see them saved on the application—but everything we have done all this week is not there. We have worked hard on this grant and request assistance to fulfill this application as this seems to be a technical error. Please let us know what else we can do now that we have missed the deadline? Thank you so much for any help...”

July 10, 2023

From OPD Grants Coordinator to OPD Deputy Director, and cc: OPD employee at 8:31 am: “OPD worked with the Economic & Workforce Development Department (EWD) and received input from [City Council President] office on the Organized Retail Theft Prevention Grant Program application which was due last Friday July 7th by 5pm. OPD Chief approved/signed required documents for this grant on July 6th. OPD completed its portion of the application and EWD advised they would submit the grant because they were still updating information. The analyst working on the application had technical issues and was unable to submit it. An email was sent to the Board of State and Community Corrections (BSCC) to advise if there is anything else that can be done since we missed the application deadline. There seems to be quite a few stakeholders interested in our agency applying for this grant, so I want to give you a heads up in case the Chief is questioned about the status of the application.”

Email from: BSCC ORT to EWD staff, BSCC ORT <ORT@bscc.ca.gov, OPD Lieutenant, OPD Grants Coordinator at 11:28 am: “Good morning. I have provided your email to our legal counsel for consideration and will respond upon advisement. Thank you.”

July 21, 2023

Email From BSCC ORT <ORT@bscc.ca.gov> to EWD staff, OPD Lieutenant, OPD Grants Coordinator, [Name Redacted] @BSCC; BSCC ORT <ORT@bscc.ca.gov> at 4:00 pm: “Good evening. Determination from the BSCC’s legal counsel- the City of Oakland did not meet the necessary requirements for a successful application submission and will therefore, not be eligible for funding consideration. If you have any additional questions, please contact Deputy Director [Name Redacted] (cc’d on this email). Thank you.”

APPENDIX C – OPD FEDERAL AND STATE GRANTS RECEIVED IN 2022 AND 2023

Grant Name	Amount of Award	Source of Funding
2023 Selective Traffic Enforcement Program (STEP)	\$500,000	State
2024 Selective Traffic Enforcement Program (STEP)	\$500,000	State
2024 OTS Traffic Records Improvement Project (TRIP) Grant	\$24,800	State
Officer Wellness and Mental Health Grant	\$483,033	State
State COPS XXV	\$655,579	State
State COPS XXVI	\$652,331	State
Justice Assistance Grant (JAG) 2019	\$359,287	Federal
Justice Assistance Grant (JAG) 2020	\$329,522	Federal
Justice Assistance Grant (JAG) 2021	\$413,826	Federal
Justice Assistance Grant (JAG) 2022	\$383,100	Federal
2023 Byrne Discretionary Community Project funding	\$646,000	Federal
2023/2024 Alcohol Policing Partnership Grant	\$98,134	State
2024 CTFGP Toxicology Crime Laboratories	\$16,000	State
2022 COPS Hiring Grant	\$1,875,000	Federal
2022 DNA Capacity Enhancement for Backlog Reduction Grant	\$400,586	Federal
BJA FY 22 Local Law Enforcement Crime Gun Intelligence Center Integration Initiative (CGIC)	\$695,997	Federal
2022 Paul Coverdell Forensic Science Improvement Program (CaIOES)	\$63,700	State
2023 DNA Capacity Enhancement for Backlog Reduction Grant	\$331,387	Federal
Total	\$6,064,101	

Numbers rounded

Source: Auditor summary based on information provided by OPD

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Office of the City Auditor

1 Frank H. Ogawa Plaza · 4th Floor, City Hall · Oakland, CA 94612

(510) 238-3378

CityAuditor@OaklandCA.gov



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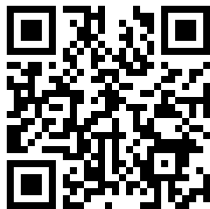
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