



## MEMORANDUM

Date: February 4, 2025  
To: Honorable Members of the Police Accountability Board (PAB)  
From: Hansel Aguilar, Director of Police Accountability (DPA) *HA*  
Jose Murillo, ODPa Policy Analyst *JM*  
Subject: 2025 PAB Strategic Planning Recap

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This memorandum aims to offer the PAB a summary of their strategic planning retreat held on February 1, 2025.

### Summary

On February 1, 2025, the PAB convened a strategic planning session at the Office of the Director of Police Accountability (ODPA)<sup>1</sup>. Chair Cayetano, Vice-Chair Wilson, Board Members Leftwich and Williams attended this special meeting. Director Aguilar and Policy Analyst Murillo represented the ODPa. During the retreat, the Board reviewed key strategic goals and priorities, including:

- Strengthening stakeholder engagement to achieve full PAB staffing and enhance community participation
- Overseeing the implementation of an effective Early Intervention System (EIS)
- Finalizing an updated operations manual that aligns with the PAB's operational needs
- Cataloging and prioritizing pending policy reviews before the PAB
- Strengthen the PAB's academic network to enhance research capabilities and overall work product.
- Finalize the review of the PAB's regulations for investigating personnel complaints.

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<sup>1</sup> 2025 PAB Strategic Planning Session Recording: <https://youtu.be/dlXg3dnH77w>

There was a strong emphasis on achieving full PAB staffing, enhancing public participation, and assessing the workload to maximize effectiveness.

While the PAB did not take formal action at the retreat, they outlined the following next steps to begin working toward their goals (in no particular order):

1. Finalize the PAB's calendar of mandatory duties:
  - (a) Based on the Charter mandated timeframes
  - (b) Where not articulated in the Charter based on the 2025 Strategic Planning Session agreed upon timeframes
2. Finalize the policy review procedure to create a standardized process for the PAB
3. Organize and prioritize existing policy, practice, and procedure reviews:
  - (a) ODPa staff will complete preliminary reorganization recommendations
  - (b) ODPa staff to conduct landscape analysis for best practices regarding timeframes for review completion
  - (c) Request transition memorandum from former Chair Moore to assist in delegating work
  - (d) Tentatively schedule for the first regular meeting in March
4. Evaluate and consolidate existing subcommittees, keeping only those most essential to the PAB's work in light of current PAB and ODPa staffing
5. Notify City Council about the PAB's vacancies to encourage nominations and appointments
  - (a) Review prior correspondences to Council regarding PAB vacancies
  - (b) ODPa staff to draft language regarding concerns about how vacancies can negatively impact personnel complaint procedures
6. Inform community stakeholders of the PAB's vacancies to encourage interest in joining
  - (a) ODPa to draft flyers, brochures, and other informational materials
  - (b) ODPa to expand list of community stakeholders
7. Continue to expand on the PAB and ODPa's social media presence

Based on the PAB's discussion and the resulting goals, the ODPa will support the PAB by updating its workplan and assisting in the implementation of these objectives.