



IntegrAssure

OFFICE OF THE INDEPENDENT POLICE AUDITOR FOR THE CITY OF SAN LEANDRO

CITY OF SAN LEANDRO
POLICE DEPARTMENT

ANNUAL REPORT OF THE INDEPENDENT POLICE AUDITOR

October 1, 2024 – September 30, 2025

What is the Independent Police Auditor (IPA)?

11/9/23, 8:15 AM

ARTICLE 17. COMMUNITY POLICE REVIEW BOARD

(B) Notwithstanding the right to play a role in reviewing and monitoring Police Department policies pertaining to personnel matters, the board must refrain from: (i) directly or indirectly taking active participation in personnel matters; (ii) taking personnel actions; (iii) using or misusing records developed to take personnel actions; and/or (iv) directing that action be taken on Police Department employees.

(C) Notwithstanding any other rights or functions contained herein, including the receipt and referral of [Penal Code](#) Section 832.5 complaints, the board must refrain from drafting or submitting any subpoena or soliciting a second legal opinion on a matter after receiving an opinion from the City Attorney without first submitting such request to the City Manager who shall forward it to the City Council.

(4) Upon notice of vacancy for the position of Chief of Police, receive from the City Manager a report on the job requirements, application process, and evaluation criteria of candidates for the Chief of Police, and make recommendations to the City Manager regarding the job requirements, application process, and evaluation criteria.

1-3-1760 INDEPENDENT POLICE AUDITOR.

There is hereby established an Independent Police Auditor, who is appointed by and is a direct report to the City Manager, who shall perform the following functions:

- Serve as an independent monitor of the Police Department.
- Participate in all internal affairs and administrative review processes conducted by the Police Department. The Independent Police Auditor shall receive immediate notification of all critical incidents and may at its discretion provide advice to the Police Department's administrative investigations team during its internal affairs investigation, and shall receive all of the same documents and records as the Police Department's administrative investigators.
- Serve as the law enforcement subject matter expert to the board. The Independent Police Auditor shall assist the board with classifying [Penal Code](#) Section 832.5 complaints; analyze for the board local, State, and national police data and trends; make expert recommendations to the board and the Police Chief on Police Department policies; assist the board with the preparation of the board's annual report and training, and discipline policies; assist the board with the preparation of the board's public outreach activities; and in collaboration with the City Manager support the board's public outreach activities.
- Recommend, with the Police Chief's and the specifically affected Police Department personnel's written consent, referrals for voluntary and confidential mediation of specific complaints to community based mediation services provided by trained or certified mediators.

1-3-1770 QUALIFICATIONS OF THE INDEPENDENT POLICE AUDITOR.

https://library.qcode.us/lib/san_leandro_cal/pub/municipal_code/item/title_1_3-chapter_1_3-article_177view=all

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- On March 22, 2022 the City Council passed legislation creating the position of Independent Police Auditor for the City of San Leandro.
- Jeff Schlanger and IntegrAssure were selected as the Independent Police Auditor and began work on September 1, 2022.
- The IPA is the independent monitor of the SLPD and is charged with participating in all internal affairs and administrative review processes.
- The philosophy of the IPA is to bring about continuous improvement of the Police Department through a process of Collaborative Oversight.

What are the Goals of IPA Oversight?

1/8/23, 11:10 AM

- Increase public trust
- Increase accountability
- Ensure that police operations reflect community values
- Administrative investigations are conducted promptly, impartially and fairly

ARTICLE 17. COMMUNITY POLICE REVIEW BOARD

San Leandro, California Municipal Code

TITLE 1 GENERAL PROVISIONS AND ADMINISTRATION

CHAPTER 1-3 BOARDS AND COMMISSIONS

ARTICLE 17. COMMUNITY POLICE REVIEW BOARD

1-3-1700 SHORT TITLE AND PURPOSE.

1-3-1710 ESTABLISHMENT.

1-3-1720 MEMBERSHIP AND CONDITIONS OF HOLDING OFFICE.

1-3-1730 ORIENTATION AND TRAINING.

1-3-1740 ANNUAL REPORT.

1-3-1750 PURPOSE AND FUNCTIONS.

1-3-1760 INDEPENDENT POLICE AUDITOR.

1-3-1770 QUALIFICATIONS OF THE INDEPENDENT POLICE AUDITOR.

1-3-1700 SHORT TITLE AND PURPOSE.

This Article shall be known as the City of San Leandro "Community Police Review Board Ordinance." The purpose of the board is to increase public trust, increase accountability, ensure that police operations reflect community values, and, in cooperation with the Independent Police Auditor, ensure prompt, impartial, and fair investigations of complaints brought by members of the public against San Leandro Police Department employees, including, but not limited to, complaints under California Penal Code Section 832.5.

1-3-1710 ESTABLISHMENT.

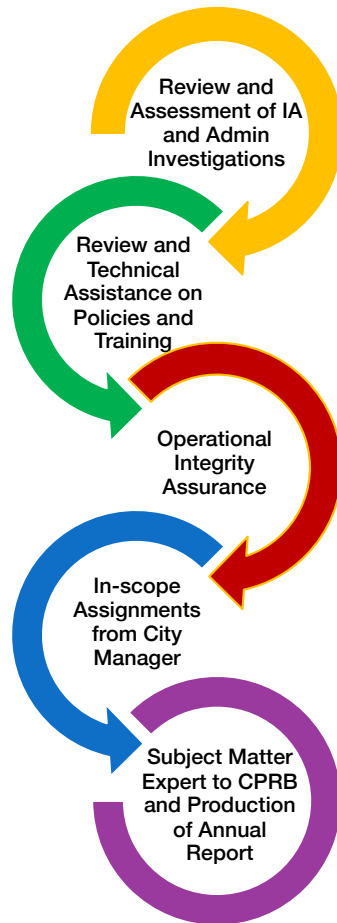
There is created and established an appointed body of the City Council to be known as the Community Police Review Board and hereinafter called "board" or "CPRB".

1-3-1720 MEMBERSHIP AND CONDITIONS OF HOLDING OFFICE.

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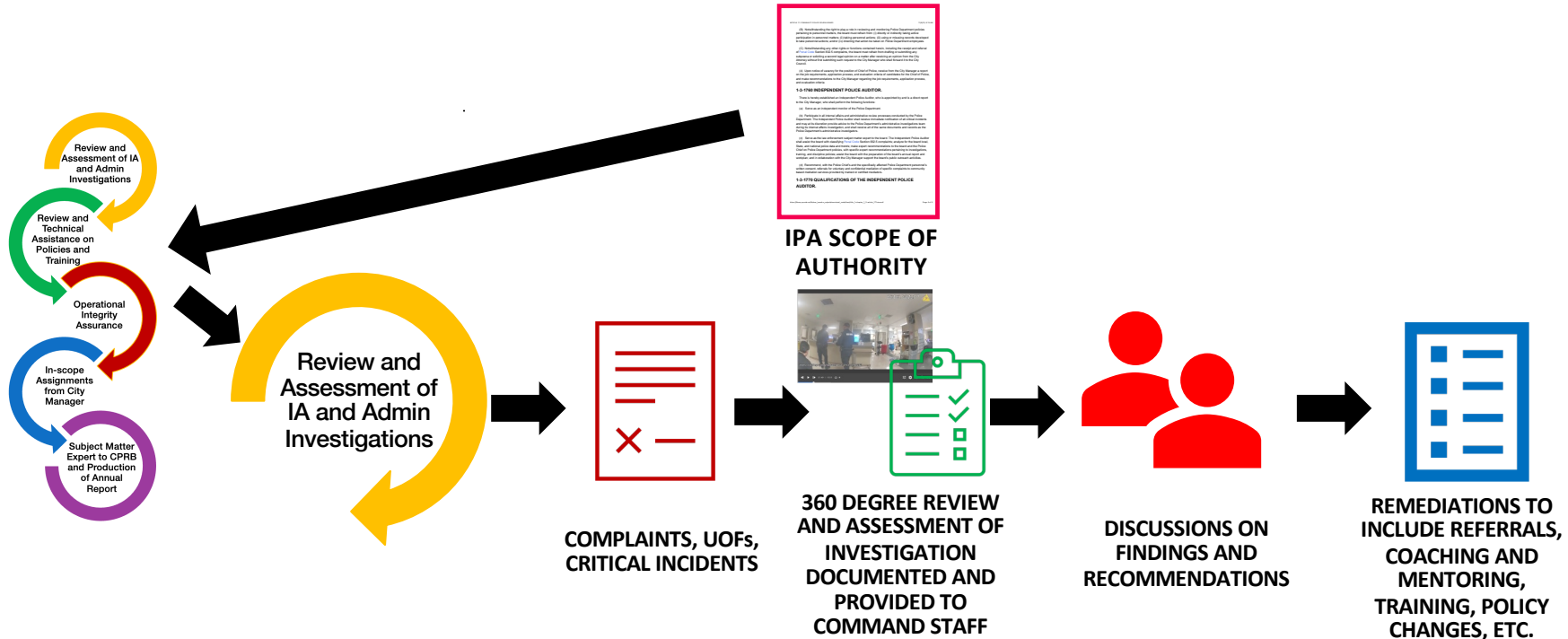
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How Does the IPA Fulfill its Role?



- The ordinance and contractual scope of work detail the duties of the IPA.
- We receive cases from SLPD for review on a continual basis.
- Can receive cases directly from public.
- We meet with stakeholders regularly throughout each month.

The Process of Review and Assessment



Operational Reviews and Assessments



COMPLAINTS

REVIEWED AND ASSESSED
18
DISAGREED WITH FINDINGS
0
RECOMMENDATIONS
5



USES OF FORCE

REVIEWED AND ASSESSED
73
DISAGREED WITH FINDINGS
0
RECOMMENDATIONS
18



CRITICAL INCIDENTS

REVIEWED AND ASSESSED
1
DISAGREED WITH FINDINGS
0
RECOMMENDATIONS
0



PURSUIT

REVIEWED AND ASSESSED
147
DISAGREED WITH FINDINGS
2
RECOMMENDATIONS
66



OTHER IPA COMMENTS

DEPARTMENT-WIDE TRAINING
6
COMPLIMENTS / COMMENDATIONS
10



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Complaints - Reviews and Assessments



COMPLAINTS

REVIEWED AND ASSESSED
18
DISAGREED WITH FINDINGS
0
RECOMMENDATIONS
3

Of the 18 complaint investigations, which includes those conducted internally by both command and Internal Affairs, and those conducted by outside entities - the IPA made the below three recommendations in connection with four of the investigations as summarized below:

- Consider a possible short form complaint process for minor policy violation in order to decrease the amount of time and resources dedicated to the uncomplicated cases where remediation is likely to be agreed upon by command staff and the involved officer.
- Provide remedial training to an officer in the handling of arrestee's property.
- Modification of timekeeping system to ensure accountability.

Use of Force - Reviews and Assessments



USES OF FORCE

REVIEWED AND ASSESSED
73
DISAGREED WITH FINDINGS
0
RECOMMENDATIONS
18

Of the 73 UOF incidents and related investigations reviewed, the IPA made 18 recommendations in connection with 12 of those reviewed as summarized below:

- Update policy to encourage the use of Transparency Statements when making arrests.
- Review and remediate through training the tactics leading up to the use of force.
- Review the supervisor's report for clarification and provide remedial training as needed.
- Review and discuss tactics with the involved officer.
- Review body-worn camera footage with involved officers to provide remediation when conflicting verbal commands are given.
- Provide remedial training to supervisors on ensuring the completeness of their reviews.
- Revise policy to prohibit supervisors who used force from completing the corresponding use-of-force review, to avoid conflicts of interest.
- Provide counseling to the involved officer regarding the use of profanity during arrest.
- Enhance supervisory review processes to ensure completeness and consistency.

Critical Incident - Reviews and Assessments



CRITICAL INCIDENTS

REVIEWED AND ASSESSED
1
DISAGREED WITH FINDINGS
0
RECOMMENDATIONS
0

The IPA reviewed the one Critical incident, an officer-involved-shooting (OIS) and the related investigation which was conducted by an external entity. The IPA found the following:

- Concurred with investigative findings, also determining that it was complete, objective, and timely.
- The officers' actions were consistent with policy, training, and constitutional standards including:
 - Sound tactics
 - Clear communication
 - Appropriate escalation and de-escalation of force options

Pursuits - Reviews and Assessments



USES OF FORCE

REVIEWED AND ASSESSED

147

DISAGREED WITH FINDINGS

2

RECOMMENDATIONS

66

Of the 147 Pursuits and related investigations reviewed, the IPA made 66 recommendations in connection with 40 of those reviewed as summarized below (*continued on next slide*):

- Revise policy to prohibit pursuits for low-level offenses, such as traffic infractions alone.
- Clarify policy definitions regarding the “block” maneuver and its appropriate use.
- Provide remedial training to officers and supervisors who failed to terminate pursuits as required by policy.
- Provide remedial training to officers and supervisors to improve the accuracy and clarity of pursuit termination reports.
- Review and discuss unsafe driving tactics with involved officers to reinforce safer operational practices.
- Provide remedial training to supervisors on articulating justification for authorizing a third unit to join pursuits.

Pursuits - Reviews and Assessments

Pursuits recommendations summarized below (*continued from prior slide*):



- Provide remedial training to supervisors on identifying all policy violations and implementing corrective actions such as training points or documented counseling.
- Revise policy to prohibit supervisors who participated as pursuing units from completing pursuit reports or reviews, to avoid conflicts of interest.
- Provide counseling to officers for failing to use emergency lights and sirens as required by policy and the Vehicle Code.
- Enhance supervisory review processes to ensure completeness and consistency.
- Review the supervisor's report for clarification and provide remedial training as needed.

Compliments and Commendations by IPA

Of the 221 use of force and pursuit incidents reviewed, the IPA suggested compliments and/or commendations to the involved officers and supervisors for exemplary actions summarized here:

USE OF FORCE INCIDENTS

- Calm demeanor and exercising exceptional restraint while resolving a difficult situation and minimal use of force
- Demonstration of excellent teamwork and coordination, professionalism, and sound judgment
- Exemplary tactical coordination and disciplined initiative during a high-risk encounter
- Well-executed team tactics during a dynamic arrest situation with minimal force, demonstrating professionalism and teamwork
- Superior teamwork and tactical discipline incident, minimized the level of force required and ensured the safety of all parties.

PURSUIT INCIDENTS

- Outstanding collaboration with a local agency
- Field Training Officer (FTO) and trainee for exemplary leadership and composure during a complex pursuit.
- Coordinated teamwork and tactical excellence during a high-risk incident, including clear communication, effective use of available resources.
- Proactive enforcement in response to a series of burglaries committed by multiple suspects using caravanning tactics including adaptability, communication, and teamwork.
- Proactive leadership resulting in the successful arrest of three robbery suspects wanted in multiple jurisdictions. The supervisor's initiative and tactical judgment merit administrative recognition for exemplary performance.



Department-Wide Training Suggested by IPA

Of the 221 use of force and pursuit incidents reviewed, the IPA suggested several topics that might benefit the agency is through department-wide training summarized here:

TRAINING RE USE OF FORCE INCIDENTS

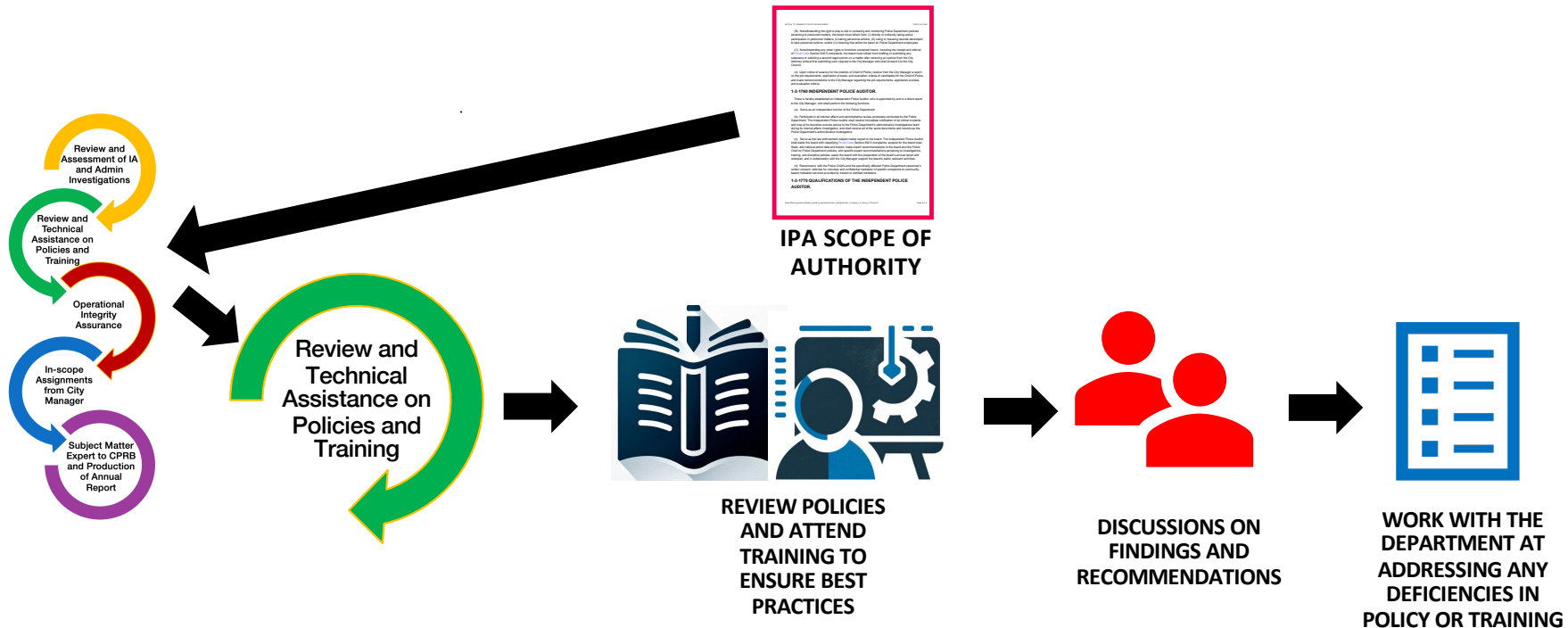
- Emphasize officer safety tactics, including clear verbal commands, appropriate escalation of force options, coordinated teamwork, disciplined firearm handling, and the use of time and communication to formulate a safe arrest plan.
- Highlight the importance of restraint and judgment during critical radio calls, with particular focus on tactical communication and coordinated response.
- Address appropriate tactics when engaging with moving vehicles to enhance officer safety and compliance with policy.

TRAINING RE PURSUIT INCIDENTS

- Accurate report terminology related to pursuits, emphasizing the distinction between an enforcement stop (e.g., felony or investigative stop) and a traffic stop. Consistent terminology reinforces alignment with the revised pursuit policy, which prohibits pursuits for traffic violations alone.
- Effective radio communication, specifically addressing the risks of overstating the severity of incidents during broadcasts, to prevent over-response and maintain proportionality in officer deployment.



The Review of Policies and Training

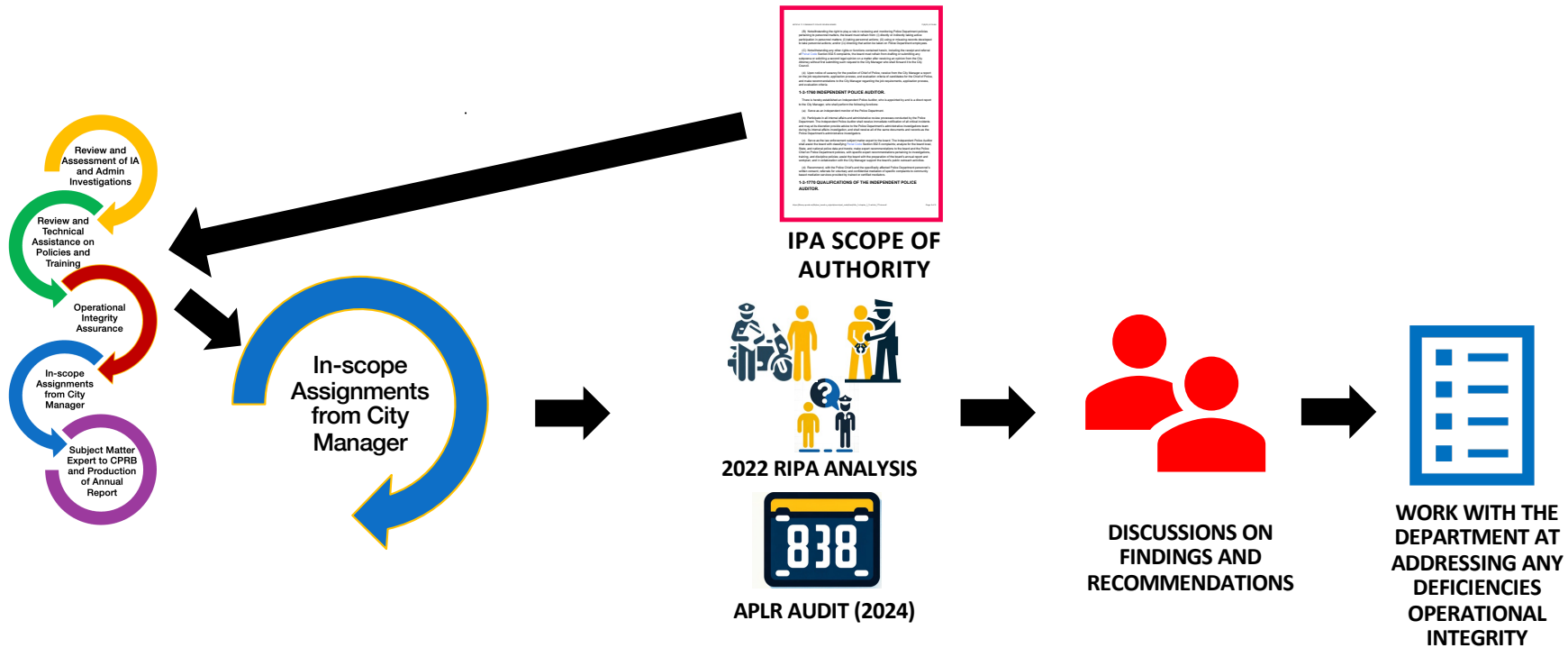


Policies and Training Reviews



- The following policies were reviewed in the last Annual period, and finalized/published during this annual period:
 - Portable Video Recording System
 - Use of Force
 - Internal Investigations & Disciplinary Procedures
- During this annual period the IPA reviewed the Pursuit Policy and has provided comments to the SLPD. The policy is expected to be finalized and published in the coming year.
- In the coming year, the IPA will continue its collaborative policy review process, focusing on areas such as Fourth Amendment compliance (including stops, searches, and seizures), constitutional policing principles, and transparent tactical communication.

In-Scope Assignments from City Manager

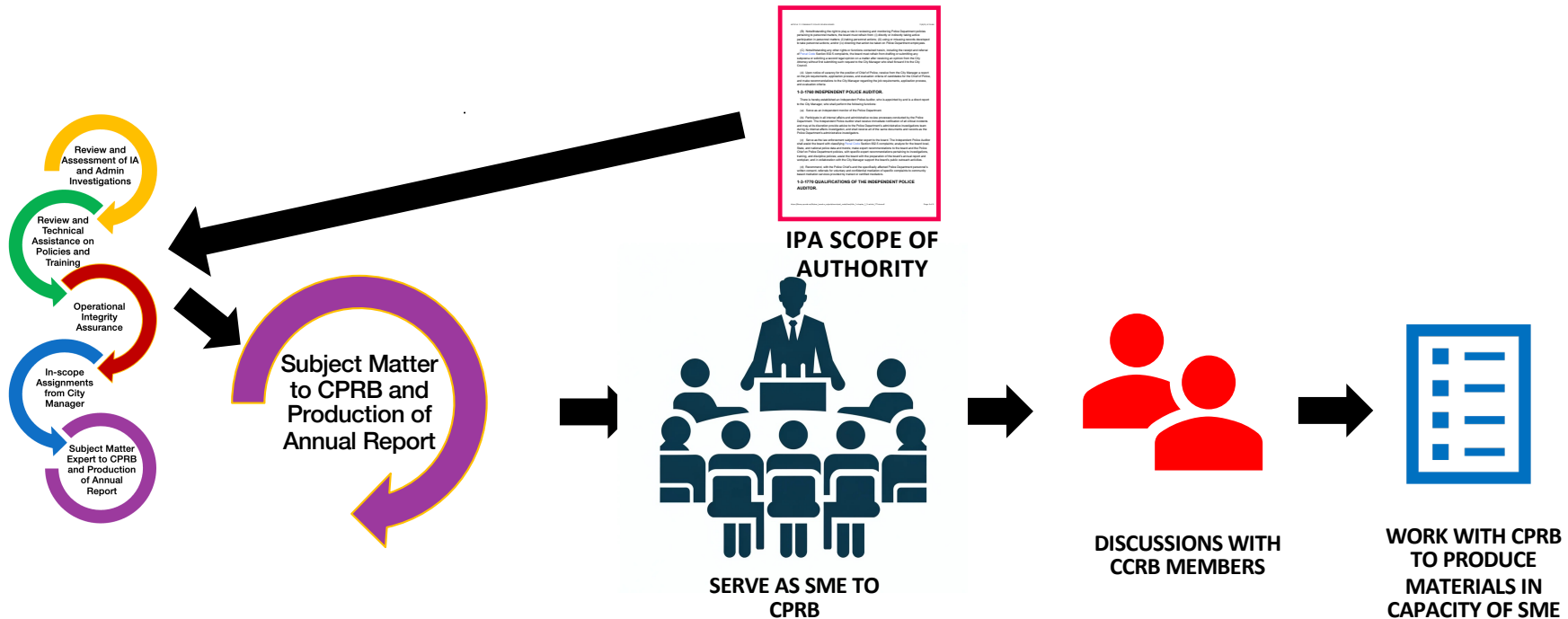


RIPA Data Analysis



A comprehensive analysis comparing 2024 and 2025 stop data is scheduled for completion in early 2026, the results of which will be reported verbally to CPRB and included in the next IPA Annual report.

Subject Matter Expert to CPRB



SME to CPRB



- **Development and implementation of 30 hours training curriculum**
- **Attendance at all CPRB meetings**
- **Contribution to CPRB Annual Report**
- **On-going dialogue with CPRB**

Contact Information



- The IPA website can be found at:
www.sanleandro-ipa.com
- The IPA can be contacted at:
info@integrassure.com