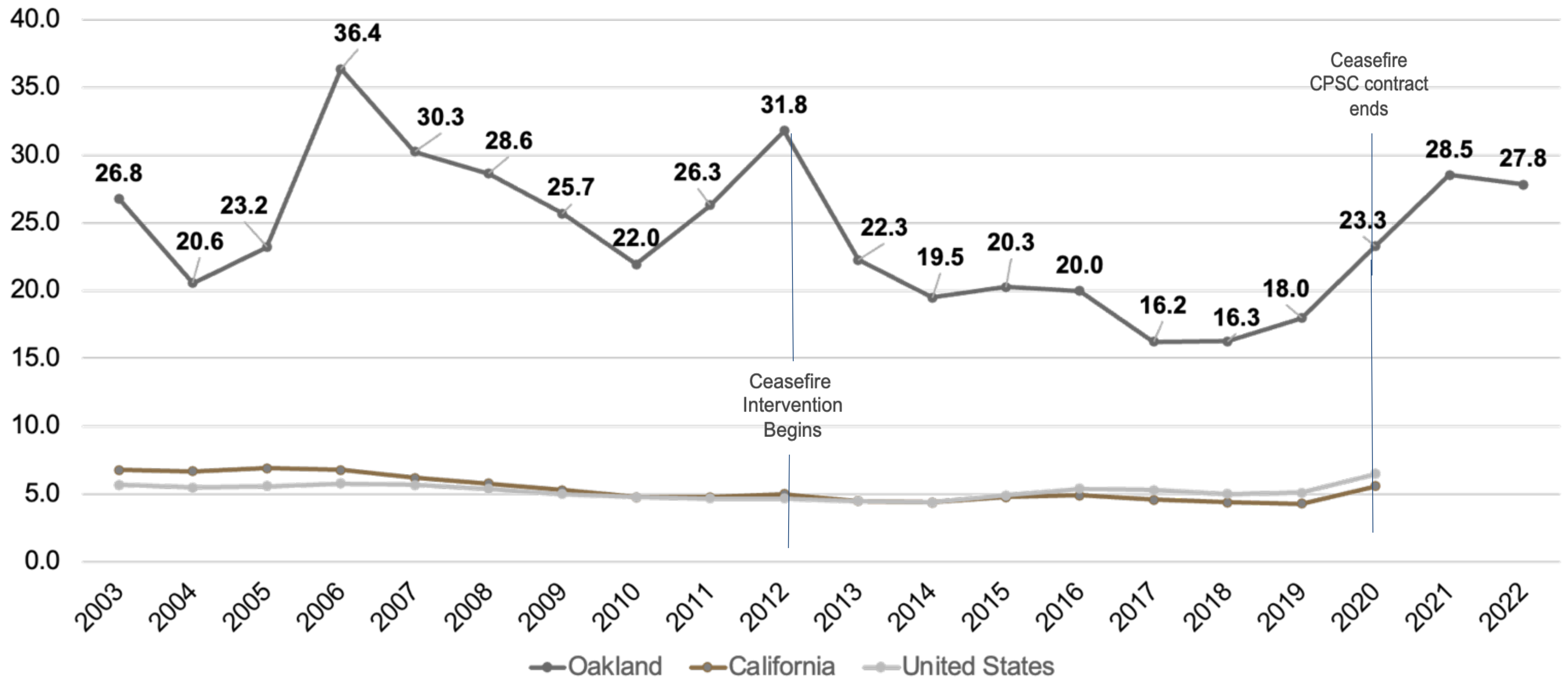




**California Partnership for Safe Communities**  
**Oakland Ceasefire Audit Report**  
**January 2024**



# HOMICIDE RATES 2003-2022



# FRAMING AND GOALS

## Gun Violence in Oakland:

- Significant rise of gun violence in Oakland since the end of 2019, continuing into 2023.

## Purpose of the Audit:

- Analyze **effectiveness** of Oakland Ceasefire strategy in reducing gun violence.

## Specific Goals:

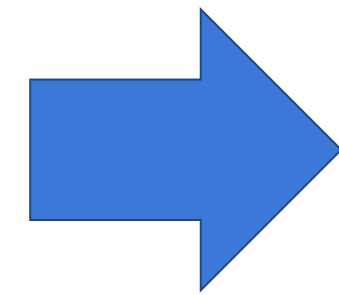
- Determine if the Ceasefire strategy has been implemented effectively

## Scope:

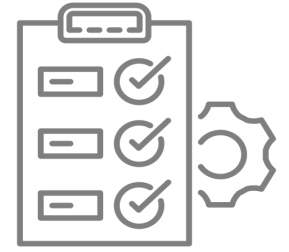
- The analysis was conducted by examining each **component of the Ceasefire strategy** through both a variety of performance data and staff perspectives (qualitative and quantitative data)

# SCOPE AND METHODS

The analysis was conducted by examining each **component of the Ceasefire strategy** through both a variety of performance data and staff perspectives (qualitative and quantitative data)



# MANAGEMENT AND GOVERNANCE



## Recommendations :

- Restart quarterly Ceasefire performance reviews in Q1 of 2024, the primary mechanism for the Mayor to hold the partnership accountable.
  - Establish a cohesive management team, incorporating key personnel from DVP and OPD.
  - Rigorously oversee the team to ensure proper resourcing, focus on key individuals, and apply effective interventions for immediate gun violence reduction.

## • Staff :

- Align the Ceasefire Director position with its original design and skills, and providing more authority with access to the Mayor and executive leadership.
- Introduce a data position for consistent data analysis and grant management.
- Establish a community engagement specialist position for growing and fostering partnerships.

# SHOOTING REVIEW (SR)



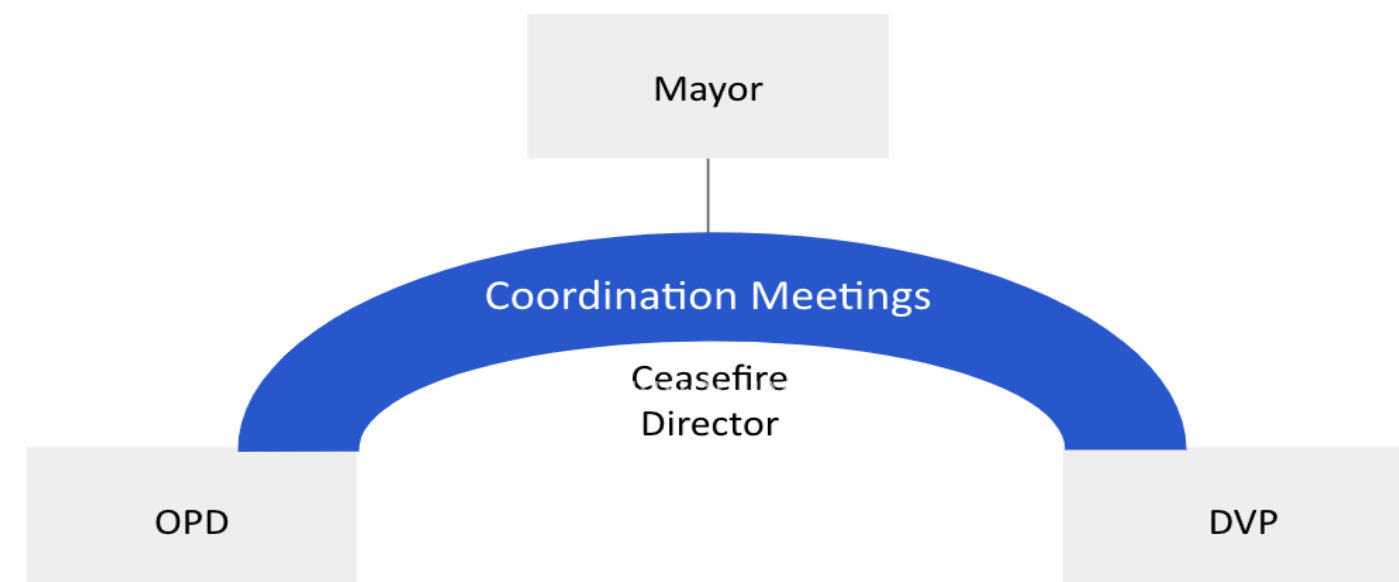
## Recommendations

- Elevate the Shooting Review (SR) as a departmental priority, requiring consistent participation of the OPD executive team.
- Maintain the SR as the primary platform for comprehensive gun violence analysis and intervention in Oakland.
- Integrate analysis, investigations, enforcement, communication, and guide collaborative efforts with justice system agencies and community intervention organizations within the SR framework.
- Utilize the SR to inform enforcement plans, and implemented them in a continuous 60/90-day cycle, measuring effectiveness through reductions in shootings and homicides.
- Prioritize and sustain NIBIN meetings for valuable insights, emphasizing its contribution to the SR.

# COORDINATION MEETING

## Recommendations :

- Consolidate meetings for efficiency, optimizing time and resources.
- Place the Mayor's Office in a leadership role, guiding staff in plan formulation and ensuring accountability.
- Emphasize a thorough examination of incidents, focusing on **proactive** city resource use to prevent retaliation.
- Inform near-term violence reduction plans addressing retaliation and violence drivers.
- Hold staff/agency heads **accountable** for plan **outcomes** in regular Performance Management and staff meetings.



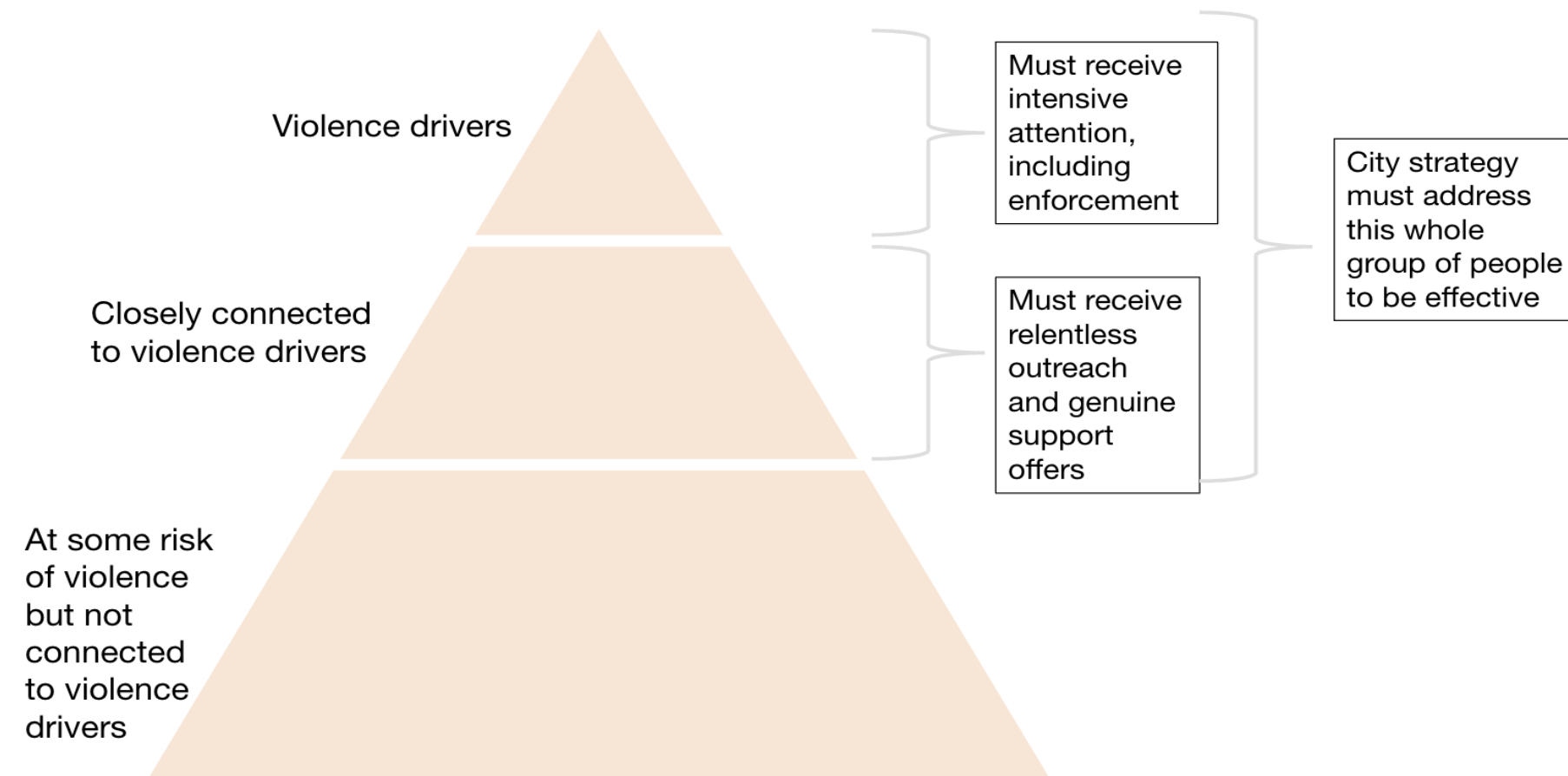


# DIRECT COMMUNICATION



## Recommendations:

- Boost custom notifications for high-risk individuals impacted by gun violence, especially those not in custody, aiming for pre-pandemic communication levels (300-400).
- Ensure a seamless data flow from OPD to DVP, supplying Life Coaches with information on communicated individuals, reasons, and contact details.
- Utilize more effective messaging in call-ins. Include diverse speakers, like the District Attorney's Office and trauma professionals, to align with best practices.







## Recommendations

- Reorganize DVP's Gun Violence Reduction work under a unified management structure, enhancing strategic focus.
- Differentiate between prevention and intervention in strategy and focus
- Develop a clear theory of change for gun violence intervention, aligning with data and focusing on the very highest-risk adults.
- Combine Outreach Worker and Violence Interrupter positions for relentless pursuit, a critical function for locating and engaging high-risk individuals.
- Shift Ceasefire referrals to in-house DVP Life Coaches
- Ensure 70% of DVP Life Coaches' caseloads originate from Ceasefire referrals, with the remaining 30% meeting specific criteria to target the highest-risk population.

# FOCUSED SUPERVISION & ENFORCEMENT



## Recommendations:

- Disband VCOC due to its insufficient focus on preventing and addressing current violence trends at the area level.
- Fully staff Ceasefire Unit for simultaneous focus on multiple active conflicts.
- Consolidate Ceasefire Unit, and Crime Gun Intelligence Center under one chain of command.
- Reintegrate Crime Reduction Teams into geographic areas, prioritizing staffing for those most impacted by gun violence.
- Ensure area-based CRTs develop person-specific plans aligned with Ceasefire Unit strategies.
- Appoint the Assistant Chief of Police to manage the Ceasefire Unit with a specific focus on reducing gun violence.
- The Assistant Chief of Police should oversee both the Ceasefire and CRT gun violence plans

# CONCLUSIONS

- The Ceasefire strategy, once robust, faced internal challenges in recent years, deviating from its original structure.
- In 2019, evidence-based practices waned as DVP focused on "hot places" and families, diluting the targeted risk reduction approach.
- The pandemic redirected life coaches from violence reduction to broader community needs, compromising the strategy's impact.
- Structural changes within OPD, including VCOC, disrupted proactive policing, hindering crime prevention under the Ceasefire strategy.
- **Audit recommendations provide a roadmap for restoring the strategy's effectiveness and fundamental structure with a focus on high risk individuals (HRI) driving gun violence.**
- **Concerted efforts and strategic leadership from the Mayor and city administration are crucial to restore success in reducing gun violence and rebuilding community trust.**



# CALIFORNIA PARTNERSHIP FOR SAFE COMMUNITIES



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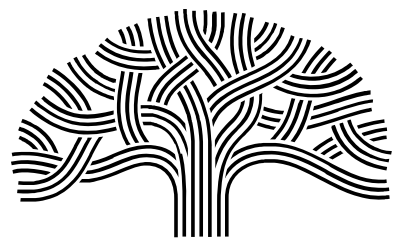
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# Prioritizing Public Safety

Resolution No. 89906 C.M.S.

Oakland Police Department

Police Chief Darren Allison



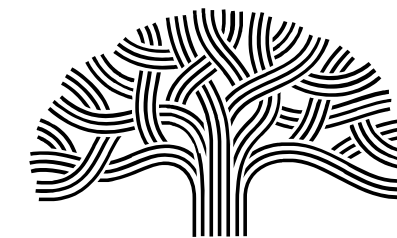
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# Lateral Police Academy

From December 19 report:

- Lateral police academies offer valuable benefits, including:
  - Shorter training durations and
  - Lower initial costs than recruit academies
- The curriculum typically spans 6 to 8 weeks.
- Lateral academies are cost-effective:
  - Main expenses are officer salaries and training facility rentals
- Lateral academies do not require POST certification as lateral recruits come with prior POST certification and experience



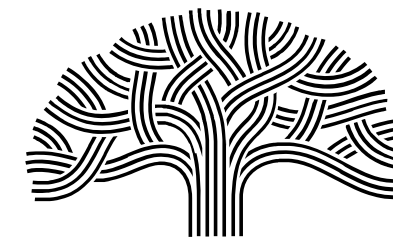
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# Lateral Police Academy

From December 19 report:

- After completion of the lateral academy, officers will transition into the field training program.
- Given that these officers are already POST certified, their tenure in the field training program will be adjusted.
- While OPD has the capability to run lateral academies, they are not the most efficient use of time and resources.
- Lateral academies produce a low yield of candidates and officers in training.
- If OPD prioritizes lateral academy recruitment, it loses the ability to conduct recruitment and background for other key positions.

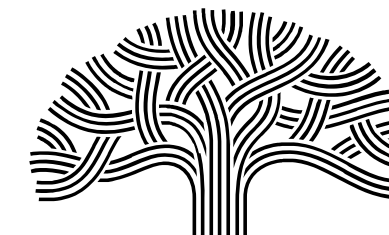


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# 9 11 Dispatchers

From December 19 report:

- A continuous recruitment and testing process for the dispatcher classification will remain open until all vacant positions are filled.
- Other recruitment measures:
  - OPD has utilized social media marketing to increase its Facebook, Twitter, and Instagram presence.
  - OPD will post several times daily across these three platforms to increase community engagement and encourage applications.
  - OPD will continue community engagement: get more involved in community events, career fairs, and volunteer initiatives.



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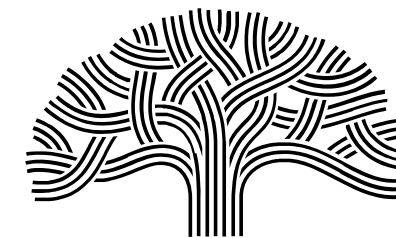
# 9 11 Dispatchers

From December 19 report:

- Other recruitment measures:
  - Utilize existing networks: leverage our personal and professional networks to spread the word about job openings
  - Connect with other agencies and get referrals from their eligibility list
  - Analyze and improve recruitment metrics

From January 16 supplemental report:

- Expedited recruitment for operators was cancelled.



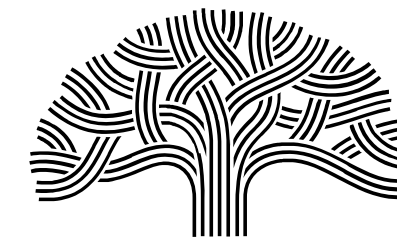
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# 9 11 Dispatchers

From December 19 report:

- Hiring measures:
  - HRM will create a mechanism for accepting qualifying CritiCall exams (public safety dispatcher test).
  - In January 2024, HRM will hold the CritiCall exam and typing test in person on the same day.
  - HRM will create a process for applicants who fail the written exam to retake and apply in three months.
  - Increase the hiring incentive to attract more candidates.

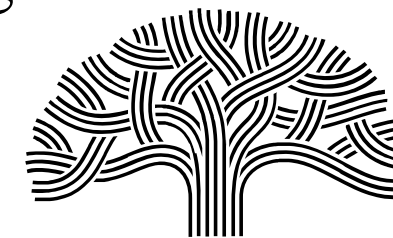


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# 9 11 Dispatchers

From December 19 report:

- Retention measures:
  - Offer a financial incentive for longevity
  - Offer professional and personal development in the following areas:
    - Stress Management
    - Fiscal Responsibility
    - Legal Issues that impact the Public Safety Industry
    - Disaster/Mass Casualty Preparedness
  - Create a workplace intervention program specifically for the Communications Division to address the existence of vicarious trauma, secondary traumatic stress, and compassion fatigue

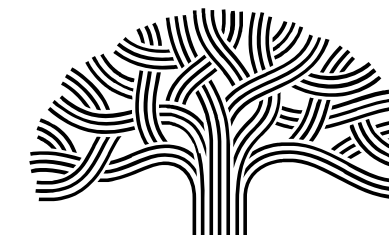


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# 9 11 Dispatchers

From December 19 report:

- Retention measures:
  - The Division is currently working to create an employee recognition program
  - Create a work-from-home program for call-taking
  - Increase Professional Development Funds to offset the cost of attending an accredited educational institution
  - Continue to emphasize employee well-being, mental, physical, and emotional, by working with the Professional Development and Wellness Unit (PDWU)



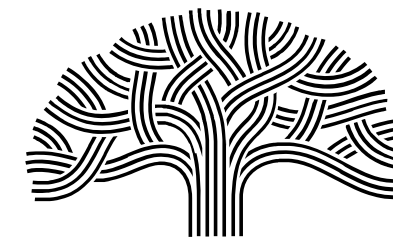
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# Walking Beat Officer Plan

From December 19 report:

- In October 2022, OPD received the STATE COPS Grant
- The grant funded 2 sergeants and 15 officers to be deployed as foot patrol in all areas of the city
- The Foot Patrol Unit (FPU) will be the first line contact with business merchants on their beats.
- FPU can quickly respond to their complaints or questions because they will have an established relationship.
- BFO 1 FPU hours of operation are Tuesday-Friday 1200-2200. These hours also allow us to provide coverage for City Council Meetings every other Tuesday and various committee meetings.
- BFO 2 FPU hours of operation are Monday-Thursday 0700-1700.

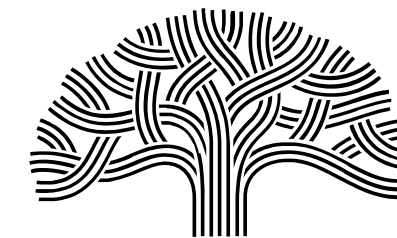


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# Walking Beat Officer Plan

From January 16 supplemental report:

- Two trust building officers have been active in the foot patrol unit (FPU) as needed.
- The FPU has had significant measurable results in the reduction of robberies in their assigned corridors.
  - Of note is the 98<sup>th</sup> and Bigge area where the number of robberies has dropped.
- Additional FPU staffing is not anticipated in the near future and OPD will be continuing its current locations and times.



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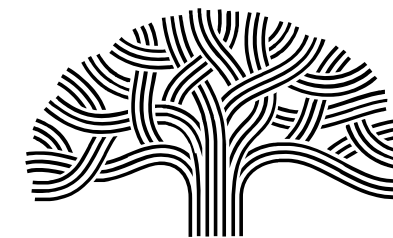
# FBI & CHP Partnerships

From December 19 report:

- OPD has 2 OPD cold case investigators, 3 FBI special agents, and 1 FBI analyst who are full time in this task force.
- The OPD/FBI Cold case unit solved 8 Oakland cold case homicides in 2023.

From January 16 supplemental report:

- OPD frequently requests the FBI crime lab to process cold case DNA evidence, out of state assistance with interviewing witnesses or suspects, and identifying victims that were previous Doe's.
- OPD can also call for the immediate assistance of a dozen or so agents if needed.
- FBI agents can only help with specific tasks since they are salaried employees and have limitations by federal law.



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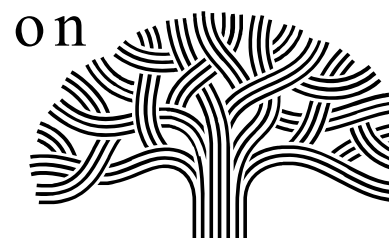
# FBI & CHP Partnerships

From December 19 report:

- CHP started Operation Safe Streets in September in September of 2023.
- The mission of this operation was CHP assisted OPD in the reduction of criminal activity with a primary focus on Hegenberger Road near the Oakland Airport (Annex A), the Oakland Hills (Annex B), portions of International Boulevard in East Oakland (Annex C), and downtown Oakland (Annex D).
- The deployments concentrated on proactive enforcement to reduce criminal activity:
  - Vehicle theft
  - Highway violence
  - Organized crime

From January 16 supplemental report:

- CHP is not going to make any changes to their current operation. They will continue to staff six officers and one sergeant on overtime assignments on Tuesdays and Fridays for the hours 1200-2200.



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# Confiscating illegal guns

From December 19 report:

- On a year-to-year average, 25% of firearms recovered by OPD have been ghost guns.
- For the first 7 months of 2023 (January 1st – July 31st), there have been a total of 135 ghost guns recovered in the city of Oakland.
- OPD leverages federal partnerships with the ATF to assist in investigations of firearms trafficking and illegal possession of firearms, including Ghost Guns.
- Strategies to deter firearms trafficking include covert/overt enforcement in high crime areas known for shootings and open-source investigation
- OPD and ATF analyze E-Trace to identify trends and patterns of illegal firearms trafficking and “straw purchasing” of firearms.

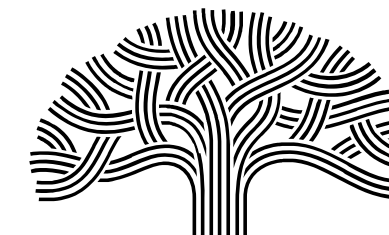


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# Confiscating illegal guns

From January 16 supplemental report:

- The Oakland Guns to Gardens gun buyback program is a partnership between the Oakland Police Department and community groups.
- Community members voluntarily surrender unwanted firearms in exchange for gift cards in the amounts of \$100-\$300.
- There is educational material available on gun storage safety and responsible gun ownership, as well as other resources in efforts to combat gun violence.
- The surrendered firearms would be forged into garden tools by Oakland blacksmith John Rogers.
- The following number of firearms have been seized during the last 3 Guns to Gardens gun buyback events:
  - June 2022: **131**
  - June 2023: **42**
  - November 2023: **68**



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LEARN MORE AT:

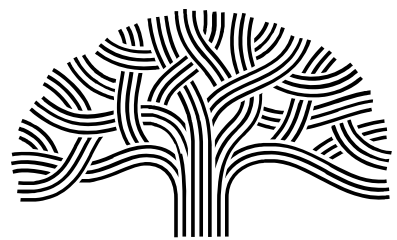
[OAKLANDCA.GOV/DEPARTMENTS/POLICE](https://oaklandca.gov/departments/police)

# Prioritizing Public Safety

Resolution No. 89906 C.M.S.

## Oakland Fire Department

Fire Chief Damon Covington  
and Dave Ebarle, Fire Dispatch  
Communications Manager

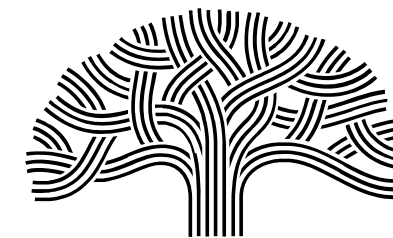


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# Tip of the Spear for Emergency Response

- The Fire Dispatch Center (FDC) receives approximately 65,000 emergency calls for service annually.
- The bulk of calls that come to Fire Dispatch start at the OPD dispatch center prior to being transferred to Fire.
- The calls are a mix of medical and fire related emergencies.
- In 2022-23, The City launched the MACRO program, which offers an alternative response model other than police and a fire engine for non-emergency quality of life incidents. Those calls come thru 911.
- Each day, FDC is staffed by 1 supervisor and the 3-5 dispatchers during each of the three 8 hour shifts.



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Each day, FDC is staffed by 1 supervisor and the 3-5 dispatchers during each of the three 8 hour shifts.

The FDC currently has 26 Full Time Employees

The FDC is currently in the process of hiring to fill 3 vacancies.



Each day, FDC is staffed by 1 Supervisor and the 3-5 dispatchers during each of the three 8 hour shifts (24 hrs.).

The FDC is budgeted for 26 Full Time Employees; 1 Manager; 5 Supervisors; and 20 Dispatchers. Additionally, there are two dispatcher positions funded thru the MACRO budget.

The FDC is currently in the process of recruiting to fill 3 vacancies.

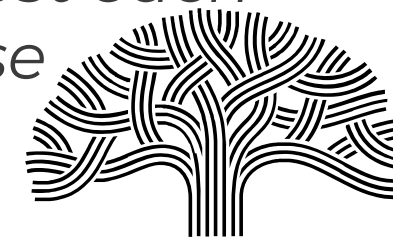




# Resolution Excerpt

***WHEREAS, residents seeking emergency medical care or reporting a fire could be at increased risk if they endure a long wait time to get a dispatcher on the phone, and the City of Oakland risks losing some state funding if 9-1-1 response times do not improve.***

- *The FDC is a secondary public safety answering point (PSAP). All 9-1-1 calls generated in the City of Oakland are answered by the OPD Communications which is the primary PSAP. It is true that delays which occur at the primary PSAP level may impact our ability to quickly process emergency medical or fire related calls.*
- *OFD utilizes Computer Aided Dispatch (PCAD) and NFPA 1710 response standard to ensure it is on par with national best practices.*
- *OPD and OFD Comm Centers work together to provide the best service possible.*
- *Aside from the fact we utilize the same CAD software, steps have been taken to improve coordination of field responses.*
- *OFD instituted combined supervisor meetings with OPD to address routine issues and identify common areas in need of improvement. We co-host each other's academies for familiarization and observation time to increase knowledge of internal operations*

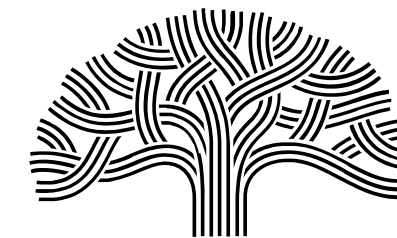


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# Resolution Excerpt

***WHEREAS, on September 11, 2023, the Mayor and four councilmembers announced a new \$2.5 million technology investment in Oakland's 911 response system***

- *City Administrator recently announced that joint recruitment opportunities*
- *to fill vacant dispatcher positions at both OPD and OFD could expedite filling of these positions.*
- *OFD's Dispatch Center is anticipating returning three Senior Fire Communications Dispatcher position to increase the capacity at FDC and to have greater flexibility and capacity to meet current need, and allow OFD to have increased staff to handle the demand of over 60,000 calls for service that OFD receives annually.*

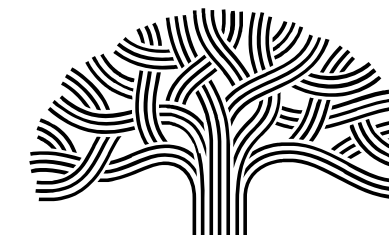


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# Recruitment, Hiring and Retention (A)

## Recruitment

- A continuous recruitment and testing process for the dispatcher classification will remain open until all vacant positions are filled.
- Three requisitions are being opened for positions that currently exist in our dispatch center.
- OFD will continue its social media campaign to advertise the dispatcher positions.
- OFD will continue to utilize OPD's eligibility list to expedite the recruitment and hiring process.



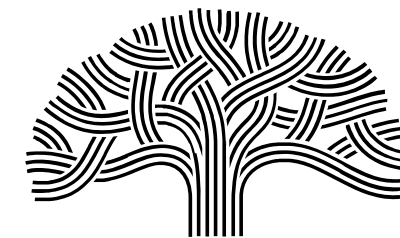
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# Recruitment, Hiring and Retention (B)

## Hiring

- OFD has continued to partner with City of Oakland Human Resources which handles all OFD recruitment and hiring processes.
- Utilize free or low-cost online job boards and industry-specific websites to post job announcements: Indeed, monster.com, LinkedIn, etc.
- Connect with other agencies and get referrals from their eligibility list. This may work with smaller agencies with a pool of eligible candidates interested in being dispatchers.

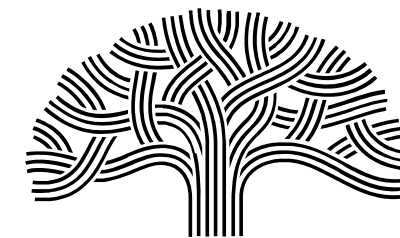


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# Recruitment, Hiring and Retention (C)

## Retention

- Increase Professional Development Funds to offset the cost of attending continuing education training.
- Establish three (3) Senior Dispatcher positions for upward mobility of our workforce.
- Continue to emphasize employee well-being, mental, physical, and emotional, by working with the OFD wellness program to promote a healthy, productive workforce, build employee morale, and foster employee pride and involvement.

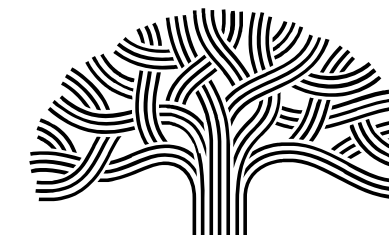


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# Resolution Excerpt

*WHEREAS, MACRO has been functioning as a pilot program for almost 18 months and only handles a relatively small number of 911 calls for service, and it is noted that MACRO was intended to take a higher number of nonviolent 9 -1-1 calls.*

- Through the 18-month pilot, MACRO has shown the capacity to respond to a significant number of incidents that would have previously been handled by police or fire operations staff.
- MACRO's presence in the public safety space accounted for over 15,000 calls for service, and identifying Oakland residents in need of support and care.
- One of the major tenants of the MACRO model is to relieve stress on the 9-1-1 system and to offer nonviolent services individuals experiencing a mental health crisis.
- The direct phone number to MACRO will be available to our residents beginning in March 2024 (Q1 of 2024), and city staff from OFD and Oak311 are exploring a call for service pilot program to allow extended options to request MACRO services as needed.
- MACRO currently has a staff of eleven (11) responders, operating seven days a week from 6AM-2PM, with a minimum of two crews available to respond.
- MACRO is currently in process of hiring sixteen (16) new members to boost capacity and availability.

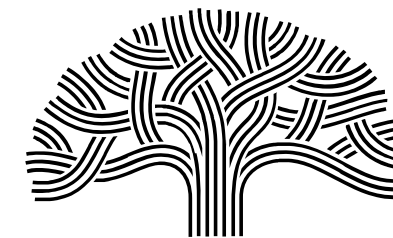


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# Resolution Excerpt

*FURTHER RESOLVED: That the City Council hereby directs the City Administrator to analyze the use of MACRO teams, compare to other jurisdictions with similar programs, determine if substantially fewer calls are being referred to MACRO than otherwise should be, review existing OPD calls for service statistics, suggest ways to increase the number and types of appropriate calls referred to MACRO, and return to City Council with a report including options and recommendations .*

- The Fire Department is seeking to work City Administration to identify an independent vendor to conduct a 3<sup>rd</sup> party assessment of the first 20 months of MACRO operational period. OFD has reached out to UC Berkeley to determine availability of a research team .
- In the nineteen (19) months that MACRO has been in operation, the program has proven to be on par with similar alternative response programs in the United States. As highlighted in the MACRO One Year Report published in April of 2023. MACRO is comparable, and in some areas exceeding, the impact of similar programs in Atlanta, GA, San Francisco, CA, and Eugene, OR.
- The assertion regarding MACRO and call volume being substantially fewer compared to other jurisdictions is incorrect. Please see supplemental agenda report data that has been compiled to illustrate our progress compared to more established programs .



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# LEARN MORE

For more information on the Oakland Fire Department Dispatch Center and MACRO Program, visit:

[www.oaklandca.gov/departments/fire](http://www.oaklandca.gov/departments/fire)

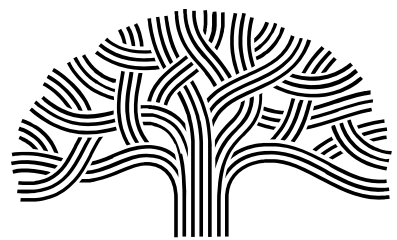


# Prioritizing Public Safety

Resolution No. 89906 C.M.S.

City Administrator's Office

City Administrator, Jestin D. Johnson



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