

**PUBLIC SAFETY & SERVICES
VIOLENCE PREVENTION
OVERSIGHT COMMISSION (SSOC)**

FINAL ANNUAL REPORT

AGENDA

- **OVERVIEW**
- **SSOC SYNOPSIS**
- **FISCAL TRANSPARENCY**
- **STRATEGY EVALUATIONS**
- **RECOMMENDATIONS**

OVERVIEW

OBJECTIVES OF MEASURE Z (MZ)

- Reduce police and fire 911 response times.
- Reduce robberies, homicides, burglaries, and calls related to gun violence.
- Invest in violence prevention and intervention strategies that interrupt the cycle of violence for our most at risk populations.

JOINT MEETING PURPOSE

For City Council, the Safety & Services Oversight Commission, the Community Policing Advisory Board, the Police Commission and other public safety Boards or Commissions to provide Oakland residents with informational reports regarding the City's efforts to reduce violent crime.

SSOC PURPOSE

To ensure the proper revenue collection and spending of the MZ parcel and property tax, as well as the implementation of the programs and strategies designed to accomplish the objectives of the MZ Ordinance.

Note: The SSOC first convened sometime in 2015. Only data from June 2018 to present is available online. However, there are references (page 12) going back to the June 2015 timeframe.

SSOC COMMISSIONERS

- Kelly Cure District 1
- Samuel Dawit District 6
- Omar Farmer District 2
- Paula Hawthorn District 3
- Sonya Mehta At Large
- Yoana Tchoukleva District 4
- Michael Wallace Mayoral

HISTORICAL SSOC MEMBERSHIP

Rebecca Alvarado	D5	Anne Marks	D1
Gloria Bailey-Ray	D7	Kevin McPherson	D7
Carlotta Brown	D6	Sonya Mehta	At-Large
Kelly Cure	D1	Jody Nunez	D1
Samuel Dawit	D6	Jo Robinson	Mayoral
Nikki Uyen T. Dinh	D5	Dayna Rose	D2
Billy G. Dixon	D7	Yoana Tchoukleva	D4
Omar Farmer	D2	Sydney Thomas	D1
Rev. Curtis Flemming, Sr.	D3	Pastor Michael Wallace	Mayoral
Paula Hawthorn	D3	Troy Williams	Mayoral
Letitia Henderson Watts	At-Large	Edwillis Wright	D4
Beth H. Hodess	At-Large		

SSOC DUTIES

1. Review and evaluate the implementation of MZ by DVP, OPD, & OFD
2. Receive draft performance reviews before evaluator finalizes the report
3. Report issues identified in the annual fiscal audit to the Mayor & City Council
4. Review annual fiscal and performance audits & evaluations
5. Report in a public meeting to the Mayor & City Council on the implementation of MZ
6. Recommend ordinances, laws, resolutions and regulations, to ensure compliance with the requirements of MZ
7. Provide input on strategies
8. Receive semi-annual progress reports from the departments updating the SSOC on progress toward desired outcomes.
9. Make recommendations to the City Administrator regarding scope of program evaluation

SSOC SYNOPSIS

SSOC STRATEGIC PLAN

While not a requirement, the SSOC created a strategic plan for years 2022-2024. Strategic planning is a fundamental duty of any commission. Further, it is a disciplined effort to produce decisions and actions that shape and guide what an organization is, what it does, and why it does it.

2022-2024 STRATEGIC PLAN OBJECTIVES

- 1.1 Analyze the city auditor's report of each department's MZ funds.
- 1.2 Analyze whether OPD's hiring plan demonstrates how to achieve or maintain the force required by MZ.
- 1.3 Receive a report from DVP about areas they need more funding for.
- 1.4 Receive a report from SVS on expenditures to combat the commercial sexual exploitation of children.
- 1.5 Receive an annual report from DVP on expenditures to combat GBV.
- 2.1 Receive a detailed annual Ceasefire analysis.
- 2.2 Receive a report on CRO projects, request a metric be created to measure how they support MZ goals.
- 2.3 Request a crime reduction metric for OPS 1-3 personnel be created.
- 2.4 Create a document that tracks all recommendations from Evaluations.
- 2.5 Receive updates on diversity and recruitment goals for MZ positions.
- 2.6 Receive a report on success markers for OFD + analysis of 911 times.
- 3.1 Create a community engagement plan.
- 3.2 Create an annual report and present it at the joint meeting.
- 4.1 Consider drafting Ordinances, Resolutions, or Regulations.

SSOC CORE VALUES

- **RESPECT and COURTESY** create space for honest conversations, which fosters greater participation and rewards us with perspectives we may not have otherwise considered.
- **EVIDENCE-BASED DECISION MAKING** requires us to consider quantitative and qualitative data before making decisions.
- **IMPACT-ORIENTATION** allows us to develop goals that build trust and confidence with the public and offer us the opportunity to be more effective.
- **TEAMWORK** can be directly linked to increased productivity because it inspires us to work together toward a common goal.

Community Activation Research & Elevation (CARE)

2023

1.	NCPC 22x	February 2023	D4
2.	League of Women Voters	May 2023	City-wide
3.	Violence Prevention Coalition	July 2023	City-wide
4.	Grand Lake NCPC 14y & 16x	August 2023	D1 & D2
5.	Mt. Zion Missionary Baptist Church	September 2023	D3
6.	Delta Town Hall, City of Refuge	December 2023	D7

2024

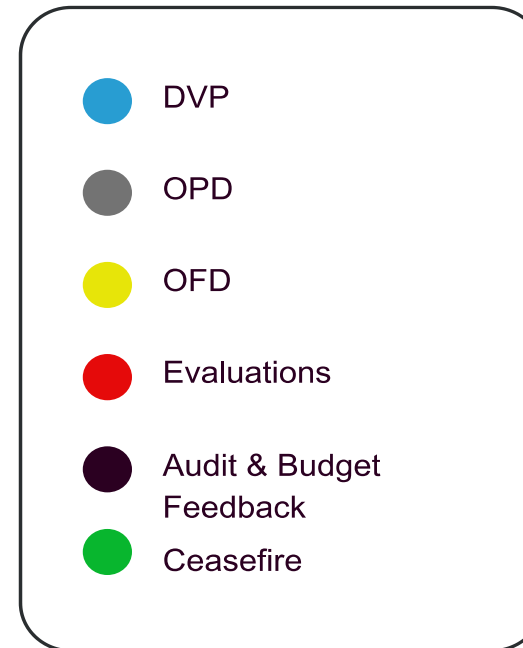
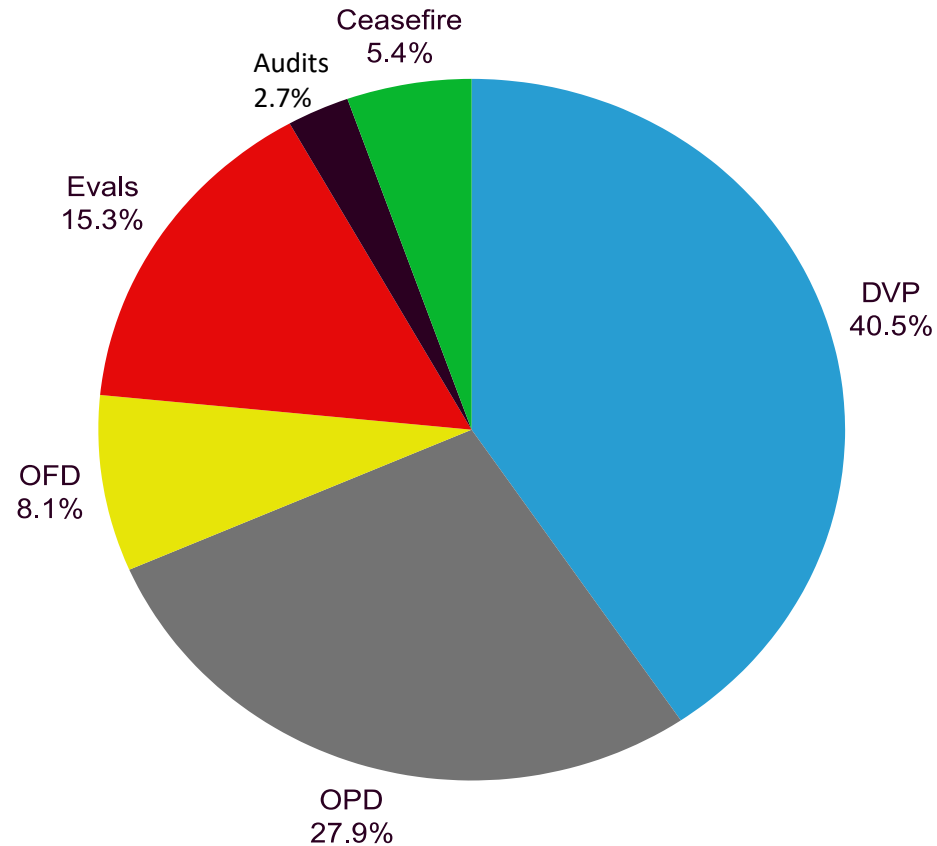
7.	NCPC 32x	February 2024	D7
8.	NCPC 33x & 34x	February 2024	D7
9.	NCPC 35y, South Hills	March 2024	D7
10.	NCPC 35x	June 2024	D7
11.	Rockridge NCPC	July 2024	D1
12.	Mt. Zion Missionary Baptist Church	Nov. 18th 2024	D3

SSOC Milestones

- Voted to create DVP 2017
- Offsite meeting held at Castlemont High 2017
- Provided input that led to the creation of the OPC Community Policing Policy 2017-2021
- Overcame Covid to stay on track, 8 meetings canceled between: 2019-2020
- Reimagining Public Safety Task Force Representation 2020-2021
- Participated in OPC Community Policing Ad hoc Committee 2021-2024
- Creation of Strategic Plan 2022
- Verified Response recommendation created and approved 2022-2024
- Participated in Urban Strategies Community Advisory Board 2022-present
- Creation of Community Activity Research and Elevation team 2023-present
- Creation of MACRO Advisory Board recommendation (being considered) 2023-present
- Created ASAP to PSAP 911 Improvement recommendation (being considered) 2023-present
- Final recommendations we hope result in a City Council Resolution 2024
- Offsite meeting at Mt. Zion Missionary Baptist Church 11/18/24

Data Analysis – Reports

Meeting Reports



Data Analysis – Meeting Hours

- Over the past 6.25 years the SSOC has held seventy-one (71) Brown Act governed meetings for a total of one-hundred and sixty-seven (167) volunteer meeting hours.
- An average of eleven (11) meetings have been held per year.
- Five to six (5.5) Commissioners present per meeting.
- Meetings were approximately 2 hours 22 min long for average of upwards of twenty-six (26) meeting hours per year.
- This does not include time spent outside of meetings on committees, recommendations, outreach, emails, phone calls, or meeting preparation.
- **Note:** the only meeting information available online is from June 2018 to present.

FISCAL TRANSPARENCY

FY 2023 Revenue Collected & Dispersed

- Parcel Tax \$19,798,577
- Parking Tax \$10,222,500
- Right to use \$349,300

• **Total \$30,370,377**

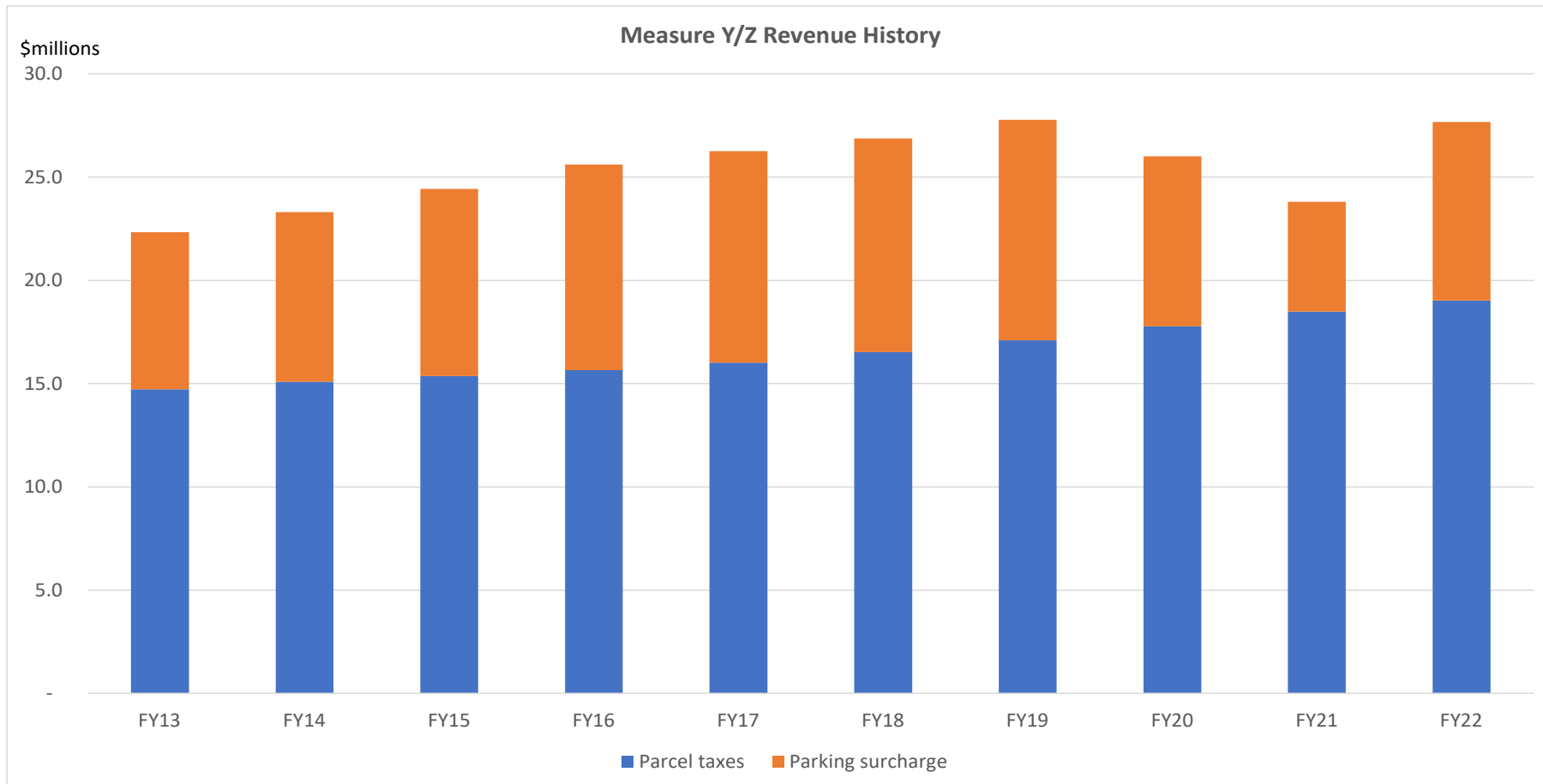
- OPD \$13,548,814 60%
- DVP \$8,635,383 40%
- OFD \$2M Fixed amount
- Evaluations \$422,784 3% Fixed amount
- Administration \$368,895 Part of 3% bucket

Revenue History for Measures Y and Z, Fiscal Years 2012-13 through 2021-22 (\$ millions)

\$269M raised from FY 15-present / \$29.8M on average raised per year not including FY 2024

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Parcel taxes	14.7	15.1	15.4	15.7	16.0	16.5	17.1	17.8	18.5	19.0
Parking surcharge	7.6	8.2	9.1	10.0	10.2	10.3	10.7	8.2	5.3	8.6

**FY 23
30.3M**



Note: Measure Y was adopted in 2004 and was replaced by Measure Z in 2015
Source: Controller's Bureau

Required Reports – OPD

*** FY 23-24 ISSUE REPORTED ***

\$12,000.00 of Measure Z funds used to pay for approximately eleven (11) officers to attend a California National Peace Officers Memorial Service in Sacramento.

We do not believe this was an appropriate use of MZ funds.
We memorialized our concerns in [this document](#).

Semi-Annual reports a minimum of twice per year:

- FY 21-22 Q4 Not Received
- FY 22-23 Q1-Q4 Not Received
- 1 semi-annual report received in the last 20 months

Spending Plan Reports a minimum of once every three years:

- FY 15-18 Received
- FY 18-21 Not Received
- FY 23-24 Not Received

Required Reports – OFD

Semi-Annual Reports a minimum of twice per year:

- FY 17-20 Received
- FY 20-21 & 21-22, Q1 & Q4 Not Received both years
- No Semi-Annual Reports received for 27 consecutive months, 6/22-present

Spending Plan Reports a minimum of once every three years:

- FY 18-21 Spending Plan Received
- No Spending Plans received from FY 21-present

Required Reports – DVP

Semi-Annual reports due a minimum of twice per year:

- In compliance for the Semi-Annual Reporting requirement

Spending Plan Reports due a minimum of once every three years:

- In compliance for the Spending Plan Reporting requirement

Fiscal Audit Inquiry

- The audits states that 1-3% of the funds appropriated shall be set aside for performance evaluations and administration costs.
- Measure Z states that amount is fixed at 3%.
- When was this MZ line item proposed and approved from a fixed 3% to 1-3% and who was it approved by?
- Or where does it say in MZ that it's a 1-3% range and not a fixed 3% amount?

Accountability & Transparency

To prevent a Department from circumventing an oversight body and to provide that group with sufficient time to adequately review proposals, we propose the following:

1. That each Department verify they have disclosed their information to the appropriate body prior to scheduling a council review.
2. Require that all plans and reports be action items that need to be approved at the Commission level at least two (2) commission meetings prior to any city deadline so they can have time to sufficiently review items and make amendments.
3. Intentionally, circumventing an oversight body shall be grounds to disqualify their request, and/or for reclassifying their portion of the proceeds.

OFD & OPD MZ Staffing

- MZ requires the City to maintain a minimum of 678 sworn police officers unless some sudden, unforeseen event sharply affects the City's financial status. If the City fails to budget for at least this many officers in any given year, the City would be prohibited from levying either the parcel tax or the parking tax. We believe there was at least one (1) year (2021?) where this wasn't accomplished and an exception was made via City Council.
- In accordance with the annual audits OPD is also tasked with hiring and maintaining at least a total of sixty-three (63) community and neighborhood police officers to act as or assist with neighborhood beat officers, school safety, crime reduction teams, domestic violence and child abuse interventions, officer training and equipment. However, there are three (3) years where the sixty-three (63) officer requirement was changed and no known reasons were provided.
- The Fire Department primarily uses it's proceeds to maintain staffing and equipment to operate twenty-five (25) fire engine companies and seven (7) truck companies, to expand paramedic services, and to establish a peer mentorship program at each station. However, the FY 21-22, and 22-23 audits state that twenty-four (24) fire engine companies were maintained. Why was that changed & what was the reason?

OPD MZ Staffing Inquiry

- The FY 20-21 audit states that sixty-three (63) officers were required but only fifty-four (54) were maintained. The FY 21-22 audit states fifty-four (54) officers. The FY 22-23 audit states fifty-two (52) officers required. We believe the FY 21-23 changes (page 14) are due to OPD being tasked with reducing its MZ budget by 14 percent due to anticipated drops in MZ revenues related to Covid-19. **Are the FY 20-21 results related to the same issue?**
- **In May 2022 the SSOC received a report (page 23) from OPD stating that in 2020 there were eleven (11) CRO's and sixteen (16) CRT's out of the fifty-three (53) authorized MZ officers. However, the audit states there were seventeen (17) CRO's and 28.02 CRT's.**
- **In the same report it stated in 2021 there were seventeen (17) CRO's and thirty-seven (37) CRT's but the audit reflects seven (7) and 19.72 respectively. Which report is correct?**

• <u>FY 15-16:</u>	66	<u>FY 19-20:</u>	61.81
• <u>FY 16-17:</u>	67.50	<u>FY 20-21:</u>	53.02
• <u>FY 17-18:</u>	65.50	<u>FY 21-22:</u>	53.72
• <u>FY 18-19:</u>	66	<u>FY 22-23:</u>	52.72

STRATEGY EVALUATIONS

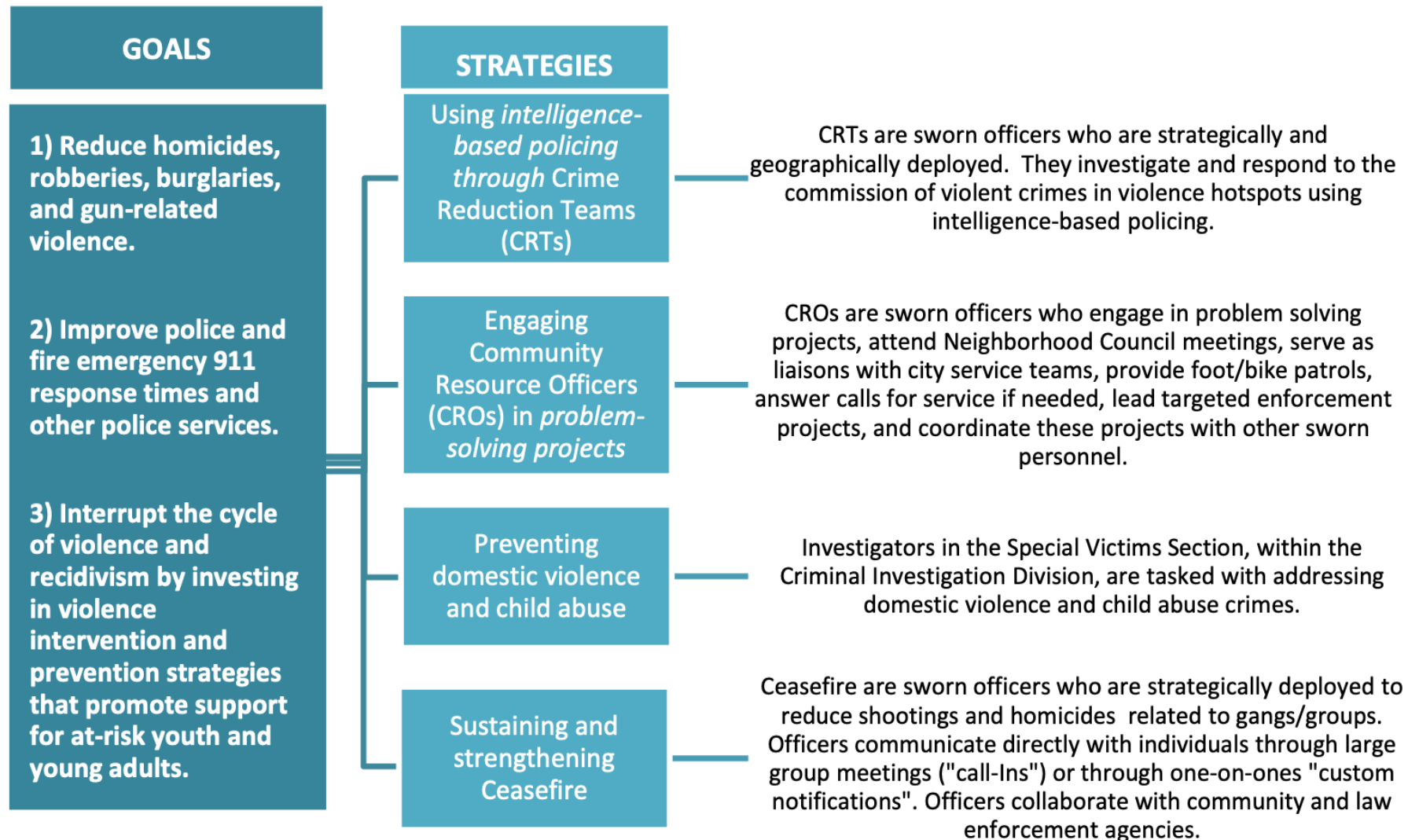
Evaluation Schedule

- DVP Mathematica Evaluation 2016-19
- OPD Evaluation 2017
- OPD Evaluation 2018
- OPD Evaluation 2019
- Ceasefire Evaluation 2018
- OPD Evaluation 2020
- DVP & OPD Urban Strategies Evaluation 2023-24 (In progress)
- Independent Audits Annual

Note: OFD exempt from Evaluations

OPD Goals & Strategies

Figure 2: Measure Z Legislative Goals and Strategies



OPD Evaluation Findings – 2017 to 2020

- Improve operational coordination and communication between CRO, CRT, and Ceasefire officers.
- Establish performance measures and reporting structures that ensure alignment with MZ goals.
- Ensure geo-policing officers represent the diverse community they serve.
- Create and sustain a merit based geographical policing program.
- Establish measures for implementation of CRO/CRT scheduling patterns and deployment trends and analyze how criminal activity is impacted.
- Assess the most appropriate types of calls, SARA projects and timeframes for them to accomplish these types of activities as they relate to MZ goals.
- Clarify to CRO's and the public the type of community driven work they're tasked with and establish minimum timeframes for them to stay in their beats.
- Assign enough CRO's and CRT's per beat. There are thirty-five (35) beats but not enough officers consistently assigned to each beat. Some beats may require more than one (1) CRO.
- Explore mechanisms to limit patrol activities so geo-policing officers can stay in their beats to build relationships and work on MZ goals.
- To the best of our knowledge the above findings have not been completed since the 2017, 2018, 2019, and 2020 evaluations.

Map of Police Beats & Patrol Areas

Figure 8. OPD Patrol Areas

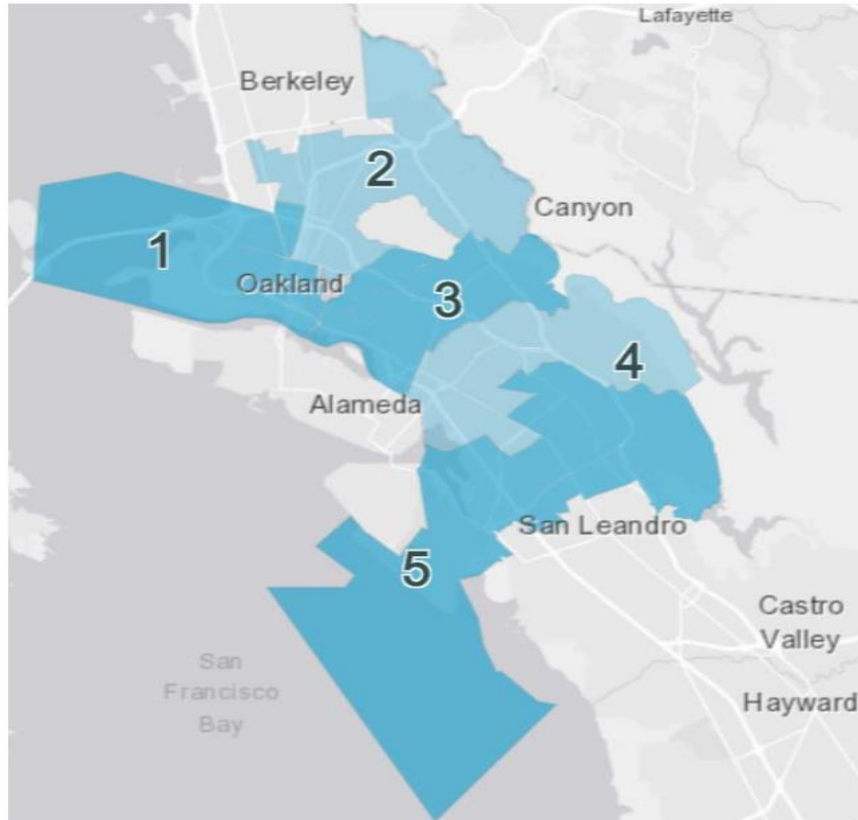


Figure 9. Oakland Patrol Beats

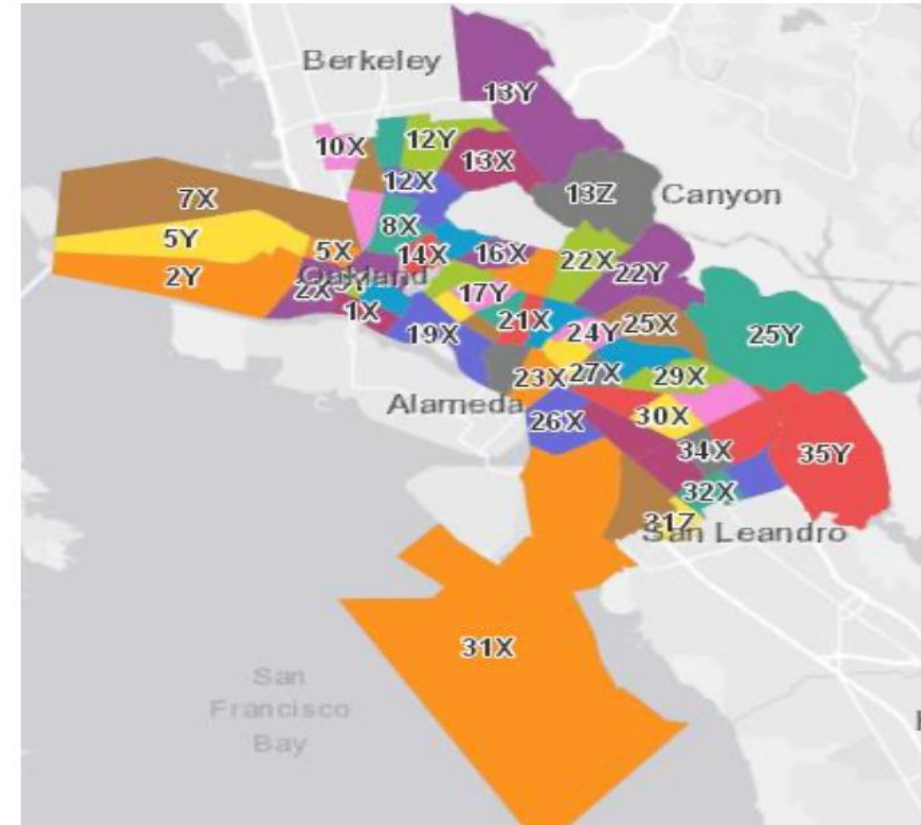


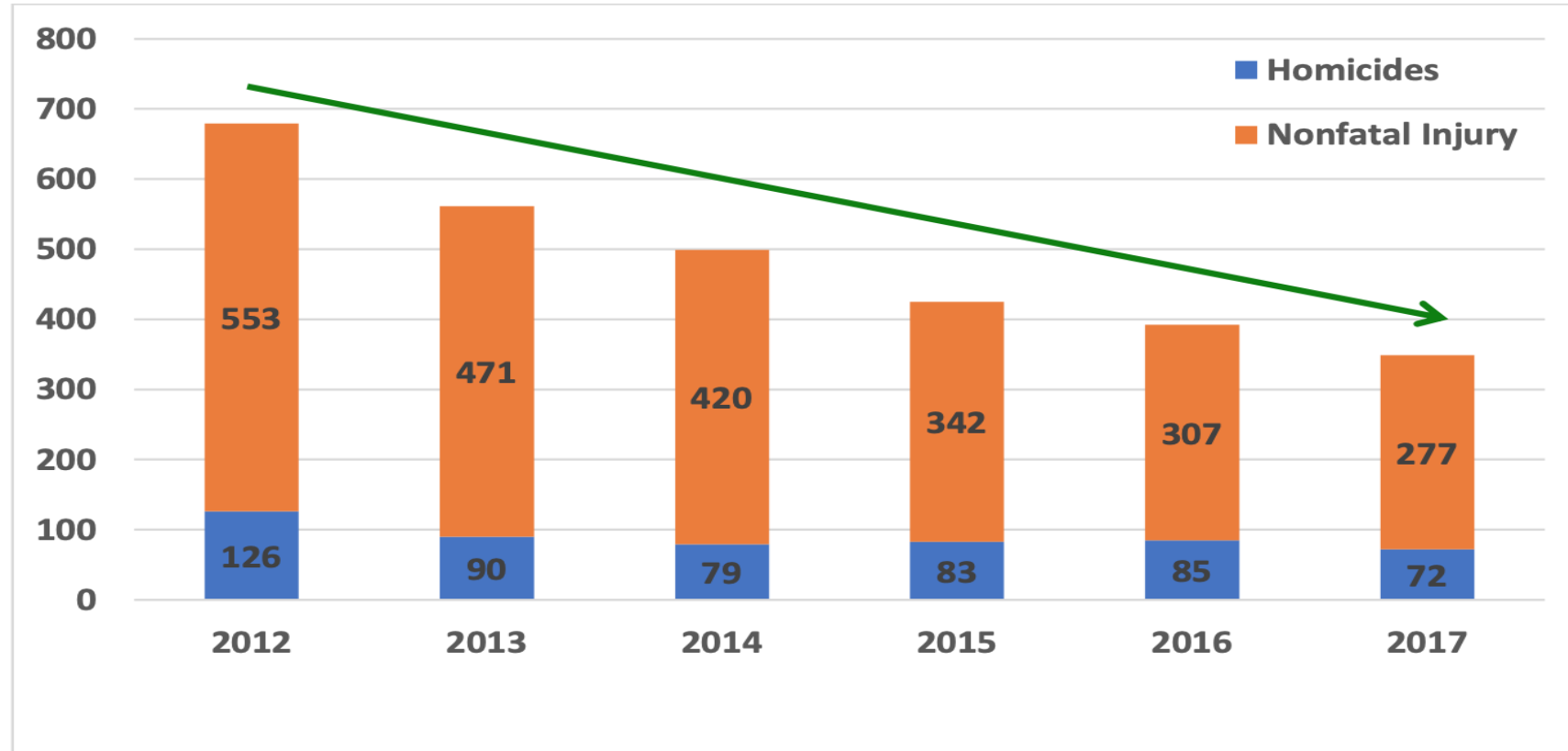
Figure 8 shows OPD's five geographic patrol areas, and Figure 9 shows the patrol beats within each area. As mentioned previously, patrol officers and CROs/CRTs are organized in each patrol area.

Ceasefire Evaluation from 2018

- Ceasefire efforts draw on a combination of four areas of theory and practice:
 - (a) focused deterrence, (b) procedural justice and police legitimacy, (c) gang intervention and violence interruption best practice, (d) performance management.
- Use of a place-based analysis was associated with a 32% reduction in citywide shootings supporting the assertion that reduction in gun violence is associated with the Ceasefire gun violence reduction strategy and was distinct from trends in other cities.
- Ceasefire generated a 20% reduction in shootings in neighborhoods that experienced it relative to neighborhoods that did not. There's no evidence that it pushed violence into surrounding neighborhoods.
- Ceasefire generated a 27% reduction in shootings by gangs/groups as well as those socially-connected to treated gangs/groups.
- Pre and post-Ceasefire era measures indicate that compliant participants in Ceasefire had fewer victimizations and arrests in the two years after enrollment in the program than in the two years prior.
- Despite outlining it as a strategy to be **strengthened** over the life of MZ it was at best minimally maintained. It still achieved outstanding results throughout city leadership and administration changes, OPD scandals, budget cuts, and other challenges that occurred during the Covid-19 era.

Ceasefire – Gun Violence Impact

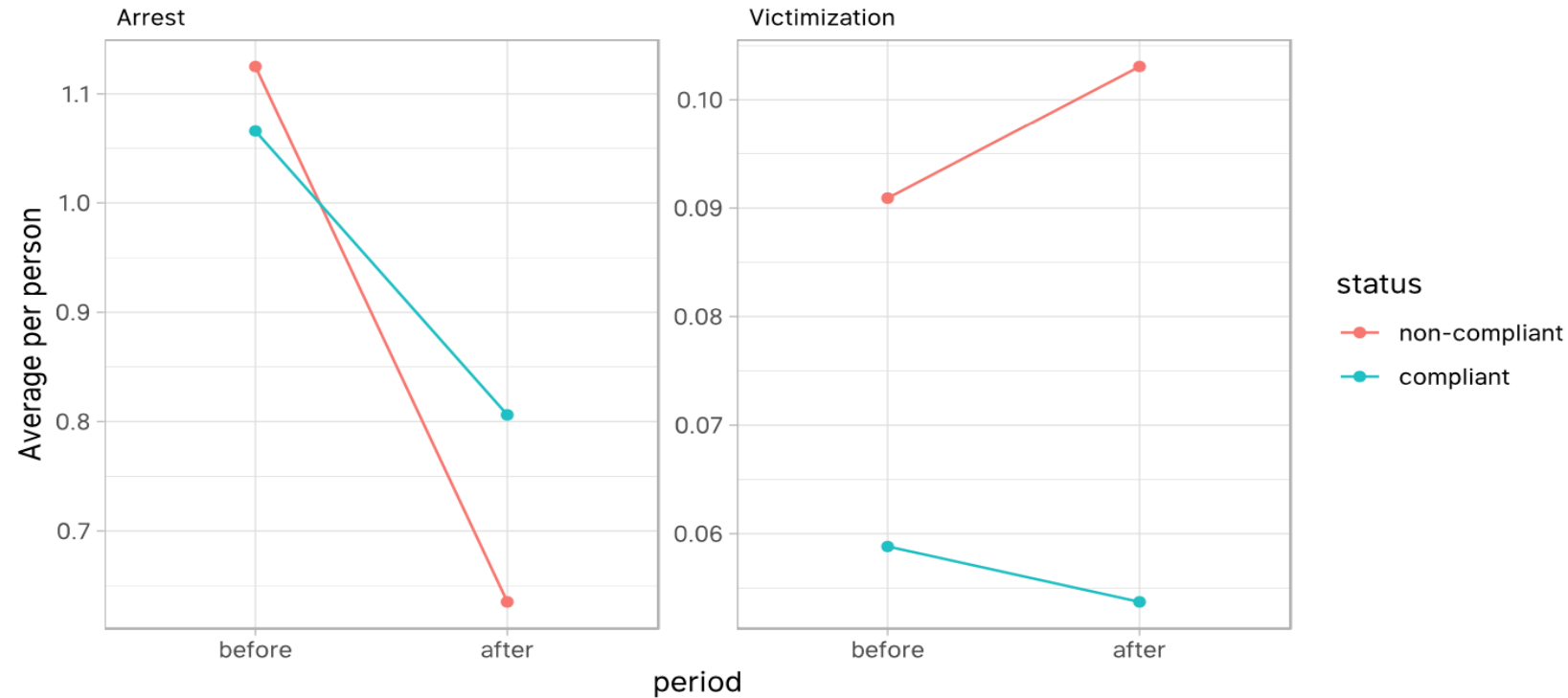
Figure 12: Oakland Homicides and Non-Fatal Shootings 2012-2017



Source: Fatal and non-fatal shooting data provided by the Oakland Police Department.

Ceasefire – Recidivism Impact

Figure 11: Pre- and post-Ceasefire outcomes for compliant and non-compliant participants in the program.



NOTE: Outcomes were observed for two years before Ceasefire and for two years after, for individuals with two years of available follow-up data. For individuals without the full two-years, we weighted the arrest and victimization outcomes by dividing the frequency of each outcome by the number of years observed in the post-Ceasefire period (e.g. 1.8 years) and multiplying the result by two.

DVP Mathematica Evaluation for 2016-19

- Fewer violent offense short-term arrests for adults who received life coaching or employment and education support services. The same can be said of youth who received life coaching support
- Data shows that adult life coaching reduced the likelihood of being arrested for a violent offense even after 12 months from the time participant graduated from the program

DVP Mathematica Evaluation for 2016-19

- Job training services have consistently yielded great results
- Life coaching program has consistently received high ratings
- Bottoms-up strategy has helped foster trust between the DVP and the communities they serve
- Large number of individuals served and services concentrated on populations most at risk

Fire Response Times

- Have response or turnout times improved between the implementation of MZ to present for medical, fire, or high hazard high rise incidents? Are NFPA standards being met or not met?
- Before and after impact of software application, and infrastructure improvements for better management of service delivery? Improvements include: First Watch program, Locution system, LiveMUM software, CAD upgrade, etc.
- MACRO impact on response times?
- OFD call center and departmental staffing status.
- Mass casualty or joint OFD & OPD response training impact on response times?

Police Response Times

- There have been, multiple grand jury reports conducted for the 911 call center due to it being out of California Office of Emergency Services standards for call answering times for at least five (5) years. Call answering times have either stayed the same or increased over the life of MZ.
- OPD has improved staffing and completed the installation of a new Computer Aided Dispatch (CAD) system. However, per OPD the CAD system will not significantly improve response times and the staffing issue will not yield results until the Fall of 2025.
- The SSOC has a three-part strategy to decrease 5.4% of the 911 center call volume for burglar alarms that 98% of the time result in false alarms.
 1. A policy recommendation called Verified Response which was implemented in July 2024.
 2. Implement ASAP to PSAP. A technology upgrade that's currently being considered which will absorb many of the alarms attributed to system malfunctions and it will speed up responses to actual alarms.
 3. Conduct Cost Recovery for every call that results in a false alarm.

Police Response Times

Oakland Police Department Average 911 Answer Times

The average answer time did not meet the state's threshold from January 2018 through June 2023.



Source: California Governor's Office of Emergency Services

Police Response Times

Worst Statewide Average 911 Answer Times For June 2023

The state requires 911 calls to be answered within 15 seconds 90% of the time to be in compliance.

Oakland PD

62 seconds

CHP Golden Gate (Vallejo)

45.7 seconds

LAPD Metro

31.5 seconds

Fresno PD

20.1 seconds

Ventura County Fire

19 seconds

Fresno County Sheriff

15.2 seconds

San Bernardino Sheriff - Victorville/Desert Control

14.1 seconds

San Francisco Department of Emergency Management

12.8 seconds

Alameda County Sheriff

12.5 seconds

Tulare County Sheriff (Visalia)

12.4 seconds

Source: California Governor's Office of Emergency Services

RECOMMENDATIONS

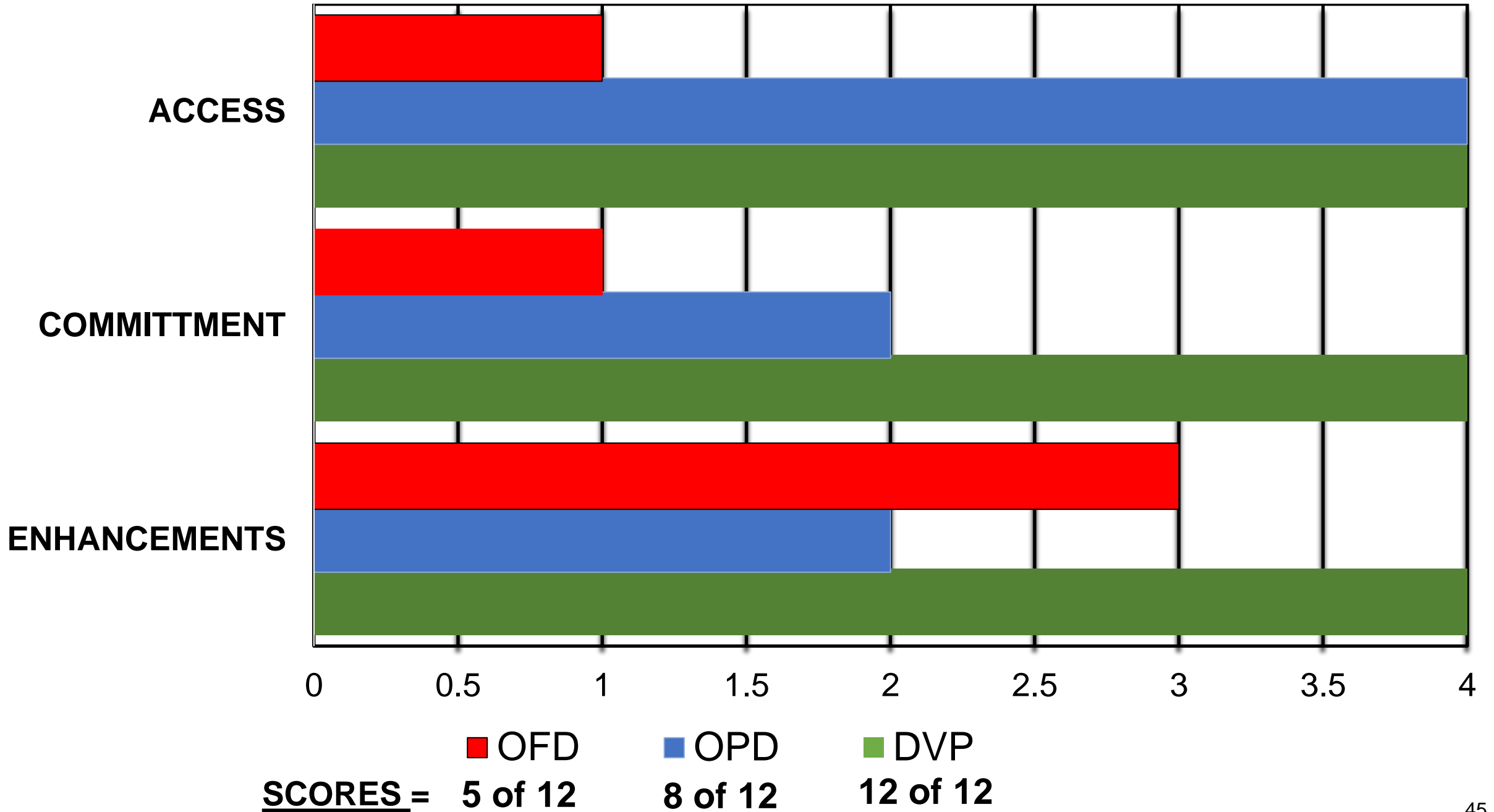
[Long form recommendation document created by Vice-Chair Tchoukleva:
<https://docs.google.com/document/d/1qhR1hkfw2ygRO6PEAMsLbR6Mn0wBjAIHYIW4bMv0naU/edit?tab=t.0>]

ACE SCORECARD

- **ACCESS** provided for SSOC oversight: Meeting attendance frequency, offline availability, developed a productive working relationship.
- **COMMITTMENT** to MZ standards: Submitted required reports or other pertinent documentation appropriately and within a reasonable timeframe.
- **ENHANCEMENTS** to MZ goals: Demonstrated consistent progress and improvement towards the objectives of the ordinance.

ACE SCORECARD

- DVP, OPD, & OFD were graded in each of the aforementioned areas on a one to four (1-4) scale. Four (4) being the best. One (1) being the lowest. Below are scoring definitions:
 1. Non-compliant
 2. Compliance in progress.
 3. Compliant
 4. Exceeds standards.



SSOC Prioritized Recommendations

1. Provide DVP with enough funding to serve at minimum the most at risk youth and young adults they have the capacity for. Investments in have historically led to decreased gun violence at an average of 10% or more per year.
2. Create a Ceasefire standing ad hoc committee through one of the city's established Public Safety Boards or Commissions to ensure the Ceasefire strategy stays on track and is strengthened over the long-term despite leadership, community partnership, or administration changes, understaffing issues, or other obstacles.
3. In 2022 the League of Women Voters conducted a scoring of the performance of Commissions to grade their effectiveness. Their report can be used to build an evaluation scorecard for oversight bodies to gauge their effectiveness.

[LWVO Report - Item 6, Attachment 6:

<https://cao-94612.s3.us-west-2.amazonaws.com/documents/SSOC-Agenda-and-Materials-9-26-22.pdf>]

SSOC Prioritized Recommendations

4. Provide Commissions with more tool and resources to be successful. Including some degree of enforcement power to make their oversight duties more effective when departments they oversee are out of compliance or don't provide required reports.
5. Create a Brown Act governed MACRO Board or Commission to oversee the development of this 911 improvement strategy that's within the Oakland Fire Department.
6. Adopt a Public Safety Officer (PSO) position to assist with FTE shortfalls, improve response times, and alleviate overtime costs. PSO's would cross train as both Police Officers and Firefighters. It could be initiated by creating a joint pilot academy.
7. Increase funding and expand access to Restorative Justice (RJ) diversion for youth and young adults. Residents who complete RJ programs have a high chance of not recidivating.
8. Start growing a Restorative Justice Transformative Justice ecosystem so that Oakland can become a Restorative City. Support the development of a Restorative & Transformative Justice web of support made up of restorative justice centers, community organizations, service providers, school restorative justice hubs and community healing spaces.

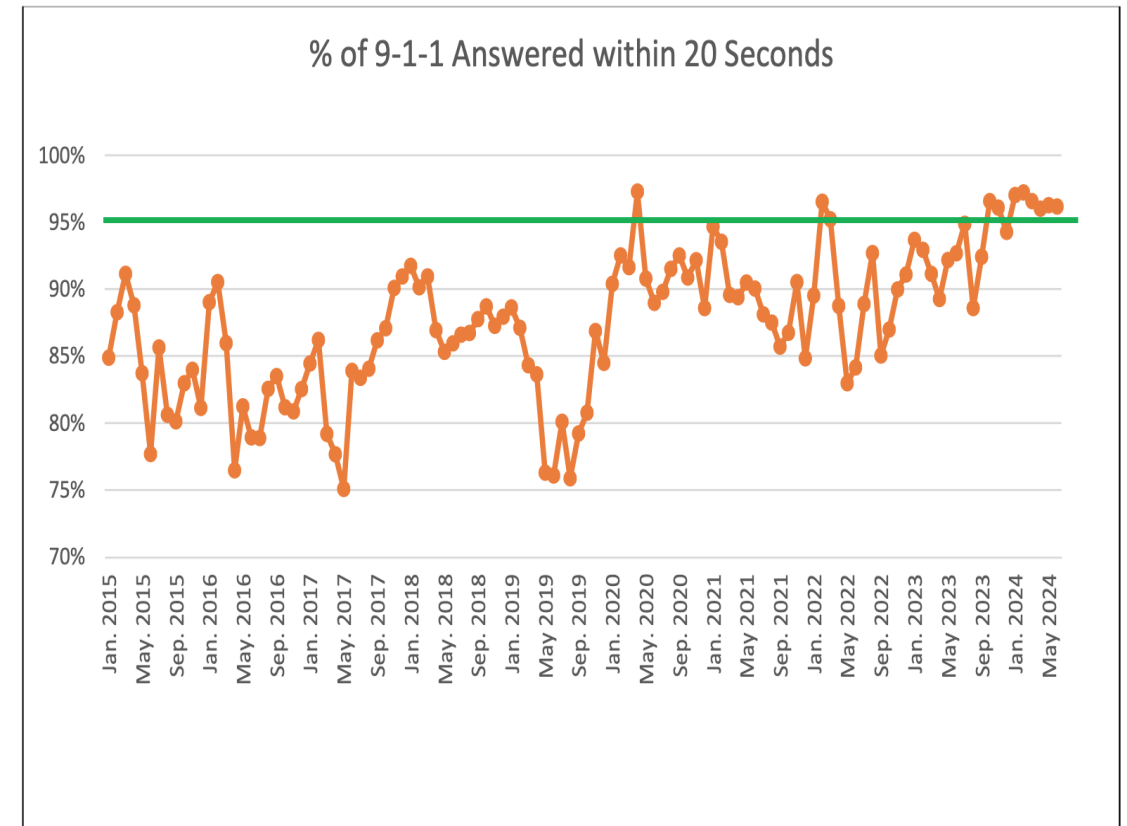
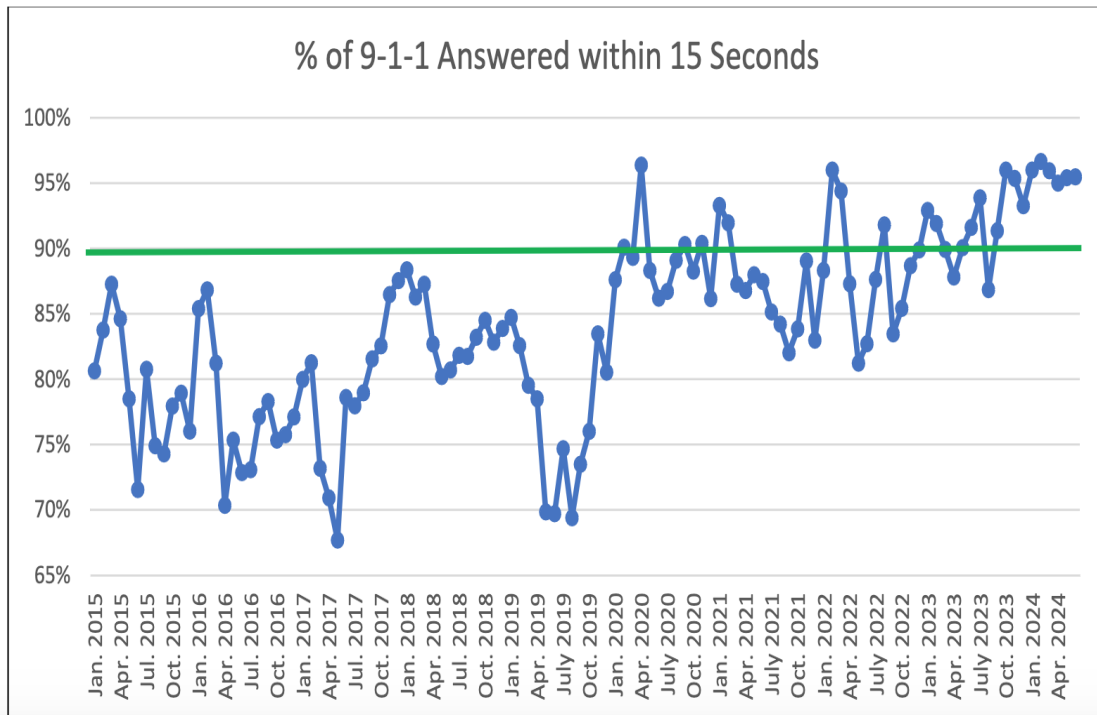
SSOC Prioritized Recommendations

9. Build a holistic reentry hub in Oakland — a central location where the formerly incarcerated can receive not just access to general services but individualized case management and support.
10. Conduct Cost Recovery for Police Department responses to false burglar alarms by charging Alarm Call Centers \$20.00 each time they refer a call to the 911 dispatch for a burglar alarm that results in being a false alarm. Historically, 98% of Alarm Call Center referrals are for false alarms. This amounts to \$910K-\$1.4M in unproductive police officer wages wasted per year and 4.5-6.8 annual police officer FTE hours wasted.
11. Adopt ASAP to PSAP technology for the 911 call center. It will absorb a significant amount of the false burglar alarms that are a minimum of 5.4% of the overall call volume which will improve call answering times.

In Nashville, where burglar alarms are 5.5% of the call volume, after implementing ASAP in 2020 their call answering times improved by 15-25%. It also pays for itself in terms of FTE hours saved and eliminates on average four to six (4-6) follow up calls. It's a one time cost for \$79,043.00 total. See Nashville chart on next slide.

SSOC Prioritized Recommendations

NFPA 1225 Chapter 7 Compliance with 9-1-1 Call Answering Standards
90% in 15 Seconds – 95% in 20 Seconds
Jan. 2015 thru June 2024



END OF REPORT

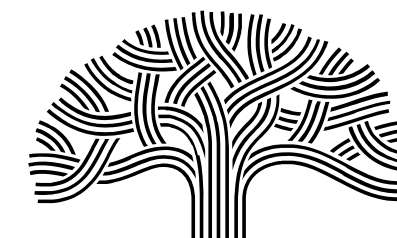
Safety and Services Oversight Commission

Damon Covington, Fire Chief
Oakland Fire Department



Safety Services Oversight Commission

In addition to its core goals and objectives, the annual Measure Z funding allocation of \$2 Million to Oakland Fire (\$2,000,000) plays a critical role in supporting overall department efforts to maintain adequate personnel resources to respond to fire and medical emergencies through our Dispatch Center, including, but not limited to violent crimes and other injuries.



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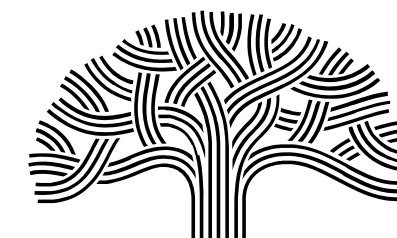
Safety Services Oversight Commission

Measure Z funds ensure that the Oakland Fire Department has the necessary personnel resources to:

- Maintain the minimum daily required staffing requirements;
- Meet and improve mandated fire emergency 911 responses;
- Respond quickly & effectively to violent crime and traumatic incidents where high level emergency medical services (EMS) treatment is needed.
- Prompt and skilled response by Fire & EMS personnel will make the difference in whether a person who is violently assaulted or involved in a shooting becomes a homicide victim or not.

Safety Services Oversight Commission

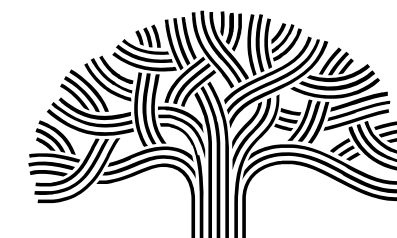
Measure Z supports key elements of the Fire Department mission to providing the highest quality and highest level of courteous and responsive services to the residents, businesses, and visitors of Oakland by implementing comprehensive strategies and training in fire prevention, fire suppression, emergency medical services, and all risk mitigation, including human-caused and natural disasters, emergency preparedness, 9-1-1 services and community-based fire services.



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Safety Services Oversight Commission

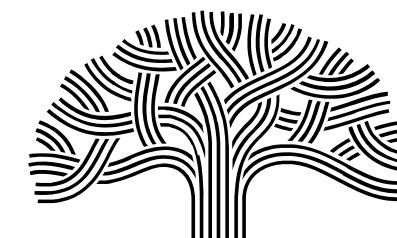
- OFD operates an Emergency Fire Dispatch Center and twenty-five (25) fire stations located throughout the city, twenty-four (24) hours per day, seven (7) days per week.
- OFD is responsible for fire and medical dispatch, fire prevention, fire suppression, mitigation, emergency medical response (EMS), specialized rescue operations, fire investigation, MACRO, emergency management, and fire code inspection within the city.
- OFD personnel are the front line first responders for all manners of medical and hazardous incidents.



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OAKLAND

Safety Services Oversight Commission

The Fire Communications Center (FDC) serves as the first point of contact for 9-1-1 callers in need of fire or medical services in the City of Oakland. Annually, approximately 70,000 calls are processed each year by highly trained, Emergency Medical Dispatch (EMD) certified staff. In addition to biennial recertification which includes CPR training, OFD Communications has been an Accredited Center of Excellence (ACE) by the International Academies of Emergency Dispatch for 15 years.



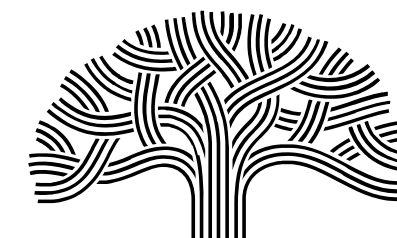
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OAKLAND**

Safety & Services Oversight Commission

The OFD Medical Services Division (MSD) provides OFD personnel and MACRO staff with continuing education and training which meets the state-mandated minimum requirements for Emergency Medical Technicians (EMT) and Paramedics (EMT-P).

Fire personnel serve as first responders to emergency calls that may require basic and advanced emergency care when dispatched through the 911 system.

MACRO personnel conduct wellness checks for Oakland's most vulnerable populations.

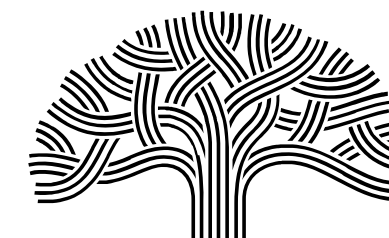


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Safety & Services Oversight Commission

OFD Medical Services Division:

- Provides written guidelines and procedures related to the operation of first responder fire personnel, EMT and Paramedics.
- Provides continuing education, course requirements, and skills testing to maintain licenses and certificates for Paramedic and EMT credentials.
- Ensures adequate medical equipment and supplies are available, and establishes procedures for patient care.

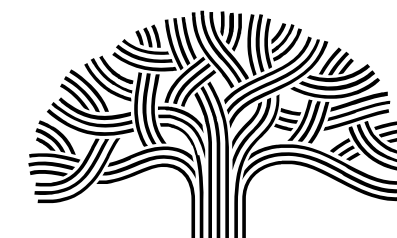


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In 2021, The Fire Department launched the MACRO Program, a community response program for non-violent, non-emergency 911 calls to meet the needs of the community with a compassionate care first response model to reduce responses by police, resulting in fewer arrests and negative interactions, and increased access to community-based services and resources for impacted individuals and families.

MACRO logged over 15,000 contacts with Oakland residents. Approximately 1/3 of community contacts results in a referral to an Service provider in Alameda County.

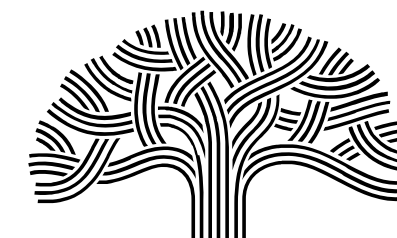


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Community Outreach:

- OFD works to reach, educate, and train the public on fire and life safety hazards.
- OFD members can be found at local community meetings, health fairs and special events throughout the year giving OFD an opportunity to interact with tens of thousands of residents a year.
- In 2023, OFD hosted or participated in over 200 community public education events, including school visits, station tours, fire safety training, career fairs, mentoring, National Night Out, and smoke alarm distribution events.

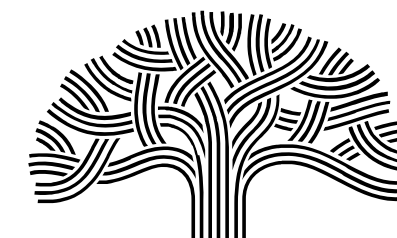


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Community Outreach:

- The Oakland Fire Department Public Education and Community Outreach arm works year round to engage, educate, and train the public on fire and life safety hazards.
- The *Oakland Fire Explorer* program is a proven tool to engage hard to reach youth and teenagers, fostering a mentorship relationship, partnership with school sites, and creating valuable career pipeline.
- In 2023 alone OFD distributed *200+ smoke and carbon monoxide alarms* to help save lives and reduce the spread of fire, focusing on our most vulnerable communities which are at greatest risk.



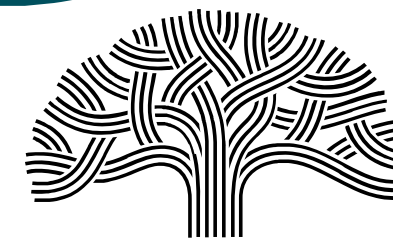
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Measure Z Spending in FY23-24

Department of Violence Prevention

Holly Joshi
Chief of Violence Prevention

Jenny Linchey
Deputy Chief of Grants, Programs, and Evaluation



**CITY OF
OAKLAND**

Background

- The City of Oakland's Department of Violence Prevention (DVP) is charged with reducing group violence, intimate partner violence, and commercial sexual exploitation in Oakland.
- To do this, the DVP invests in immediate crisis response services and near-term interventions that focus on stabilizing victims and preventing additional violence.
- The DVP also invests in longer-term, intensive support services for individuals caught in cycles of violence.

Background

The DVP performs three primary functions:

1. **Supervise and deploy a team of direct service staff** who perform intensive life coaching and violence interruption work with individuals at highest risk of imminent violence.
2. **Fund community organizations** to deliver violence intervention and healing services to community members impacted by violence.
3. **Convene and build capacity among community organizations** that form the ecosystem of violence intervention services in Oakland.

Background

The DVP's work advances the following two objectives of Measure Z:

1. Reduce homicides, robberies, burglaries, rape, domestic violence, human trafficking, and gun-related violence.
2. Invest in violence intervention and prevention strategies that provide support for at-risk youth and young adults that data says are at highest risk of gun violence to interrupt the cycle of violence and recidivism.

Background

- The DVP uses Measure Z funds almost exclusively for services delivered by community-based organizations (CBOs).
- From October 1, 2023, to June 30, 2024, services delivered by CBOs totaled \$12,837,397.
- Measure Z provided **84%** of the funding for these services, for a total of **\$10,728,688**.

An aerial photograph of a densely populated residential neighborhood during the 'golden hour' of sunset. The houses are packed together, with various rooflines and colors visible. The sky is filled with soft, orange and yellow light, with some clouds catching the low sun. The overall mood is serene but carries a somber undertone due to the subject matter of the text.

Group Violence

Group Violence: Theory of Change

Problem

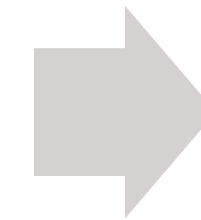
Participation in group violence is rooted in survival instincts and prior trauma.

Oppression, overincarceration, and disinvestment lead to community violence.



Intervention

The DVP delivers and funds intensive services for high-risk individuals to help them change their mindsets, behaviors, support systems, and environments to avoid future violence.



Outcomes

Reduced victimization and experiences of trauma

Reduced footprint of the criminal justice system

Group Violence Grants: 10/1/23 - 6/30/24


Service	Cost of Services	Number of people served
Adult employment	\$362,613	160
Adult life coaching	\$1,132,920	289
Emergency relocation	\$198,750	32
Hospital-based intervention	\$275,418	50
Violence interruption	\$1,800,841	173

Group Violence Grants: 10/1/23 - 6/30/24

Service	Cost of Services	Number of people served
Youth diversion	\$331,575	109
Youth employment	\$786,689	207
Youth life coaching	\$869,531	140

Total spent: \$5,758,337

Total people served: 1,085 unduplicated; 1,160 duplicated



Gender-Based Violence (GBV)

GBV: Theory of Change

Problem

GBV is a learned behavior rooted in misogyny, historical violence, and prior trauma.

GBV negatively impacts survivors and destabilizes families and communities.



Intervention

The DVP funds stabilization services to survivors and longer-term intensive support services to survivors and individuals who cause harm.



Outcomes

Reduced victimization

Survivors heal and thrive

Reduced footprint of the criminal justice system

GBV Grants: 10/1/23 - 6/30/24

Service	Cost of Services	Unduplicated people served	Duplicated people served
24-hour hotlines	\$169,840	–	2,985
Bedside advocacy	\$273,880	–	184
Emergency shelter	\$570,876	147	–
Employment	\$266,136	147	–
Legal advocacy	\$460,763	512	–

GBV Grants: 10/1/23 - 6/30/24

Service	Cost of Services	Unduplicated people served	Duplicated people served
Life coaching	\$199,124	40	–
Safe space alternatives	\$243,940	–	773
Therapeutic support	\$517,575	213	6,515
Transitional housing	\$219,520	26	–

Total spent: \$2,921,654

Total people served: 1,085 unduplicated; 10,457 duplicated

An aerial photograph of a city and harbor at sunset. The scene is bathed in a warm, golden light. In the foreground, a large body of water, likely a harbor or bay, is visible, with several large industrial or commercial buildings along the waterfront. The middle ground shows a dense urban area with numerous buildings and streets. In the background, a range of mountains stretches across the horizon under a hazy, orange sky. The overall mood is serene and contemplative.

Community Healing

Community Healing: Theory of Change

Problem

Group violence causes immense and lasting trauma for victims, families, and communities.

This trauma can lead to further perpetration of violence.



Intervention

The DVP funds services that help victims, families, and communities cope with and heal from trauma caused by group-related shootings and homicides.



Outcomes

Healthy coping mechanisms

Healing from trauma

Reductions in group violence that result from unresolved trauma

Community Healing Grants: 10/1/23 - 6/30/24

Service	Cost of Services	Unduplicated people served	Duplicated people served
Family support	\$186,055	122	–
Healing and restorative activities	\$730,454	–	4,215
Neighborhood and community teams	\$907,477	–	10,424
Therapeutic supports	\$20,000	12	–

Total spent: \$1,843,986

Total people served: 134 unduplicated; 14,639 duplicated



School Violence
Intervention and
Prevention (VIP)
Program

School VIP Program: Theory of Change

Problem

Children who are impacted by violence cannot effectively learn in school.

Violence in Oakland moves between streets and schools.



Intervention

The DVP funds credible messengers in schools to intervene in violence and deliver intensive support services to impacted students.



Outcomes

Safer school campuses

Reduced victimization among Oakland's most vulnerable youth

School VIP Program Grants: 10/1/23 - 6/30/24

Service	Cost of Services	Unduplicated people served	Duplicated people served
Community healing	\$619,455	–	698
GBV services	\$748,381	133	1,765
Life coaching & violence interruption	\$945,584	93	172

Total spent: \$2,313,420

Total people served: 226 unduplicated; 2,635 duplicated

Additional MZ Expenses: 7/1/23 – 6/30/24

1. \$70,000 funded the DVP's data management system, Apricot 360.
2. \$75,000 paid for general operating expenses such as cell phone service, office supplies, materials for outreach events, rental space and food for trainings, and emergency gift cards for participants.
3. \$119,000 paid for professional services that included mental health services for DVP direct practice staff and printing of public outreach materials.

Thank You!

CEASEFIRE OAKLAND



Joint SSOC/City Council Presentation
October 29, 2024



Implementation of the Oakland Ceasefire strategy was specifically *demand*ed by community members to address gun violence. In direct response, the City of Oakland and its partners began implementation of the strategy in 2012 after years of community pressure.

What is Oakland Ceasefire ?

Oakland Ceasefire is a partnership-based, intelligence led, and data-driven strategy designed to:

- Reduce Gang/Group related shootings and homicides
- Reduce the recidivism rate amongst participants
- Improve community police relationships

CEASEFIRE MISSION



When we talk about Ceasefire

We are really talking about these activities:

1. In-depth analysis of risk
2. Direct, respectful communication
3. Intensive, relationship-based life coaching and other services needed
4. Intelligence-based enforcement, informed by the principles of procedural justice

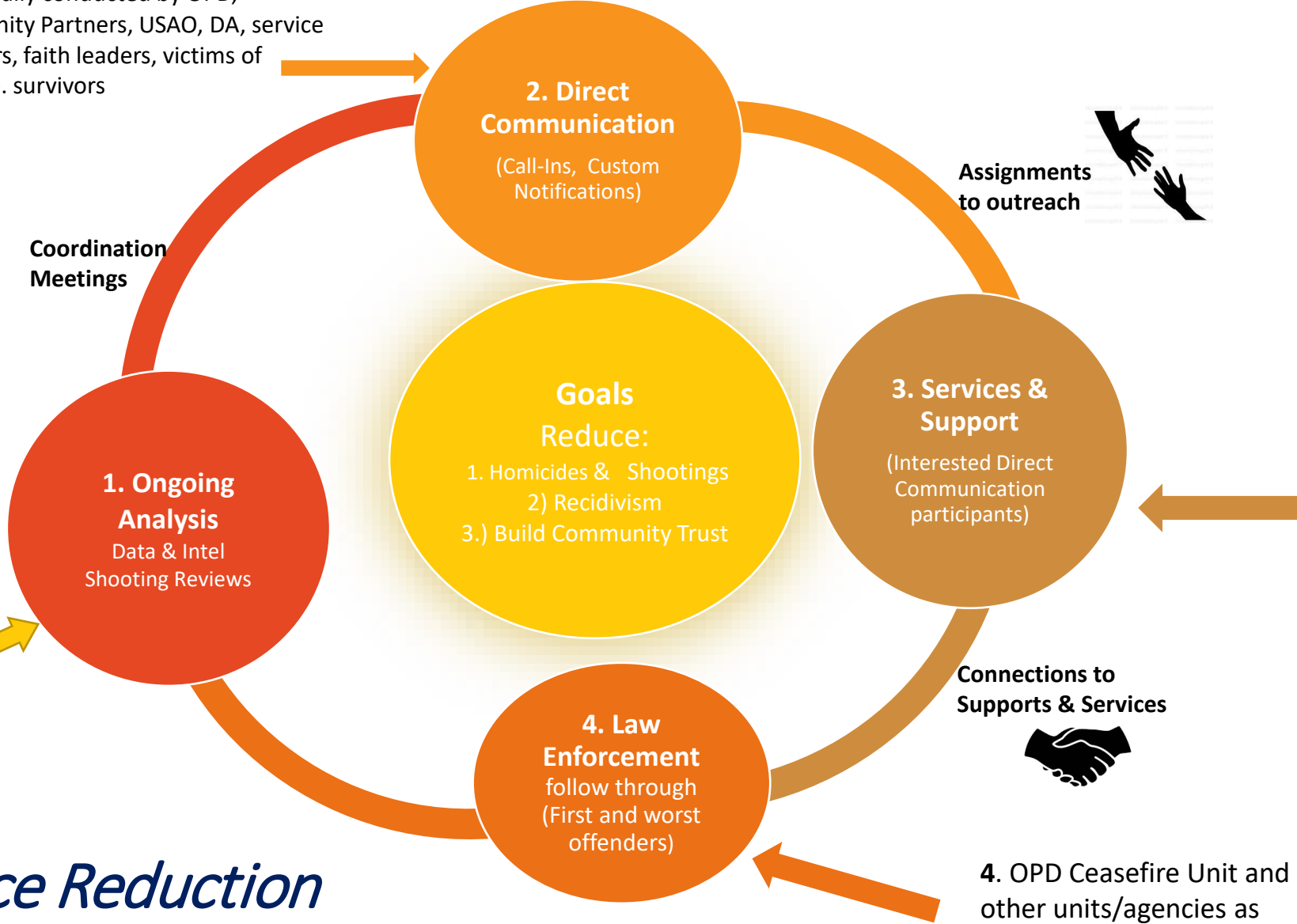
These activities are implemented continuously as a closely coordinated, joint strategy to reduce shootings citywide.

Gun Violence Reduction Strategy Cycle

2. Normally conducted by OPD, Community Partners, USAO, DA, service providers, faith leaders, victims of violence. survivors



Coordination Meetings



1. Ongoing Analysis
Data & Intel
Shooting Reviews

1. Involves problem analysis; crime analysis, Ceasefire, CGIC, and other partners

2. Direct Communication
(Call-Ins, Custom Notifications)

Assignments to outreach



3. Services & Support
(Interested Direct Communication participants)

3. DVP, Service Providers, and Life Coaches

Connections to Supports & Services



4. Law Enforcement
follow through
(First and worst offenders)

4. OPD Ceasefire Unit and other units/agencies as necessary

Goals
Reduce:
1. Homicides & Shootings
2) Recidivism
3.) Build Community Trust

Analysis

Ceasefire identifies groups & individuals at very highest risk of GUN violence through ongoing, intensive, and systematic data collection and analysis with a particular focus on social networks.

Achieving community-wide reductions in violence required a shift from assessing categorical risk factors/assessing “overall” risk to identifying and engaging groups and individuals at imminent risk of involvement in gun violence.

Oakland’s violence prevention efforts have associated a person’s probability of involvement in violence with individual, situational, or community risk factors, but most people in high-risk populations never get involved in gun violence.

Within a generally high-risk population, risk of gun violence is super concentrated among a *small number of people and more closely related to the characteristics of individuals’ social networks than to categorical risk factors – this is Andrew Papachristos’ “handshake away” formula.

*This small number of people are “Very High Risk” individuals.

COMMON FACTOR

factor	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024	September 2024	Total
Gang	8	8	6	6	19	17	8	11	5	88
Robbery	10	7	11	8	4	8	8	8	2	66
Personal Dispute	5	6	5	4	8	5	11	12	6	62
Road Rage	4	1	2	2	6	1	1	2	5	24
Homeless Encampments			3	1	1	3	4	5	1	18
Human Trafficking	1	2	3	2	3		5	2		18
Domestic Violence	2	3		2	2	2	1	3	2	17
Narcotics	2	2	1		1	1	1	2	2	12
Burglary	1		2	1	1	2	2	1		10
Illegal Casinos	1			3		1				5
Sideshow	2	1			1			1		5
Robbery - Gang				1			2	1		4
Celebratory Gunfire	2								1	3
Burglary - Gang							1			1
Cat. Conv. Theft						1				1
Human Trafficking/Gang				1						1
Total	38	30	33	31	46	41	44	48	24	335

Analysis- Shooting Review

The purpose of Shooting Review is to provide and share real-time information on the most active groups and individuals in order to prevent retaliation. While solving crime may occur at Shooting Review, this is not the primary focus. The focus is preventing retaliation. Retaliation is a common and unique element of gang/group-related shootings and homicides.

Shooting Review focusses on the details of shootings and homicides that occurred during the week including strategies for deterrence (e.g. service provider outreach, Custom Notification) or resolution of cases, etc.

Shooting Review provides a designated time and place for discussion as well as collaboration and information-sharing among OPD departments and other law enforcement agencies.

In addition to the Shooting Review a weekly meeting is held to review the most recent NIBIN results. (CGIC leads this meeting). The purpose of the NIBIN review is to identify and confirm current gang/group conflicts, identify subjects and/or gang/groups that are driving the violence, assist Area Commanders with the allocation of police resources to help reduce retaliatory shootings and to provide additional intelligence to assist investigators and the Ceasefire Unit.

The GOAL: Prevent Retaliation

Direct Communications

We want to reach those groups and individuals at very highest risk of violence with the direct and respectful communication of an evidence-based “risk and opportunity” message.

Custom notifications and call-ins are a means of communicating with impact players to warn them of violent activity, to give them information about their legal exposure and risks and to offer them opportunities for help – services through Oakland’s Department of Violence Prevention and its network.

This is done by an alliance of concerned community leaders, victims, survivors, clergy, service providers and criminal justice agency representatives - through call-ins and custom notifications.



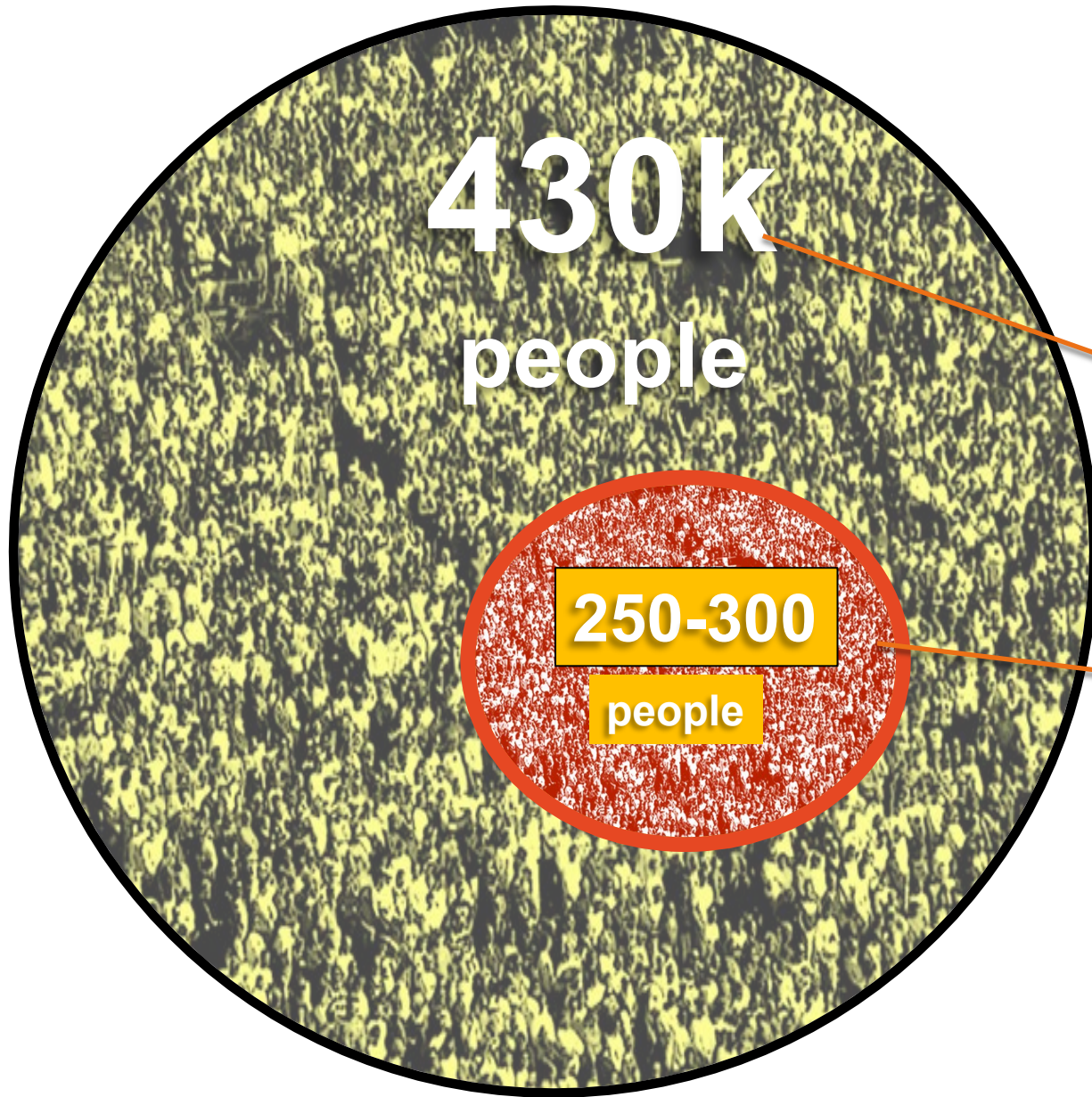
Communication is The Key

We know that a relatively small number of highly active groups, representing less than one half of one percent of a city's population, will routinely be connected with up to three-quarters of all homicides in Oakland. Within that small population of groups, an even smaller number of highly active "Very High Risk" (VHR) individuals drives the violence.

VHR individuals typically represent only 10 to 20 percent of group members, yet they are responsible for most of the group violence, whether by instigating conflict or committing violent offenses themselves.

Both in theory and in practice, it follows that changing the behavior of these groups and very high-risk individuals will have a powerful impact on violence.





Focus on
very high-risk
individuals

OAKLAND'S
POPULATION

VERY HIGH-RISK
POPULATION

Direct Communications (Custom Notifications)

Custom Notifications are a quick tactical tool, that is tailored for particular individuals or groups. Custom notifications are usually used to:

- Manage near-term spikes in violence, including conflicts between groups.
- Interrupt retaliatory shooting.
- Communicate with groups/individuals offering services.
- To keep open lines of communication with priority groups/individuals.

Direct Communications (Call-Ins)

Call-ins can be transformative experiences in which group members, community members, and law enforcement experience each other in a different – direct way. At their core, call-ins are a communication tool, a way to speak to group members and deliver critical information.

- A call-in is a face-to-face meeting between the Ceasefire partnership and group members representing groups active in the City of Oakland.
- Call-ins rely on probation and parole to bring group members to the meeting.
- Call-ins communicate with groups/individuals offering services.
- Partners present their message and ask the attendees to take what they have heard back to their groups.

Services

1. Employ a relationship-focused life coaching effort with as many of this pool of very highest risk individuals as is possible.
2. The initial focus is on reducing the immediate risk of violence & incarceration.
3. This also includes laying the groundwork for a long-term supportive relationship that enables DVP staff to:
 - ✓ Monitor individuals' continuing risk of violence & incarceration
 - ✓ Support personal change & improved educational & employment outcomes

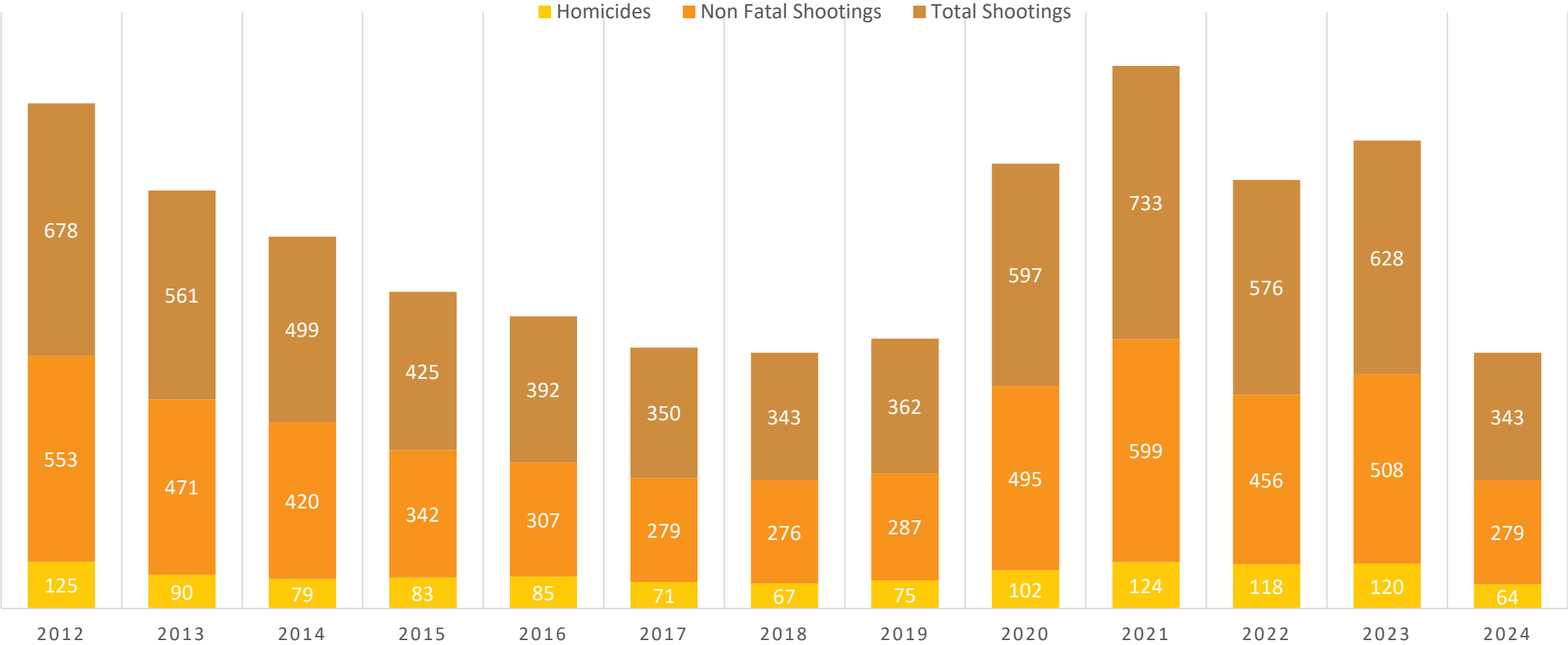
Law Enforcement's Role

Ceasefire Unit: Strategic & Laser Focused Enforcement

Coordinated law enforcement action against members of a violent groups, performed by the law enforcement operational team of the Ceasefire partnership. The Ceasefire unit coordinates with other agencies and units to conduct its enforcement. Performed upon a jurisdiction's most active and violent individuals, it demonstrates to other individuals and groups that the partnership is serious about ending violence.

Oakland Shootings

2012-2022



* #s effective through 9/22/2024 27% decrease in homicides; 30% decrease in Non-fatal shootings

QUESTIONS?



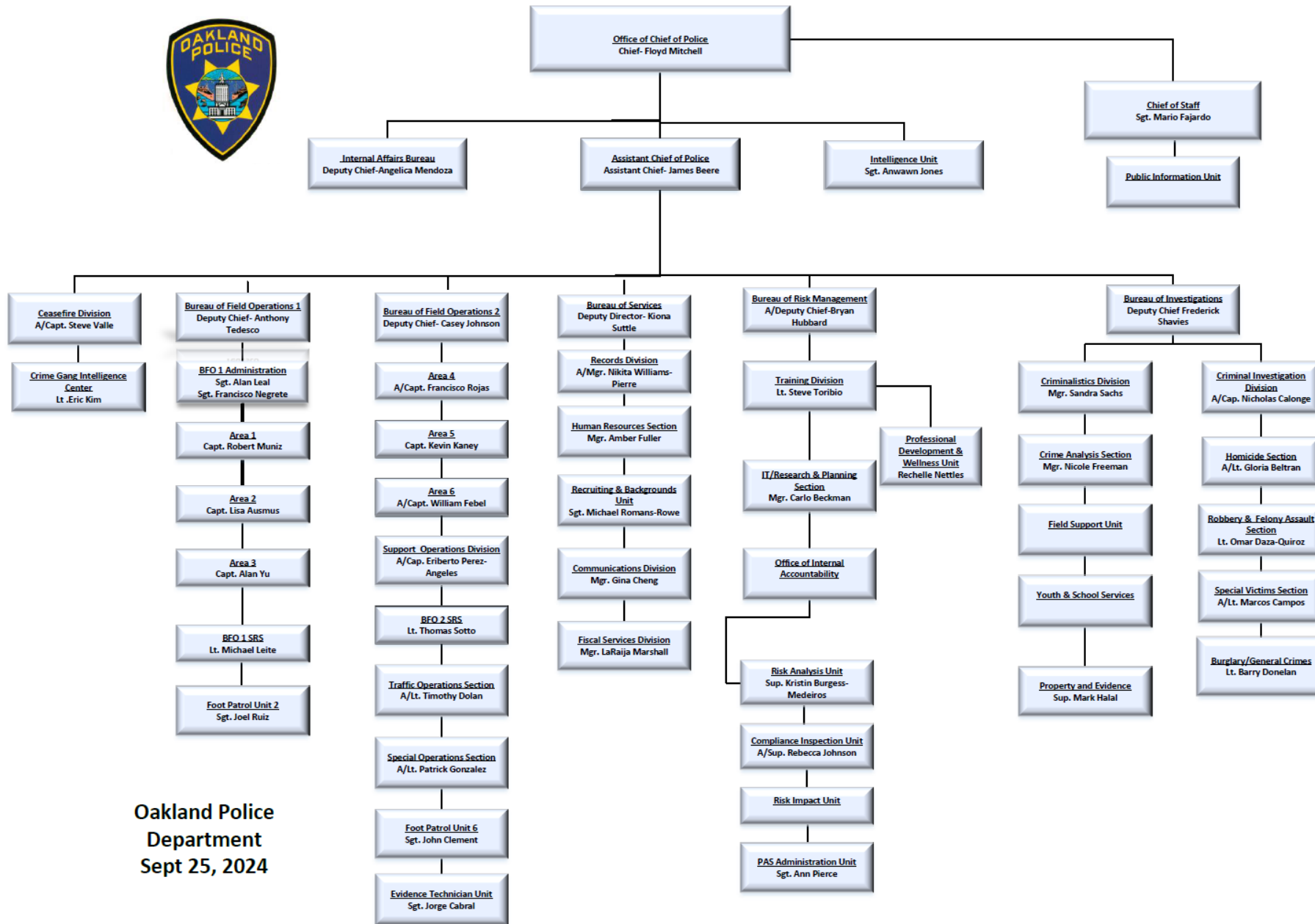
Ceasefire Director: Damita Davis-Howard

Captain of Ceasefire: Captain Steve Valle

Measure Z: Public Safety and Services Violence Prevention

Oakland Police Department

General Organizational Chart



Oakland Police
Department
Sept 25, 2024

Strategic Goals

1. Reduce crime and improve public safety.
2. Improve community engagement and strengthen community trust.
3. Develop and foster a high-quality, involved, and respected workforce.
4. Demonstrate sustained compliance with the Negotiated Settlement Agreement.
5. Prepare for the future of police service delivery.

Year to Date Data

- **Calls to Communications Division: 563708**
- **Dispatched / Self-Initiated Calls for Service : 346137**
- **Criminal Investigations Division Caseload: 55,990**
- ***Coplogic Online Reports: 11855**
- **Community Resource Officer Projects BFO1 and BFO2:**
 - **Total projects currently open: 16**
- **Part 1 Offenses (Uniform Crime Reporting serious crime): 26,178**
- **ShotSpotter Activations: 4,943**

OPD Staffing

	Filled	Authorized
Sworn Staff	685	678
Professional Staff	257.5	303.5
Total	942.5	981.5

	Filled	Authorized
Community Resource Officer (West)	9	9
Community Resource Officer (East)	8	9
Ceasefire	39	51
Total	56	69

Patrol	378	354
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Measure Z Funded Positions

***Ceasefire: 39**

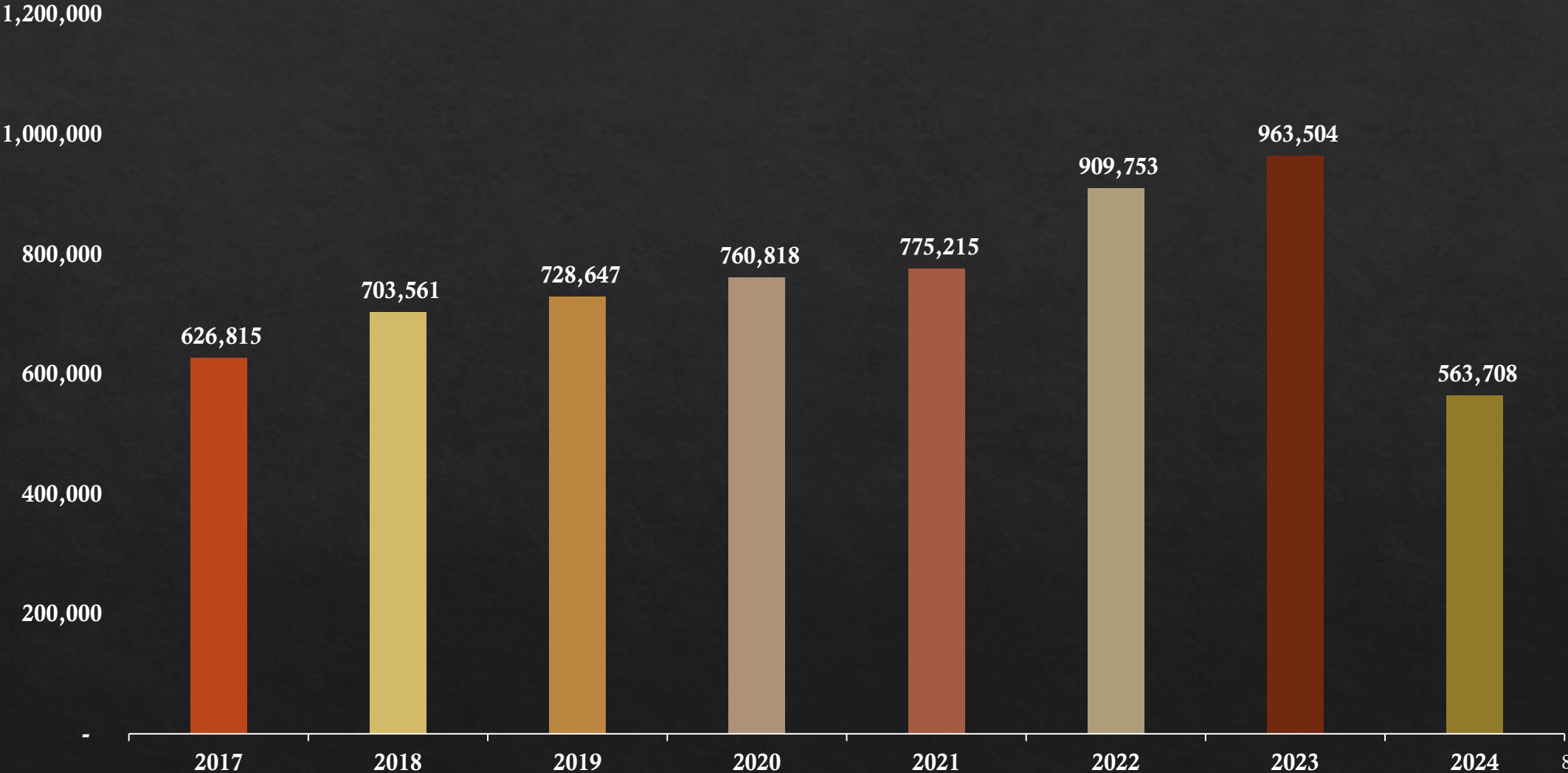
**As of 7/1/2024 only Ceasefire
positions are funded by Measure Z**

Citywide Crime Report

Part 1 Crimes	2022	2023	YTD 2024	YTD % Change 2023 vs. 2024
Homicide – 187	94	91	66	-27%
Homicide – All Other	2	5	4	-20%
Aggravated Assault	2,484	2,885	2,485	-14%
Assault with a Firearm	376	408	289	-29%
Rape	151	157	137	-13%
Robbery	2,110	2,928	2,227	-24%
Burglary*	9,790	14,861	6,859	-54%
Motor Vehicle Theft	7,377	11,788	8,976	-24%
Larceny	6,639	7,661	5,342	-30%
Arson	137	91	82	-10%
Total	28,784	40,467	26,178	-35%

*Burglary included auto burglary

OPD Calls for Service by Year 2017 to 2024



Firearm Related Data

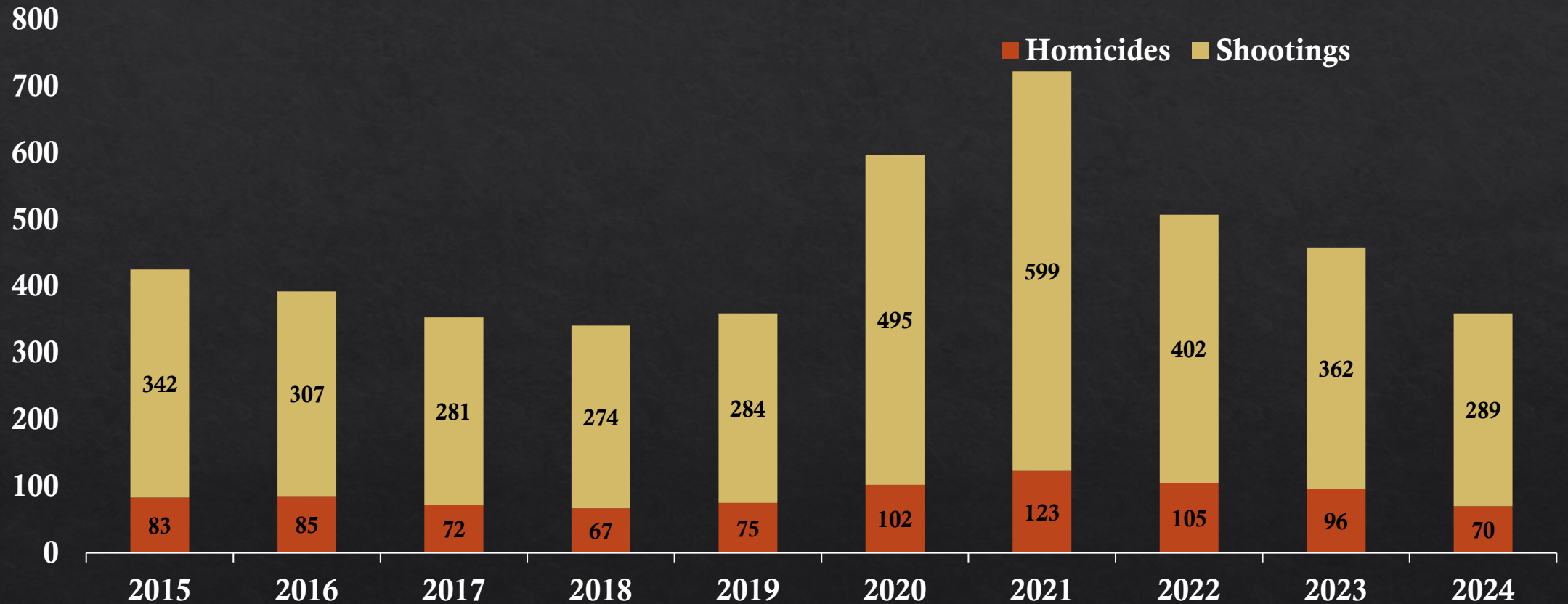
ShotSpotter Activations	2023	2024	YTD % Change 2023 vs. 2024
Citywide	6,168	4,987	-19%
Area 1	603	410	-32%
Area 2	198	165	-17%
Area 3	626	496	-21%
Area 4	1,090	1,005	-8%
Area 5	1,726	1,416	-18%
Area 6	1,925	1,495	-22%

Gun Recoveries	2023	2024	YTD % Change 2023 vs. 2024
Crime Recoveries	752	784	4%
Non-Criminal Recoveries	174	207	19%
Total Gun Recoveries	926	991	7%



Shootings and Homicides: 10 Years

Year to Date: 01 Jan to 30 Sep



Ceasefire

- OPD's Ceasefire Strategy is a partnership-based, intelligence-led, and data-driven violence reduction strategy. The major goal is to reduce homicides and shootings. **coordinating law enforcement, social services, and the community.**
- **Goals: Reduce Violence; Reduce Recidivism; Improve Community Relationships.**
- **Ceasefire works in partnership with the Department of Violence Prevention, Community Based Organizations, and the Faith Community to prevent and reduce gun violence.**
- **Individuals most prone to be associated with gun violence, either as an offender or victim, are identified and receive direct communication regarding alternatives from a team of OPD staff and community members.**
- **Ceasefire actively engages with community partners to build public trust between the community and OPD.**

Special Resources Section

Community Resource Officers: Community Resource Officers: Sworn personnel who engage in problem solving projects, attend Neighborhood Council meetings, serve as a liaison with city services teams, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with OPS teams, Patrol units, and other sworn police personnel. The Community Resource Officers assist with Community Events (i.e., Pop Ups, Trunk or Treat, School Safety Checks)

Crime Gun Intelligence Center

- The Crime Gun Intelligence Center (CGIC) was developed to link and track firearms used in crimes. This is a joint effort with the ATF.
- Staff utilizes information gained from bullet casing analysis to assess trends and conflicts [National Integrated Ballistic Information Network (NIBIN)].
- Personnel tracks active gang conflicts and coordinates with surrounding agencies.
- The team manages the internal flow of criminal information collected from within OPD and surrounding agencies.

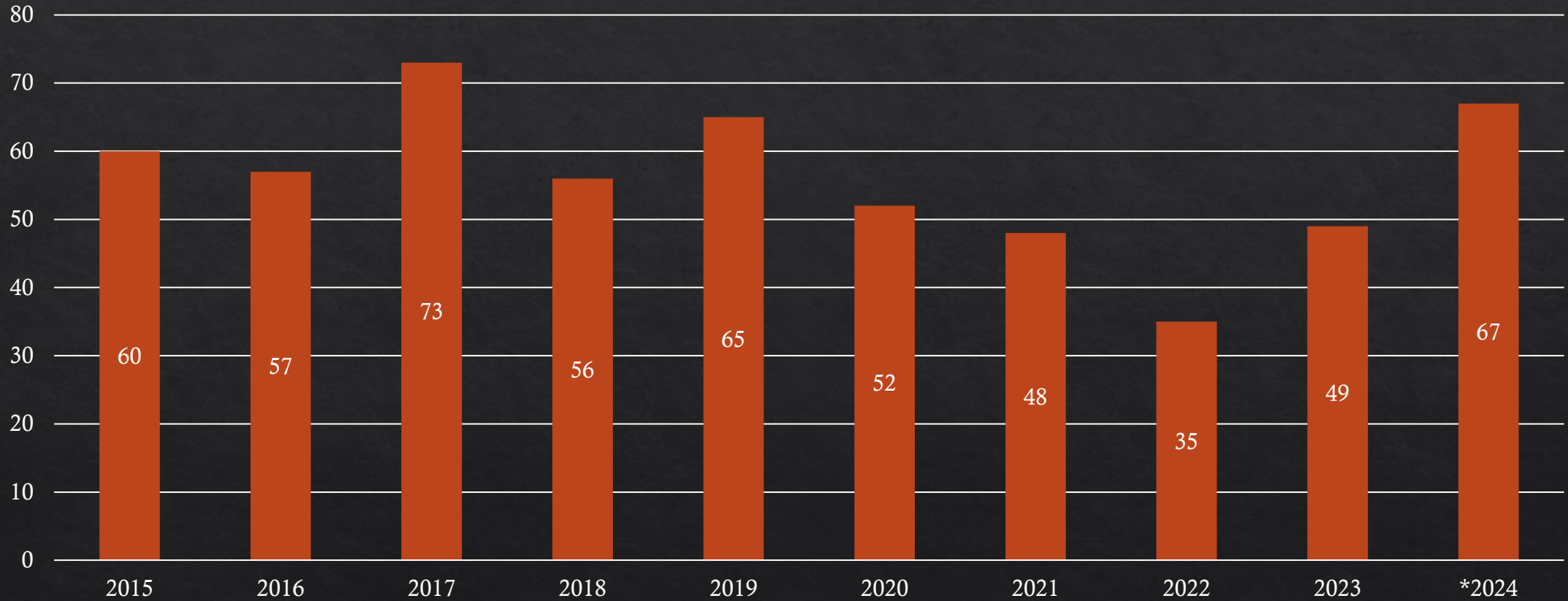
Criminal Investigations Division

- Gun tracing unit with Forensic Technician.
- Comprehensive bullet casing collection and NIBIN analysis.
- Crime Laboratory DNA casework and sexual assault kit analysis.
- Partnering with DVP, advocacy groups, and family justice center on domestic violence.
- Vice and Child Exploitation Human Trafficking Operations.
- Partnering with the Neighborhood Opportunity and Accountability Board (NOAB).
- Youth Outreach and Our Kids (OK) Program.

Criminal Investigations Division Caseload and Staffing

CID Section	YTD Cases	Staff Filled	Staff Authorized
Homicide and Cold Cases	129	15	18
Robbery	2809	8	9
Felony Assault	2784	6	9
Burglary	14430	4	8
General Crimes	27467	7	8
Missing Persons	907	2	2
Domestic Violence	3155	7	9
Special Victims	740	7	7
Vice & Child Exploitation	420	6	6
Total	52841	62	76

Homicide Clearance Percentage Rate By Year



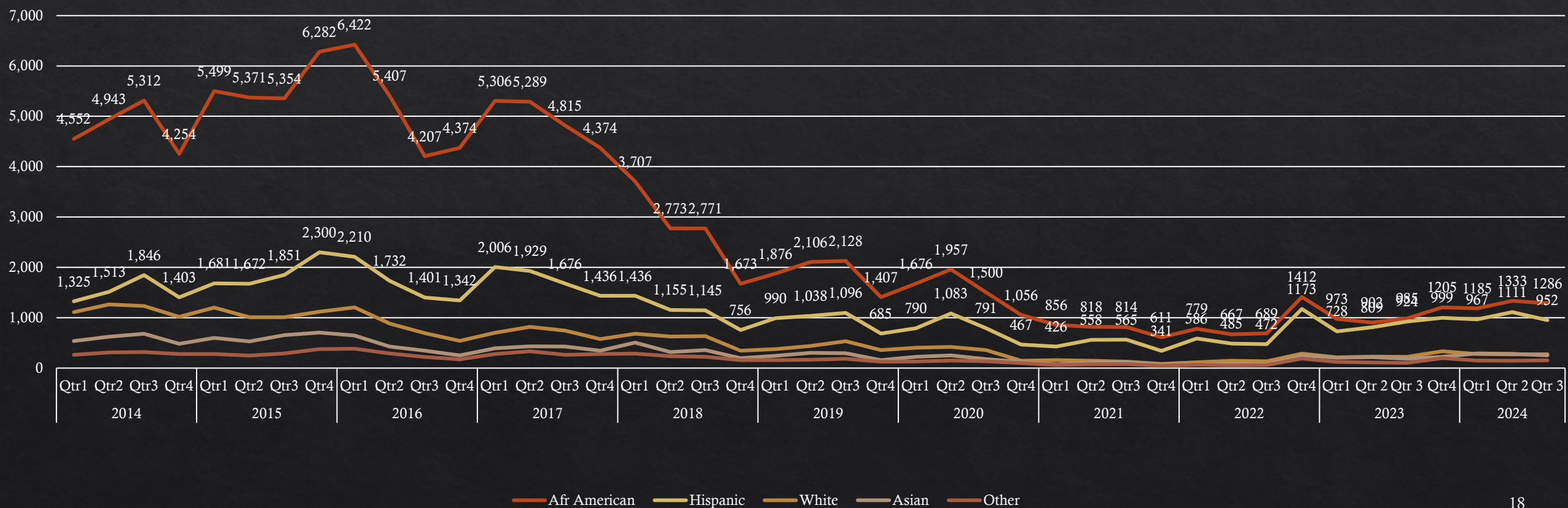
*2024=YTD September 2024

Crime Reduction Strategy

- Intelligence-Led: Officers possess knowledge, which can be linked to an articulable source, leading to the initiation of a stop.
- Precision Based: This involves identification of a specific problem or problem location – usually in partnership with the community – and is accompanied by direction for enforcement that reflects a problem-solving response.

Non-Dispatch Stops

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Q1-Q3
Afr American	57%	59%	62%	61%	55%	51%	52%	50%	46%	41%	43%
Hispanic	18%	20%	20%	22%	22%	26%	26%	31%	35%	35%	34%
White	14%	11%	10%	9%	11%	12%	11%	8%	9%	10%	9%
Asian	7%	7%	5%	5%	7%	7%	6%	6%	6%	8%	9%
Other	4%	3%	3%	4%	5%	4%	4%	4%	5%	5%	5%



Crime Prevention and Response

- Recruitment and Retention
- Staffing
- Patrol Deployment
- Ceasefire
- Technology