



AGENDA REPORT

TO: Jestin D. Johnson
City Administrator

FROM: Tonya Gilmore
Acting Deputy City
Administrator

SUBJECT: Informational Report In Response to
Resolution No. 89906

DATE: November 30, 2023

City Administrator Approval


Jestin Johnson (Dec 7, 2023 23:58 PST)

Date: Dec 7, 2023

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report In Response To Resolution No. 89906 C.M.S. To Prioritize Public Safety.

EXECUTIVE SUMMARY

This informational report is to provide the City Council (City) with information that was requested pursuant to Resolution No. [89906 CMS](#).

BACKGROUND / LEGISLATIVE HISTORY

On September 19, 2023, the Council passed Resolution No. [89906 CMS](#) and requested that the City Administrator return back to Council by December 2023 to address the various items in the Resolution to prioritize public safety in the City of Oakland (City).

ANALYSIS AND POLICY ALTERNATIVES

Below are the responses to the Resolution clauses from the Oakland Police Department (OPD) and the Oakland Fire Department in response the clauses in the Council Resolution noted above:

OAKLAND POLICE DEPARTMENT

OPD has identified six clauses in Resolution No. [89906 CMS](#) "Prioritizing Public Safety" which are applicable to the department's efforts in public safety. These are: (1) the proposal of a possible lateral academy, (2) plan for recruitment, hiring, and retention of 911 dispatchers, (3) walking beat officer plan, (4) partnership with federal and state partnerships, (5) illegal guns and gun confiscation, and (6) Ceasefire expansion.

City Council
December 19, 2023

Resolution Excerpt:

The City Administrator will return to City Council with legislation that will authorize and fund a lateral Police Academy class during this current two-year budget cycle, with appropriate safeguards as to who is accepted into the lateral academy.

It should be noted that 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.

Oakland Police Lateral Academy Proposal - Department Lateral Entry Program

The Oakland Police Department Lateral Entry Program offers California POST Certificate Police Officers an exceptional opportunity to become part of one of the state's premier law enforcement agencies. Officers with an outstanding track record in their law enforcement careers and who are ready to uphold the esteemed standards of the Oakland Police Department are encouraged to apply.

The Lateral Entry Program is tailored to candidates with valid California Basic Peace Officer Standards and Training (POST) certificates. Additionally, these candidates should have successfully completed their probationary term at any California police agency.

All lateral candidates will be required to meet the standard prerequisites for Police Officer roles and must successfully pass all associated tests.

Lateral Academy Advantages

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.

Cost-Efficiency

Lateral academies are cost-effective, with the main expenses being officer salaries and training facility rentals, such as the Concord Range and the Alameda Naval Base.

Exemption from POST Certification

Lateral academies do not require POST certification, allowing flexibility in scheduling and independence from the Basic Recruit Academy schedule.

Reduced Field Training

Lateral recruits come with prior POST certification and experience, reducing the need for a full 16-week Field Training Program.

Readiness

The Training Section is prepared to adapt quickly to lateral academy needs, with experienced instructors who can tailor a curriculum to specific requirements.

The academy projections are attached.

Lateral Academy Curriculum

The duration of the lateral academy will be contingent on the work history and proficiency of the lateral officers, typically ranging between 6 to 12 weeks. The comprehensive curriculum will cover:

1. OPD and City of Oakland Orientation
2. Physical Fitness
3. Firearms
4. Force Options
5. Arrest and Control Procedures
6. Electronic Weapon Device Operations
7. Patrol Procedures
8. Oakland Police Policy and Publications
9. Internal Affairs Protocols
10. Office of Internal Accountability
11. Addressing Critical Incidents
12. Leadership and Ethics in Policing
13. Overview of the Negotiated Settlement Agreement History
14. City-mandated Training via NEOGOV Learn
15. AI 71 Directives
16. Procedural Justice Principles
17. Crowd Management and Control Techniques
18. Effective Report Writing
19. Traffic Investigations and Enforcement Protocols
20. Preliminary Investigations Techniques
21. Race, Equity, and Inclusive Policing
22. Radio Communications and Protocols
23. Utilizing OPD Databases
24. Proper Use and Protocols of Body-Worn Cameras

Post-Academy Field Training Program

Upon the successful 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 based on their individual performance and proficiency.

The Oakland Police Department is committed to integrating the best and brightest into its ranks, ensuring the safety, trust, and well-being of the Oakland community. This Lateral Entry Program serves as a testament to that commitment.

Resolution Excerpt:

That the City Council hereby directs City Administrator to return to City Council with an actionable report no later than December 2023 evaluating options and feasibility analysis to implement additional measures and procedures to increase recruitment and retention of 9-1-1 dispatchers, with the focus on retention of trained dispatchers, addressing the Grand Jury's recommendations, and reducing 9-1-1 hold time so residents can access emergency services in a timely fashion.

Recruitment

A continuous recruitment and testing process for the dispatcher classification will remain open until all vacant positions are filled.

- The Human Resources Management Agency (HRM) will hold an expedited recruitment and testing event for the operator classification, which will consist of a one-day testing process to include the following:
 - Applications accepted
 - Typing test administered
 - CritiCall Test administered
 - Interviews conducted
 - Candidates meeting minimum qualifications and those that pass the typing and CritiCall tests will be referred to the Recruiting and Background Unit to be assigned a background investigator.

If this one-day testing event is successful, HRM will hold the same event for the dispatcher classification.

- OPD will continue its social media campaign to advertise the dispatcher and operator positions.
- Communications Division staff will attend recruitment events with Recruiting and Backgrounds Unit staff to answer questions and provide firsthand knowledge about what it is like to be an Oakland dispatcher.
- The Communications Division Training Unit will continue to hold both virtual and in-person information sessions to answer questions about the job of a dispatcher and operator.
- OPD will develop at least five recruitment videos depicting individual dispatchers narrating their personal experiences as a 9-1-1 dispatcher in Oakland. The videos will be played on social media and other recruiting sites to showcase a day in the life of an Oakland Police Dispatcher.
- OPD will establish a pipeline of recruiting police cadets ages 17 ½ to 20 ½, emphasizing becoming a dispatcher while the police cadet attends college.
- OPD will continue to attend affinity-based events to help increase its presence within the community with the goal of increasing the diversity of its candidate pool.

- OPD has entered a marketing partnership with Bonneville International, a strategic marketing company, to increase its brand awareness with residents in Alameda County, Contra Costa County, and Sacramento County. Bonneville uses platforms such as YouTube, social media, and display advertisements to attract many candidates.
- One of the most effective ways to attract a larger and more diverse candidate pool is through video and social media. 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. This is currently the Department's best and most successful recruiting tool and has yielded the most significant returns on our investments.
- Utilize free or low-cost online job boards and industry-specific websites to post job announcements: Indeed, monster.com, LinkedIn, etc.
- *Continue community engagement: get more involved in community events, career fairs, and volunteer initiatives. This will help raise awareness of OPDs' positive aspects and attract candidates who are passionate about community engagement.*
- *Update opdjobs.com and the career page to include information about OPDs' culture and environment. Add photos and make the navigation of the website easier.*
- *Utilize existing networks: leverage our personal and professional networks to spread the word about job openings and work with current officers/dispatchers who are college alumni or were in a fraternity/sorority.*
- *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.*
- *Analyze and improve recruitment metrics: identify areas for improvement and implement strategies to optimize the recruitment process.*

Hiring

- HRM will create a mechanism for accepting qualifying CritiCall exams (public safety dispatcher test). This would include accepting test scores from the South Bay Regional Public Safety Training Consortium, which would increase the number of candidates the Department can consider for the dispatcher position.
- In January 2024, HRM will hold the CritiCall exam and typing test in person on the same day, creating a seamless process for candidates to complete all aspects of testing in one day.
- HRM will create a process for applicants who fail the written exam to retake and apply in three months instead of waiting six months, which is a barrier for applicants, as they could go to other agencies within the six months.
- Increase the hiring incentive to attract more candidates.

Retention

- 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
- The Division is currently working to create an employee recognition program with the following awards:
 - **Employee of the Month** – This award is currently in place and funded by the Communications Management Team
 - **“You Did That” Award** -- Awarded to an employee who handled a particularly challenging incident, whether it be as a call taker or dispatcher
 - **Above and Beyond Award** – Awarded to the person who shows the most initiative; a “team player” who is always willing to help others
 - **Good Vibes Award** – Awarded to the person who begins each shift with positive energy to uplift the squad
- Create a work-from-home program for call-taking (additional equipment will be needed for this)
- 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) to promote a healthy, productive workforce, build employee morale, and foster employee pride and involvement.
- Provide regular recognition of the work performed by dispatchers to eliminate the feeling of being undervalued, which can contribute to a higher burnout rate.
- Make the job more flexible by hiring part-time employees
- Work with the OPD Media Office to create a storyline about the day in the life of an Oakland dispatcher that can be aired on local news stations and OPD social media platforms to attract a larger pool of interested candidates.
- Increase the signing bonus for dispatchers who complete the training program

Resolution Excerpt:

The City Administrator will evaluate and analyze the development of a permanent walking beat officer plan, and report back the findings, options, and recommendations no later than December 2023.

In October 2022, OPD received the STATE COPS Grant which funded 2 sergeants and 15 officers to be deployed as foot patrol in all areas of the city. OPD is challenged in keeping officers in regular neighborhood assignments focusing on business corridors with high crime and high population density. The Foot Patrol officers must respond to calls for service on their beats. OPD would have a greater capacity to keep these officers on their walking patrol beats by increasing OPD's overall sworn staffing.

Having officers regularly walking a beat allows them to get to know everyone who lives and works in their areas. Experienced officers will find themselves increasingly at the right place at the right time to discourage or interfere with the intended actions of criminals inclined to commit robbery, theft, vandalism, car burglaries and open market drug sales.

While on patrol, officers can choose to observe an area in a low-profile manner. Minor or major violations will often occur right in front of a walking officer (people are usually looking for a black and white patrol vehicle), allowing for quick intervention and apprehension. The Foot Patrol Unit will be the first line contact with business merchants on their beats. They can quickly respond to their complaints or questions because they will have an established relationship.

The plan will be to deploy the permanent Foot Patrol officers to the business districts to increase presence in those areas. The following are the identified Foot patrol officers and their assignments:

BFO 1 FPU

Sgt. Sean Hall – Supervisor Ofc.
Dan Kemmitt - JLS
Ofc. Michael Cooper – College Ave, Piedmont Ave, Grand Ave, Lakeshore Ofc.
Tony Chang – Chinatown, Old Oakland
Ofc. Rodney Kirkland – Telegraph Corridor (1600 blk – 2700), Broadway, Valdez St. Ofc.
Daniel Salcido – Uptown, Franklin St corridor, Lake Merritt
Ofc. Samson Liu – City Hall

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

Sgt. Keith Clement – Supervisor
Officer D. Cornejo - Valdivia- Fruitvale Upper- Diamond District
Officer B. Ocampo- Laurel District
Officer Volynets - High Street - Foothill- International Corridor
Officer C. Patterson- Fairfax - Bancroft- Seminary Corridor
Officer J. Alvarez - 106th & Foothill- Mac Arthur Corridor
Officer C. Leyva- Heggenberger-Edgewater Corridor

BFO 2 FPU hours of operation are Monday-Thursday 0700-1700.

Resolution Excerpt:

FURTHER RESOLVED: That the City Council hereby directs the City Administrator to urgently request that the FBI expand the number of FBI investigators working with OPD to solve violent crimes in Oakland; and be it

FURTHER RESOLVED: That the City Council hereby directs the City Administrator to ask the California Highway Patrol (CHP) to expand the number of CHP officers available to provide assistance to OPD to deter crime in Oakland and to ticket drivers who are engaged in reckless driving and dangerous speeding on our streets; and be it

This section addresses information as to OPD's partnership with the FBI and CHP. OPD is in communication with FBI and CHP to see if they are amenable to expanding their current deployments.

FBI

We have 2 OPD cold case investigators, 3 FBI special agents and 1 FBI analyst that are full time in this task force. The OPD / FBI Cold case has solved 8 Oakland cold case homicides year to date. OPD frequently requests the FBI crime lab to process cold case DNA evidence, out of state assistance with interviewing witness or suspects, and identifying victims that were previous Doe's.

CHP

CHP started Operation Safe Streets in September in September of 2023. The mission of this operation is CHP would assist the 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). This will be accomplished through the following objectives:

1. In-view patrol with the intent to proactively enforce the law.
2. Provide investigative support to develop sophisticated criminal cases and deter property crime and violent crime.

CHP deployed 6 officers (3 adam cars) and 1 sergeant for this operation. Their hours of operation were Tuesday and Friday (1200-2200).

CHP was provided with DATA from OPD of the most crime-affected areas and was asked to patrol those areas.

What has OPD accomplished with this partnership within the last year?

Operation safe streets went into effect in September of 2023. Here are their most recent stats: The Operation Oakland Safe Streets performed two deployments during the week of October 2, 2023, to October 8, 2023. Deployments consisted of a departmental presence comprised of seven personnel working collaboratively with personnel from the Oakland Police Department (OPD) and other stakeholders. The deployments concentrated on proactive enforcement to reduce criminal activity, specifically vehicle theft, highway violence, and organized crime.

The following is a summation of this week's operational efforts to include the total activity from the beginning of the operation (to date):

- All Arrests: **7**
 - Total arrests to date: **45**
- DUI Arrests: **1**
 - Total DUI arrest to date: **10**
- Drug Arrests (Non-Fentanyl): **0**
 - Total Drug arrests to date: **5**
- Fentanyl Drug Arrests: **0**
 - Total Fentanyl Drug arrests to date: **1**
- DREs: **0**
 - Total DREs to date: **2**
- Citations issued (other): **20**
 - Total citations to date: **305**
- Vehicles Impounded: **1**
 - Vehicle impounds - registration offenses: **0**
 - Vehicle impounds - license offenses: **1**
 - Vehicle impounds - arrests: **0**
 - Vehicle impounds - other: **0**
 - Total vehicle impounds to date: **33**
- Vehicles Recovered: **8**
 - Total vehicle recoveries to date: **70**
- Firearms Recovered: **0**
 - Total firearm recoveries to date: **1**
- Use of Force Incidents: **0**
 - Total Use of Force Incidents to date: **2**
- Narcotics/Drugs Seized: All weights are approximate.

<u>§Total Seized:</u>	<u>§Total Seized to date:</u>
<ul style="list-style-type: none">• Fentanyl: 0.0 grams• Methamphetamine: 2.6 grams• Cocaine: 0.0 grams• Heroin: 0.0 grams• Cannabis: 0.0 grams• Various Pills: 0.0 grams	<ul style="list-style-type: none">• Fentanyl: 0.7 grams• Methamphetamine: 38.3 grams• Cocaine: 1.0 grams• Heroin: 0.5 grams• Cannabis: 3,175.1 grams• Various Pills: 0.0 grams

What requests would we have from this agency in terms of additional help or resources?

OPD provides air support to assist with our daily operations, and additional CHP officers to help reduce some of the crime in the most affected areas.

Resolution Excerpt:

That the City Council hereby directs the City Administrator to request additional assistance from the appropriate federal agencies and other local jurisdictions to step up coordinated operations in confiscating illegal guns and getting gun off our streets.

Since 2020, the Oakland Police Department has seen a significant increase in the recovery of Privately Made Firearms (PMF), also known widely as “Ghost Guns”. On a year-to-year average, 25% of firearms recovered by OPD have been Ghost Guns. Ghost Guns have gained popularity and notoriety since there are little to no laws governing the sale, purchase, or possession of the parts required to manufacture Ghost Guns. Furthermore, “building” a Ghost Gun from legally purchased/possessed parts has become easier due to the public availability of tools and equipment to build them. Due to the lack of a serial number, the origins and legal lifeline of a Ghost Gun cannot be traced. However, Ghost Guns can still be traced to crime scenes via ballistics technology such as IBIS and NIBIN.

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. Individuals arrested with firearms, including Ghost Guns, are arrested with appropriate California Penal Code charges. Charges may include felony violation of Possession of an Un-Serialized Firearm for illegal possession of a Ghost Gun.

The OPD’s Crime Gun Intelligence Center (CGIC), which is housed under the Violent Crime Operations Center (VCOC), identifies recovered crime guns, and works with CID to ensure test-fire lab requests are submitted in order to determine if a firearm has been used in shooting(s) to further the investigation. VCOC/CGIC, in conjunction with Ceasefire and CID, analyzes ballistics intelligence leads (via IBIS/NIBIN) produced by the Crime Lab to share any relevant and pertinent information for investigative and/or prosecutorial purposes.

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 of individuals trafficking illegal firearms and Ghost Guns. Additionally, OPD and ATF analyze E-Trace to identify trends and patterns of illegal firearms trafficking and “straw purchasing” of firearms.

Criminal cases involving individuals arrested with illegally possessed firearms and Ghost Guns, and if the necessary criteria are met, may be presented to the US Attorney’s Office for consideration of federal charging.

Resolution Excerpt:

The City Administrator will explore and analyze an expansion of the CeaseFire program and report back the findings, options, and recommendations no later than December 2023.

In recent years, Oakland experienced a significant number of shootings and homicides that involved groups and or individuals from other jurisdictions – namely, San Francisco, Stockton, Richmond, and Antioch. This led to discussions with San Francisco officials and California Partnership for Safe Communities, regarding the possibility of expanding our Ceasefire strategy to include San Francisco Police and its violence reduction team into portions of Ceasefire

Oakland. For reasons beyond our control, we were unable to develop the needed structures necessary to accommodate such changes.

While examining the possibilities of expansion, we followed up on previous analysis that recommended that we audit our strategy and determine what level of focus, quality, and scale is necessary to reduce the violence problem Oakland now faces. This audit will be concluded within the next 60 days. We will use the results to assist us in developing the next phases of expansion in our Ceasefire Strategy.

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; and*

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

Response:

The Oakland Fire Dispatch Center (FDC) is a *secondary* public safety answering point (PSAP) whereby all 9-1-1 calls generated in the City of Oakland (not including those made on freeways which are routed to CHP) are answered by the Oakland Police Department Communications Center, 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.

Both Communications Centers work in concert with each other to provide the highest level of service possible to our residents and visitors. Aside from the fact we utilize the same Computer Aided Dispatch (CAD) software, steps have been taken to improve coordination of field responses. OFD recently instituted combined supervisor meetings with OPD to address routine issues and identify common areas in need of improvement. Both agencies are hosting each other's academies for familiarization and observation time to increase knowledge of internal operations.

The CAO recently announced that joint recruitment opportunities to fill vacant dispatcher positions at both OPD and OFD could expedite filling of these positions. Our Center is looking forward to returning the Senior Fire Communications Dispatcher position to both increase the capacity at FDC and expand the promotive opportunity for line dispatchers into this Lead role.

OAKLAND FIRE DEPARTMENT RESPONSES

The Oakland Fire Department has identified four clauses in Council Member Kalb's resolution that are applicable to the department's efforts in public safety.

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 Oakland Fire Dispatch Center (FDC) is a *secondary* public safety answering point (PSAP) whereby all 9-1-1 calls generated in the City of Oakland (not including those made on freeways which are routed to CHP) are answered by the Oakland Police Department Communications Center, 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. We utilize technology such as Computer Aided Dispatch (PCAD) and NFPA 1710 response standard to ensure we are on par with national best practices.

Both OPD and OFD Communications Centers work in concert with each other to provide the highest level of service possible to our residents and visitors. Aside from the fact we utilize the same Computer Aided Dispatch (CAD) software, steps have been taken to improve coordination of field responses. OFD recently instituted combined supervisor meetings with OPD to address routine issues and identify common areas in need of improvement. Both agencies are hosting each other's academies for familiarization and observation time to increase knowledge of internal operations.

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 Johnson and his staff 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 both increase the capacity at FDC and to have greater flexibility and capacity to meet the current need. This will allow us to have increased staff to handle the demand of over 60,00 calls for service that OFD receives annually. Please see Oakland Fires plan to recruit, hire, and retain dispatchers.

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.

Hiring

OFD has continued to partner with City of Oakland Human Resources who 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.

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.

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.

MACRO has demonstrated throughout the 18-month pilot, the capacity to respond to a significant number of emergencies that would have previously been handled by police or fire department staff. MACRO's presence in the public safety space accounted for over 15,000 calls for service or 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.

MACRO crews are currently able to be reached for service by calling 9-1-1, or by emailing MACRO@oaklandca.gov. The direct phone number to MACRO will be available to our residents beginning in January 2024 and city staff from OFD and Oak311 are exploring a call for service pilot program. This will allow extended options to request MACRO services as needed.

MACRO currently has a staff of eleven (11) responders and operates seven days a week from 06:00 to 14:00, with a minimum of two crews available to respond. MACRO is in the process of hiring sixteen (16) new members to boost service delivery and availability. With additional staff, MACRO will be equipped to expand on its early success and continue to increase the responses to calls for service that fit MACRO response criteria.

The MACRO program's goal of focusing on low acuity quality of life calls that typically have gone unanswered or required emergency services response from OFD, OPD, or private ambulance companies. Moving into the second year of MACRO through police officer training, continued support of the police and fire dispatch and a dedicated MACRO phone line in 2024, we can expect to see a continued increase in MACRO responses.

Resolution Excerpt:

RESOLVED, That the City Council hereby directs City Administrator to return to City Council with an actionable report no later than December 2023 evaluating options and feasibility analysis to implement additional measures and procedures to increase recruitment and retention of 9-1-1 dispatchers, with the focus on retention of trained dispatchers, addressing the Grand Jury's recommendations, and reducing 9-1-1 hold time so residents can access emergency services in a timely fashion.

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.

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.

Over the lifetime of the program, MACRO has responded to over 16,000 incidents with over 8,000 calls for service and on view in 2023. MACRO began accepting calls for service from the public on August 1, 2022, and immediately witnessed an increase in requests for service. In 2023 more than 26% of all MACRO incidents were generated by dispatch and the MACRO@oaklandca.gov email. This year (2023), MACRO made over 1,500 connections to local service and support providers.

The data received regarding MACRO and call volume being substantially fewer compared to other jurisdictions is incorrect. Please see the data that has been compiled to illustrate our progress compared to some of the more established programs that we have collaborated with.

Community [311] Response Requests v. MACRO Dispatches (911 & Email)

Month	Atlanta PAD [311]	Oakland MACRO
January 2023	80	111
February 2023	71	117
March 2023	129	113

Atlanta PAD Service Referral v. MACRO Service Referral

	Atlanta PAD	Oakland MACRO
January 2023	33	138
February 2023	15	222
March 2023	16	262

San Francisco, CA – Four Street Response Teams:

- 1) EMS-6, 2) Street Crisis Response Team (SCRT),
3) Street Overdose Response Team (SORT), 4) Street Wellness Response Team (SWRT)

	Total Responses	Duration
SCRT (San Francisco)	5,388	Nov 2020 – Nov 2021
SORT (San Francisco)	1,726	Nov 2020 – Nov 2021
MACRO (Oakland)	12,049	Apr 2022 – Apr 2023

Eugene-Springfield, Oregon – Crisis Assistance Helping Out On The Street [CAHOOTS]

	Percentage of Calls Dispatched	Duration
CAHOOTS (Eugene)	17% (All from 911)	2021
MACRO (Oakland)	26% (911 + EMAIL)	2023 (Jan-Nov)

Oakland 9-1-1 Dispatch

Resolution Excerpt:

***WHEREAS**, the Alameda County Grand Jury analyzed the Oakland 9-1-1 dispatch response time and determined that the response rate was problematic, and that while the California Office of Emergency Services mandates that 90% of emergency calls for service be answered by a live person within J 5 seconds, only about half of calls answered in Oakland were within 15 seconds; and*

***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; and*

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

Budget Policy Directive On Community Safety

*Direct the City Administrator to prioritize hiring, training and retaining **9-1-1 dispatchers** to improve response time and address this critical function. Currently, calling 911 may or may not lead to a quick phone response in large part due to the lack of dispatchers. These positions are in the budget; however, the City must recruit for and fill these positions, and then retain those whom we do hire. The City Administrator should analyze the impacts of separating the police and fire/medical dispatch phone-in lines for the public.*

A detailed [informational report](#) was prepared by the Human Resources Management Department regarding the hiring, recruitment and testing of 911 dispatcher staff and was presented at the [December 5, 2023 Council Meeting](#) (4:19:19 mark).

Office of the Inspector General

Resolution Excerpt:

FURTHER RESOLVED: *That the City Council hereby directs the City Administrator, or his designee(s), to work in consultation with the Office of the Inspector General, to return to the Council's Public Safety Committee no later than February 2024 with an initial analysis of and possible recommendation for creation of a Real Time Crime Center, as that term is defined by the Bureau of Justice Assistance, the mission of which is to provide a law enforcement agency with the ability to capitalize on a range of technologies for efficient and effective policing. Such efforts may allow law enforcement officers to respond more quickly to crimes in progress or to those that have recently occurred; and be it* In addition to the request in the Resolution – this was also a Policy directive in the budget on community safety:

Direct the City Administrator or their designee (Office of the Inspector General) to conduct a staffing study and resource analysis of the Oakland Police Department (OPD). This study would help to:

- a. Identify current resources*
- b. Determine the number of officers needed in a particular geographic area*
- c. Decide how staffing and operational resources should be allocated*

Calls for service audits and resource allocation reviews are best when tied to a staffing study. If the City of Oakland's objective is to determine if police are responding to calls for service in an efficient timeframe, it is critical to first know the number of available officers, target timeframes, and how alternate resources can be used to supplement services. \$200,000 shall be allocated for this study (\$100,000 designated in the FY 2021 - 2023 budget and \$100,000 designated in the proposed budget amendments).

On November 7, 2023, the City Council adopted Resolution No. [89968 C.M.S.](#) awarding a professional services contract to PFM Financial LLC to conduct an OPD staffing study. At this time, the Office of Inspector General is awaiting review and approval of the work order so the City can execute the contract.

Economic and Workforce Development Department

Resolution Excerpt:

FURTHER RESOLVED: *That the City Council hereby directs the City Administrator to evaluate and analyze the development of a permanent walking beat officer deployment plan as well as a community ambassador deployment plan and a cost-benefit analysis of the two models and report back on the findings, options and recommendations no later than December 2023; and be it*

2023 CORRIDOR SAFETY/AMBASSADOR PROGRAM

The level of urgency to deploy these funds immediately is due to an increase in property crime and theft and ensure deployment of funds prior to the upcoming holiday seasons; therefore, immediate action is required to avoid substantial adverse impact that would occur if action was deferred to a subsequent special or regular meeting.

Corridor Safety/Ambassador grants will provide grants to implement community-specific initiatives and infrastructure improvements that support safety, network and community building goals.

Leveraging private investment, these grants will compliment multi-agency efforts led by the Business Development team, which convenes OakDOT, Oakland Police Department (OPD), Fire, Code Enforcement and other key departments to steward operational enhancements including high-visibility patrol presence in commercial areas during key shopping times and enhanced coordination with commercial district ambassadors and security, including regular coordination meetings and shared communications devices.

THE SPANISH SPEAKING UNITY COUNCIL

- Private unarmed security guards (16 guards & 2 vehicles) to patrol the Fruitvale BID boundaries (60 block radius): International Blvd, Fruitvale Ave., and Foothill Boulevard for 11 months, 7 days a week
- Safety Neighborhood Ambassadors (4) for 5 months to provide community support, directions, and information assistance for pedestrians and shoppers
- OPD Fruitvale Community Resource Center for increase presence of OPD in the Fruitvale neighborhood for 1 year
- Marketing and rebranding campaigns in partnership with Visit Oakland and media consultant to increase holiday shopping and create a new narrative around safety in the Fruitvale neighborhood
- Infrastructure upgrades and activation events to create a more vibrant business corridor

Possible Impact Metrics

- At least 30% of businesses report feeling safer with the additional security, ambassadors and police presence
- Businesses report at least a 20% increase in revenue sales during the holiday season
- Social and news media campaigns generate at least 50,000 impressions

THE BLACK CULTURAL ZONE

- Recruit and Contract no less than twelve (12) Safety Ambassadors, one (1) Dispatch Ambassador, and two (2) embedded support persons
- Sign Security Staff Agreement with Third Party
- Update Orientation and Training Manual
- Safety Ambassador and Staff Training:
- Program Debrief and Evaluation Convening
- Black Cross Society Convening
- Honoring our Ambassadors and Black Cross Society Convening

Possible Impact Metrics:

- # of ambassadors/safety staff hired
- # of businesses engaged/referred to City services
- Reduction in the perception of crime/increased perception of public safety along respective corridors
- Reduction of business/commercial property crime

JACK LONDON

- Support of downtown Oakland which includes Jack London, Chinatown, Uptown, Downtown, and Koreatown/Northgate areas.
- Funding will be used to leverage discreet existing public safety resources to improve and extend programs that will result in better management of community ambassadors, reduced redundancy, stronger integration of technology systems, and enhanced communication with OPD serving the area.
- Leverage matching funds raised by Downtown Business Leaders convened by the Oakland Metro Chamber of Commerce, developing more robust technological infrastructure and improved coordination across public and private sector initiatives.

Possible Impact Metrics

- Reduction in business break-ins/commercial property crime;
- Increased reports to 311;
- Increase in response time for 311 reports;
- Surveys indicate that businesses feel safer;
- Surveys indicate customers feel safer;
- Businesses report an increase in business revenue with customers feeling safer and returning to the commercial corridor/shopping district

Budget Policy Directive On Community Safety

Direct the City Administrator or their designee to develop a new civilian investigative classification for a Police Services Technician position to manage traffic cases, replacing Police Officers who are currently performing these duties.

The Department of Human Resources Management has begun the survey work necessary to determine the appropriate wage of the position. DHRM is collaborating with OPD to draft the class specification.

FISCAL IMPACT

This report is for informational purposes only and does not have a direct fiscal impact or cost.

PUBLIC OUTREACH / INTEREST

No public outreach was necessary outside of the standard Council noticing and publishing requirements.

COORDINATION

This report was written in coordination with OPD, OFD, Economic and Workforce Development, Human Resources Management Department, and the Budget Bureau of the Finance Department.

SUSTAINABLE OPPORTUNITIES

Economic: There are no environmental opportunities associated with this report.

Environmental: There are no economic opportunities associated with this report.

Race & Equity: *As we continue to conduct further analysis, we will work together with the Department of Race and Equity to address any potential opportunities.*

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive An Informational Report In Response To Resolution No. 89906 C.M.S. To Prioritize Public Safety.

For questions regarding this report, please contact Tonya Gilmore tgilmore@oaklandca.gov , Acting Deputy City Administrator at 510-238-7587.

Respectfully submitted,

Tonya Gilmore

Tonya Gilmore (Dec 7, 2023 19:38 PST)

TONYA GILMORE
Acting Deputy City Administrator

Attachments (1):

A. OPD Academy Projections

FY 2021-2022					
186th		187th		188th	
Week #	Date	Week #	Date	Week #	Date
1	10-Jul-21	1	30-Oct-21	1	22-Jan-22
2	17-Jul-21	2	6-Nov-21	2	29-Jan-22
3	24-Jul-21	3	13-Nov-21	3	5-Feb-22
4	31-Jul-21	4	20-Nov-21	4	12-Feb-22
5	7-Aug-21	5	27-Nov-21	5	19-Feb-22
6	14-Aug-21	6	4-Dec-21	6	26-Feb-22
7	21-Aug-21	7	11-Dec-21	7	5-Mar-22
8	28-Aug-21	8	18-Dec-21	8	12-Mar-22
9	4-Sep-21	9	25-Dec-21	9	19-Mar-22
10	11-Sep-21	10	1-Jan-22	10	26-Mar-22
11	18-Sep-21	11	8-Jan-22	11	2-Apr-22
12	25-Sep-21	12	15-Jan-22	12	9-Apr-22
13	2-Oct-21	13	22-Jan-22	13	16-Apr-22
14	9-Oct-21	14	29-Jan-22	14	23-Apr-22
15	16-Oct-21	15	5-Feb-22	15	30-Apr-22
16	23-Oct-21	16	12-Feb-22	16	7-May-22
17	30-Oct-21	17	19-Feb-22	17	14-May-22
18	6-Nov-21	18	26-Feb-22	18	21-May-22
19	13-Nov-21	19	5-Mar-22	19	28-May-22
20	20-Nov-21	20	12-Mar-22	20	4-Jun-22
21	27-Nov-21	21	19-Mar-22	21	11-Jun-22
22	4-Dec-21	22	26-Mar-22	22	18-Jun-22
23	11-Dec-21	23	2-Apr-22	23	25-Jun-22
24	18-Dec-21	24	9-Apr-22	24	2-Jul-22
T-1	25-Dec-21	T-1	16-Apr-22	T-1	9-Jul-22
T-2	1-Jan-22	T-2	23-Apr-22	T-2	16-Jul-22
T-3	8-Jan-22	T-3	30-Apr-22	T-3	23-Jul-22
T-4	15-Jan-22	T-4	7-May-22	T-4	30-Jul-22
T-5	22-Jan-22	T-5	14-May-22	T-5	6-Aug-22
T-6	29-Jan-22	T-6	21-May-22	T-6	13-Aug-22
Graduate	16-Dec-21	Graduate	16-Dec-22	Graduate	8-Jul-22
Start FTO	5-Feb-22	Start FTO	28-May-22	Start FTO	20-Aug-22

FY 2022-2023					
189th		190th		191st	
Week #	Date	Week #	Date	Week #	Date
1	2-Apr-22	1	2-Jul-22	1	26-Nov-22
2	9-Apr-22	2	9-Jul-22	2	3-Dec-22
3	16-Apr-22	3	16-Jul-22	3	10-Dec-22
4	23-Apr-22	4	23-Jul-22	4	17-Dec-22
5	30-Apr-22	5	30-Jul-22	5	24-Dec-22
6	7-May-22	6	6-Aug-22	6	31-Dec-22
7	14-May-22	7	13-Aug-22	7	7-Jan-23
8	21-May-22	8	20-Aug-22	8	14-Jan-23
9	28-May-22	9	27-Aug-22	9	21-Jan-23
10	4-Jun-22	10	3-Sep-22	10	28-Jan-23
11	11-Jun-22	11	10-Sep-22	11	4-Feb-23
12	18-Jun-22	12	17-Sep-22	12	11-Feb-23
13	25-Jun-22	13	24-Sep-22	13	18-Feb-23
14	2-Jul-22	14	1-Oct-22	14	25-Feb-23
15	9-Jul-22	15	8-Oct-22	15	4-Mar-23
16	16-Jul-22	16	15-Oct-22	16	11-Mar-23
17	23-Jul-22	17	22-Oct-22	17	18-Mar-23
18	30-Jul-22	18	29-Oct-22	18	25-Mar-23
19	6-Aug-22	19	5-Nov-22	19	1-Apr-23
20	13-Aug-22	20	12-Nov-22	20	8-Apr-23
21	20-Aug-22	21	19-Nov-22	21	15-Apr-23
22	27-Aug-22	22	26-Nov-22	22	22-Apr-23
23	3-Sep-22	23	3-Dec-22	23	29-Apr-23
24	10-Sep-22	24	10-Dec-22	24	6-May-23
T-1	17-Sep-22	T-1	17-Dec-22	T-1	13-May-23
T-2	24-Sep-22	T-2	24-Dec-22	T-2	20-May-23
T-3	1-Oct-22	T-3	31-Dec-22		
T-4	8-Oct-22	T-4	7-Jan-23		
T-5	15-Oct-22	T-5	14-Jan-23		
T-6	22-Oct-22	T-6	21-Jan-23		
Graduate	16-Sep-22	Graduate	16-Dec-22	Graduate	12-May-23
Start FTO	29-Oct-22	Start FTO	28-Jan-23	Start FTO	27-May-23

FY 2023-2024*						FY 2024-2025*					
193rd		194th		195th		196th		197th			
Week #	Date	Week #	Date	Week #	Date	Week #	Date	Week #	Date		
1	11-Nov-23	1	17-Feb-24	1	25-May-24	1	31-Aug-24	1	21-Jan-25		
2	18-Nov-23	2	24-Feb-24	2	1-Jun-24	2	7-Sep-24	2	14-Dec-24		
3	25-Nov-23	3	2-Mar-24	3	8-Jun-24	3	14-Sep-24	3	21-Dec-24		
4	2-Dec-23	4	9-Mar-24	4	15-Jun-24	4	21-Sep-24	4	28-Dec-24		
5	9-Dec-23	5	16-Mar-24	5	22-Jun-24	5	28-Sep-24	5	4-Jan-25		
6	16-Dec-23	6	23-Mar-24	6	29-Jun-24	6	5-Oct-24	6	11-Jan-25		
7	23-Dec-23	7	30-Mar-24	7	6-Jul-24	7	12-Oct-24	7	18-Jan-25		
8	30-Dec-23	8	6-Apr-24	8	13-Jul-24	8	19-Oct-24	8	25-Jan-25		
9	6-Jan-24	9	13-Apr-24	9	20-Jul-24	9	26-Oct-24	9	1-Feb-25		
10	13-Jan-24	10	20-Apr-24	10	27-Jul-24	10	2-Nov-24	10	8-Feb-25		
11	20-Jan-24	11	27-Apr-24	11	3-Aug-24	11	9-Nov-24	11	15-Feb-25		
12	27-Jan-24	12	4-May-24	12	10-Aug-24	12	16-Nov-24	12	22-Feb-25		
13	3-Feb-24	13	11-May-24	13	17-Aug-24	13	23-Nov-24	13	1-Mar-25		
14	10-Feb-24	14	18-May-24	14	24-Aug-24	14	30-Nov-24	14	8-Mar-25		
15	17-Feb-24	15	25-May-24	15	31-Aug-24	15	7-Dec-24	15	15-Mar-25		
16	24-Feb-24	16	1-Jun-24	16	7-Sep-24	16	14-Dec-24	16	22-Mar-25		
17	2-Mar-24	17	8-Jun-24	17	14-Sep-24	17	21-Dec-24	17	29-Mar-25		
18	9-Mar-24	18	15-Jun-24	18	21-Sep-24	18	28-Dec-24	18	5-Apr-25		
19	16-Mar-24	19	22-Jun-24	19	28-Sep-24	19	4-Jan-25	19	12-Apr-25		
20	23-Mar-24	20	29-Jun-24	20	5-Oct-24	20	11-Jan-25	20	19-Apr-25		
21	30-Mar-24	21	6-Jul-24	21	12-Oct-24	21	18-Jan-25	21	26-Apr-25		
22	6-Apr-24	22	13-Jul-24	22	19-Oct-24	22	25-Jan-25	22	3-May-25		
23	13-Apr-24	23	20-Jul-24	23	26-Oct-24	23	1-Feb-25	23	10-May-25		
24	20-Apr-24	24	27-Jul-24	24	2-Nov-24	24	8-Feb-25	24	17-May-25		
25	27-Apr-24	25	3-Aug-24	25	9-Nov-24	25	15-Feb-25	25	24-May-25		
26	4-May-24	26	10-Aug-24	26	16-Nov-24	26	22-Feb-25	26	31-May-25		
T-1	11-May-24	T-1	17-Aug-24	T-1	23-Nov-24	T-1	1-Mar-25	T-1	7-Jun-25		
T-2	18-May-24	T-2	24-Aug-24	T-2	30-Nov-24	T-2	8-Mar-25	T-2	14-Jun-25		
Graduate	12-Apr-24	Graduate	19-Jul-24	Graduate	25-Oct-24	Graduate	31-Jan-25	Graduate	9-May-25		
Start FTO	27-Apr-24	Start FTO	9-Aug-24	Start FTO	9-Nov-24	Start FTO	15-Feb-25	Start FTO	24-May-25		

*subject to adjustment