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## AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** David Downing  
Acting Asst. Chief of Police

**SUBJECT:** Supplemental Report – 2016  
Ceasefire Evaluation Contract

**DATE:** July 7, 2016

City Administrator Approval

Date:

7/7/16

### RECOMMENDATION

**Staff Recommends That The City Council Approve A Resolution: Authorizing The City Administrator Or Designee To: 1) Enter into A Professional Services Agreement With Northeastern University, And Its Sub-Consultant Yale University, For The Period Of August 1, 2016 Through July 31, 2018 In An Amount Not To Exceed Five Hundred Thousand Dollars (\$500,000), For A Process And Impact Evaluation Of The Oakland Police Department's (OPD) Ceasefire Strategy; And 2) Waive The Local And Small Business Enterprise Programs (L/SLB) Provisions For The Purchase Of Professional Services.**

### REASON FOR SUPPLEMENTAL

This supplemental report provides additional information about the evaluation approach proposed by the recommended vendor.

### ANALYSIS AND POLICY ALTERNATIVES

Based on the proposal submitted by the recommended vendor, below is the high-level evaluation approach for the Ceasefire evaluation.

#### Project Approach and Organization

The evaluation team is proposing a 24-month research project to conduct a process and impact evaluation of the Oakland Ceasefire Crime Reduction Strategy. The general evaluation approach described below is based on our preliminary assessment of the Oakland Ceasefire program implementation description available on the City of Oakland webpage. If the evaluation team is awarded the contract, we anticipate that our approach will evolve as our knowledge of the Ceasefire implementation develops further.

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### *Engagement of Oakland Stakeholders*

From the outset, the evaluation team will engage key stakeholders such as the Oakland Police Department (OPD), Oakland Human Services Department, Oakland Unite, Oakland Communities Organizing (OCO), and others from the wide range of criminal justice, social service, and community-based organizations involved in Oakland Ceasefire. We will be reliant on the working knowledge of Ceasefire partners to guide our evaluation efforts. As such, the research team will hold regular meetings with Oakland city officials and Ceasefire partners to ensure our design fits the reality of program implementation and to report on progress and challenges in the execution of the evaluation. We will also provide updates on preliminary evaluation findings as available.

Data collected from the process and impact evaluations will be used to develop a high-quality final report on the impact of Oakland Ceasefire on serious violence. The evaluation team will also develop practitioner-friendly policy briefs and scholarly journal articles. At the end of the contract period, the lessons learned from the experience will be presented to key Oakland city officials and community members during a series of formal meetings.

Our ability to engage Oakland city officials and local stakeholders will be facilitated by prior and ongoing work in the city by two of our team members. Over the past ten years, Dr. Braga has worked with several Oakland organizations as an advisor on strategic gun violence reduction efforts. He has specifically collaborated with OPD on multiple analyses of the nature of gangs and gang violence in Oakland and provided some guidance on the implementation of Ceasefire in Oakland based on his experiences in Boston and elsewhere. As such, Braga has a solid working knowledge of key individual institutions and neighborhoods. Braga is also very familiar with the State of California laws and criminal justice institutions as he has served as a consultant on a number of strategic violence reduction initiatives in Los Angeles, San Francisco, East Palo Alto, Salinas, Richmond, and Stockton. He currently serves as an advisor to the California Partnership for Safe Communities.

Papachristos has been working with the Oakland Police Department and the California Partnership for Safe Communities on integrating the use of social network analyses in to their gun and gang violence prevention efforts. In addition to a site visit in in 2013, Papachristos has been conducting training of OPD staff on crime analyses techniques that can be integrated into their current efforts.

### *Process Evaluation Design*

The process evaluation will focus on questions of accountability and integrity in Oakland Ceasefire program implementation. The research team will draw upon qualitative information and quantitative measures to document the resources employed by Oakland Ceasefire (inputs) and the activities accomplished with these resources (results). Focus groups and systematic interviews with program implementers will be used to document key program activities, successes, and challenges. The research team will also access and analyze existing official records to document relevant program activities such as enforcement actions taken, call-ins held, and social services delivered. As will be described in the next section, the impact evaluation will determine whether implemented interventions generated desired outcomes.

*Impact Evaluation Design*

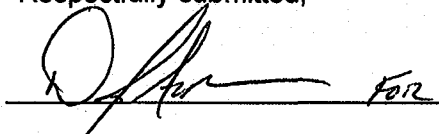
There is some promising prima facie evidence that Ceasefire has had a beneficial impact on serious violence in Oakland. Indeed, between 2011 and 2014, total homicides decreased by 22 percent (from 103 to 80) and total shootings decreased by 25 percent (from 550 to 411). While these decreases are suggestive of a program effect, more rigorous program evaluation methods are necessary to determine whether Ceasefire was indeed responsible for some meaningful share of the observed reductions in homicides and shootings. The first Ceasefire call-in was held in October 2012 and involved some 20 attendees from specific gangs/groups in East Oakland. The next Ceasefire call-in wasn't held until March 2013 and involved some 23 attendees from East Oakland. Over the next two years, six more call-ins were implemented involving individuals from gang/groups in East, West, and Central Oakland until Ceasefire was implemented in policing areas the comprised the entire city. This staggered implementation of the Ceasefire program can be used to develop a rigorous quasi-experimental design as it creates natural treatment and control gangs/groups and areas in Oakland.

**ACTION REQUESTED OF THE CITY COUNCIL**

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For questions regarding this report, please contact Reygan Harmon, Ceasefire Program Director, at (510) 777-8675.

Respectfully submitted,



DAVID DOWNING  
Acting Assistant Chief of Police

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