

# SAFETY AND SERVICES OVERSIGHT COMMISSION

## Regular Meeting

*SSOC created by the Public Safety and Services Violence Prevention Act of 2014*

**Monday, January 28, 2019**  
**6:30-9:00 p.m. City Council Chambers**  
**1 Frank H. Ogawa Plaza, Oakland, CA 94612**

**Oversight Commission Members:** Chairperson: Kevin McPherson (D-7), Jody Nunez (D-1), Dayna Rose (D-2), Rev. Curtis Flemming, Sr. (D-3), Vacant (D-4), Vacant (D-5), Carlotta Brown (D-6), Troy Williams (Mayoral), Letitia Henderson Watts (At-Large),

**PUBLIC COMMENT:** The Oversight Commission welcomes you to its meetings and your interest is appreciated.

- ✓ If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.
- ✓ If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- ✓ If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the Oversight Commission's jurisdictions may be addressed. Time limitations shall be at the discretion of the Chair.

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30pm	AD	
2. Roll Call	2 Minutes	AD	
3. Agenda Approval	2 Minutes	AD	
4. Approval of Minutes from December 17, 2018	5 Minutes	AD	Attachment 1
5. Open Forum	10 Minutes	AD	
6. Nomination and Election of Vice Chair	10 Minutes	A	
7. FY 2017-18 Measure Z audit	20 Minutes	A	Attachment 2a Attachment 2b
8. Department of Violence Prevention and Human Services Department Update	15 Minutes	I	Attachment 3a Attachment 3b
9. OPD Report on Community Policing Policy and SSOC Area 5 concerns	15 Minutes	I	Attachment 4
10. Oakland Fire Department Spending Plan	20 Minutes	A	Attachment 5
11. Schedule Planning and Pending Agenda Items	10 Minutes	I	
12. Adjournment	1 Minute		

**A = Action Item**

**I = Informational Item**

**AD = Administrative Item**

**A\* = Action, if Needed**

**PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING MINUTES**  
**Monday, December 17, 2018**  
**Hearing Room 1**

**ITEM 1: CALL TO ORDER**

The meeting was called to order at 6:44 pm by Chairperson Jody Nunez.

**ITEM 2: ROLL CALL –**

Present: Chairperson Jody Nunez  
Vice Chairperson Kevin McPherson  
Commissioner Letitia Henderson Watts  
Commissioner Carlotta Brown  
Commissioner Dayna Rose  
Commissioner Curtis Flemming (Arrived at 7:10pm)

Excused: Commissioner Troy Williams

Absent:

**ITEM 3: AGENDA APPROVAL**

Commissioner Henderson Watts motioned to approve the item; seconded by Commissioner McPherson; item approved by common consent

**ITEM 4: OPEN FORUM**

No public speakers

**ITEM 5: Approval of Minutes from Nov. 26, 2018**

Commissioner Henderson Watts motioned to approve the item; seconded by Commissioner McPherson; item approved by common consent

No speakers

**ITEM 6: RDA Preliminary Findings Report**

Staff introduced Resource Development Associates (RDA). At the request of the SSOC, RDA performed the preliminary findings for year 2 of the progress and implementation of Measure Z geographic and community policing services.

RDA provided a brief background of the evaluation and the goals of Measure Z.

RDA looked at two Measure Z funded policing services – Community Resource Officers (CRO) and Crime Reduction Teams (CRT). The evaluation looked at the findings from last year's report:

- What are the roles and evaluation CROs and CRTs? What do they do?

- How are CROs and CRTs furthering the goals of Measure Z through their daily activities?
- What barriers of conflicts exist to implement Measure Z goals?

RDA looked at a mixed method approach analyzing the quantitative data with the qualitative data.

Quantitative data:

- OPD Saranet database; capture CROs activities and projects
- OPD administrative data; provide CRO & CRT personnel data – to ensure that CROs and CRTs are reflective of the communities that they serve
- OPD crime data; describe key crime trends in the city and area specific

RDA observed CROs and CRTs and used OPD's internal survey to 1) what they do?; and 2) what are the expectations of CROs and CRT's?

Also, through interviews and focus groups looked at how CROs engage in problem solving:

- Using the Saranet model
- Attend monthly neighborhood crime prevention council meetings
- Serve as liaison for city services
- Answer calls for service
- Lead targeted enforcement projects
- Coordinate projects with CRTs, patrol units, and other sworn personnel

For CRTs:

- Investigate and respond to violent crimes
- Use intelligence-based policing
- Deployed strategically and geographic
- Coordinate projects with CROs

The findings that have been collected so far shows violent crime is down in Oakland. 11% city wide during the 2014-2017 period.

#### Findings for CROs:

Fostering Community Relationships – OPD is focusing on building community relationships and prioritizing community engagement

Organizational Excellence – OPD is embracing intelligence-led approach and geographic policing

\*Officers are complaining about abrupt schedule changes which is causing morale to go down.

From previous findings, CROs were not getting the training that they need. Through data collection this year, OPD has reinstated CRO school and implementing community policing training

Last finding through observation, it is noted that Saranet is unable to capture all the work/activities and the impact that CROs are doing in the community due to an activity not referenced as a "project".

### Findings for CRTs:

- CRTs are working collaborative with CROs to work towards the same goal.
- Taskforce Tuesday – briefings on joint work.
- Still not receiving proper training.

CRTs are not tracking their work properly and need a system similar to Saranet to track their activities.

Next steps – Present final report at the Feb. 25<sup>th</sup> SSOC meeting and then to Public Safety Committee.

Commissioner Rose noticed from the report that equity is not being reflected in the projects. Especially in Area 5, where crime is high. Wondering why Area 5 has the fewest number of supported community oriented projects. The Oakland Police Department (OPD) acknowledged that Area 5 is a high crime area and will ask staff to confirm the activities in Area 5.

Commissioner Henderson Watts is also concerned with:

- The gap in equity between the areas.
- Would like to see focus be more on the core issues in the community.
- What are the next steps?

Commissioner Brown would like for OPD to address the barriers that CROs are experiencing in receiving training.

OPD is doing their best to provide as much training as possible to the CROs. OPD approves training based on resources and staffing that is available. They work to find a balance to ensure that when CROs are attending trainings that there is sufficient staff on the streets.

Commissioner Nunez asked for clarification on the number of projects assigned to CROs.

The number of projects that are reported are based on information from Saranet. Some are duplicates. The average amount of time for a project is 6 months.

Through the CRO focus groups, CROs are getting a better understanding of how projects are created and what a project entails.

Commissioner Watts suggested for a future discussion that staff should look at having an analyst assist the CROs on data collecting and entry.

Commissioner Watts requests that the next report show how CROs are sharing their ideas for the community at large. Right now, information is being shared primarily through Neighborhood Crime Prevention Councils (NCPC's).

Commissioner Brown suggested the use of social media/hashtags as tool for sharing. For fostering community relationships – this is a top priority for CROs. She would like to see what opportunities are available to help strengthen ties in the community.

OPD will be bringing back a draft on policy and procedures for CROs, which also includes CRTs, sometime in the second week of January. It will focus on the role of CROs and hopefully will reduce the turnover rate. Prior to becoming CROs, OPD would like for them to go through shadowing. And from RDA's report, OPD will address the

inconsistency of the onboarding process and will work to ensure to include the community, i.e. be involved in the selection of CROs.

Commissioner Rose asked how Finding 7 (changes to shift schedule) and Finding 12 (high turnover rate) are related. OPD tries to predict events that may become an issue and manipulates the work schedule within 3-4 days prior. OPD will continue work on giving CROs stability and to ensure that they are aware of schedule changes as associated with the CRO position.

Item was received and approved by common consent.

No speaker

**ITEM 7: Nominations and Elections for Chair and Vice Chair of Commission**

Commissioner Flemming motioned to recommend nominating Commissioner McPherson as Chair and Commissioner Williams for Vice Chair

Item was approved by common consent to elect Commissioner McPherson as Chair.

Commissioner Henderson Watts recommended to hold election of Vice Chair till next meeting to allow for Commissioner Williams to be present to accept nomination; Commissioner Nunez agrees to place election of Vice Chair on the agenda for the January 28, 2019 meeting.

No speaker.

**ITEM 8: Schedule Planning and Pending Agenda Items**

- Election of Vice Chair
- Fire Department to present spending plan
- Update status of SSOC Joint Meeting
- OPD staff to attend next meeting to address Area 5 concerns

No speaker.

**ITEM 9: Adjournment at 8:06 pm by common consent.**



# AGENDA REPORT

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

**FROM:** Katano Kasaine  
Finance Director

**SUBJECT:** Measure Z – Public Safety and  
Services Violence Prevention  
Act of 2014 Audit Report

**DATE:** January 22, 2019

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City Administrator Approval

Date:

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## RECOMMENDATION

**Staff Recommends That The City Council Receive The Measure Z – Public Safety and Services Violence Prevention Act Of 2014 Audit Report For The Year Ended June 30, 2018.**

## EXECUTIVE SUMMARY

The Finance Department is pleased to present to the City Council the attached Measure Z – Public Safety and Services Violence Prevention Act of 2014 Audit and Program Status Report for Fiscal Year (FY) 2017-18.

Measure Z, Part 1, Section 3.4 and Part 2, Section 1, as well as Government Code Section 50075.3 (a) and (b), require the Chief Financial Officer to present to the governing board an annual report identifying: (a) the amount of funds collected and expended and (b) the status of any project required or authorized to be funded.

Williams, Adley & Company-CA, LLP, an independent accounting firm and subcontractor to Macias, Gini & O'Connell, the City's external auditor, performed the Measure Z – Public Safety and Services Violence Prevention Act of 2014 financial audit for the year ending June 30, 2018 (**Attachment A**). This report also provides the annual program status report for the Measure Z programs (Community and Neighborhood Policing, Violence Prevention Services with an Emphasis on Youth and Children, Fire Services, Program Audit and Oversight), for Fiscal Year (FY) 2017-2018 in accordance with Government Code Section 50075.3 (b).

The Independent Auditor's Report for fiscal year ended June 30, 2018 did not contain any findings and did not identify any deficiencies in internal controls.

Item: \_\_\_\_\_  
Finance and Management Committee  
February 19, 2019

## **BACKGROUND / LEGISLATIVE HISTORY**

On November 2, 2004, Measure Y was passed by Oakland voters, providing approximately \$20 million per year for 10 years to fund violence prevention programs, additional police officers, and fire services from a parcel tax and parking tax surcharge. In November 2014, Oakland voters approved the City's Public Safety and Services Violence Prevention Act of 2014 (Measure Z) which renewed the parcel tax at the same rate of Measure Y per property unit and parking tax of 8.5 percent for 10 years.

Measure Z 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. In accordance with Government Code sections 50075.1 and 50075.3(a), and City of Oakland Resolution No. 78734 C.M.S., an independent audit shall be performed to assure accountability and the proper disbursement of the proceeds of the tax and the status of Measure Z programs.

## **ANALYSIS AND POLICY ALTERNATIVES**

The Measure Z audit report reflects the independent auditor's opinion that the Measure Z financial schedule of revenues and expenditures fairly presents, in all material respects, Measure Z activities, in conformity with United States generally accepted accounting principles, and in compliance with the purposes for which Measure Z was approved by the voters. The audit disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

The Measure Z expenditures for FY 2017-18 by program are summarized below, along with a description of each program. The audit report provides further details on program deliverables during FY 2017-18.

Measure Z revenues collected totaled \$26.8 million in FY 2017-18 and were generated mainly from the parcel tax (\$16.5 million) and parking tax surcharge (\$10.3 million). Expenditures for FY 2017-18 totaled \$28.4 million. At June 30, 2018, Measure Z fund balance was \$4 million. Table 1 provides a summary of Measure Z expenditures by program.

Item: \_\_\_\_\_

**Table 1: Measure Z Summary by Program**

<b>Program</b>	<b>Program Description</b>	<b>FY 2017-18 Expenditures</b>
Community and Neighborhood Policing	Hire and maintain at least a total of 63 officers assigned to the following specific community policing areas: neighborhood beat officers, school safety, crime reduction team, domestic violence and child abuse intervention, and officer training and equipment.	\$ 16,573,157
Violence Prevention Services with an Emphasis on Youth and Children	Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives: youth outreach counselors, after and in school program for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training.	\$ 8,970,812
Fire Services	Maintain staffing and equipment to operate 25 fire engine companies and seven truck companies, expand paramedic services, and establish a mentorship program at each station.	\$ 2,000,000
Program Audit and Oversight	<i>Evaluation:</i> Not less than one percent or no more than three percent of funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluation of the program, including the number of people served and the rate of crime or violence reduction achieved.  <i>Audit/Administration:</i> In addition to the evaluation amount, tax proceeds may be used to pay for the audit specified by Government Code Section 50075.3.	\$ 847,901
<b>TOTAL</b>		<b>\$ 28,391,870</b>

**FISCAL IMPACT**

This is an informational report only; there is no fiscal impact.

**PUBLIC OUTREACH / INTEREST**

This item did not require any additional public outreach other than the required posting on the City's website.

**COORDINATION**

This report was prepared in coordination with the Oakland Police Department, Oakland Fire Department, Human Services, City Administrator's Office, and the City Attorney's Office.

Item: \_\_\_\_\_

Finance and Management Committee  
February 19, 2019

**SUSTAINABLE OPPORTUNITIES**

**Economic:** There are no economic opportunities associated with this report.

**Environmental:** There are no environmental opportunities associated with this report.

**Social Equity:** There are no social equity opportunities associated with this report.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that the City Council receive the Measure Z – Public Safety and Services Violence Prevention Act of 2014 Audit Report for the year ended June 30, 2018.

For questions regarding this report, please contact Kirsten LaCasse, Controller, at (510) 238-6776.

Respectfully submitted,

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KATANO KASAINÉ  
Finance Director  
Finance Department

Reviewed by:  
Kirsten LaCasse  
Controller  
Finance Department, Controller's Bureau

Prepared by:  
Stephen Walsh,  
Assistant Controller

Attachment (1):

A: Measure Z – Public Safety and Services Violence Prevention Act of 2014 Independent Auditor's Report and Budgetary Comparison Schedule For the Year Ended June 30, 2018

Item: \_\_\_\_\_  
Finance and Management Committee  
February 19, 2019

## **CITY OF OAKLAND - MEASURE Z**

Measure Z - Public Safety and Services Violence Prevention Act of 2014  
(A Fund of the City of Oakland)  
Budgetary Comparison Schedule and Other Information

Year Ended June 30, 2018

(With Independent Auditor's Report Thereon)



WILLIAMS, ADLEY & COMPANY-CA, LLP  
*Certified Public Accountants / Management Consultants*

**CITY OF OAKLAND – MEASURE Z**  
**Measure Z – Public Safety and Services Violence Prevention Act of 2014**  
**(A Fund of the City of Oakland)**  
**Budgetary Comparison Schedule and Other Information**  
**Year Ended June 30, 2018**

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## INDEPENDENT AUDITOR'S REPORT

To the Honorable Mayor and Members of the City Council  
City of Oakland, California

### **Report on the Financial Schedule**

We have audited the accompanying budgetary comparison schedule of the City of Oakland's (City) Measure Z – Public Safety and Services Violence Prevention Act of 2014 (Measure Z), a fund of the City, for the year ended June 30, 2018, and the related notes to the budgetary comparison schedule, which collectively comprise the financial schedule.

### ***Management's Responsibility for the Financial Schedule***

Management is responsible for the preparation and fair presentation of the financial schedule in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of a financial schedule that is free from material misstatement, whether due to fraud or error.

### ***Auditor's Responsibility***

Our responsibility is to express an opinion on the financial schedule based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial schedule. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial schedule, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



***Opinion***

In our opinion, the financial schedule referred to above presents fairly, in all material respects, the revenues and expenditures of Measure Z for the year ended June 30, 2018 in conformity with the basis of accounting described in Note B.

***Emphasis of Matter***

The financial schedule was prepared to present the total revenues and expenditures of the Measure Z fund, as described in Note B, and does not purport to, and does not, present fairly the changes in the City's financial position for the year ended June 30, 2018 in conformity with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

***Other Matters***

***Other Information***

Our audit was conducted for the purpose of forming an opinion on the financial schedule as a whole. Measure Z Annual Reporting on pages 11 through 18 is presented for purposes of additional analysis and is not a required part of the financial schedule.

Measure Z Annual Reporting information has not been subjected to the auditing procedures applied in the audit of the financial schedule and, accordingly, we do not express an opinion or provide any assurance on it.

***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated December 18, 2018, on our consideration of the City's internal control over financial reporting as it pertains to Measure Z and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control over financial reporting and compliance.

*Williams, Adley & Company - CA, LLP*

Oakland, California

December 18, 2018

**CITY OF OAKLAND**  
**Measure Z - Public Safety and Services Violence Prevention Act of 2014**  
**(A Fund of the City of Oakland)**  
**Budgetary Comparison Schedule (On a Budgetary Basis)**  
**Year Ended June 30, 2018**

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual</u>	Positive (Negative) Variance
<b>Revenues:</b>				
Parcel tax	\$ 16,260,883	\$ 16,260,883	\$ 16,536,305	\$ 275,422
Parking tax surcharge	<u>10,387,475</u>	<u>10,387,475</u>	<u>10,253,257</u>	<u>(134,218)</u>
Total revenues	<u>26,648,358</u>	<u>26,648,358</u>	<u>26,789,562</u>	<u>141,204</u>
<b>Expenditures:</b>				
<b>Community and Neighborhood Policing</b>				
Salaries and employee benefits	13,149,518	14,949,169	15,568,823	(619,654)
Other supplies and commodities	-	118,671	109,144	9,527
Other contract services	1,154,059	789,941	621,559	168,382
Other expenditures	<u>-</u>	<u>290,980</u>	<u>273,631</u>	<u>17,349</u>
Total Community and Neighborhood Policing expenditures	<u>14,303,577</u>	<u>16,148,761</u>	<u>16,573,157</u>	<u>(424,396)</u>
<b>Violence Prevention with an Emphasis on Youth and Children</b>				
Salaries and employee benefits	1,963,226	2,560,549	1,969,391	591,158
Other supplies and commodities	9,300	67,425	39,336	28,089
Other contract services	7,364,743	9,875,817	6,832,800	3,043,017
Other expenditures	<u>248,952</u>	<u>316,558</u>	<u>129,285</u>	<u>187,273</u>
Total Violence Prevention expenditures	<u>9,586,221</u>	<u>12,820,349</u>	<u>8,970,812</u>	<u>3,849,537</u>
<b>Fire Services</b>				
Salaries and employee benefits	2,000,000	2,000,000	2,000,000	-
<b>Evaluation</b>	717,240	1,440,378	540,408	899,970
<b>Administration</b>	<u>41,320</u>	<u>41,320</u>	<u>307,493</u>	<u>(266,173)</u>
Total expenditures	<u>\$ 26,648,358</u>	<u>\$ 32,450,808</u>	<u>28,391,870</u>	<u>\$ 4,058,938</u>
Excess (deficiency) of revenues over expenditures			<u>(1,602,308)</u>	
Change in fund balance, on a budgetary basis			<u>(1,602,308)</u>	
Items not budgeted:				
Investment income			<u>121,230</u>	
Change in fund balance, on a GAAP basis			(1,481,078)	
Fund balance, beginning of year			<u>5,519,805</u>	
Fund balance, end of year			<u>\$ 4,038,727</u>	

**CITY OF OAKLAND – MEASURE Z**  
**Measure Z – Public Safety and Services Violence Prevention Act of 2014**  
**(A Fund of the City of Oakland)**  
**Notes to the Budgetary Comparison Schedule**  
**Year Ended June 30, 2018**

**NOTE A – DESCRIPTION OF REPORTING ENTITY**

The Oakland City Council (the City Council) approved Resolution No. 78734 on July 20, 2004 submitting the Public Safety and Services Violence Prevention Act of 2004 – Measure Y (Measure Y) and the citizens of the City of Oakland (the City) approved Measure Y in November 2004.

In November 2014, voters in the City of Oakland approved the City’s Measure Z which replaced Measure Y starting from July 1, 2015. Measure Z renews a parcel tax ranging between \$51.09 and \$99.77 per property unit and a parking tax of 8.5 percent for ten years. It 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.

The parcel tax is collected with the annual Alameda County property taxes, beginning on July 1, 2015. The annual parcel tax is levied to pay for all activities and services for Measure Z (see below) in accordance with the terms and conditions outlined in the approved ballot measure. Measure Z shall be in existence for a period of ten (10) years. Beginning in Fiscal Year 2015-2016, and each year thereafter, the City Council may increase the tax imposed based on the cost of living for the San Francisco Bay Area, as shown on the Consumer Price Index (CPI). The percentage increase of the tax shall not exceed such increase, using Fiscal Year 2014-2015 as the index year and in no event shall any adjustment exceed 5% (five percent).

Measure Z provides for the following services:

1. *Community and Neighborhood Policing* – Hire and maintain at least a total of 63 officers assigned to the following specific community- policing areas: neighborhood beat officers, school safety, crime reduction team, domestic violence and child abuse intervention, and officer training and equipment. For further detail of the specific community- policing areas see Oakland City Council Resolution No. 85149.
2. *Violence Prevention Services With an Emphasis on Youth and Children* – Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives: youth outreach counselors, after and in school program for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training. For further detail of the social services see Oakland City Council Resolution No. 85149.
3. *Fire Services* – Maintain staffing and equipment to operate 25 (twenty-five) fire engine companies and 7 (seven) truck companies, expand paramedic services, and establish a mentorship program at each station with an amount not to exceed \$2,000,000 annually from funds collected under Measure Z.
4. *Evaluation* – Not less than 1% or no more than 3% of funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluation of the program, including the number of people served and the rate of crime or violence reduction achieved.

**CITY OF OAKLAND – MEASURE Z**  
**Measure Z – Public Safety and Services Violence Prevention Act of 2014**  
**(A Fund of the City of Oakland)**  
**Notes to the Budgetary Comparison Schedule**  
**Year Ended June 30, 2018**

**NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

*Basis of Presentation*

The accompanying financial schedule presents only the revenues and expenditures of the Measure Z activities and does not purport to, and does not present fairly the changes in the City's financial position for the year ended June 30, 2018 in conformity with accounting principles generally accepted in the United States of America.

A special revenue fund (governmental fund) is used to account for the City's Measure Z activities. The measurement focus is based upon the determination of changes in financial position rather than upon the determination of net income. A special revenue fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

*Basis of Accounting*

In accordance with the provisions of the City Charter, the City adopts an annual budget for Measure Z activity, which must be approved through a resolution by the City Council. The budget for Measure Z is prepared on a modified accrual basis.

Measure Z activity is reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recorded when "susceptible to accrual" (i.e., when they become both measurable and available). "Measurable" means that the amount of the transaction can be determined, and "available" means that revenues are collected within the current period or soon enough thereafter to pay liabilities of the current period. Revenues susceptible to accrual include the parcel tax and parking tax surcharge. The City considers the parcel tax revenues and the parking tax surcharge revenues to be available for the year levied and if they are collected within 60 and 120 days, respectively, of the end of the current year. Expenditures are recorded when a liability is incurred, as under accrual accounting.

*Use of Estimates*

The preparation of financial statements is in conformity with generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts and disclosures. Accordingly, actual results may differ from those estimates.

**NOTE C - BUDGET**

Measure Z – Public Safety and Services Violence Prevention Act of 2014, as approved by the voters in November 2014, requires the adoption of an annual budget, which must be approved by the City Council of the City. The City budgets annually for Measure Z activities. The budget is prepared on the modified accrual basis, except that the City does not budget for charges for services or investment earnings on Measure Z investments.

**CITY OF OAKLAND – MEASURE Z**  
**Measure Z – Public Safety and Services Violence Prevention Act of 2014**  
**(A Fund of the City of Oakland)**  
**Notes to the Budgetary Comparison Schedule**  
**Year Ended June 30, 2018**

**NOTE C – BUDGET (continued)**

When the budget is prepared, the City allocates the funds to each program in accordance with the Measure Z Ordinance. Thus, the City ensures that of the total proceeds spent on programs enumerated in the *Community and Neighborhood Policing* and the *Violence Prevention Services with an Emphasis on Youth and Children* sections above, no less than 40% of such proceeds is allocated to programs enumerated in the *Violence Prevention Services with an Emphasis on Youth and Children* section each year Measure Z is in effect.

Budgetary control is maintained at the fund level. Line item reclassification amendments to the budget may be initiated and reviewed by the City Council, but approved by the City Administrator. Any shifting of appropriations between separate funds must be approved by the City Council. Annual appropriations for the budget lapse at the end of the fiscal year to the extent that they have not been expended. At year-end, unobligated appropriations may lapse and remain within the authorized program.

Supplemental budgetary changes made to Measure Z throughout the year, if any, are reflected in the “final budget” column of the accompanying budgetary comparison schedule.



**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Honorable Mayor and Members of the City Council  
City of Oakland, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the budgetary comparison schedule of the City of Oakland's (City) Measure Z – Public Safety and Services Violence Prevention Act of 2014 (Measure Z), a fund of the City, for the year ended June 30, 2018, and the related notes to the financial schedule which collectively comprise the financial schedule and have issued our report thereon dated December 18, 2018.

**Internal Control over Financial Reporting**

In planning and performing our audit of the financial schedule, we considered the City's internal control over financial reporting (internal control) as it pertains to Measure Z, to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial schedule, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over financial reporting as it pertains to Measure Z.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial schedule will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.



### **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the City's Measure Z financial schedule is free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial schedule amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control or on compliance as it pertains to Measure Z. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control and compliance as it pertains to Measure Z. Accordingly, this communication is not suitable for any other purpose.

*Williams, Adley & Company-CA, LLP*

Oakland, CA  
December 18, 2018

**CITY OF OAKLAND – MEASURE Z**  
**Measure Z – Public Safety and Services Violence Prevention Act of 2014**  
**(A Fund of the City of Oakland)**  
**Schedule Of Findings And Responses**  
**Year Ended June 30, 2018**

There were no findings reported in the current year.

**CITY OF OAKLAND – MEASURE Z**  
**Measure Z – Public Safety and Services Violence Prevention Act of 2014**  
**(A Fund of the City of Oakland)**  
**Status of Prior Year Findings and Recommendations**  
**Year Ended June 30, 2018**

There were no findings reported in the prior year.

## **SUPPLEMENTARY INFORMATION**



CITY OF OAKLAND  
 Measure Z-Public Safety and Services/ violence Prevention Act of 2014  
 (A Fund of the City of Oakland)  
 Oakland Police Department Annual Report  
 Fiscal Year 2017-2018

**MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2017-2018**

**POLICE DEPARTMENT**

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)	17-18 Status		Outcomes	Comments (Program achievements, issues, etc.)
			Completed	On-Going		
<b>Geographic Policing (OPD)</b>						
Crime Reduction Team (CRT) Program	\$ 9,361,936.00	37.00		xx	<b>Services Performed</b> Strategically geographically deployed officers to investigate and respond to the commission of violent crimes in identified violence hot spots using intelligence-based policing. Engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrol, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn personnel. Conduct intelligence-based violence suppression operations such as field interviews, surveillance, undercover operations, high visibility patrol, probation/parole compliance checks, search warrants, assist Community Resource Officers projects, violent crime investigation and general follow-up. Officers to team with social service providers to intervene in situations of domestic violence and child abuse, including sexual exploitation of children. Sustaining and strengthening of the City's Operation Ceasefire strategy, including project management and crime analysis positions.	
Community Resource Officers (CRO) Program	\$ 5,187,018.59	20.50		xx		
Intelligence-base Violence Suppression Operations Program	\$ 1,518,151.78	6.00		xx		
Domestic Violence and Child Abuse Intervention Program				xx		
Operation Ceasefire Strategy Program	\$ 506,050.60	2.00		xx		
<b>Subtotal Comm &amp; Neigh Policing - FY16-17</b>	<b>\$ 16,573,156.97</b>	<b>65.50</b>				

CITY OF OAKLAND  
 Measure Z-Public Safety and Services/Violence Prevention Act of 2014  
 (A Fund of the City of Oakland)  
 Fire Department Annual Report  
 Fiscal Year 2017-2018

MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2017-2018

FIRE DEPARTMENT

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Y language) Fire Services (Fire)	Dollar Amount Expended	City Sworn Personnel Employed (FTEs for Full Year)	17-18 Status		Outcomes		Comments (Program achievements, issues, etc.)
			Completed	On-Going	Services Performed; Number of fire companies retained, paramedic and mentorship services provided	Number of People Served During the Year	
Minimum staffing and equipment	\$ 2,000,000			xx	25 engines, 7 trucks	2,252 fire response calls, 1,744 of which were confirmed fires.	The figures for people served through Oakland Fire Department is a department-wide number. OFD does not distinguish between Measure Z fire department personnel and non-Measure Z fire department personnel. Sworn city personnel employed in FY 2017- 18 averaged 455.
Paramedic services	<i>included in above</i>			xx	26 Advance Life Support (ALS) units, 6 Basic Life Support (BLS) units	56,934 EMS response calls 12,931 Other response calls including "good-intent", false alarms, non-fire hazardous	
Mentorship program	<i>included in above</i>			xx	129 total licensed Paramedics (filled by 93 Firefighter Paramedic and 36 Support Paramedic staff)	In a total of 593 on-site education training, fire safety education, and careers in fire service	
<b>Subtotal Fire Svcs - FY17-18</b>	<b>\$ 2,000,000</b>						<b>455.00</b>

HUMAN SERVICES DEPARTMENT

MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2017-18

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Year)	Outcomes Grantees Providing Services During the Year under Each Category*	Number of People Served During the Year**	Comments, Program achievements, issues etc.
<b>Youth Life Coaching</b>					
1003655	90,000.00		Alameda County Probation	NA - Coordination Services	
1003655	198,747.00		East Bay Agency for Children	55	
1003655	285,000.00		East Bay Asian Youth Center	67	Engage youth pre-release from the Juvenile Justice Center and facilitate successful re-engagement in school through coaching and mentoring, system navigation, advocacy, and connection to needed resources.
1003655	155,000.00		MISSEY	43	
1003655	200,000.00		OUSD Alternative Ed - Case Mgmt	61	
1003655	80,000.00		OUSD JJC Referral Site	29	
1003655	100,000.00		The Mentoring Center	49	
1003655	180,000.00		Youth Alive		
<b>Youth Education/Employment Support</b>					
1003657	184,422.31		Alameda County Office of Education	52	Strengthen high risk youth's economic self-sufficiency and career readiness through subsidized summer and after-school work opportunities, wraparound and academic support.
1003657	113,711.29		Bay Area Community Resources	28	
1003657	230,000.00		Youth Employment Partnership	83	
1003657	122,999.00		Youth Radio	29	
<b>Young Adult Life Coaching</b>					
1003670	143,512.81	1.00	HSD Outreach Developer/Lead Life Coach		
1003671	171,507.90	3.00	HSD Case Managers/Life Coaches	75	Re-direct highest risk young adults towards healthy participation in their families and communities through coaching and mentoring, system navigation, advocacy, and connection to needed resources.
1001372-G484767	64,981.62		Participant Incentives/Stipends	NA	
1000572-G484856	87,568.20		California Youth Outreach	94	
1003656	24,215.37		NOHA Aboelata - Roots Health Cir	31	
1003656	350,000.00		The Mentoring Center	73	
1003656	116,000.00		Abode Services	37	
1003656	350,000.00		Beyond Emancipation	42	Enhance the long-term employability of high-risk young adults through the development of skills and education with a focus on subsidized work experience, successful placement and retention.
1003658	82,873.78		BOSS	85	
1000572-G484852	8,182.26		Center For Employment	220	
1003658	199,500.00		Civicoops	56	
1003658	320,000.00		Oakland Private Industry	54	
1003658	250,000.00		Family Violence Law Center	2090	Provide legal, social, and emotional support services to victims of family violence, including young children. Conduct outreach to commercially sexually exploited youth and work to end their exploitation through wraparound support and transitional housing access.
1003658	158,079.77		MISSEY	85	
1003662	450,000.00		Bay Area Women Against Rape	92	
1003661	80,000.00		California Youth Outreach	38	Provide response and support, including social-emotional support, for those who have lost a loved one to gun violence in Oakland, or who have themselves been injured by gun violence or other serious physical assault. Reduce retaliatory violence by helping high risk youth and young adults mediate conflicts and connecting them to appropriate services and resources.
1003661	71,000.00		Catholic Charities of the East Bay	659	
<b>Crisis Response: Victims of Family Violence and Commercially Sexually Exploited Children</b>					
1003659	100,000.00	1.00	Building Opportunities for Self (BOSS)	74 individual, 3037 event participants	
1003659	300,000.00		Youth Alive (Street Outreach)	155 individual, 2835 event participants	
1003660	315,142.52		Youth Alive (Hospital Response)	150	
1003660	789,999.37		HSD Street Outreach Services Liaison	NA - Coordination Services	
1003659	125,000.00	1.00	HSD Violence Prevention Coordinator	NA - Coordination Services	
1003672	143,820.18	1.00			
1003674	170,114.02				

**CITY OF OAKLAND**  
 Measure Z-Public Safety and Services/Violence Prevention Act of 2014  
 (A Fund of the City of Oakland)  
 Human Services Department Annual Report  
 Fiscal Year 2017-2018

Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Year)	Outcomes		Comments, Program achievements, issues etc.
			Grantees Providing Services During the Year under Each Category*	Number of People Served During the Year*	
Community Asset Building and Innovation Fund					
1003668	138,540.07	1.00	Community Engagement Coordinator		
1003669 - Salaries	101,509.22				
1003669- Supplies/Other	23,541.67				
1000572-G484852- G484873-Salaries	17,715.61	2.00	Community Engagement Staff	1915 event participants	Provide training, education, and resources to participants, grantees, and residents impacted by violence to increase their leadership capacity and involvement in violence prevention efforts. Provide innovative approaches to violence intervention such as juvenile diversion through restorative justice approaches and school community climate improvement efforts.
1000572-G484852 - Supplies/Stipend	10,896.67				
1001372-G484752-Supplies	4,363.52				
1001372-G484750 -Salaries	84,813.35	1.00	Venus Denise Johnson	NA - Coordination Services	
1000001-Mayor's org 01111	65,950.58				
1003663	99,500.00		Community Works West Inc.	35	
1001372-G484773	48,166.34		Youth Employment Partnership	24	
1003663	100,000.00		Seneca Family of Agencies	63	
1003665	200,000.00		Bright Research Group	270 event participants	
1001372-G484770	49,999.75				
1003665	25,062.50		Pathways Consultants		
1001372-G484760	12,981.25		Urban Strategies Council	NA - Coordination Services	
1000572-G484860	500.00		The Mentoring Center	NA - Coordination Services	
1003664	170,000.00			26	
<b>Supporting All Categories</b>					
1003654 - Salaries	137,692.67	5.85			
1003654 - Supplies	2,747.02				
1003654- Other	14,471.63				
1003654-Salaries	574,209.22		HSD Administrative Personnel		
1000572-G484850 - Salaries	110,150.84	2.00			
1001372-G484750-Salaries	11,132.09				
1001362-G491510/Salaries	39,317.09	0.40	HSD Support of MZ Evaluation		
1001362-G491510/Other	240.84				
<b>Subtotal Violence Prev Svcs - FY17-18</b>	<b>8,970,811.89</b>	<b>18.25</b>			

**\*NOTES:**

FY17-18 contained one contract period that began in July 2017 and continued through June 2018. Outcomes reflect individual services unless noted. Some grantees received funding for the same contract, in the same strategy, through two project codes (MZ 15-16 or MZ 16-17 carryforward funds). Grantees that received funding from both project codes for the same contract/strategy are listed next to one another, and outcomes are the same for both funding sources in that strategy. Please note also that some grantees are funded in multiple strategies; in this case, outcomes are reported separately for the relevant agency in each strategy.

**CITY OF OAKLAND**  
 Measure Z-Public Safety and Services/Violence Prevention Act of 2014  
 (A Fund of the City of Oakland)  
 Human Services Department Annual Report  
 Fiscal Year 2017-2018

Summary	Administration		Service Strategies		MZ-Evaluation		MZ- Mayor's Allocation	
	Salaries	Supplies	Contracts	Other	Salaries	Supplies	Contracts	Other
Salaries	827,846.97	951,463.51	39,317.09	150,763.93				
Supplies	3,222.38	38,898.21						
Contracts	-	6,832,799.70	240.84					
Other	14,572.01	111,687.25						
Total	845,641.36	7,934,848.67	39,557.93	150,763.93				
<b>Detail</b>								
	Salaries		Supplies		Contracts		Other	
1001372-G484750	11,132.09	-	-	-	-	-	-	11,132.09
1000572-G484850	104,812.99	475.39	-	100.38	-	-	100.38	105,388.76
1003654	711,901.89	2,746.99	-	14,471.63	-	-	14,471.63	729,120.51
Sub-total Administration	827,846.97	3,222.38	-	14,572.01	-	-	14,572.01	845,641.36
G491510-MZ-Evaluation	39,317.09	-	-	240.84	-	-	240.84	39,557.93
1001372-G484750							84,813.35	84,813.35
1000001-Mayor's org 01111							65,950.58	65,950.58
Sub-total MZ- Mayor's office							150,763.93	150,763.93
1000572	22,477.06	10,405.07	8,682.26	24,707.00				66,271.39
1001372	59,981.62	4,363.52	116,147.34	-				180,492.48
1003655			1,288,747.00					1,288,747.00
1003656			931,932.56					931,932.56
1003657			651,132.60					651,132.60
1003658			1,010,453.55					1,010,453.55
1003659			525,000.00					525,000.00
1003660			1,105,141.89					1,105,141.89
1003661			151,000.00					151,000.00
1003662			450,000.00					450,000.00
1003663			199,500.00					199,500.00
1003664			170,000.00					170,000.00
1003665			225,062.50					225,062.50
1003668	138,540.07		-	8,288.00				138,540.07
1003669	101,509.22	15253.67	-	-				125,050.89
1003670	143,512.81		-	-				143,512.81
1003671	171,507.90	8875.95	-	78,692.25				259,076.10
1003672	143,820.81		-	-				143,820.81
Sub-total Service Strategies	951,463.51	38,898.21	6,832,799.70	111,687.25				7,934,848.67
Total	1,818,627.57	42,120.59	6,832,799.70	277,264.03				8,970,811.89

CITY OF OAKLAND  
 Measure Z-Public Safety and Services/Violence Prevention Act of 2014  
 (A Fund of the City of Oakland)  
 Program Audit and Oversight Department Annual Report  
 Fiscal Year 2017-2018

PROGRAM AUDIT AND OVERSIGHT

MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2017-18

A. Status Report (Status of projects required or authorized to be funded)

Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)	FY 17-18		Outcomes	Comments (Program achievements, issues, etc.)
			Completed	On-Going		
EVALUATION	105,569			X	Resource Development Associates Amendment 1 extended from 12/31/17 to 12/31/18 for the amount of \$125,261.00 for the annual evaluation of the Police Department's geographic and community policing programs. The evaluation of OPD's Geographic and Community Policing services will focus on assessing the extent to which OPD is implementing both the Crime Reduction Team (CRT) and the Community Resource Officer (CRO) programs as intended and in alignment with the 2016 OPD Strategic Plan. In particular, the process evaluation will focus on the following high level domains: Recruitment and Training, Prioritization of Policing Activities, and Best Practices. The outcome evaluation will focus on the impact of Measure Z funding on the implementation of Measure Z-funded geographic and community policing services, particularly the initiation of Crime Reduction Teams (CRTs) and Community Resource Officers (CROs) in relation to Measure Z's objectives and the larger violence prevention and intervention goals of the City and OPD. The report also addresses the need for tracking tools to help accomplish the CRO goals. The purpose of the Year 2 Evaluation is to examine the conflict identified in the Year 1 Evaluation between the statutory objectives and Measure Z, expectations of CRO and CRT officers, and the measured objectives of Measure Z success. To accomplish this, the Year 2 Evaluation will consist of a process evaluation comprised of an in-depth examination of the roles and responsibilities of the CRO and CRT officers, CRO and CRT activities and assignments, OPD strategic goals, Measure Z objectives, and outcome measurements.	Provides an annual evaluation of the Police Department's geographic and community policing programs
	25,000			X	Cityspan provided the City with a hosted web-based contract management and client-level tracking system to support the City's Measure Z-funded programs. The contract management system assisted the City with managing grantee background information, scopes of work, budgets, progress reports and cost reimbursement requests. Independent evaluators used data entered by grantees in the database developed by Cityspan to conduct detailed participation and outcome analyses, and for statistical reports that summarize grantee services.	A web-based contract management and client service tracking system that supports oversight and evaluation of the City's Measure Z-funded programs administered by Oakland Unit.
	401,741			X	MATHEMATICA POLICY RESEARCH INC Reso 86487 Professional Service to evaluate select Oakland Unit strategies and programs. Annual end-of-year strategy reports for the strategy level evaluation, and annual comprehensive evaluation memos for each of the first three years of the study will be provided. The second year of the project (January 1, 2018—December 30, 2018) includes the design of and fielding of participant surveys, continued development of MOUs and data requests, continued data cleaning and additions to the database, analysis and reporting, and application to the IRB. The timeline and deliverables are contingent on obtaining data within the projected time frame and coordinating with the City of Oakland to meet reporting needs for the City Council. In this memo, we present the project timeline and deliverables for year 2. Final Comprehensive Evaluation Report produced in December 2020. The comprehensive evaluation report will present the results of each stage of the analysis and also discuss overarching findings.	To evaluate select Oakland Unit strategies and programs, to estimate program impacts.

CITY OF OAKLAND  
 Measure Z-Public Safety and Services/Violence Prevention Act of 2014  
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Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)	FY 17-18		Outcomes	Comments (Program achievements, issues, etc.)
			Completed	On-Going		
EVALUATION: TAX ASSESSMENT ENGINEERING SERVICES	11,844			X	Determine the special tax assessment for Mar Z and update in the secure property tax roll to the Alameda County Assessor. Serve as the assessment engineer answering inquiries about the special tax assessment. Provides the City with the estimated consumer price index annual increase and updated property tax roll database.	
ADMINISTRATION	633		X		Expense to Golden Squirrel - Food expense (02111) 6/30/18 Safety & Services Oversight Commission retreat 6/30/18	Food purchase for SSOC retreat on 6/30/18
	246		X		JV020718DC00002 KTOP Pmt for SSOC meeting coverage (02111)	Facilitator for the SSOC Commission Retreat 6/30/18
	2,155		X		Facilities usage cost P01-18 and P02-18 (02111)	Provided sound equipment for SSOC meetings.
	2,600		X		SEEDS Community Resolution Center Community Policing Advisory Board Facilitator (One 70111)	
	2,330		X		Swanson Sound - Rental of sound equipment for the Safety and Services Oversight Committee meeting at Castlemont High School 9/25/17 and McClymonds High School 10/23/17	Purchased food for SSOC meeting on 10/23/17 at McClymonds High School
	133		X		Nancy Marcus reimburse food expenses for SSOC meeting at McClymonds High School 10/23/17	
	552,252					
STAFF OVERSIGHT (CAO)					Services Performed: Provided staff assistance to the SSOC by preparing reports, coordinating staff for presentations at the SSOC meetings, noticing meetings, and preparing agendas and minutes. Prepared staff reports, contracts, and coordinated the agenda process for Measure Z related items for the Public Safety Committee. This is supported by an Assistant to the City Administrator, there is no Eval Project funding associated with this position.	Staff support provided to the SSOC to hold monthly public meetings. Meet directly with Measure Z funded departments as program issues arose.
AUDIT (CONTROLLER'S BUREAU)	23,320			X	Measure Z annual financial audit is in process	
	272,329			X	Administration fees (County of Alameda)	
<i>Subtotal Oversight &amp; Evaluation - FY 17-18</i>	847,901					

## MEMORANDUM

**TO:** Public Safety and Services Oversight Commission  
**FROM:** Peter Kim, Interim Director, Department of Violence Prevention  
**DATE:** January 28, 2019  
**SUBJECT:** DVP update

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The purpose of this memo is to update the Safety and Services Oversight Commission on progress of the Department of Violence Prevention (DVP).

As background, in July 2017, the City Council created the Department of Violence Prevention (DVP) with the desire to better align, amplify and elevate Oakland's violence prevention efforts. The City Administrator is charged with its implementation. The mission of the DVP is to work directly with victims of violent crime - and those who are most likely to be future victims or perpetrators of violent crime - to dramatically reduce violent crime and to serve communities impacted by violence to end the cycle of trauma. The DVP shall pursue a public health approach to violence prevention and will focus on the successful implementation of community-led violence prevention and intervention strategies to realize sustained safety and stability of the communities most-impacted by violence.

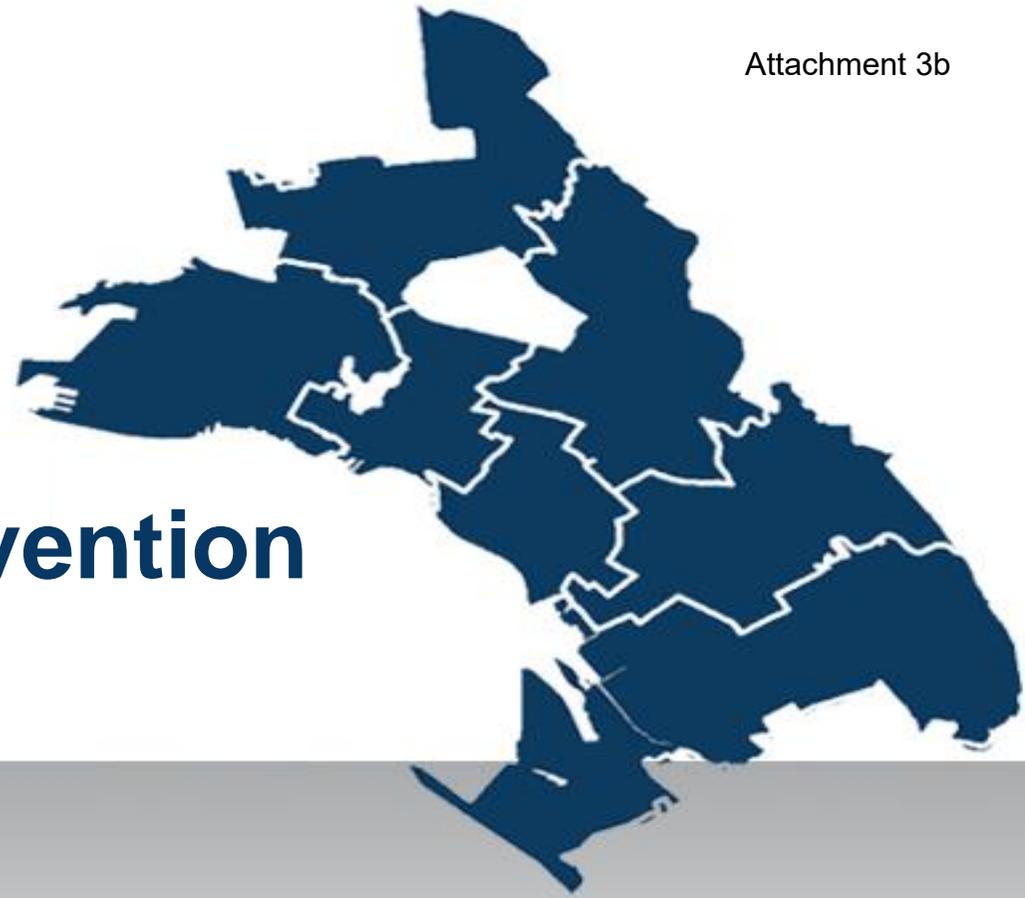
In June 2018, the City engaged Urban Strategies Council to coordinate and facilitate a robust and inclusive citywide community stakeholder engagement and convening process, including a community-based Participatory Research component, that will culminate in a community leadership summit. The themes and recommendations that come out of the Participatory Research process and community leadership summit will further inform the planning and implementation of DVP strategic planning and operations.

Attached is a PowerPoint presentation (*Attachment A*) that was delivered to Life Enrichment Committee (LEC) on 1/15/19 by David Harris, President of Urban Strategies Council (USC), that offers a status report on the Participatory Research process and community leadership summit, including a presentation on the highlights from the quantitative and qualitative data analyses completed thus far and initial findings. For a video of that LEC meeting including Mr. Harris' full presentation, visit [http://oakland.granicus.com/player/clip/3048?view\\_id=2](http://oakland.granicus.com/player/clip/3048?view_id=2) (begins at 58:05).

USC will complete its first report of quantitative findings and landscape analysis by the end of January 2019, and complete its second report of qualitative findings, including data from the Participatory Research interviews and focus groups by the end of February 2019. The culminating Community Leadership summit is now projected to take place in the Spring, potentially after the Chief of Violence Prevention has been selected and hired.

## **MEMO: Spending Plan Timeline and Preliminary Thoughts**

Finally, with respect to the status of the hiring of a new Chief of Violence Prevention. In November and December 2018, The Hawkins Company conducted multiple stakeholder engagement meetings and based on the information gathered has drafted a job profile that was released on January 14, 2019 with the first review of applications starting in late February.



# Rethinking Violence Prevention in Oakland, CA

November 2018



# Research Methodology

## Quantitative Data

Open Source Data

Primary  
Data

Secondary  
Data

## Qualitative Data

27

Community Research  
Fellows

**Impacted by Violence**

527

Surveys, Focus Groups,  
Interviews

## Comparative Analysis

**7 in California**

(Long Beach, East Palo Alto,  
Richmond, Los Angeles, San  
Jose, Salinas, Stockton)

**6 National**

Baltimore, MD  
Boston, MA  
Milwaukee, WI  
Minneapolis, MN  
New Orleans, LA  
Washington, DC

# Highlights from Quantitative Data Analysis



Oakland

# What Does Violence Look Like in Oakland?

Majority of incidents in past 90 days were theft (3593), least were homicides (17)

From 2008 until 2017, homicides & robberies declined but reports of rape increased,

In 2017, firearms were the most common weapons used in robberies (45%)

2013 - 2015 OUSD study finds that student gang activity is a problem at schools

In 2016-17, an OUSD Black student was 8 times more likely to be suspended than a White student

# Violence / Homicides Over a Ten-year Period, 2008 to 2017

Total # of shootings declined between 2010 and 2017  
Gang-involved: 324 to 149 ... non gang-involved: 263 to 195

Total # of homicides declined between 2008 (129) and 2017 (73)

Gun homicides have fallen between 2010 (75) and 2017 (63)  
Non-fatal gun shootings have declined by almost half: 530 to 277

Annually, majority of homicide victims were Blacks; men, youth and young adults

Typically, homicides occurred on Sunday nights after 8:00 pm

On the streets or sidewalks, flatlands, around gang territories

Source: Oakland Ceasefire Impact Evaluation: Key Findings, August 2018 P.4

Source: <https://openjustice.doj.ca.gov/data>

Source: Oakland Ceasefire Impact Evaluation, Key Findings P.2

Source: <https://openjustice.doj.ca.gov/data>

Source: <https://openjustice.doj.ca.gov/data>

Source: <https://openjustice.doj.ca.gov/data>

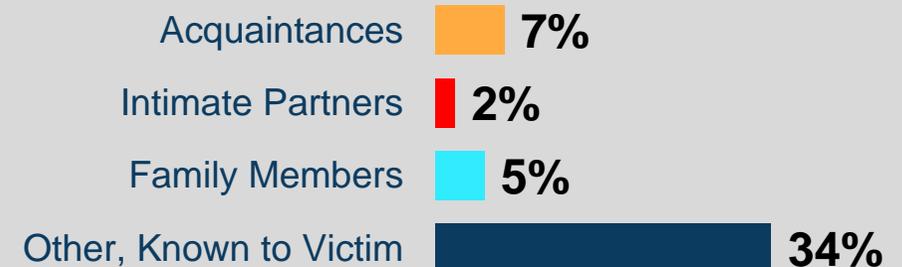
# What Does DV and CSEC Look Like in Oakland?

There were over 3000 DV-related calls for assistance every year over the past 10 years (3778 in 2008 & 3070 in 2017)

Reports of rape have increased between 2008 and 2017 from 297 to 383

Using weapons in DV has declined over the years:  
Perpetrators typically use their hands and/or legs or knives

AC study, 48% of incidents were committed by someone known to victim



From 2011 to 2016, OPD pursued 454 human trafficking cases, rescued 273 children through 258 operations, leading to 660 arrests

Source: <https://openjustice.doj.ca.gov/crime-statistics/domesticviolence>

Source: <https://openjustice.doj.ca.gov/crime-statistics/crimes-clearances>

Source: <https://openjustice.doj.ca.gov/crime-statistics/domesticviolence>

Source: A profile of Family Violence in Alameda County: A Call for Action, August 2007 [http://www.acphd.org/media/53652/dv\\_2007.pdf](http://www.acphd.org/media/53652/dv_2007.pdf)

Source: [http://www.heatwatch.org/human\\_trafficking/about\\_csec](http://www.heatwatch.org/human_trafficking/about_csec)

# Highlights from Qualitative Data Analysis

Who Participated

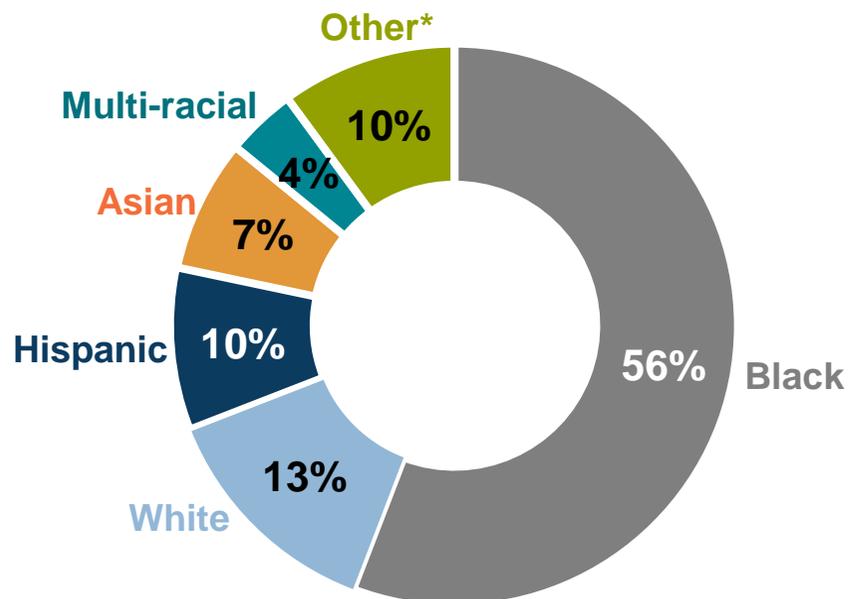


# Who Participated

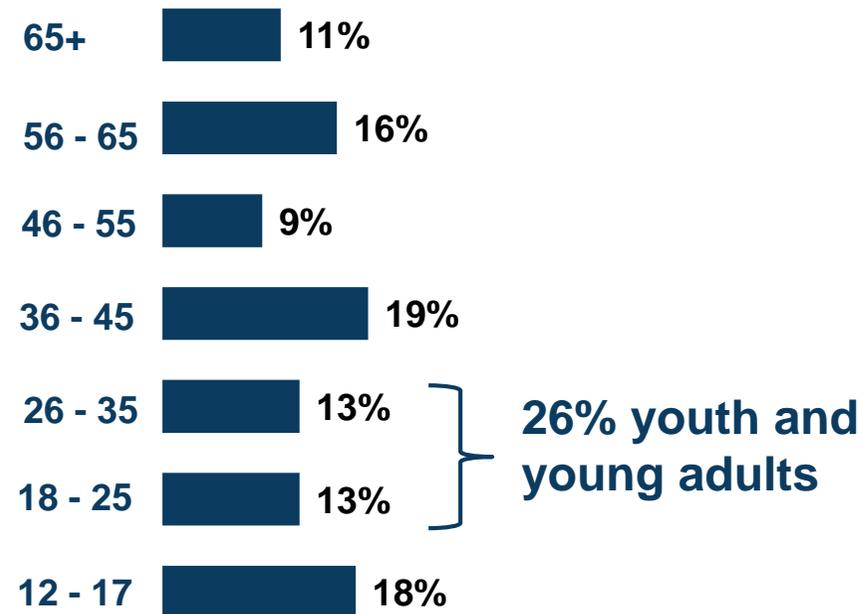
**527** Oakland residents impacted by violence

**482** Completed a self reported demographic sheet

## Race



## Age



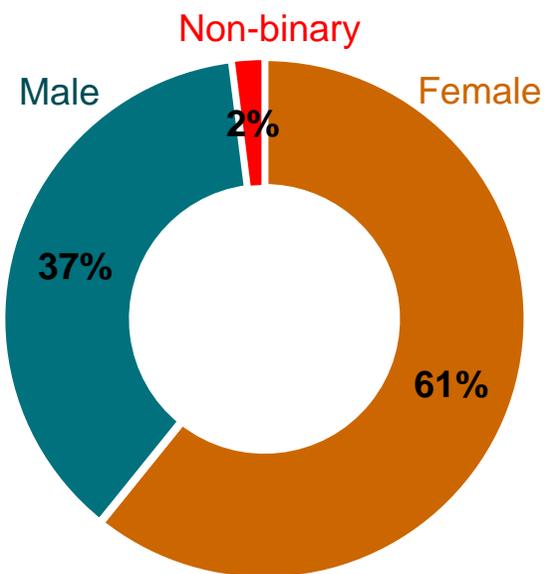
Other includes races of Middle-eastern, Russian, Native Am, Native Ha, and African National/ Caribbean

# Who Participated

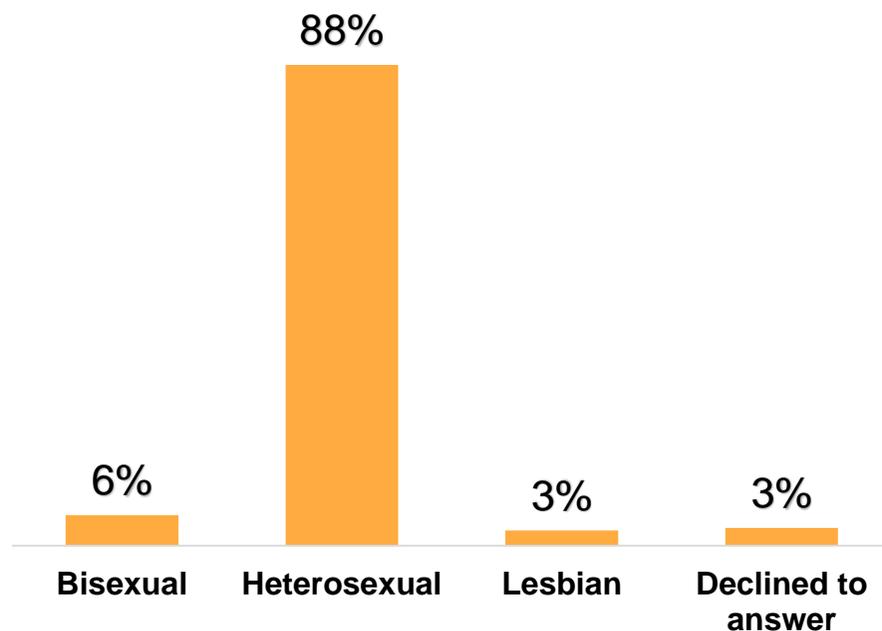
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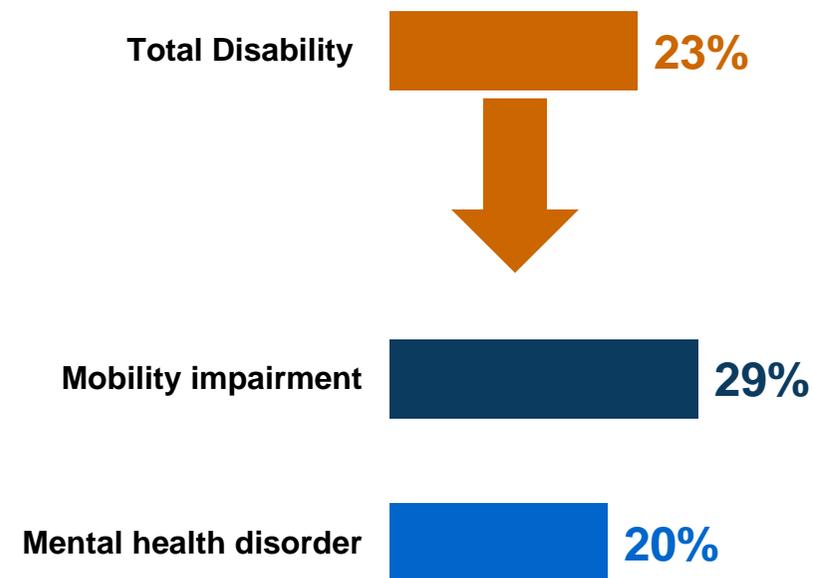
## Gender



## Sexual Orientation

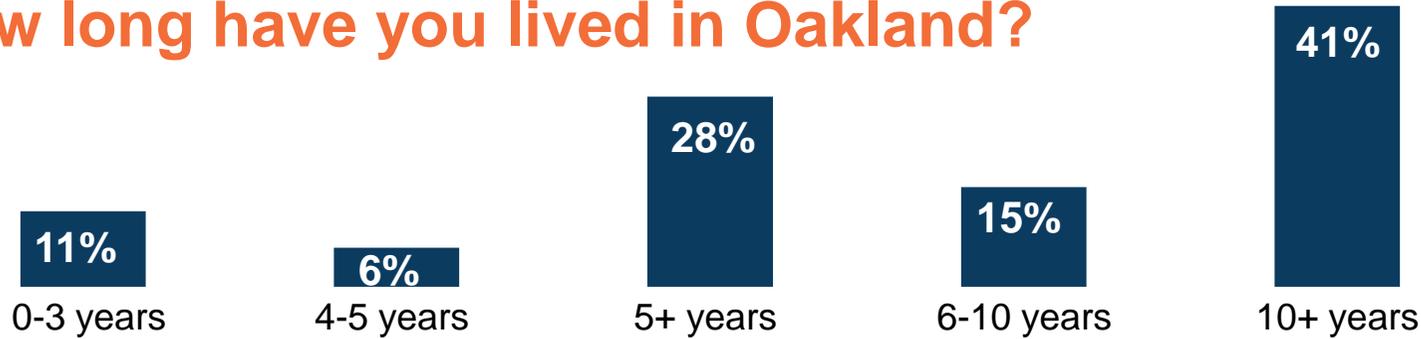


## Disability



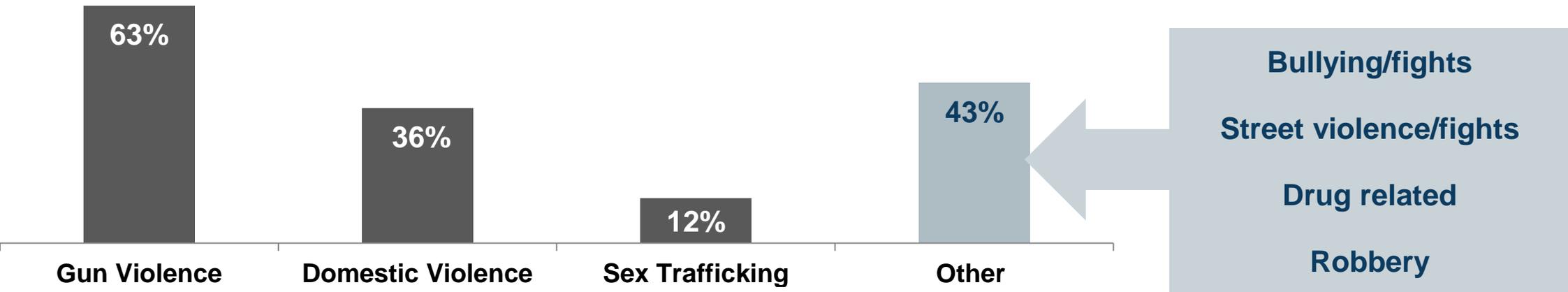
# Who Participated

## How long have you lived in Oakland?



Majority of participants live in West & East Oakland

## What type of violence did you experience?



# 17 Mini Grantees

- **Bay Area Women Against Rape (BAWAR)**
- **Young Women's Freedom**
- **No More Tears**
- **Adamika Village**
- **A Safe Place**
- **Community & Youth Outreach (CYO)**
- **Global Communication, Education and Art**
- **Communities United for Restorative Youth Justice (CURYJ)**
- **Changing Criminal Behaviors**
- **Cata's Polished Act**
- **Resident Action Council**
- **Asian Prisoner Support Committee**
- **Youth Alive**
- **Men of Influence**
- **Community Christian Church**
- **Saving Shorty**
- **Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth (MISSEY)**

# Highlights from Qualitative Data Analysis

Preliminary Results



# Preliminary Qualitative Data Analysis Results

**60%** experienced violence at public places

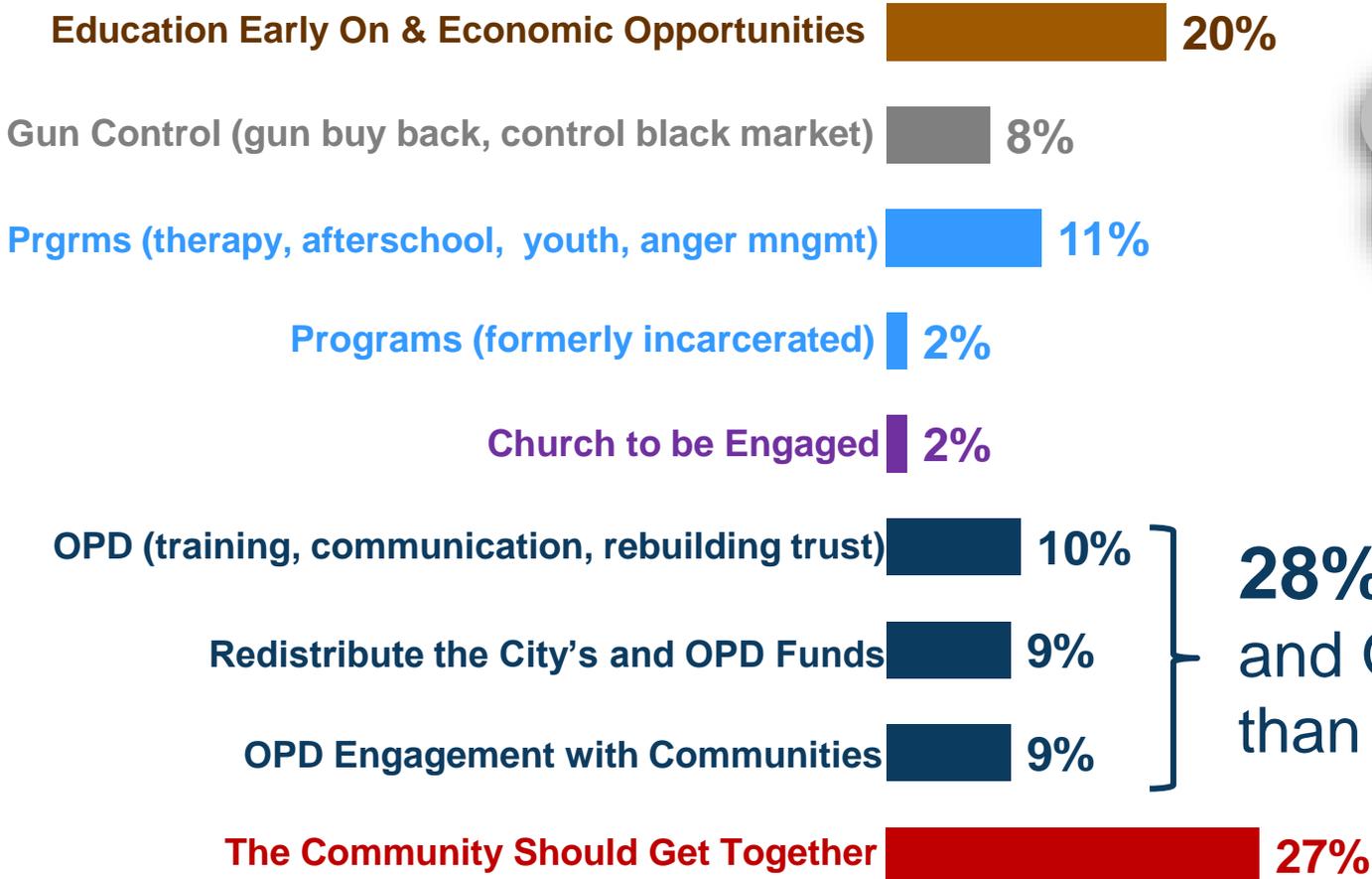
**55%** experienced police misconduct

**55%** did NOT report incidents

**64%** do NOT know about or use any City services

**52%** see a personal role in violence prevention

# What are the best ways, given the current situation in Oakland, to reduce violence?

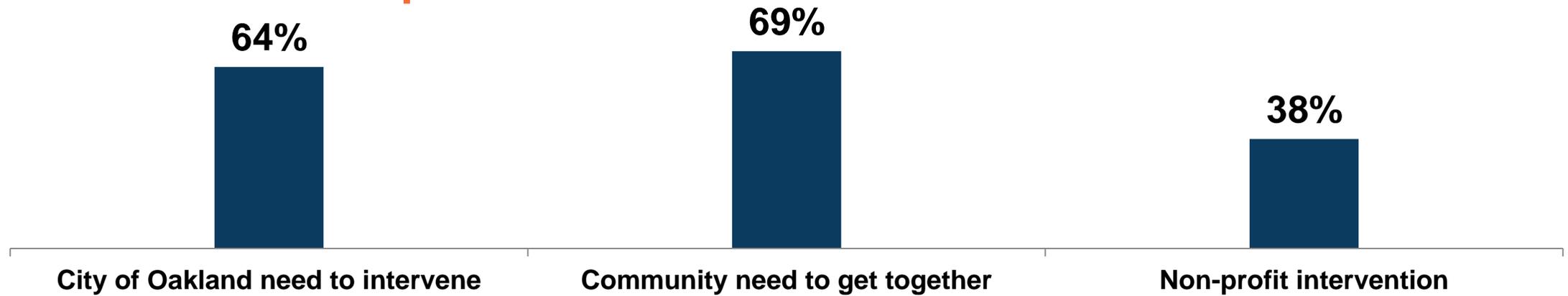


**28%** of participants think the City and OPD should have roles other than policing

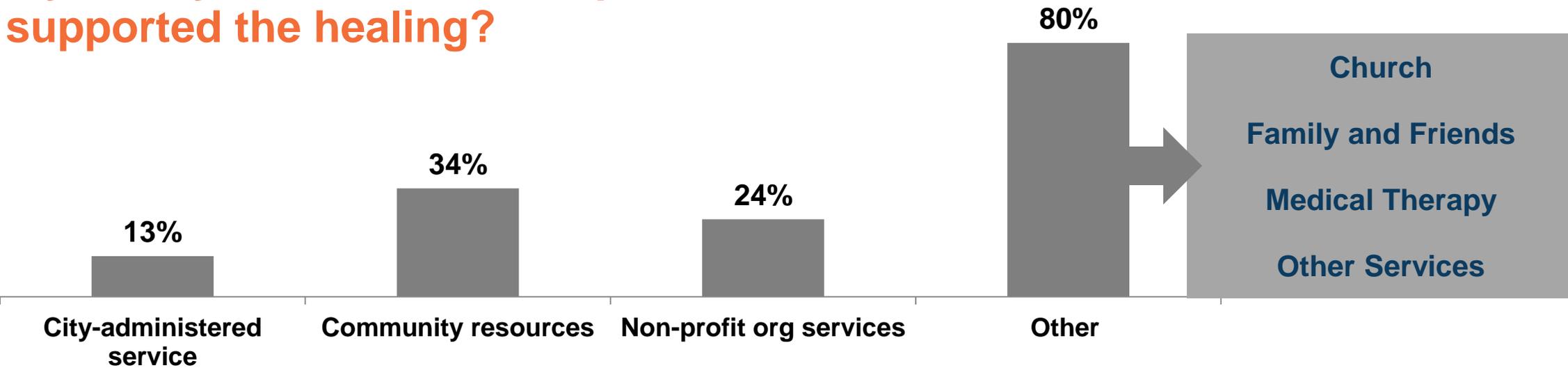
“complete reform of the police department; disarm police officers so that they are seen as people who can help us instead of who hurt us”

“conducting more interviews similar to this process with people reaching out to talk to us”

# What kind of support do those involved in creating violence need in order to stop?



# If you or your loved ones experienced violence, what has supported the healing?



# In your own words, how do you define violence?

- Police brutality
- Motivating factor for fear... "fear that keeps people in a certain state of mind"
- Conflict between people, between groups

# What did you wish to find and didn't?

- Someone to talk to, to share my experience with; a support system
- A role model
- Anger management classes
- Self defense classes
- A coping mechanism

Have you or someone on your behalf reported an incident of violence to the police or any other law enforcement entity?

## Victims interviewed didn't report incidents because of

### Police Misconduct

“police often perpetuate the violence”

### Fear of Revenge

“I was afraid that he would hurt me more after they leave”

### Reliability; Response Time

“police arrive after incident have already escalated”

### Trust Issues & Feeling Safe

“we feel more safe in our community: calling other people but not the police”

### Lack of Resources

“I was young and didn't know where to reach out for help”

# Highlights on Domestic Violence



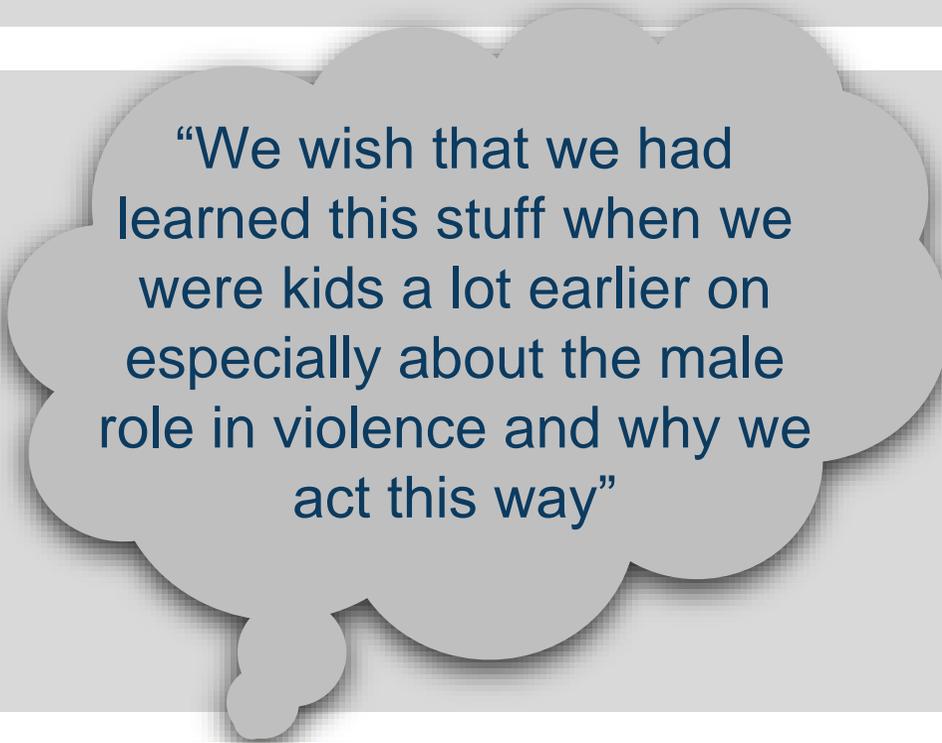
Oakland

## Defining Violence

- Seeing violence in the family growing up ... became normal
- Being trapped in that lifestyle ... “hurt people hurt other people”

## Support Victims Wished to Find

- Therapy
- Educative flyers and billboards
- Role models
- Anger management classes
- Accessible affordable resources



“We wish that we had learned this stuff when we were kids a lot earlier on especially about the male role in violence and why we act this way”

# DV Victims Do Not Report Incidents Because of

Growing up thinking it is bad to call the police on somebody from family

Being too young and afraid of offenders

The fear of escalating incidents into something bigger

The fear of getting hurt more after police leaves the scene

## What Helped DV Victims to Heal

Women Empowerment and Self Advocacy Classes

Family and friends

Drugs and alcohol



A Safe place  
MOM's Program  
Love Amelia  
The Peace Program  
Victims of Crime  
The Family Violence Justice Center  
Laney College Counseling

# Highlights on Commercial Sexual Exploitation of Children (CSEC)



## Definition of Violence

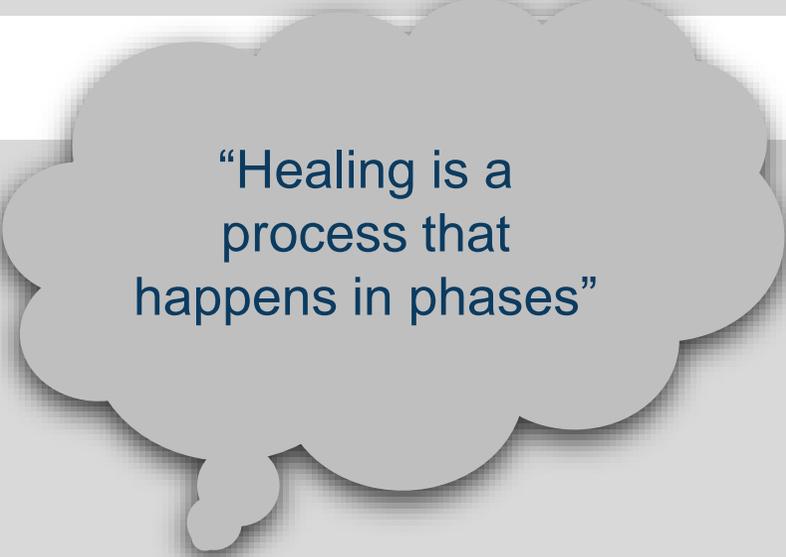
- Something that we can do to ourselves or to others
- Girls being sexually harassed by boys or touched without consent

## Causes of Violence

- Retaliation
- Because it happens at home
- Generational violence
- Alcoholism
- High school sexual abuse among freshmen

## What helped victims interviewed to heal

- Meditation
- Yoga
- Dancing
- Painting
- Restorative justice circles
- Somebody to talk to



“Healing is a process that happens in phases”

# Initial Findings



Oakland

# Initial Findings / Themes

## Defining Violence

Violence is defined by many to extend beyond the physical involvement but rather touched on aspects of fear and making residents feel unsafe in their own communities to force a certain state of mind or control over residents.

## On Trauma and Healing

**Interviewees wanted to integrate trauma-informed/healing-centered principles in systems and practices**

- Trauma is a major issue impacting youth development
- Mental health challenges are not adequately addressed in the affected communities (hotline, free therapy, healing circles)

# Initial Findings / Themes

## On Prevention / Intervention

**Strong desire for a balanced approach to prevention and intervention**

- The need to address violence upstream (children and family/domestic abuse)
- Address both victims & offenders “hurt people hurt other people”

**Community building strategies need to restore relationships and trust**

Create activities for people to come together and know their neighbors/community

**Social media and the internet are MAJOR players in youth violence and CSEC that could be used as a tool for prevention**

# On Funding

**Many don't feel connected to their communities and need resources at the community level to support resident-led ideas and innovations**

**Allocate funds for relocating victims after experiencing violence**

**Put more money in programs and education, less money in over-policing**

- Police need conflict resolution training
- Fund afterschool programs; schools must be key players in VP strategies
- Fund programs for youth development; recreational & out-of-school activities
- Put funds in hands of people most impacted; they are closest to solving problems
- Fund orgs that provide innovative healing practices such as arts and story telling
- Sponsor Black businesses
- Provide affordable therapy services

# Systems, Policies, Best Practices

- More officers walking neighborhoods not riding cars
- Involve young people and minorities in solutions; community councils
- Conduct interviews similar to this participatory research to inform OPD and public officials
- Urban gardening

## On DV and CSEC

- Offer free counseling in languages other than English
- Provide services for DV victims among minorities (LGBTBQ) similar to the City of SF
- Create more safe houses for ladies, especially young girls that are trapped by their pimps
- Bring the voices of DV ex-felons to share their stories and become role models
- Working with families; “violence starts at home and kids bring it to schools”
- Early on CSEC education for kids; “kids are easily influenced and susceptible to information”

**THANK YOU,  
Research Fellows**



# What's Next?

<https://www.surveymonkey.com/r/DVPOakland18>

**Thank You!**

**Urban Strategies Council**

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amarisc@urbanstrategies.org  
darrisy@urbanstrategies.org



## Rethinking Violence Prevention in Oakland, CA

# DRAFT

**Oakland Police Department  
Bureau of Field Operations  
Policy and Procedures Manual**

**Effective Date:  
DD MMM YY**

## **Policy 15-01**

**Index as: Community Policing**

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Community Policing is both an organizational strategy and philosophy that enhances customer satisfaction with police services by promoting police and community partnerships. Proactive problem solving in collaboration with other public service agencies and community-based organizations reduces crime and the fear of crime, and improves the overall quality of life in our neighborhoods. Community Policing is a customer service approach to policing that embodies a true partnership, one in which all stakeholders advise, listen and learn, and the resultant strategies reflect that input. Community Policing involves a commitment from all Departmental employees at every level in the organization to work smarter in finding creative approaches to traditional and non-traditional problems, and to do so in a manner that recognizes and rewards integrity, creativity, courage and commitment.

Effective community engagement focuses not only on developing and maintaining relationships with the citizens, businesses, and/or community organizations it serves but understanding that to resolve the issue(s) facing an area, it requires a collaborative effort.

The purpose of this directive is to set forth bureau procedures regarding expectations and responsibilities for:

- Neighborhood Service Coordinators (NSCs)
- Community Resource Officers (CROs)
- Foot Patrol Officers
- Crime Reduction Team (CRT) Officers
- Community Meetings

These expectations and responsibilities are designed not only to meet legal mandates but also to improve police community relations, enhance City-wide problem solving efforts, reduce serious and violent crime, and address public safety issues through a community policing philosophy.

### **I. BACKGROUND**

#### Police Department Mission, Vision and Goals

The three fundamental components of the Oakland Police Department's (OPD) mission, vision and goals are:

1. Reduce Crime
2. Strengthen Community Trust and Relationships
3. Achieve Organizational Excellence

### **II. Community Policing and Problem Solving**

Community policing and problem solving places a high value on responses that are preventive in nature, that are not dependent on the use of the criminal justice system, and that engage other public agencies, the community and the private sector when their involvement has the potential for significantly contributing to the reduction of the problem. Problem solving carries a commitment to implementing responses, rigorously evaluating effectiveness and subsequently reporting the results of priorities and projects in ways that will benefit the community, the organization, and policing practices in general.<sup>1</sup>

A. Community Priorities

Community priorities are areas or issues of concern, generated by the community itself, which can be addressed in whole or in part by partnership with the Department. While typically set by attendees of the Neighborhood Councils, priorities can come from a variety of different sources. However, priorities should be applicable to a larger section of the Community Policing Beat rather than just one individual. Such priorities should be determined by a representative group of community stakeholders with a focus on diversity.

Community Policing Beats should have one to three priorities at any given time. A priority may be handled by way of a SARA (Scanning, Analysis, Response, Assessment) project or through means of a simple response. Regardless of how an identified priority is handled, any solution or action must be specific, measurable, achievable, relevant, and time bound with set due dates or evaluation dates.

B. SARA Projects

Each CRO is expected to have one open SARA project at any given time. Other organizational priorities may compete with this expectation.

SARA projects are a way to identify issues related to specific priorities or problems and to design tailored solutions for those issues. The SARA concept includes evaluation of the solutions and the target issue to determine the efficacy of the designed response. The SARA model includes the following steps:<sup>2</sup>

1. Scanning

- a. Identifying recurring problems of concern to the public and the police.
- b. Identifying the consequences of the problem for the community and the police.
- c. Prioritizing those problems.
- d. Developing broad goals.
- e. Confirming that the problems exist.
- f. Determining how frequently the problem occurs and how long it has been taking place.
- g. Selecting problems for closer examinations.

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<sup>1</sup> Problem-Oriented Policing, Herman Goldstein, 2015

<sup>2</sup> Center for Problem Oriented Policing, 2018, <http://www.popcenter.org/about/?p=sara>

2. Analysis

- a. Identifying and understanding the events and conditions that precede and accompany the problem.
- b. Identifying relevant data to be collected.
- c. Researching what is known about the problem type.
- d. Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.
- e. Narrowing the scope of the problem as specifically as possible.
- f. Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem.
- g. Developing a working hypothesis about why the problem is occurring.

3. Response

- a. Brainstorming for new interventions.
- b. Searching for what other communities with similar problems have done.
- c. Choosing among the alternative interventions.
- d. Outlining a response plan and identifying responsible parties.
- e. Stating the specific objectives for the response plan.
- f. Carrying out the planned activities.

4. Assessment

- a. Determining whether the plan was implemented (a process evaluation)
- b. Collecting pre- and post-response qualitative and quantitative data.
- c. Determining whether broad goals and specific objectives were attained.
- d. Identifying any new strategies needed to augment the original plan.
- e. Conducting ongoing assessment to ensure continued effectiveness.

C. Priority and Project Review

Upon completion of responding to a priority – including the closure of a SARA project, the involved CRO should discuss with the relevant Neighborhood Council.

**III. NEIGHBORHOOD SERVICE COORDINATORS**

A. General Roles and Responsibilities

Neighborhood Service Coordinators are expected to support Neighborhood Councils/NCPCs and help residents work together, in partnership with the police and other city departments, to address ongoing problems in their neighborhoods.

B. Community Engagement

1. NSCs should conduct outreach, to include:

- a. Development and distribution of outreach material promoting Neighborhood Council meetings and other events.
  - b. Use of door-to-door and social media communications.
  - c. Distribution of crime prevention information based on crime trends (such as auto burglaries).
2. NSCs should create an outreach strategy with their Neighborhood Council board.
- a. This outreach strategy should include a plan to conduct door-to-door and online outreach.
  - b. Contact your Neighborhood Watch Block Captains and National Night Out host to assist with outreach in their neighborhoods.
  - c. Remind the Neighborhood Council board that they can use their allocated NCPC funds to purchase outreach material such as postcards and door hangers.
  - d. NSCs will work with Neighborhood Council board to share successes with other Neighborhood Councils.
3. NSCs should use social media to share information.
- a. NSCs will receive training on social media.
  - b. Social media should be used to promote community successes, especially those involving OPD:
    - 1) NSCs should compose a brief narrative that highlights a successful community event, good news, a closed and/or otherwise completed priority or project. This story should be submitted to the NSC's manager for review and approval. Photos should be included. NSCs will not report out on closed SARA projects.
    - 2) NSCs should work with their Neighborhood Council boards and other members to identify positive stories related to Neighborhood Council activity.
  - c. NSCs should post meetings on social media and in the social media event calendars.
  - d. At least one NSC from BFO 1 and at least one NSC from BFO 2 will be designated to post on OPD social media accounts, including Facebook, Instagram, NextDoor, and Twitter. CROs and CRTs should forward stories and photos to the designated NSCs.
4. NSCs should coordinate with other City, county and state agencies to resolve problems. These include:
- a. Community Policing Advisory Board
  - b. Safety and Services Oversight Commission
  - c. Law Enforcement Partners (BART, Alameda County Sheriff, Oakland Unified School District)

- d. City Administrator's Office (Nuisance Abatement, Homeless Management Team, Special Activity Permits)
  - e. Oakland Fire Department;
  - b. Office of the City Attorney (Neighborhood Law Corps Attorneys);
  - c. Nuisance Abatement (City Administrator's Office);
  - d. Alameda County Office of the District Attorney;
  - e. Public Works
  - f. Department of Transportation
  - g. Building Services/Code Compliance
  - h. Oakland Housing Authority
  - i. OUSD; and
  - i. Other agencies as required.
5. NSCs attend community events and track officer attendance through the use of PAR (Public Appearance Request) forms.

#### **IV. COMMUNITY RESOURCE OFFICERS**

##### **A. General Role**

Community Resource Officers are responsible for the coordination of problem solving activities in specific geographic areas, including:

1. Documenting the following:
  - a. Neighborhood Council Priorities
  - b. Community concerns
  - c. Area Command staff priorities
  - d. Crime issues
  - e. Blight concerns
  - f. SARA projects
2. Encouraging active participation of OPD personnel in Neighborhood Council and other community groups.
3. Initiating and completing SARA projects.
4. Attending Neighborhood Council meetings and providing routine updates.
5. Serving as liaisons with City Departments.
6. Providing foot and bicycle patrols.
7. Answering calls for service if needed.
8. Leading targeted enforcement projects.
9. Coordinating enforcement efforts with CRT and other personnel.

In addition to the above crime-reduction activities, CROs may assist CRTs in serving as first responders to crowd management events. CROs may also work with CRTs in providing violence or other serious crime suppression.

##### **B. Specific Responsibilities**

CROs act as coordinators and liaisons for projects and priorities in their assigned Community Policing Beats. Absent other urgent and specific Department needs, the Department is committed to keeping continuity of CROs assigned to a specific beat.

The CROs utilize the SARA process to solve problems. This process is documented by CROs in the community project database, SARAnet. CROs are expected to:

1. Build community support for OPD through positive customer service;
2. Be visible to and engage with the community;
3. Identify violent crime hot spots on their Community Policing Beat;
4. Assist Neighborhood Councils in establishing appropriate priorities based on crime data;
5. Research and identify the three locations generating the highest calls for service on their Community Policing Beat and, as appropriate, open projects aimed at reducing these calls for service;
6. Identify properties associated with neighborhood problems (calls for service, crime, blight, and nuisance) and institute projects to address these problems;
7. Communicate important information to Patrol officers and coordinate the response activities of these officers in solving projects;
8. Check email and voicemail messages daily and respond within a reasonable time (CROs shall use beat-specific email addresses for all communication related to issues in Community Policing beats);
9. Know and identify formal and informal community leaders (e.g., Neighborhood Watch block captains, school principals, community center staff, religious leaders, etc.); and
10. Coordinate with other City, county and state agencies to resolve problems. These include:
  - a. Oakland Fire Department;
  - b. Office of the City Attorney;
  - c. Nuisance Abatement (City Administrator's Office);
  - d. Alameda County Office of the District Attorney;
  - e. Public Works
  - f. Department of Transportation
  - g. Building Services/Code Compliance
  - h. Oakland Housing Authority
  - i. OUSD; and
  - j. Other agencies as required.
11. Create, gather or provide updates, results, and events regarding projects or priorities, responses, and results to NSCs for posting to social media platforms.

C. Use and Auditing of the SARAnet Database

CROs should update the SARAnet Database on the status of their projects regularly, at bi-weekly sergeant/officer meetings. CROs should maintain contact with other personnel to include updates of coordinated work on projects in the database.

CRO supervisors should conduct audits of the SARANet Database at least monthly to ensure that projects are properly documented. SRS commanders should also conduct regular audits.

D. CRO Assignment to Neighborhood Councils

CROs will be responsible for close and continuous coordination with their assigned Neighborhood Councils and Neighborhood Service Coordinator (NSC). However, each of the 57 Neighborhood Councils may not have a solely dedicated CRO.

Area Commanders have the flexibility to assign a CRO to a maximum of two Neighborhood Councils, with the exception of Beat 13, where one CRO may be assigned to all three Neighborhood Councils. CROs shall meet with and assist their assigned Neighborhood Councils in accordance with each Neighborhood Council's published meeting schedule. Neighborhood Councils are not the single point of contact for the CRO and attention must also be paid to other community organizations (including faith-based organizations) on their beat.

E. Data Collection and Dissemination

CROs are required to use SARANet to document community-based projects. In addition to using SARANet, CROs should track other activities undertaken (such as crowd management).

CROs should make every effort to disseminate information on community projects and priorities to involved or required Department staff.

F. Professional Development

OPD should provide annual training to all CROs. Such courses could address the below:

1. CRO-specific training course provided by OPD;
2. Problem-oriented or problem-solving using SARA model
3. Search warrant;
4. Undercover and crime reduction operations;
5. Custom notifications;
6. Community relations/customer service;
7. Cultural diversity and competency;
8. Tactical training; and
9. Procedural Justice.

Additionally, supervisors and commanders of CROs should identify training which will enhance the professional development of CROs. CROs should identify training which will enhance their development or job performance and submit training requests for consideration.

G. Selection

There is no mandatory length of time for CRO members to serve in their role. Transfers into and out of any CRO unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly-appointed members are expected to serve a minimum of five years absent promotion or transfer to another specialized assignment.

## V. FOOT PATROL OFFICERS

### A. Roles and Responsibilities

Foot Patrol Officers maintain a high-visibility presence in specific geographic areas, such as Downtown Oakland. Foot Patrol Officers also serve as Bicycle Patrol Officers.

### B. Professional Development

Foot Patrol should attend all of the below-listed training:

1. Problem solving (SRS school)
2. Bicycle patrol

### C. Tenure

There is no mandatory length of time for Foot Patrol Officers to serve in their role. Transfers into and out of any Foot Patrol unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly-appointed members are expected to serve a minimum of five years absent promotion or transfer to a related assignment such as the Criminal Investigation Division (CID) or Ceasefire.

## VI. CRIME REDUCTION TEAM OFFICERS

### A. Roles and Responsibilities

Crime Reduction Teams are OPD's primary means of addressing and reducing violent and other serious crime. CRT officers are expected to perform a variety of tasks to achieve these objectives, including:

1. Directed enforcement and operations in line with Department or Area Crime Reduction Plans
2. Conducting basic to intermediate-level investigations
3. Service of search and arrest warrants
4. Location and arrest of suspects

In addition to the above crime-reduction activities, CRTs generally serve as OPD's first responders to crowd management events.

### B. Direction

While direction for CRT activities may come from a variety of sources, primary mission direction should come from Area Commanders using the Department's crime-reduction plans.

C. Data Collection

CRT supervisors and commanders are required to provide evidence of their activities through completion of a weekly activity report. This report shall include, at a minimum:

1. Number of arrests made.
2. Number and type of warrants served.
3. Number and type of investigations conducted.
4. General descriptions of any other activities undertaken (such as intelligence-led stops, operations and crowd management incidents).

D. Professional Development

CRT supervisors should attend all of the below-listed training:

1. Undercover operations
2. Basic narcotics enforcement
3. Advanced Procedural Justice
4. Search Warrant
5. Operational planning and supervision for crime reduction strategies
6. Crime reduction field operations

E. Tenure

There is no mandatory length of time for CRT officers to serve in their role. Transfers into and out of any CRT unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly-appointed members are expected to serve a minimum of five years absent promotion or transfer to a related assignment such as the Criminal Investigation Division (CID) or Ceasefire.

## VII. COMMUNITY MEETINGS

A. Attendance at Community Meetings

BFO personnel attending a community meeting or public appearance shall complete and forward a Public Appearance Report (PAR, TF-3225) as follows:

1. Personnel receiving an appearance request shall complete Part I (Request Information) of the PAR and forward the PAR to the appropriate commander.
2. Immediately upon completing the public appearance, the NSC (for NCPC meetings) or in his/her absence, the primary OPD speaker/attendee, shall complete and forward the PAR to the BFO Administrative Unit through the chain-of-command of the person completing the PAR.

3. When there is more than one attendee, multiple PARs may be completed and forwarded. However, multiple attendees may be listed in Part III of the PAR.

B. Presentations at Community Meetings

Depending on assignment and/or classification, staff members may be required to make presentations at community meetings. CROs and NSCs are expected to make presentations on a regular basis. When presenting a community meeting, the assigned NSC should do the following in order to ensure City-wide consistency:

1. Send an Outlook calendar invite (specific to a single meeting – not a recurring appointment) to the:
  - a. BFO Deputy Chief
  - b. BFO Neighborhood Services Manager
  - c. Area Captain
  - d. Area Special Resource Lieutenant
  - e. Area CRO Sergeant
  - f. Area CRT Sergeant
  - g. Assigned CRO

The calendar invite should include beat priorities and NSC contact information.

2. Provide an agenda that minimally includes:
  - a. Contact information.
  - b. Current beat priority and project updates (Status of priority or project, responses since last meeting, status of assessment or evaluation)
  - c. Identification of new priorities or projects (if needed)
  - d. Community Beat crime trends and crime rates
  - e. Misc. Agenda Items (Other announcements, other presentations, etc.)
  - f. Summary of key activities related to these items.
3. Introduce yourself at the beginning of the meeting.
4. Explain the role of CROs and CRTs. If needed, required, or requested
5. CROs are required to provide:
  - a. Crime statistics for the Area and Beat.
  - b. Updates on priorities and projects, including:
    - 1) Defined priority and project problem and goal
    - 2) Status of each active priority or project or for each priority or project closed since the last meeting or update
    - 3) Responses completed or logged by all priority or project partners since last meeting or update

OPD staff should consider hosting community meetings and other events in different areas in the beat.

6. CRO and NSC Interaction

- a. CROs and NSCs should collaborate prior to every Neighborhood Council meeting to review and discuss beat information, crime statistics, crime trends, priorities, and projects. Identification of current neighborhood concerns including problem properties and hot spots should be included.
- b. CROs should provide NSCs with the CRO's report prior to the meeting.

C. Living Room Meetings

Living room meetings are a specific type of community meeting. Like all community meetings, the goal of a living room meeting is to improve police-community relations. Living room meetings employ specific criteria, such as the following:

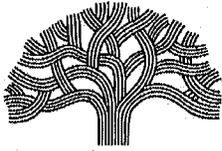
- Intimate setting (such as an actual residential living room) OR Local facility recommended by the assigned NSC (such as a library or recreation center)
- Small group size (no more than 20 participants)

Living room meetings are generally attended by Area command staff, supervisors, and officers. NSCs should attend when possible.

Approved by

Roland Holmgren  
Acting Deputy Chief  
Bureau of Field Operations 1

LeRonne Armstrong  
Deputy Chief  
Bureau of Field Operations 2



CITY OF OAKLAND

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**TO:** PUBLIC SAFETY SERVICES  
OVERSIGHT COMMISSION (SSOC)

**FROM:** Darin White  
Fire Chief

**SUBJECT:** OFD Spending Plan FY 2018-21

**DATE:** January 16, 2019

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### **RECOMMENDATION**

Staff recommends the Public Safety Services Oversight Commission approves:

The Three (3)-year Spending Plan For The Oakland Fire Department For FY 2018-19, FY 2019-20, And FY 2020-21, As Required By The Public Safety And Services Violence Prevention Act Of 2014 (Measure Z).

### **BACKGROUND / LEGISLATIVE HISTORY**

In 2014, voters approved a special parcel tax and parking surcharge for public safety services and violence prevention strategies to address violent crime and improve public safety in the City of Oakland. The 2014 Oakland Public Safety and Services Violence Prevention Act provides funding with the following objectives:

- Reduce homicides, robberies, burglaries, and gun-related violence; and
- Improve police and fire emergency 911 response times and other police services; and
- Invest in violence intervention and prevention strategies that provide support for at risk youth and young adults to interrupt the cycle of violence and recidivism

At least every three (3) years, the department presents to the Commission a priority spending plan for funds received from this Ordinance. This priority spending plan is for FY 2018-19, FY 2019-20, And FY 2020-21.

### **ANALYSIS AND POLICY ALTERNATIVES**

Measure Z provides continued funding of the Oakland Fire Department (OFD) to maintain adequate personnel resources to respond to fire and medical emergencies including, but not limited to, response to homicides and gun-related violence and investigation of fire causes.

Measure Z allocates \$2,000,000 each fiscal year to OFD to maintain adequate personnel resources to respond to fire and medical emergencies. This includes overtime to achieve minimum staffing levels due to Regular Days Off, leave (vacation, sick, disability, other), and vacancies.

The spending plan provides funding that allows OFD to comply with the minimum fire suppression staffing levels as mandated by the City and International Association of Firefighters, Local 55 Memorandum of Understanding Article 4.2 - Staffing. The spending plan aligns with the adopted budget funding of sworn backfill coverage to maintain adequate staffing for these stated purposes. Funds may also be used to improve fire emergency 911 response times.

### *Operational Staffing*

The Field Operations Bureau is organized as follows: 3 Battalions; 24 Fire Stations; 1 Aircraft Rescue Fire Station (Airport); 24 Engine Companies; and 7 Truck Companies.

- In addition to Trucks 1 and 3, all engine companies provide advanced life support services.
- Aircraft Rescue firefighting response requires six (6) aircraft rescue firefighting trained personnel, per Federal Aviation Administration requirement.
- Hazardous Materials Response Team requires six (6) hazardous materials technicians, or specialist level trained personnel.
- Specialized Rescue Team requires five (5) rescue specialist trained personnel.
- Water Rescue Team requires four (4) swift water rescue trained personnel.

### *Service Levels*

Below is a summary of all Fire Department incidents for the last three (3) fiscal years, including violence-related medical response calls:

<b>Fiscal Year</b>	<b>Type of Response</b>	<b>Number of Responses</b>
<b>2017-18</b>	Fire	3749
	<i>Medical-Assault</i>	3598
	<i>Medical-Stabbing</i>	234
	<i>Medical-Gunshot</i>	322
	Medical-All Other	53,052
	Other Incidents	9177
	<b>FY 2017-18 Total</b>	<b>70,132</b>

<b>Fiscal Year</b>	<b>Type of Response</b>	<b>Number of Responses</b>
<b>2016-17</b>	Fire	2973
	<i>Medical-Assault</i>	3690
	<i>Medical-Stabbing</i>	227
	<i>Medical-Gunshot</i>	373
	Medical-All Other	49,871
	Other Incidents	7482
	<b>FY 2016-17 Total</b>	<b>64,616</b>
<b>Fiscal Year</b>	<b>Type of Response</b>	<b>Number of Responses</b>
<b>2015-16</b>	Fire	2787
	<i>Medical-Assault</i>	3733
	<i>Medical-Stabbing</i>	225
	<i>Medical-Gunshot</i>	391
	Medical-All Other	56,929
	Other Incidents	7174
	<b>FY 2015-16 Total</b>	<b>71,239</b>

*Arson Investigations*

There are three (3) arson investigators within the Department, one assigned to each shift. The information below represents investigations conducted by calendar year:

<b>Investigation Type</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Residential Structure	113	99	134
Non-Residential Structure	24	29	37
Other Fires (vehicle, brush or grass, rubbish)	35	37	97
<b>TOTAL</b>	<b>172</b>	<b>165</b>	<b>268</b>

### *Operational Goals*

Measure Z funds will support the Department's efforts to achieve its operation goals, which are to:

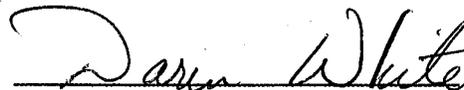
- Maintain staffing levels to meet emergency response requirements as well as provisions of MOU between the city and Local 55;
- Deliver high quality services when responding to emergency calls within seven (7) minutes, ninety (90) percent of the time from when Fire Dispatch first receives the call to arrival on-scene;
- Create 911 records in the Fire Dispatch record system for the annual call volume of 60,000 emergency calls;
- Effectively manage vegetation in wildfire assessment district to improve safety and defensibility;
- Provide commercial inspection service to maintain integrity of building stock and to better protect residents;
- Participate in training exercises and regional drills to hone skills and be aware of best practices in the profession; and,
- Improved district familiarization with the fire companies so they know the best routes/alternate routes within their response areas.

### **PAST PERFORMANCE, EVALUATION AND FOLLOW-UP**

As identified in the 2014 Oakland Public Safety and Services Violence Prevention Act, twice each year, OFD will submit a report updating the Commission on outcomes of staffing levels, response times, responses to homicides and gun-related violence, and arson investigations.

For questions regarding this report, please contact Nick Luby, Deputy Chief Field Operations Bureau at 510-238-4054.

Respectfully submitted,



DARIN WHITE  
Fire Chief