



**CITY OF OAKLAND
PUBLIC SAFETY AND SERVICES
OVERSIGHT COMMISSION
REGULAR MEETING AGENDA
MONDAY, JANUARY 23, 2023
6:30 PM
Via Teleconference**

Oversight Commission Members:

Sydney Thomas (D-1), *Omar Farmer (D-2)*, **Chairperson:** Paula Hawthorn (D-3),
Vice Chairperson: Yoana Tchoukleva (D-4), **VACANT** (D-5), Carlotta Brown (D-6),
VACANT (D-7), Michael Wallace (Mayoral), **VACANT** (At-Large)

Pursuant to the Governor's Executive Order N-29-20, members of the Safety and Services Oversight Commission, as well as City staff, will participate via phone/video conference, and no physical teleconference locations are required.

PUBLIC PARTICIPATION

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OBSERVE: Please click the link below to join the webinar:

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PROVIDE PUBLIC COMMENT: There are three ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- Comment in advance. To send your comment directly to the Commissioner’s and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Tonya Gilmore @ tgilmore@oakland.ca.gov.

Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Commissioners prior to the meeting.

- By Video Conference. To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” are available at: <https://support.zoom.us/hc/en-us/articles/205566129>, which is a webpage entitled “Raise Hand in Webinar.”

- By Phone. To comment by phone, please call on one of the above listed phone numbers. You will be prompted to “Raise Your Hand” by pressing STAR-NINE (“*9”) to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. Once it is your turn, you will be unmuted and allowed to make your comment. After the allotted time, you will be re-muted. Instructions of how to raise your hand by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled “Joining a Meeting by Phone.”

If you have any questions about these protocols,
please e-mail Tonya Gilmore, at tgilmore@oaklandca.gov.

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REGULAR MEETING AGENDA
MONDAY, JANUARY 23, 2023
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*Each person wishing to speak on items must raise their hands via ZOOM
Persons addressing the Safety and Services Oversight Commission shall state their names and
the organization they are representing, if any.*

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30 PM	AD	
2. Roll Call	5 Minutes	AD	
3. SSOC – AB 361 Resolution	5 Minutes	A	Attachment 3
4. Open Forum	10 Minutes	I	
5. Approval of Meeting Minutes a) July 25, 2022 b) September 26, 2022	2 Minutes	A	Attachment 5 A & B
6. OPD Expenditure Reports – Fiscal Manager, LaRajia Marshall a) FY21-22 Financial Report for Quarters 1, 2, & 3	20 Minutes	A	Attachment 6
7. Proposed SSOC 2023 Meeting Calendar	10 Minutes	A	Attachment 7
8. Status of Verified Response – Commissioner Farmer	10 Minutes	I	
9. Strategic Plan Next Steps - Commissioner’s Farmer and Tchoukleva	40 Minutes	A	Attachment 9
10. Formation of a Data Transparency Sub-Committee – Chair Hawthorn	15 Minutes	A	
11. Report from staff – a) Urban Strategies Council / Institute DVP-OPD Evaluations – Community Advisory Board b) Commission Vacancies	10 Minutes	I	
12. Schedule Planning and Pending Agenda Items	5 Minutes		
13. Adjournment	1 Minute	A	

**A = Action Item I = Informational Item AD = Administrative Item
A* = Action, if Needed**

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email tgilmore@oaklandca.gov or call (510) 238-7587 or (510) 238-2007 for TDD/TTY five days in advance.

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OAKLAND PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION

RESOLUTION NO. 1-23-2023 / 1

RESOLUTION RENEWING AND CONTINUING THE PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION'S DETERMINATION THAT CONDUCTING IN-PERSON MEETINGS OF THE [PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION] AND ITS COMMITTEES WOULD PRESENT IMMINENT RISKS TO ATTENDEES' HEALTH, AND ELECTING TO CONTINUE CONDUCTING MEETINGS USING TELECONFERENCING IN ACCORDANCE WITH CALIFORNIA GOVERNMENT CODE SECTION 54953(e), A PROVISION OF AB 361

WHEREAS, on March 4, 2020, Governor Gavin Newsom declared a state of emergency related to COVID-19, pursuant to Government Code Section 8625, and such declaration has not been lifted or rescinded. (See <https://www.gov.ca.gov/wp-content/uploads/2020/03/3.4.20-Coronavirus-SOE-Proclamation.pdf>); and

WHEREAS, on June 17, 2022 Gavin Newsom issued Executive Order N-11-22 reaffirming that a State of Emergency exists in California as a result of COVID-19. (See <https://www.gov.ca.gov/wp-content/uploads/2022/06/6.17.22-COVID-EO-Rollback-signed.pdf>); and

WHEREAS, on March 9, 2020, the City Administrator in their capacity as the Director of the Emergency Operations Center (EOC), issued a proclamation of local emergency due to the spread of COVID-19 in Oakland, and on March 12, 2020, the City Council passed Resolution No. 88075 C.M.S. ratifying the proclamation of local emergency pursuant to Oakland Municipal Code (O.M.C.) section 8.50.050(C); and

WHEREAS, City Council Resolution No. 88075 remains in full force and effect to date; and

WHEREAS, the Centers for Disease Control (CDC) continues to recommend physical distancing of at least six (6) feet whenever possible, avoiding crowds and poorly ventilated spaces, particularly for people who are not fully vaccinated or who are at higher risk of getting very sick from COVID-19. (See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>); and

WHEREAS, the CDC recommends that families with children under 5 and unvaccinated household members continue to take steps to prevent COVID-19 infection including distancing. (See <https://www.cdc.gov/coronavirus/2019-ncov/groups/families-covid-19.html>); and

WHEREAS, the CDC continues to caution that older adults remain more likely to get very sick from COVID-19. (See <https://www.cdc.gov/aging/covid19/covid19-older-adults.html>); and

WHEREAS, the CDC, the California Department of Public Health, and the Alameda County Public Health Department all recommend that people experiencing COVID-19 symptoms or who have tested positive for COVID-19 stay home. (See <https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>); and

WHEREAS, the CDC still finds that COVID-19 vaccines are highly effective at preventing severe illness, hospitalizations and death and continues to recommend that all eligible persons get vaccinated for COVID-19 and stay up to date on their COVID-19 vaccines. (See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>); and

WHEREAS, vaccinated persons may still get COVID-19 and can spread the virus to others. (See <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/effectiveness/why-measure-effectiveness/breakthrough-cases.html>); and

WHEREAS, anyone infected with COVID-19 can spread the virus, even if they do not have symptoms. (See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/how-covid-spreads.html>); and

WHEREAS, the City's public-meeting facilities are indoor facilities not designed to ensure circulation of fresh/outdoor air, particularly during periods of cold and/or rainy weather, and were not designed to ensure that attendees can remain six (6) feet apart; and

WHEREAS, holding in-person meetings would encourage community members to come to City facilities to participate in local government, and some of them would be at high risk of getting very sick from COVID-19 and/or may live with someone who is at high risk; and

WHEREAS, in-person meetings would tempt community members who are experiencing COVID-19 symptoms to leave their homes in order to come to City facilities and participate in local government; and

WHEREAS, attendees would use ride-share services and/or public transit to travel to in-person meetings, thereby putting them in close and prolonged contact with additional people outside of their households; and

WHEREAS, on 10-25-21, the Public Safety and Services Oversight Commission adopted Resolution No. 10-25-21-1 determining that conducting in-person meetings would present imminent risks to attendees' health, and electing to conduct meetings using teleconferencing in accordance with California Government Code section 54953(e), a provision of AB 361; and

WHEREAS, by making these findings that conducting in-person meetings would present imminent risks to attendees' health, and by making an election to conduct meetings via teleconference, the Public Safety and Services Oversight Commission may elect to continue to meet via teleconference by adopting subsequent resolutions, at least every 30 days, as part of a broader Public Safety and Services Oversight Commission agenda, and need not do so on a single-subject agenda; now therefore be it:

RESOLVED: that the Public Safety and Services Oversight Commission finds and determines that the foregoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

FURTHER RESOLVED: that, based on these determinations and consistent with federal, state and local health guidance, the Public Safety and Services Oversight Commission renews its determination that conducting in-person meetings would pose imminent risks to the health of attendees; and be it

FURTHER RESOLVED: that the Public Safety and Services Oversight Commission firmly believes that the community's health and safety and the community's right to participate in local government, are both critically important, and the Public Safety and Services Oversight Commission is committed to balancing the two by continuing to use teleconferencing to conduct public meetings, in accordance with California Government Code section 54953(e), a provision of AB 361; and be it

FURTHER RESOLVED: that the Public Safety and Services Oversight Commission will renew these (or similar) findings at least every thirty (30) days in accordance with California Government Code section 54953(e) until the state of emergency related to COVID-19 has been lifted, or the Public Safety and Services Oversight Commission finds that in-person meetings no longer pose imminent risks to the health of attendees, whichever is occurs first.

SAFETY AND SERVICES OVERSIGHT COMMISSION

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

DRAFT REGULAR MEETING MINUTES

MONDAY, JULY 25, 2022 - 6:30 PM

VIRTUAL ZOOM MEETING

ITEM 1. CALL TO ORDER

Meeting was called to order at 6:32 by Chair Brown

ITEM 2. ROLL CALL

Present: Chairperson Carlotta Brown
Commissioner Omar Farmer
Commissioner Michael Wallace
Commissioner Sydney Thomas
Commissioner Tchoukleva

Excused: Commissioner Nikki Dinh - Excused
Commissioner Billy Dixon - Excused
Commissioner Beth Hodess – Excused
Vice Chair Paula Hawthorn - Excused

3. SSOC - AB 361 Resolution – Roll Call – All Approved

4. Open Forum – 1 Speaker – A. Olugbala –
Concerned about Ceasefire – how effective if the perpetrators are not from Oakland. How does DVP outreach occur if they are not from Oakland?

5. MACRO – Update / Introduction
Elliott Jones, Program Manager, MACRO, Oakland Fire Department provided an overview of the MACRO program from April to July 2022 and reviewed the slide deck included in the Agenda and Materials packet. Commissioner Thomas asked about LA Familia, Commissioner Tchoukleva asked about the pilot program and the funding received – State Grant - \$10 Million - \$6 to \$8 Million from Council, \$800,000 from Padilla. Commissioner Farmer confirmed the number of calls, staff and the hours of availability – 4 teams 75 to 110 calls at current level 7am to 3pm.

SAFETY AND SERVICES OVERSIGHT COMMISSION

DRAFT REGULAR MEETING MINUTES

MONDAY, JULY 25, 2022 - 6:30 PM

Public Speaker – A. Olugbala – who monitors the care received; Is racial equity a priority; is the unhoused community served? E. Jones responded yes to all.

Public Speaker – Reisa Jaffee – tell the City Council what is needed to continue/improve the program.

6. OPD – Ceasefire

Rev. Damita Davis-Howard, Ceasefire Director provided an overview of the Ceasefire program and the steps taken to change/update custom notifications during the Pandemic. Provided information on the “Scorecard” used at weekly OPD meeting – aids in determining where to focus Ceasefire activities. Commissioner Tchoukleva asked about success rate – Rev. Davis-Howard responded that 34% is average – Life Coaching is the biggest indicator of success.

Public Speaker – A. Olugbala – asked about services, resources, treatment and what are the numbers? Rev. Davis-Howard responded that the slide deck notes the numbers.

7. League of Women Voters of Oakland –

An Assessment of Oakland Oversight Bodies: Progress, Gaps, and Recommendations for Improved Functions - Commissioner Hodess

Due to an excused absence for the meeting, the item will be continued to the next regular meeting of the SSOC in September.

8. Update on the status of Verified Response System –

Commissioner Farmer – no new information to report.

9. Strategic Planning Ad Hoc Committee – Update - Commissioner Farmer

No new information – committee meetings scheduled for August.

10. Nominations for SSOC Chair and Vice Chair –

due to excused absences, the item will be continued to the next regular meeting of the SSOC in September.

11. Measure Z Evaluation Contract – OPD /DVP - Tonya Gilmore – Staff

Provided an update on the completion of the Professional Services Agreement with Urban Institute.

SAFETY AND SERVICES OVERSIGHT COMMISSION

DRAFT REGULAR MEETING MINUTES

MONDAY, JULY 25, 2022 - 6:30 PM

- 12. Schedule Planning and Pending Agenda Items**
 - a. Verified Response System
 - b. Ad Hoc Committee Report
 - c. Expenditure Reports – OPD – DVP
 - d. Item #7 - League of Women Voters of Oakland
 - e. Item #10 - Nominations for SSOC Chair and Vice Chair

- 13. Adjournment – Motion to adjourn Chair Brown 2nd by Commissioner Tchoukleva @ 8:25pm**

SAFETY AND SERVICES OVERSIGHT COMMISSION

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

DRAFT REGULAR MEETING MINUTES

MONDAY, SEPTEMBER 26, 2022 - 6:30 PM

VIRTUAL ZOOM MEETING

ITEM 1. CALL TO ORDER

Meeting was called to order at 6:35 by Chair Brown

ITEM 2. ROLL CALL

Present: Chairperson Carlotta Brown
Commissioner Omar Farmer
Commissioner Billy Dixon
Commissioner Beth Hodess
Vice Chair Paula Hawthorn
Commissioner Tchoukleva

Excused: Commissioner Sydney Thomas
Commissioner Michael Wallace

3. SSOC - AB 361 Resolution – Roll Call – All Present Approved

4. A. - Meeting Minutes from June 27, 2022 – motion by Vice Chair Hawthorn, 2nd by Commissioner Hodess - all approved

B. - Meeting Minutes from July 25, 2022 – no quorum – moved to 10-24-22 meeting

5. Open Forum - 4. Open Forum –Speaker – A. Olugbala –

Concerned about moving duties and responsibilities to the DOT and CPRA. And Updates on the Reimagining Public Safety Taskforce (RPSTF).

Speaker – R. Belew – audio not available – will discuss the two items from the RPSTF.

6. League of Women Voters (LOVW) of Oakland - An Assessment of Oakland Oversight Bodies: Progress, Gaps, and Recommendations for Improved Functions - Commissioner Hodess provided an overview of the report included with the agenda materials. SSOC was determined to be a Medium Oversight Body.

SAFETY AND SERVICES OVERSIGHT COMMISSION

DRAFT REGULAR MEETING MINUTES

SEPTEMBER 26, 2022- 6:30 PM

1 Public Speaker – A. Olugbala – noted concerns with LOWV and their support of items in the upcoming election. Commissioner Tchoukleva – suggested that Commissioner take notes on presentations during SSOC meetings to aid in recall of items of concern.

7. **Strategic Planning Ad Hoc Committee – Update** - Commissioner Farmer presented the proposed Strategic Plan and suggested a diverse set of objectives to aid in the work of the Commission and reviewed the schedule on how to implement the objectives.

Commissioners Hodess and Tchoukleva noted that a key duty of the Commission is to evaluate spending of Measure Z spending. Commissioner Hodess noted her concern that the Evaluation reports for OPD and the DVP are presented to the SSOC and no information is provided from the departments on addressing the recommendations or their implementation. She referenced a DVP presentation that some work performed by Grantees has been taken in-house and that was not an Evaluator recommended action. She also stated that the DVP is making determinations on their own and notifying the SSOC afterward.

Commissioner Dixon suggested that the item be moved to the October agenda.

Staff noted the item as an “Action” item in error Commissioner Farmer requested that the item should be informational. After discussion, Chair Brown moved to have the item return for discussion to the October 24, 2022, regular meeting, 2nd by Commissioner Hawthorn.

8. **Nominations for SSOC Chair and Vice Chair** - Vice Chair Hawthorn nominated as Chair, Commissioner Yoana Tchoukleva nominated as Vice Chair. Both accepted the nomination – vote to be held at the October 24, 2022, meeting.
9. **Measure Z Evaluation Contract – OPD /DVP** - Tonya Gilmore – Staff provided information on the progress of the Evaluations for OPD and DVP.
10. **Schedule Planning and Pending Agenda Items –**
- A. Election of Chair and Vice Chair
 - B. Evaluation update
 - C. RSPTF #54 and #55
 - D. Strategic Planning Ad Hoc Committee
 - E. Joint Meeting Presentation
13. **Adjournment – Motion to adjourn Vice Chair Hawthorn 2nd by Chair Brown @ 8:40pm.**

Memorandum

TO: Public Safety and Services Oversight Committee

FROM: LaRajia Marshall, Fiscal Services Manager, Oakland Police Department

SUBJECT: FY21-22 Financial Report for Quarters 1, 2, & 3

DATE: January 17, 2023

On a quarterly basis, the Oakland Police Department (OPD) compiles Measure Z data to present at the Public Safety and Services Oversight Committee meeting. Due to staffing transitions quarters 1, 2 and, 3 have been combined.

Background

On July 1, 2015, OPD began implementing “The 2014 Oakland Public Safety and Services Violence Prevention Act,” also known as Measure Z. Per the voter approved-ordinance, OPD can use funds for the following:

- a) Crime Reduction Teams (CRTs): Strategically geographically deployed officers to investigate and respond to the commission of violent crimes in identified violence hot spots using intelligence-based policing.
- b) Community Resource Officers (CROs): Engage in problem-solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with City service 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.
- c) Conduct intelligence-based violence suppression operations such as field interviews, surveillance, undercover operations, high visibility patrol, probation/parole compliance checks, search warrants, CRO projects, violent crime investigation, and general follow-up.
- d) Domestic violence and child abuse intervention: Additional officers to team up with social service providers to intervene in situations of domestic violence and child abuse, including sexual exploitation of children.
- e) Sustaining and strengthening the City's Operation Ceasefire strategy, including project management and crime analysis positions.

Funding Breakdown

The information in this memo represents Measure Z expenditures through the third quarter of fiscal year (FY) 21-22 (July 2021 – March 2022). As of March 31, 2022, the total FY 21-22 OPD expenditures in Measure Z were \$8,300,729. Of that, \$7,987,559 was spent on Personnel costs funding 53.72 FTE positions including salaries, benefits, and overtime.

Personnel costs through March 31, 2022, include salary, benefits, and overtime for 51.72 FTE sworn positions and 2.0 FTE professional staff positions. The total Measure Z overtime cost to date is \$285,001. Most of these expenditures are from holiday overtime and Fair Labor Standards Act (FLSA) premiums which are governed by the Oakland Police Officers’ Association Memorandum of Understanding and the Federal Fair Labor Standards Act.

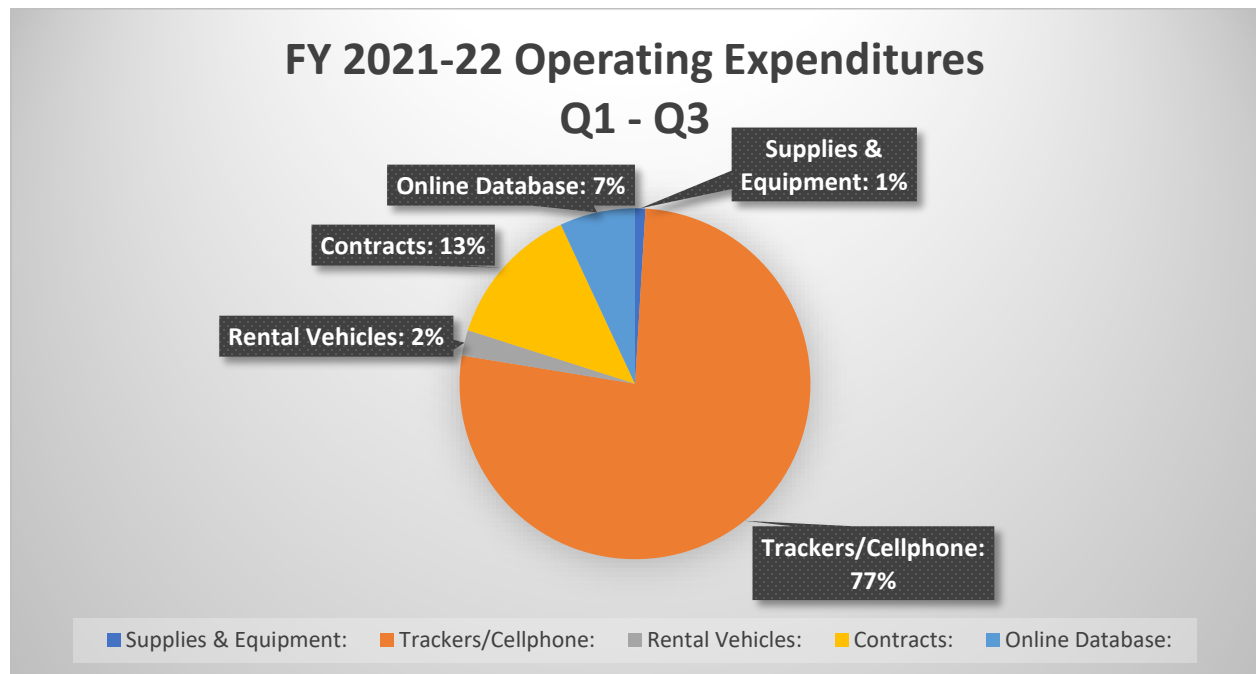
Operating and maintenance expenditures and encumbrances for FY21-22 through March 31st include \$239,944 in cellphones and trackers as well as \$ 3,004 in supplies and equipment to assist in conducting intelligence-based violence suppression operations such as surveillance, field interviews, and undercover operations. Supplies and equipment funds were used to purchase computer hardware and software, as well as safety vests.

Online Database cost \$21,747 subscription is necessary to continue basic mapping and analysis of mobile devices

Rental cars contributed to \$7,369 of the spending for the first three quarters of FY21-22. The rental vehicles are a vital tool in conducting undercover and surveillance operations for violence suppression.

The \$41,105 in contract expenditures and encumbrances are primarily associated with the California Partnership for Safe Communities (CPSC) and Special Service Group LLC, which provides ongoing technical assistance for Ceasefire and Community & Youth Outreach, Inc (CYO). CYO is a direct service provider to individuals and families impacted by homicides and shootings by actively working on the front lines to prevent violence and help community members connect with resources and support services. CYO clients live in Oakland communities most likely to experience shootings and homicides; they are often gang and/or group involved and are frequently the victims of gun violence.

Measure Z funded officers to attend the California Narcotics Officers Association (CNOA) Annual Training Conference in November 2022.



For questions regarding the information provided, please contact Fiscal Services Manager LaRajia Marshall at lmarrshall@oaklandca.gov or (510) 238.4767.

Measure Z

FY21-22 Financial Report for Quarters 1, 2, & 3





Background

On July 1, 2015, the Oakland Police Department (OPD) began implementing “The 2014 Oakland Public Safety and Services Violence Prevention Act,” also known as Measure Z. Per the voter approved ordinance, OPD can use funds for the following

- Crime Reduction Teams (CRTs)
- Community Resource Officers (CROs)
- Conduct intelligence-based violence suppression operations
- Domestic violence and child abuse intervention

Sustaining and strengthening of the City's Operation Ceasefire strategy, including project management and crime analysis positions.

Funding Breakdown

Measure Z expenditures through the third quarter of fiscal year (FY) 2021-22 (July 2021 – March 2022).

01

As of March 31, 2022, total FY 2021-22 OPD expenditures in Measure Z were \$8,300,729.

02

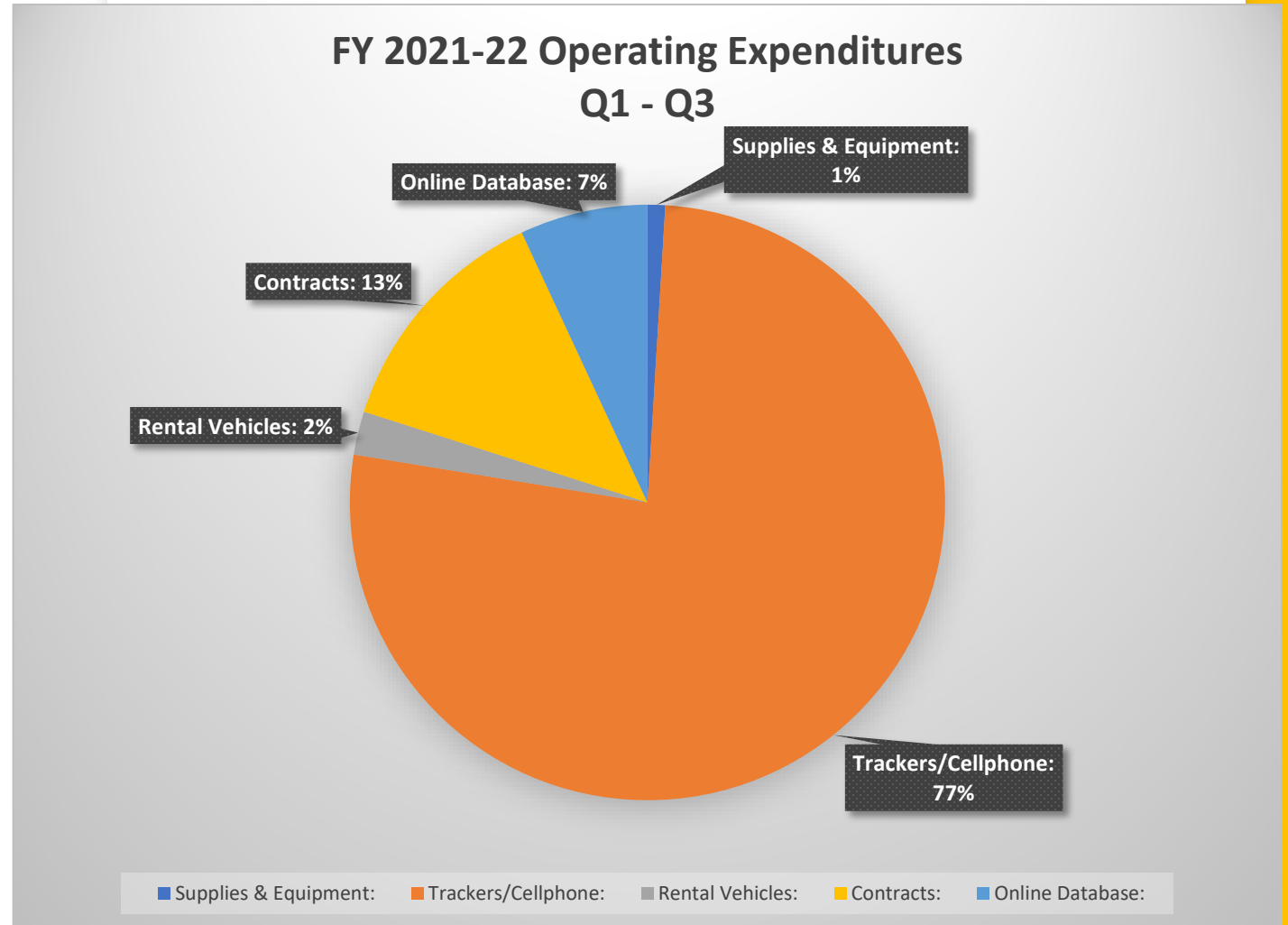
Personnel cost \$7,987,559 funding 53.72 FTE positions including salaries, benefits, and overtime cost to date is \$285,001.

03

Personnel funded 51.72 FTE sworn positions and 2.0 FTE professional staff positions.

Operating Expenditures Q1-Q3

- ❑ [Cell phone & trackers expenses \\$215,774](#)
- ❑ [Supplies \\$27,175](#)
- ❑ [Rental cars expense \\$7,369](#)
- ❑ [Contract expenditures \\$41,105](#)



Travel

Measure Z funded for officer to attend the California Narcotics Officers Association (CNOA) Annual Training Conference in November 2022

MEMORANDUM

TO: Public Safety and Services Oversight Commission (SSOC)
FROM: Tonya Gilmore, City Administrator's Office
DATE: January 19, 2023
SUBJECT: Proposed SSOC 2023 Meeting Calendar

SUMMARY:

The proposed 2023 calendar is attached to this memo. The regular meeting dates for SSOC meetings are the 4th Monday of each month.

Please note that until further notice, all meetings will be virtual and held on ZOOM.

There will be an additional meeting scheduled for an undetermined date for the SSOC and the City Council for the Measure Z Joint Meeting. The date is pending direction from the City Council.

The SSOC should discuss this calendar, choose the meeting dates, and approve the calendar as amended.

NEXT STEPS:

Adoption of calendar by the SSOC.

ATTACHMENTS:

Proposed SSOC 2023 Meeting Calendar

Proposed SSOC 2023 Meeting Calendar

January 23, 2023

February 27, 2023

March 27, 2023

April 24, 2023

May 22, 2023

June 26, 2023

July 24, 2023

August 28, 2023

Annual Summer Recess period

September 25, 2023

October 23, 2023

November 28, 2023

APPROVED Date for City Council and SSOC Joint Meeting

December 18, 2023

Date: 10/24/22

Attachment 9

SSOC

Strategic Plan

APPROVED

DEC 2022 – DEC 2024

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Introduction

In 2021, the SSOC presented at our joint public safety meeting a presentation entitled "The Efficacy of Measure Z". The presentation built upon several annual evaluations.

Similarly, this Strategic Plan builds upon prior evaluations and goals of the Ordinance. It aims to present a pathway for how the SSOC can better further the goals of Measure Z ("MZ") to:

1. Reduce homicides, robberies, burglaries, and gun-related violence
2. Improve police and fire emergency 911 response times and other police services
3. 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 [12, 20]

Mission

To ensure that the Public Safety and Services Violence Prevention Oversight Commission (“SSOC”) fulfills its duties under Measure Z in an effective and strategic manner, resulting in improved public safety, a more informed community, and a healthier quality of life for all Oakland residents. [1]

Overview

Through a coordinated effort in 2004 known as “Oakland Unite”, voters approved funding via Measure Y to augment essential police and fire services and to create violence prevention and intervention programs. When Measure Y expired in 2014, voters approved another measure, similar in scope, entitled the Public Safety and Services Violence Prevention Act, also known as Measure Z. It expires in 2024. [2]

MZ created the SSOC to oversee revenue spending by departments that receive funding and implement programs under the Ordinance: Oakland Police Department (“OPD”), Oakland Fire Department (“OFD”), and the Department of Violence Prevention (“DVP”). DVP wasn’t fully established until 2017 so it’s still in its early stages of development compared to the other departments.

More specifically, the SSOC is tasked with evaluating, inquiring, and reviewing the administration and coordination of strategies and practices mandated by the Ordinance.

In 2019, many of the aforementioned reasons for implementing both measures were exacerbated by the development of the COVID-19 pandemic, which still exists today. The pandemic has taken additional emotional and financial tolls on our public safety resources and the community at large. It also prevented requirements mandated through MZ from being completed, such as complete data collection for evaluations. [23]

This Strategic Plan will help us carry out our duties by:

- (1) assisting us with adapting to pre-existing, new, or evolving circumstances;
- (2) by highlighting where we've been, where we are now, where we want to be, and how we're going to get there

The scope of any recommendations made by us to the City Administration, City Council, or appropriate personnel, shall relate directly to the efficacy of strategies to achieve desired MZ outcomes, or to issues raised in evaluations. [3, 4, 5, 6]

Purpose

On April 25, 2022, the SSOC unanimously approved the creation of a Strategic Planning Ad Hoc Committee. [7]

While not a requirement, the SSOC has never had a strategic plan despite the fact that strategic planning is one of the fundamental duties of any commission. Strategic planning is a disciplined effort to produce decisions and actions that shape and guide what an organization is, what it does, and why it does it. [8]

The specific purpose of the ad hoc was to create a strategic plan for the commission to adopt as a whole. The ad hoc convened bi-monthly from May 10th to September 14th.

Having a strategic plan will help the SSOC better serve the community through current and future challenges.

Vision

A flexible and adaptive Strategic Plan will assist the SSOC in establishing priorities and a roadmap for achieving its goals over the next two years or beyond.

The plan is not intended to be prescriptive: the objectives outlined in the plan are presented for consideration, not automatic implementation. The plan should also be able to adapt to new or evolving circumstances, such as municipal, state, regional, or national issues.

Most of the plan is designed to be planned and executed through reports presented during the monthly meetings of the Commission. This can happen through long and short-term agenda planning. Some of the items may need to be planned and initiated through ad hoc committees or outreach to the public, then reported on during monthly meetings.

It's also reasonable to expect some trial and error. A status report on the plan should be conducted at a minimum annually. The plan has been memorialized in writing so we can refer to it regularly and track our progress.

Values

Below are four core values that reflect this plan's intent and spirit. We hope these values will guide us in carrying out our duties and improving MZ outcomes.

- **RESPECT & COURTESY** create space for honest conversations, which fosters greater participation and rewards us with perspectives we may not have otherwise considered. [9]
- **EVIDENCE-BASED DECISION MAKING** requires us to consider quantitative and qualitative data before making decisions. [41]
- **IMPACT-ORIENTATION** allows us to develop goals that build trust and confidence with the public and offer us the opportunity to be more effective.
- **TEAMWORK** can be directly linked to increased productivity because it inspires us to work together toward a common goal.

Goals: Parts I, II, III, & IV

Part 1

Financial Accountability & Transparency

Stemming from the Duty of the Commission to:

"Review fiscal and performance audits and evaluations" and "report issues identified", refine or create methods for clearly evaluating how MZ funds are spent on programs mandated by the Ordinance.

MZ Part I, Section 4A6(d)-(e) [14]

Part 2

Evaluation of Violence Reduction Measures

Stemming from the Duty of the Commission to:

"Evaluate, inquire, and review the administration, coordination, and evaluation of strategies and practices mandated by MZ." MZ Part I, Section 4A6a [18] [11]

Part 3

Community Outreach & Engagement

Stemming from the Duty of the Commission to:

"Conduct public informational meetings on the subject of public safety" and establish a structured way to consistently reach out to the public and discuss the efficacy of MZ. [MZ Part I, Section 4A5 & 4A6(f)] [12]

Part 4

Policies & Practices to Improve MZ Outcomes

Stemming from the Duty of the Commission to:

"Recommend ordinances, resolutions, & regulations to ensure compliance with the requirements and intent of the Ordinance." MZ Part I, Section 4A6(f) [13]

Part I: Financial Accountability & Transparency

Stemming from the Duties of the Commission to:

"Review fiscal and performance audits and evaluations" and "report issues identified", refine or create methods for clearly evaluating how MZ funds are spent on programs mandated by the Ordinance.

OBJECTIVE 1.1

Receive a report on issues identified in annual fiscal and performance audits that effect MZ resources.

OBJECTIVE 1.2

Receive an annual report from DVP on: (1) the estimated number of residents who are victims of Gender-Based Violence ("GBV"); (2) out of the 4,200 estimated residents DVP will be able to serve per year, what percentage are victims of commercial sexual exploitation, intimate partner violence, and sexual violence; and (3) how much is being spent per person per category.

OBJECTIVE 1.3

Receive a report from OPD on their ability to maintain sufficient resources to accomplish MZ geographic policing goals.

OBJECTIVE 1.4

Receive an annual report from the Special Victims Section (aka SVS) on geographic policing resources used to combat domestic violence, child abuse and the commercial sexual exploitation of children.

Part II: Evaluation of Violence Reduction Measures

Stemming from the Duty of the Commission to:

"Evaluate, inquire, and review the administration, coordination, and evaluation of strategies and practices mandated by MZ."

OBJECTIVE 2.1

Receive an annual Ceasefire MZ specific report that illustrates to the public the effectiveness of this violence reduction measure. [39]

OBJECTIVE 2.2

Receive an annual report on the percentage of time CRO's have spent conducting geographical policing activities, and request a metric to be created that measures how their work supports MZ goals or work with them to create one. [21, 32, 35, 37]

OBJECTIVE 2.3

Receive an annual report on the percentage of time OPS 1–3 personnel (aka CRTs) have spent conducting geographical policing activities, and request a metric to be created that measures how their work supports MZ goals or work with them to create one. [19, 36]

OBJECTIVE 2.4

Create a document that tracks all recommendations from Evaluations. This will help us gain a deeper understanding of the timeline for implementation on each recommendation and whether they are ultimately successful.

OBJECTIVE 2.5

Receive an annual update concerning diversity, recruitment and retention for MZ-funded positions. [28, 31, 38]

OBJECTIVE 2.6

Receive a report on success markers for OFD in relation to the three primary objectives of MZ, including analysis from OFD & OPD concerning their 911 response times. [18, 40]

Part III: Community Outreach & Engagement

Stemming from the Duty of the Commission to:

"Conduct public informational meetings on the subject of public safety" and establish a structured way to consistently reach out to the public and discuss the efficacy of MZ.

OBJECTIVE 3.1

Consider creating a community engagement committee to discuss the efficacy of MZ with members of the public that may benefit from this information.

OBJECTIVE 3.2

Create an SSOC annual report that includes work on Strategic Plan objectives, and present it at the joint meeting.

Part IV: Policies & Practices to Improve MZ Outcomes

Stemming from the Duty of the Commission to:

Recommend ordinances, resolutions, & regulations to ensure compliance with the requirements and intent of the Ordinance."

OBJECTIVE 4.1

Consider recommending Ordinances, Resolutions, or Regulations that support the three primary objectives of MZ. [13]

Objective Summary

- 1.1** Receive a report on issues identified in annual fiscal and performance audits that effect MZ resources.
- 1.2** Receive an annual report from DVP on GBV expenditures.
- 1.3** Receive a report from OPD on their ability to maintain sufficient resources to accomplish geographic policing goals.
- 1.4** Receive an annual report from the Special Victims Section on geographic policing.
- 2.1** Receive an annual Ceasefire MZ specific report.
- 2.2** Receive and annual CRO MZ specific report.
- 2.3** Receive and annual OPS 1-3 MZ specific report
- 2.4** Create a document that tracks all recommendations from Evaluations.
- 2.5** Receive an annual update concerning diversity, recruitment and retention for MZ-funded positions.
- 2.6** Receive a report on success markers for OFD + analysis of 911 times.
- 3.1** Create a community engagement plan.
- 3.2** Create an SSOC annual report and present it at the joint meeting.
- 4.1** Consider recommending Ordinances, Resolutions, or Regulations.

Implementation

The Strategic Plan has 13 total objectives that were designed to be implemented over the course of eleven to twelve months, predominantly through long and short-term agenda planning.

Alternatively, since starting in December there will be twenty-four months until the expiration of MZ, we have the flexibility to create new objectives or to spread out the implementation of these over the course of 18-24 months. Below is a breakdown of how each is designed to be initiated:

- 9 are reports we'll receive from other departments
- 2 involve new committees
- 2 involve policies or metrics we give ourselves the option of creating

All are designed to consistently track the efficacy of the ordinance, to educate the public, and to give ourselves the option of having more tools to deliver better outcomes.

Creating Objectives

The following scoring system will help guide us in creating or changing Strategic Plan objectives. The intent is to have a diverse set of objectives that cover the span of MZ goals.

Oversight actions described by the Ordinance for the SSOC to take, such as "evaluate, inquire, review, report, and recommend", can be used as starting points for creating or initiating new objectives.

A racial equity section is included to foster equitable outcomes. This will assist us in serving the population we represent.

- 1) Financial Accountability & Transparency 1 point
- 2) Emergency Response Times 1 point
- 3) Geographic Policing 1 point
- 4) Violence Prevention & Intervention 1 point
- 5) Community Outreach & Engagement 1 point
- 6) Policy Recommendation 1 point
- 7) Maintenance of Sworn Personnel 1 point
- 8) Fire Services Delivery or Training 1 point
- 9) Practice Recommendation 1 point

Racial Equity

- 10) Improves access to public safety services 1 point
- 11) Addresses systemic & institutional racism 1 point
- 12) Empowers disproportionately affected populations 1 point

Objective Scoring

TIER 1: <u>3.1</u> Create a community engagement plan. [1, 3, 4, 5, 12 = 5 pts]	TIER 1: <u>2.1</u> Receive a detailed annual Ceasefire report. [3, 4, 5, 12 = 4 pts]	TIER 1: <u>2.2</u> Receive and annual CRO MZ specific report. [3, 4, 9, 10 = 4 pts]
TIER 1: <u>4.1</u> Consider recommending Ordinances, Resolutions, or Regulations. [2, 4, 9, 6, 10, 12 = 6 pts]		
TIER 2: <u>2.6</u> Receive a report on success markers for OFD + analysis of 911 times. [2, 4, 8 = 3 pts]	TIER 2: <u>2.3</u> Receive and annual OPS 1-3 MZ specific report. [3, 4, 9 = 3 pts]	TIER 2: <u>2.5</u> Receive an annual update concerning diversity, recruitment and retention for MZ-funded positions. [3, 7, 11 = 3 pts]
TIER 2: <u>2.4</u> Create a document that tracks all recommendations from Evaluations. [1, 3, 4 = 3 pts]	TIER 2: <u>1.3</u> Receive a report from OPD on their ability to maintain sufficient resources to accomplish MZ geographic policing goals. [1, 6, 7 = 3 pts]	TIER 3: <u>1.1</u> Receive a report on issues identified in annual fiscal and performance audits that effect MZ resources. [1, 4 = 2 pts]
TIER 3: <u>1.4</u> Receive an annual report from SVS on geographic policing. [1, 4 = 2 pts]	TIER 3: <u>1.2</u> Receive an annual report from DVP on GBV expenditures. [1, 4 = 2 pts]	TIER 3: <u>3.2</u> Create an SSOC annual report and present it at the joint meeting. [5, 6 = 2 pts]

1st Quarter Agenda Example

December 2022	January 2023	February 2023
<u>3.1</u> Discuss creating a community engagement plan.	<u>1.4</u> Receive an annual report from SVS on geographic policing.	<u>1.3</u> Receive a report on OPD's hiring or retention practices concerning how they plan to achieve MZ geographic policing personnel goals.
Item 2?	<u>1.2</u> Receive an annual report from DVP on GBV expenditures.	Item 2?

2nd Quarter Agenda Example

March 2023	April 2023	May 2023
<u>2.1</u> Receive a detailed annual Ceasefire report.	<u>2.2</u> Receive and annual CRO MZ specific report.	<u>2.4</u> Create a document that tracks all recommendations from Evaluations.
Item 2?	<u>2.3</u> Receive and annual OPS 1-3 MZ specific report	Item 2?

3rd Quarter Agenda Example

June 2023	July 2023	Aug 2023 (retreat)
<p><u>2.5</u> Receive an annual update concerning diversity and recruitment for MZ-funded positions.</p>	<p><u>2.6</u> Receive a report on success markers for OFD + analysis of 911 times.</p>	<p><u>4.1</u> Discuss drafting or recommending Ordinances, Resolutions, or Regulations.</p>
<p>Item 2?</p>	<p><u>1.1</u> Receive a report on issues identified in annual fiscal and performance audits that effect MZ resources.</p>	<p><u>3.2</u> Create an annual report that includes the completion of Strategic Plan objectives, and present it at the joint meeting (start)</p>

4th Quarter Agenda Example

September 2023	October 2023	Nov or Dec 2023
<p><u>3.2</u> Create an annual report that includes the completion of Strategic Plan objectives, and present it at the joint meeting (finish)</p>	<p>Present objective <u>3.2</u> at Joint Meeting?</p>	<p>Present objective <u>3.2</u> at Joint Meeting?</p>

Thank you for listening!

References

1. MZ page 1, paragraphs 2 and 5, and page 2, Part 1, Section 1B
2. MZ Section 4A, page 7
3. MZ page 1 paragraph 6
4. MZ page 2 Part 1 Section 1(A)
5. MZ Section 4(A)6(a) page 8
6. MZ Section 4(A)6(b), page 8
7. SSOC 4/25/22 Meeting Items 7 and 10
8. Strategic Planning for Public & Nonprofit Organizations: A Guide to Strengthening & Sustaining Organizational Achievement (3rd edition), page 6
9. Oakland Board & Commission Member Handbook "Collaborating with the public" page 10
10. MZ section 4 "Planning, Accountability And Evaluation" page 7
11. MZ section 4A6(a)(b), page 8
12. Efficacy of MZ presentation 12/7/21
13. MZ section 4A6F, page 9
14. MZ section 4 "Planning, Accountability And Evaluation" page 7
15. MZ Part II, Section 4(B), page 14, and Section 5, page 15
16. MZ Part I, Section 3(A), page 3
17. MZ Part I, Section 3(C)2(c)(d), pages 4-5
18. MZ section 4A6(a)(b), page 8
19. SSOC 6/27/22 Meeting Items 6 and 7
20. MZ section 4A6F, pg 9
21. OPD 2020 Evaluation, page 2 paragraph 4, and last line on page
22. OPD 2020 Evaluation, page 3 2nd bullet item
23. OPD 2020 Evaluation, page 4, paragraph 1
24. OPD 2020 Evaluation, page 6, paragraphs 1 and 2
25. OPD 2020 Evaluation, page 6, paragraph 3
26. SSOC By-Laws, Article IX, page 7
27. Robert's Rules 11th Edition, page 328
28. OPD 2020 Evaluation, pages 10-12
29. OPD 2020 Evaluation Recommendation 2, page 25
30. OPD 2020 Evaluation Recommendation 3, page 26
31. OPD 2020 Evaluation Recommendation 4, page 26
32. OPD 2020 Evaluation Recommendation 5, page 26
33. OPD 2020 Evaluation Recommendation 6, page 27
34. OPD 2020 Evaluation Recommendation 7, page 27
35. OPD 2018 Evaluation Finding #2, page 42
36. OPD 2018 Evaluation Finding #13 page 46
37. OPD 2018 Evaluation Recommendation #4, page 48
38. OPD 2019 Evaluation Recommendation #6, page 29
39. Ceasefire Evaluation 2018, page 100
40. SSOC 6/27/22 Meeting Item 7
41. Oakland Board & Commission Member Handbook "Expressions of Personal Opinion" page 9