



SAFETY AND SERVICES OVERSIGHT COMMISSION (SSOC)
SSOC created by the Public Safety and Services Violence Prevention Act of 2014 (Measure Z)

Regular Meeting
Monday, September 23, 2024 at 6:30pm

1 Frank H. Ogawa Plaza, Oakland, CA 94612
City Council Chamber, 3rd Floor

Oversight Commission Members:

Kelly Cure (D-1), Chair: Omar Farmer (D-2), Paula Hawthorn (D-3),
Vice Chair: *Yoana Tchoukleva (D-4), VACANT (D-5), Samuel Dawit, (D6), VACANT*
(D-7), Michael Wallace (Mayoral), Sonya Mehta (At-Large)

The Oakland Public Safety and Services Oversight Commission encourages public participation in the online board meetings. The public may observe and/or participate in this meeting in several ways.

You may appear in person on Monday, September 23, 2024, at 6:30pm at
1 Frank H. Ogawa Plaza, Oakland, CA 94612 in Council Chamber

OR

To observe, the public may view the televised meeting by viewing
KTOP channel 10 on Xfinity (Comcast) or ATT Channel 99 and locating
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**CITY OF OAKLAND
PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION**

**REGULAR MEETING AGENDA
MONDAY, September 23, 2024 at 6:30 PM**

**1 Frank H. Ogawa Plaza, Oakland CA 94612
City Council Chamber, 3rd Floor**

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.
- 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 Felicia Verdin at fverdin@oaklandca.gov.
- If you wish to comment on an agenda item in Zoom, please raise your hand.

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.

Commission Yoana Tchoukleva Will Participate By Teleconference At: **Courtyard Gaithersburg Washingtonian Center**: 204 Boardwalk PI, Gaithersburg, MD 20878

Pursuant To The Brown Act (Government Code Section 54953), The Agenda Must Be Posted At The Teleconference Location, The Teleconference Location Must Be Accessible To The Public And Members Of The Public Must Have The Ability To Observe The Meeting And To Comment On Agenda Items

If you have any questions about these protocols,
please e-mail Felicia Verdin at fverdin@oaklandca.gov.

**CITY OF OAKLAND
PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION**

**REGULAR MEETING AGENDA
MONDAY, September 23, 2024 at 6:30 PM**

**1 Frank H. Ogawa Plaza, Oakland CA 94612
City Council Chamber, 3rd Floor**

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30 PM	AD	
2. Roll Call	1 Minute	AD	
3. Approve Minutes: June, July, August	1 Minute	A	Attachments 3(a), 3(b)
4. Open Forum – For items not listed on the Agenda	3 Minutes	I	
5. SSOC Recommendations (Farmer)	20 Minutes	I	Attachments 5, 5(a), 5(b), 5(c), 5(d)
6. Joint Meeting Presentation Preparation: July 18th ad hoc Meeting Recap and Next Steps (Farmer)	20 Minutes	I	
7. Future Meeting Dates & Locations (Farmer)	20 Minutes	A	
8. SSOC Initiatives update (Farmer)	10 Minutes	I	Attachments 8, 8(a), 8(b), 8(c), 8(d), 8(e),
9. Campaign Season Update (Farmer)	10 Minutes		Attachment 9
10. MZ Malfeasance (Farmer)	30 Minutes	I	
11. Oakland Police Department CRO & CRT Report (DC Tedesco)	30 Minutes	I	Attachments 11(a), 11(b), 11(c), 11(d)
12. Report from Staff – Schedule Planning	1 Minute	I	
13. New Business	3 Minutes	I	
14. Adjournment	1 Minutes	I	

A = Action Item / I = Informational Item / AD = Administrative Item /

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email fverdin@oaklandca.gov or call (510) 238-3128 or (510) 238-2007 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico a fverdin@oaklandca.gov o llame al (510) 238-3128 o al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

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SAFETY AND SERVICES OVERSIGHT COMMISSION (SSOC)
SSOC created by the Public Safety and Services Violence Prevention Act of 2014 (Measure Z)

DRAFT Regular Meeting Minutes
Monday, June 24, 2024, at 6:30pm

1 Frank H. Ogawa Plaza, Oakland, CA 94612
City Council Chamber, 3rd Floor

Oversight Commission Members:

*Kelly Cure (D-1), Chair: Omar Farmer (D-2), Paula Hawthorn (D-3),
Vice Chair: Yoana Tchoukleva (D-4), VACANT (D-5), Samuel Dawit (D6), Gloria
Bailey-Ray, (D-7), Michael Wallace (Mayoral), Sonya Mehta (At-Large)*

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1. Chair Farmer called the meeting to order.
2. Roll Call
In attendance: Chair Farmer, Commissioner Hawthorn, Commissioner Dawit, Commissioner Bailey-Ray, Commissioner Wallace, Commissioner Mehta

Absent: Commissioner Tchoukleva and Commissioner Cure
3. Open Forum: No comments
4. 911 Improvement Plan: ASAP to PSAP (Farmer, Bob Finney)
Chair Farmer made a detailed PowerPoint presentation regarding ASAP to PSAP. He provided an updated on calls for service and response times. The technology can improve processing times, reduces human error, and improve call answering times.

Bob Finney, Director of Communications and Technology with the Collier County Sherriff Department in Naples area of southwest Florida made a presentation on how they were able to impact call response times using ASAP to PSAP. Their goal was to reduce call answer times. They went live with the technology in 2018. They received about 20,000 alarm calls last year. He explained that about 30 percent of the calls go through ASAP. Not all businesses are signed up for the program in their area. They implemented a Motorola Premier 1 system.

Commissioners asked a range of questions about the technology. Chair Farmer explained that 184 agencies have adopted the technology and that it works as advertised. He explained that he learned about the technology through the Verified Response working group. This is the only technology being presented to the City addressing and reducing false alarm burglary calls.

Public Comment:
Millie Cleveland

5. **Floyd Mitchell Introduction, the new OPD Chief**

New Police Chief Floyd Mitchell introduced himself to members of the SSOC and the public. He provided background on his experience prior to joining OPD. At the time of this meeting, he was Chief for six weeks. Members of the SSOC asked him a variety of questions about his priorities. One area that he will work to address is 911 response times. The Chief responded and expressed interest in engaging with the SSOC again in the future.

Public Comment:
Millie Cleveland
Anne Janks

6. **CARE Presentations: 35x & Rockridge NCPD**

Chair Farmer provided an update on this agenda item. CARE is the SSOCs outreach team. The Chair reported that he made a presentation to 35x, and it went well. Future outreach includes possibly creating a survey to get feedback from the community on the CARE presentations.

7. **911 Improvement Plan: MACRO ad hoc**

A status report was provided in the agenda packet. There was a MACRO spreadsheet in the packet and the goal is to recommend a MACRO committee/commission that is governed by the Brown Act. The SSOC will request a councilmember to sponsor it, if not perhaps get on the Council's, Public Safety Committee agenda. Also, in the packet was a draft MACRO oversight ordinance that the City Attorney will review. Commissioner Hawthorn indicated that a request can also be made to schedule the item during the Council's Rule Committee. Public comment reflected a variety of concerns regarding the program ranging from training, community input on the program, supervision and clinical support.

Public Comment:
Millie Cleveland
Anne Janks

8. **SSOC dashboard – Initiatives, Agenda Plan**

Chair Farmer provided an update on this item.

The Chair provided a brief update on this item and recommended that Commissioners provide feedback following the meeting.

9. **Joint Meeting Presentation Prep**

Commissioner Cure, Mehta and Dawit agreed to work on the joint presentation. They had several questions regarding the presentation. The chair recommended that Commissioners review the letter that was included in the agenda packet that explains what needs to be done. An ad hoc committee was created to address the creation of the joint presentation.

Commissioner Mehta moved to create a ad hoc committee to work on the joint meeting presentation. Seconded by Commissioner Dawit. The motion passed unanimously.

10. **Farewell Commissioner Bailey-Ray**

Commissioners and staff thanked Commissioner Bailey-Ray for her service to the SSOC. There was a thank you page on the final page of the agenda packet that recognized Commissioner Bailey-Ray for her contributions to the Commission.

11. Report from Staff – Schedule Planning, Remote Participation, etc

Staff provided an update on remote participation and indicated that a board and commissions training is scheduled for staff where further guidance will be provided on the process.

12. New Business

Commissioner Hawthorn requested an updated spending plan from the DVP. Commissioners also requested updates on financial plans from OPD and DVP.

13. Adjournment

The meeting was adjourned.



SAFETY AND SERVICES OVERSIGHT COMMISSION (SSOC)
SSOC created by the Public Safety and Services Violence Prevention Act of 2014 (Measure Z)

DRAFT Meeting Minutes
Monday, July 22, 2024 at 6:30pm

1 Frank H. Ogawa Plaza, Oakland, CA 94612
City Council Chamber, 3rd Floor

Oversight Commission Members:

Kelly Cure (D-1), Chair: Omar Farmer (D-2), Paula Hawthorn (D-3),
Vice Chair: *Yoana Tchoukleva (D-4), VACANT (D-5), Samuel Dawit, (D6), VACANT*
(D-7), Michael Wallace (Mayoral), Sonya Mehta (At-Large)

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1. Call to Order

2. Roll Call

Chair Farmer, Vice Chair Tchoukleva Commissioner Hawthorn, Commissioner Wallace, Commissioner Cure, Commissioner Samuel Dawit, Commissioner Mehta

3. Approve April and May Meeting Minutes

Vice Chair Tchoukleva made a motion to approve the April and May meeting minutes. Second by Commissioner Mehta. The minutes were approved unanimously.

4. Open Forum – For items not listed on the Agenda

No comments during open forum.

5. SSOC 911 Improvement Recommendations: ASAP to PSAP (Nashville ECC)

Chair Farmer presented a PowerPoint presentation on ASAP to PSAP. Chair Farmer provided an overview of comparable counties that have adopted ASAP to PSAP. He shared comparable counties with similar populations that have implemented ASAP to PSAP. The technology helped to improved their call answering times. The counties included Colliers County, Riverside County and Nashville. The PowerPoint was included in the agenda packet.

Stephen Martini, Emergency Communications Director, Metropolitan Government of Nashville and Davidson County presented an overview of their implementation of ASAP to PSAP. He indicated that automated burglary alarm calls are non-

emergency, unverified emergencies. The goal is to reduce the amount of time it takes to make phone calls to alarm companies to verify if there is an actual emergency or if the alarm is triggered the burglary alarm calls. Many alarm companies participate, but there are others that do not. Mr. Martini presented a PowerPoint with a range of other data regarding the effectiveness of ASAP to PSAP.

The Commission asked Mr. Martini questions about his presentation including staffing and training to implement the program.

Chair Farmer indicated that funds need to be identified to purchase the technology and buy-in is needed from OPD. The SSOC will discuss this further with OPD once the CAD upgrades are complete. ASAP to PSAP could address false alarm calls in Oakland. Chair Farmer thanked Mr. Martini for his presentation.

Public Comment:
None

6. SSOC 911 Improvement Recommendations: MACRO, Self-Triage 911, CAL OES Standards (Farmer, Dawit)

Chair Farmer reported that CM Kaplan agreed to sponsor the SSOC recommendation for implementation of a Macro oversight board or commission. There are questions about funding the proposed MACRO commission. The PowerPoint in the agenda packet included an analysis of how the cost could be covered to staff the proposed MACRA commission.

Commissioners had several questions related to funding staff time and emphasized the need for adequate staffing. The City currently has 40 boards and commissions that all require staff to support them. Commissioners will further explore the availability of staffing. SSOC staff requested that any request regarding MACRO are submitted to Felicia Verdin, Assistant to the City Administrator.

Michael Alvarenga with the at-large council office provided an update on this item and indicated that there is an exploratory phase to either form a MACRO Commission or full fill the requests of the current advisory board.

Commissioner Dawit provided an update on the California Offices of Emergency Standards. He indicated that the CAL OES director will meet with OPD leadership regarding ASAP to PSAP at a later date.

Public Comment:

Anne Janks

Millie Cleveland

7. New SSOC OPD Liaison, DC Tedesco Introduction

Deputy Chief Tedesco introduced himself to the SSOC. He was promoted to Assistant Chief replacing DC Beere. Tedesco has worked in a variety of departments in OPD most recently the Captain of Internal Affairs and Risk Management.

Commissioners asked a range of questions ranging from ASAP to PSAP and the Ceasefire. Commissioner Hawthorn did request to know that the Ceasefire Audit recommendations are moving forward. DC Tedesco indicated that he worked on Ceasefire, the recommendations are being addressed and he also shared that the strategy is effective.

DC Tedesco is schedule to return in August.

Public Comment

Anne Janks

8. Joint Meeting Presentation Preparation: July 18th ad hoc Meeting recap and next steps (Mehta, Cure, Dawit)

Commissioner Cure provided an update on this item and indicated that work on the presentation has started. She had a total of (8) eight questions for Commissioners for clarification on what information needs to be included in the presentation. Commissioners provided feedback including past work and accomplishments of the SSOC, including the development of the strategic plan, recommendations for MACRO and ASAP to PSAP.

Chair Farmer shared a memo with recommendations for the Ad Hoc committee to develop a presentation for the Joint public safety meeting that will likely occur in November. He also requested that the presentation is made to the SSOC prior to the joint meeting.

9. SSOC Resolution recommendation (Farmer)

Chair Farmer shared that the resolution recommendations were included in the agenda packet and were taken from the Reimagining Public Safety process. A potential SSOC resolution could be developed, and recommendations made to the new Commission. Commissioner Hawthorn indicated that the recommendation with funding to the DVP needs to be revised. She recommended that continued funding needs to be allocated to the DVP beyond Measure Z to include funding from the general fund.

Vice Chair Tchoukleva recommended moving this item to the next meeting agenda. The items that need to be updated are #67, #69, #107, #149. The Vice Chair agreed to take the lead on this item.

10. Report from Staff – Schedule Planning

Staff provided an update on hybrid and indicated that all staff will be trained on boards and commissions. She indicated that hybrid participation for commissioners and the public is in process.

11. New Business

Update from Urban Strategies and the Urban Institute evaluation

Fiscal reports from OPD and DVP

Update on geographical policing from OPD

Spending Plan from DVP

12. Adjournment

APPROVED AS TO FORM AND LEGALITY

DRAFT

CITY ATTORNEY'S OFFICE

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

**INTRODUCED BY COUNCILMEMBER CARROLL FIFE
AND COUNCIL PRESIDENT NIKKI FORTUNATO BAS**

**ADOPT A RESOLUTION PRIORITIZING RECOMMENDATIONS FROM THE
REIMAGINING PUBLIC SAFETY TASK FORCE FOR CONSIDERATION IN
THE FISCAL YEAR 2021-2023 BUDGET**

WHEREAS, On July 28, 2020, the City Council adopted a resolution creating the Reimagining Public Safety Task Force (“Task Force”) to transform public safety by shifting resources from enforcement and punishment to non-law enforcement responses to calls for assistance, and investment in programs that address the root causes of violence and crime; and

WHEREAS, the Task Force was convened on September 16, 2020, Co-Chaired by Councilmembers Nikki Fortunato Bas and Loren Taylor and comprised of 17 members, including one representative from each Council district, an At-Large appointment, Mayoral appointment, a member of the Community Policing Advisory Board, Safety Services Oversight Commission, Police Commission, and Budget Advisory Commission, two members of the Youth Advisory Commission, and two co-chair appointees; and

WHEREAS, the Task Force established the Alternative Responses and Services Advisory Board, Budget and Data Advisory Board, Legal Barriers and Opportunities Advisory Board, and Oakland Police Department (OPD) Organization and Culture, and Youth Advisory Board; and

WHEREAS, the Task Force also engaged with impacted communities directly to gather ideas, perspectives, and feedback on Task Force recommendations through a process that included surveys, town halls, social media campaigns, and listening sessions conducted by Young Women’s Freedom Center, OneLife Institute, Urban Peace Movement, Youth Alive, Anti Police-Terror Project, Oakland Rising, Black Women Organized for Political Action, Black Cultural Zone, El Tímpano, and Community & Youth Outreach; and

WHEREAS, the guiding framework for the Task Force was to identify activities and functions that can be removed from OPD’s jurisdiction; specific activities OPD should continue to do and where officers’ time is best spent; community-based services or other government

agency programs as an alternative to reduced or eliminated police services; community services and assets to help create neighborhood safety, peace, and healing; improvements and reforms to OPD; and

WHEREAS, OPD has been under a Negotiated Settlement Agreement (NSA) for the past 18 years, requiring police reforms in several areas, including internal affairs, supervision of officers, police use of force, training, personnel practices, and community policing; and

WHEREAS, some reforms have been made as outlined in the NSA but there continues to be major issues, including officer misconduct, most notably the sexual exploitation of an underage young woman in 2015 by several OPD officers and the killing of Joshua Pawlik in 2018; and

WHEREAS, a 2019 report from the OPD's Office of the Inspector General found that cases of use of force were routinely underreported and that officers were much more likely to use force on Black and Latinx individuals; and

WHEREAS, OPD's failure to fully comply with the NSA has cost the City of Oakland at least \$17 million and this is in addition to the millions the City has had to pay in order to settle lawsuits stemming from OPD officer incidents; and

WHEREAS, the OPD budget for FY 2020-21 exceeded \$330 million, which makes up 44% of the General Purpose Fund (GPF), and OPD spent \$19 million over this budget on overtime, making OPD the highest contributor to the City's growing budget deficit; and

WHEREAS, despite its significant GPF-funded budget, which is greater than the combined GPF expenditures of the Offices of Parks, Recreation and Youth Development, Public Works, Human Services, Housing and Community Development, Economic and Workforce Development, Public Library, and Violence Prevention, the services and response times by OPD have not been adequate and the ways OPD conducts its operations do not always contribute to the safety of some community members, including Black and Brown people, unhoused individuals, and those facing mental health challenges; and

WHEREAS, the militarization of OPD and excessive response to peaceful protests against social injustices, including the extrajudicial murder of Black and Brown people, has contributed the community's growing fear and mistrust of law enforcement; and

WHEREAS, in response to these concerns, the City of Oakland has taken, or is in the process of taking, certain actions to reform our public safety system; and

WHEREAS, on July 21, 2020, the Council voted to remove the Special Events function from OPD's purview to a civilian function under the City Administrator's Office; and

WHEREAS, the Neighborhood Services Division has also been moved from OPD to the City Administrator's Office; and

WHEREAS, the Council has agreed to invest in community ambassadors programs in each Council district as discussed at the April 12, 2021, Special City Council meeting; and

WHEREAS, there is a proposal for a Militarized Equipment Ordinance allowing the Police Commission and City Council to review and approve OPD requests for military-grade acquisitions, and mandating OPD to submit use policies for equipment already in the possession of department; and

WHEREAS, the Task Force’s work, while affirming these efforts, seeks to further shift the public safety paradigm from policing to resourcing communities to address the root causes of violence; and

WHEREAS, in March 2021, the Task Force Advisory Board produced more than 100 recommendations, and the Task Force adopted a total of 88 recommendations to forward for the City Council’s consideration, which the Task Force further consolidated into 44 recommendations; and

WHEREAS, on April 13, 2021, at a meeting of the Public Safety Committee, the Task Force presented these recommendations that the City Council can act on immediately; now, therefore be it

RESOLVED: That the City Council prioritizes the following Task Force recommendations for consideration in the Fiscal Year 2021-2023 Budget:

- I. Invest long-term into Mobile Assistance Community Responders of Oakland (MACRO) by scaling up the pilot program over the next three years at an estimated cost of \$25 million as put forth by recommendation 57, allowing police to shift resources to address violent crimes, while keeping vulnerable members of our community safe by limiting the possibility of escalation and use of force;
- II. Invest in alternative crisis response programs, including creating crisis hotlines outside of the 911 emergency system as put forth by recommendation 58 with an approximate cost of \$750,000 per-year to be distributed by RFP process, which will allow the City to meet the needs of members of our community who may not feel safe seeking assistance through the current emergency response system that centers law enforcement;
- III. Increase gender-based violence services by investing an additional \$1.35 million annually in funding to the Department of Violence Prevention (DVP) as put forth by recommendation 72; invest \$1 million annually to expand flexible funding for survivors of gender-based violence per recommendation 73; and invest \$2.5 million annually for gender-based violence prevention as highlighted in recommendation 74; with an average of 6,000 911 calls related to domestic violence per year in Alameda County and Oakland accounting for the highest rate of calls at 25.2 per 100,000 residents, it is critical to allocate the necessary funds towards preventative and supportive measures;

- IV. Move most traffic enforcement out of the Oakland Police Department (OPD) and into the Oakland Department of Transportation as put forth by recommendation 59; most traffic stops are non-violent and do not require the presence of law enforcement and should be handled by unarmed civil servants and with Black residents being stopped at significantly higher rates than any other group, this is a necessary first step to addressing the racial disparities in traffic enforcement;
- V. Demilitarize the Oakland Police Department (OPD), which includes, but is not limited to, eliminating the BearCAT armored vehicles as put forth by recommendations 38 and 43; the militarization of police departments has no significant impact on crime reduction but serves to further deteriorate police-community relations and establishing a regulatory framework on the purchase and use of militarized equipment by OPD is a necessary step towards a more community-centric approach to safety;
- VI. Build a restorative justice web of support, including providing more comprehensive reentry support and expanding restorative justice diversion for youth and young adults with an estimated annual cost of \$1,700,000-3,000,000, as put forth by recommendations 67, 68, 69, and 70; working with restorative justice centers, community organizations, service providers, school restorative justice hubs and community healing spaces, we can create non-punitive structures to addressing harm and preventing violence;
- VII. Invest in Community Outreach Workers and Violence Interrupters, and provide financial support to individuals at risk of engaging in crime or violence in the amount of \$150,000-\$175,000 annually per community outreach worker total, as put forth by recommendation 144, which will allow communities to build capacity to address their own needs while creating opportunities where they many not exist and limiting reliance on law enforcement;
- VIII. Increase investment and alignment in the Oakland Youth Advisory Commission and the Oakland Police & Community Youth Leadership Council to enable effective resourcing for recruitment, planning, and coordination needed to center and legitimize youth voices related to improving community safety at scale, at an annual cost of \$532,200, as put forth in recommendation 122.
- IX. Create immediate housing solutions, including purchasing motels and/or hotels for housing, providing rental assistance, and expanding supportive services to include the needs of the working-class and unhoused populations as put forth in recommendation 77; investment in social services, including stable housing is essential to eliminating crime and violence;
- X. In line with recommendation 47, commit to working with government, private, and philanthropic partners to allocate funding towards a second phase of Reimagining Public Safety; ensuring that facilitation of the second phase is rooted in community practice, such as being trauma-informed to interrupt sexism and

racism, so that the process does not perpetuate the harm we seek to undo, as amended by the Task Force on March 17, 2021; and be it

FURTHER RESOLVED: That the City shall seek funding and partnerships with government, private, and philanthropic partners to resource and implement these recommendations.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FIFE, GALLO, KALB, KAPLAN, REID, TAYLOR, THAO AND
PRESIDENT FORTUNATO BAS

NOES –

ABSENT –

ABSTENTION –

ATTEST

ASHA REED
City Clerk and Clerk of the Council of the
City of Oakland, California

TO: Oakland City Council
 FROM: Oakland Public Safety and Services Oversight Commission (SSOC)
 DATE: ???
 SUBJECT: Final Recommendations to City Council

As Measure Z sunsets and the Safety and Services Oversight Commission (“SSOC” or “Commission”) concludes its function as an official City of Oakland body, we, the SSOC Commissioners, provide City Council with the following recommendations in order to ensure that our recommendations are memorialized and used appropriately in the future.

I. Procedural Recommendations: Best Practices for Commissions

A: Boards/Commissions Should Have Some Degree of Enforcement Power

There need to be repercussions when departments don’t fulfill their duties under the enabling legislation when they don’t provide required quarterly financial reports in a timely manner and for any issues concerning malfeasance. Possible solutions include allowing departments only one delay, and/or sanctioning departments when they delay more than three times, among others. For malfeasance returning any funds used inappropriately with a penalty and interest included is one option.

B: Community Engagement

In order to improve the public’s understanding of and input into the work of boards and commissions, we recommend:

- Commissions hold 2-3 meetings in community spaces outside of City Hall.
- Summary of key decisions made at commission meetings are distributed city-wide.

C: Board/Commission Evaluations

In 2022 the League of Women Voters conducted a scoring of the performance of commissions on different criteria. Their report can be used to build an evaluation scorecard that oversight bodies can use for further analysis. Here is a link (8a&b) to their 2022 Capstone Report.

D: Due to similar objectives of Measure Z and the proposed Measure NN as well as any other Commissions that have a similar purpose, the following are recommendations for accomplishing their objectives.

- Track progress toward concrete benchmarks by implementing a **Commissioner created strategic plan** that assists in implementing a Community Violence Reduction Plan as described in Measure NN.

- The SPOC should retain an independent evaluator to evaluate the implementation of the Community Violence Reduction Plan, with the key question being — are the activities and strategies outlined in the plan effective in meeting the goals of the measure, i.e. is what we are doing leading to improvements in public safety? These evaluations need to be conducted once per year, not at the end of the commission’s term, as was the case with the SSOC.
- The SPOC should use the retained independent evaluator to do a study comparing crime rates and crime arrest rates between times when the City retained a higher or lower number of sworn police officers in order to determine whether the 700 floor number, included in the measure, is necessary. (is it a floor?)
- In their enabling legislation, City Council should list clear repercussions that departments receiving funding under the new measure will face if they do not provide the SPOC with reports, evaluations and spending plans on time, such as loss of funds from the Measure.
- The SPOC should form a sub-committee on community outreach, so that they can keep the public apprised of how their taxpayer dollars are being spent.

II. Substantive Recommendations to City Council and the SPOC

A. Recommendations to Improve 911 Response Times

1. Create a Public Safety Officer Position (PSO)

A PSO position where fire and police recruits cross train to conduct both roles would increase the likelihood of having the required resources on scene during any type of call. It also makes more efficient use of our public safety FTE hours which assists with staff shortages.

B. Recommendation to reduce homicides, robberies, burglaries, and gun-related violence

1. Provide DVP with the resources they need to achieve their short-mid-and long term strategic goals for working with at risk members of the community.

The Department of Violence Prevention’s (DVP) Ceasefire strategy is designed to reduce gun violence by 10% per year. Since DVP and OPD have implemented the Ceasefire Audit Recommendations gun violence in Oakland has reduced by 15% in 2024 in less than a year. By providing the Department of Violence Prevention with the resources they need to be able to serve the maximum number of at-risk community members per year, gun violence will continue to decrease. DVP has outlined the number of people they can serve through their short-mid-and long term strategic goals. Their long term goal is to serve up to 240 people per year.

(Shorten section C 1 & 2 below from 3.5 pages to half a page maximum with a hyperlink to more information)

C. Recommendations to Improve and Invest in Violence Intervention and Prevention Strategies that Support At-risk Youth and Young Adults

1. Expand Access to Restorative Justice Diversion for Minors and Young Adults

Restorative Justice Diversion (RJD) refers to a form of pretrial diversion where law enforcement or the District Attorney's Office diverts a case away from traditional prosecution and toward a restorative justice process led by a community-based organization.

A comprehensive 2017 research study of the ACDA Restorative Community Conferencing program found that restorative justice diversion served to decrease recidivism, increase victim satisfaction and improve public safety. Of 102 young people who completed the RCC program between 2012 and 2014, after 12 months only 18.4% of the youth who went through the RJ process were adjudicated delinquent—that is, determined by the court to have committed another delinquent act—compared to 32.1% of the control group of youth whose cases were processed through the traditional juvenile legal system. Over time, recidivism rates for youth who went through the RCC program generally held, rising only slightly, while the recidivism rates of the control group youth increased significantly over time. Equally important, the data showed that 91% of participating victims reported positive experiences with the RJ process and said that they would participate in another RJ process, if given the option.

In April 2020, community leaders along with NICRJ launched a separate diversion program called the Neighborhood Opportunity and Accountability Board ("NOAB") that has led to about 20 cases per year being diverted from the juvenile system and sent to a restorative justice process instead. NOAB allows diversion at the point of arrest. OPD officers themselves can refer youth (under 18 years old) accused of misdemeanors and low-level felonies to NOAB.

While the DVP provides funding to Community Works, it is not clear how much of that funding is specifically allocated for the RJD program that Community Works runs. The Oakland Fund for Children and Youth may invest in RJ processes in schools and in the communities, but that is entirely separate from RJ diversion which happens only as an alternative to prosecution for criminal charges.

As a result, the SSOC recommends that the SPOC and City Council:

1. Determine whether CW receives sufficient funding from DVP to process all the cases of minors referred from the ACDA.
2. If CW does not have sufficient funding to receive all possible referrals, DVP should consider increasing their funding so that every eligible and suitable minor has the opportunity to participate.
3. Support the expansion of RJD to eligible and suitable young adults where the person harmed chooses RJ and the ACDA consents to referral.
4. Increase funding to NOAB so they can double the number of minors they can hold accountable directly through referrals from law enforcement.

5. Expand the capacity of community-based organizations to hold RJ processes so that by 2026 all minors and young adults accused of low-level felonies and high-level misdemeanors can access RJD if the persons harmed have chosen RJ to traditional prosecution.

Where financial cost is a concern, City Council is advised that it costs \$150,000 to keep a young person in juvenile detention for a year and \$23,000 to put them on probation. In contrast, RJ diversion costs \$4,500 per youth. Not only does RJD use significantly less taxpayer resources overall, but it is also effective at making our communities more safe.

2. Build a Holistic Reentry Hub in Oakland

In 2021, the RPTSF identified a need for a reentry hub in Oakland — a central location where formerly incarcerated people can receive not just access to general services but individualized case management and support.

The SSOC advises City Council and the SPOC to:

- Commission a study of the reentry landscape in Oakland, focusing on what it would take to decrease the recidivism rate for adults returning to Oakland after a jail or prison term. The study should also identify which organizations are offering reentry support in an effective manner, what the existing gaps in support are, and how those gaps could be filled. Areas covered should span all the areas of need that folks returning to society after a period of incarceration have: housing, employment, mental health, substance use, physical health, anger management and criminal thinking, family and relationship reconciliation, social services navigation, use of technology, etc.
- Determine if there is a location that currently serves as “one stop shop,” if that model for service provision is effective and should therefore be expanded and turned into a holistic reentry hub.
- Connect reentry NGOs and county agencies to each other and to the reentry hub so that they form a comprehensive reentry web of support so dense that no one falls between the cracks.

The financial, not to mention physical and emotional, costs of crime in Oakland are so high that any funds spent on reentry pale in comparison. Given that over 25% of people who are released into Alameda County from prison are reconvicted within 3 years, working to improve reentry and decrease the likelihood that someone would reoffend is not just the best crime prevention strategy, it is also the most fiscally responsible approach to crime in Oakland.

3. Start Growing a Restorative Justice Transformative Justice Ecosystem so that Oakland Can Become a Restorative City

Another key recommendation adopted by the RPSTF and City Council in 2021 was the development of Oakland as a restorative city. We call on the City of Oakland to support the development of a Restorative & Transformative Justice web of support made up of restorative

justice centers, community organizations, service providers, school restorative justice hubs and community healing spaces.

(a) Why Restorative Justice Transformative Justice (RJTJ)?

Restorative Justice (RJ) practices have been proven to build community, address conflict, prevent violence, repair harm and improve public safety. In OUSD schools, RJ practices have helped cut suspensions by half since 2011. As a diversion program, Restorative Community Conferences have been shown to reduce recidivism among youth by 50% and to lead to 90% victim/survivor satisfaction rates (see recommendation #4).

Transformative Justice (TJ) is an abolitionist framework for responding to harm, violence, and abuse. In practice both RJ and TJ are community-based accountability mechanisms that look quite similar. Where they differ is that TJ has a focus on addressing the systems of oppression that are often at the root cause of why specific incidents of harm occur. For instance, where a RJ process (when done narrowly) may bring together a student who was bullied and a student who acted as the bully for the latter to make amends to the former, a TJ process will also address how white supremacist and homophobic narratives among teachers and school officials may be contributing to a culture of bullying inside the school and causing students to act out. We choose to use the framework of RJTJ because there is a lot of overlap in the two sets of practices and because we want RJ to be done with a racial equity lens and a TJ systems analysis. We recognize that we cannot address the root causes of interpersonal violence without addressing systemic violence. And we call for the transformation of systems, not just mending of relationships.

(b) What is a RJTJ Ecosystem?

Right now we have a local government infrastructure that partners with private companies to further a punitive form of justice and public safety. What if we could develop a community-led “restorative justice infrastructure” that furthers a healing form of justice and public safety? And what if that infrastructure could be an actual ecosystem that includes physical buildings and structures, such as sites of service provider agencies, but it also includes the invisible web of relationships that tie our community together?

We ask the City to empower and pay youth RJ leaders to hold community listening and leadership circles with community members currently most impacted by violence in our city: BIPOC youth, young adults and adults in specific areas of East and West Oakland. Their needs and ideas will shape what this ecosystem looks like, just like in any restorative justice process the needs of the person(s) most impacted by harm are prioritized.

Next, we ask the City to fund the design of an online platform and app that shows existing organizations, the services they provide, and how an individual seeking help can navigate between them. This will allow us to visualize and better utilize the network that already exists.

Then we ask the City to use city property or purchase buildings to house Restorative Justice Transformative Justice Centers (“RJTJ Centers”), which can provide on-site RJ support, training and education, job opportunities, as well as connections to other services community members may need. RJTJ Centers can foster connection in and across communities, tend to conflict before it escalates into violence, and address harm after conflict has arisen.

(c) What Steps Can the City Take Toward the Vision of Oakland as a Restorative City?

<u>1-Year Goal: Coalesce Around Vision and Strategy</u>	<u>3-Year Goal: Set Up Restorative Justice Centers</u>	<u>5-Year Goal: Develop Thorough Restorative Justice Ecosystem</u>
<ul style="list-style-type: none"> - Pay Youth RJ Leaders to lead the process of articulating and rolling out a collective RJ vision for Oakland. - Organize intergenerational community listening and community leadership circles to better identify the needs and wishes of most impacted community members. - Build an app and online platform that allows people to better access already available services. - Improve collaboration and sharing of resources among RJ practitioners, schools & organizations. - Learn from Restore Oakland as an example of a collectively-run RJTJ Center. 	<ul style="list-style-type: none"> - Secure 3 properties that can serve as RJTJ Centers. - Invite service providers, such as legal aid organizations, health care clinics, business incubators, to work within the RJTJ Centers. - Invite art, music, dance, capoeira, therapy, and other existing community healing spaces to link up with the RJTJ Centers. - Successfully run 5 RJTJ Centers in high-need neighborhoods. 	<ul style="list-style-type: none"> - Integrate and expand the work of the RJTJ Centers. - Invest in community organizations, schools, churches, rec centers, libraries and other grassroots groups becoming hubs for restorative justice conflict-prevention and resolution. - Offer job, health, and housing services directly in community hubs. - Ensure that all parts of the city are covered by this emergent restorative ecosystem and web of support.

TO: Oakland City Council
FROM: Oakland Public Safety and Services Oversight Commission (SSOC)
DATE: TBD
SUBJECT: Final SSOC Recommendations to City Council

As Measure Z sunsets and the Safety and Services Oversight Commission (“SSOC” or “Commission”) concludes its function as an official City of Oakland body, we, the SSOC Commissioners, provide City Council with the following memo in order to ensure that the lessons learned over the last ten years are memorialized and included in the development of future commissions and city policies.

The first section of this memo includes recommendations to the Public Safety & Planning Oversight Commission (“SPOC”), which we believe will be set up if the Oakland Community Violence Reduction and Emergency Response Act (“Measure NN”) is adopted by Oakland voters in November 2024. These recommendations are procedural in nature in that they are meant to advise both the formation and the implementation of the new commission. These recommendations may also apply to other city boards or commissions that have similar operating structure as the SSOC.

The second section of this memo focuses on substantive policy recommendations that we advise City Council to adopt in order to fulfill the goals of Measure Z to: (a) reduce burglaries, robberies, homicides and gun-related violence; (b) improve 911 response times; and (c) invest in effective violence intervention and prevention strategies that serve to interrupt the cycle of violence and recidivism. Since the goals of Measure NN are nearly identical, these recommendations can also support the new SPOC commission as it researches and develops a four-year Community Violence Reduction Plan. Further still, the recommendations in this section are the kinds of policy changes that Oaklanders have been demanding for decades in an effort to make our city not only more safe, but also more just.

I. Procedural Recommendations: Best Practices for Future Commissions

Oakland tax measures generally include a provision for the creation of citizen-led oversight bodies. These bodies are meant to give the public a degree of reassurance that taxpayer funds are being spent for the purposes outlined in the language of the measure itself. Put simply, we want to know the City is using taxpayer dollars to do what it promised to do. And while boards and commissions can provide a much needed level of oversight over the spending of public funds, the degree to which they are effective in doing so depends on how well they function. The recommendations below are intended to improve the capacity of oversight bodies to fulfill their important functions. Note that we primarily refer to “commissions” but the same recommendations apply to boards.

A: The City Should Provide Commissions with the Resources They Need to be Successful

Currently, the efficacy of commissions is limited by their very structure. Commissioners are city residents who volunteer their time not only to attend monthly meetings but to read and develop reports in between those meetings. Commissioners on the SSOC spend on average 8h per month on SSOC work, while the Chair and Vice Chair spend at least 20h and 15h on commission work respectively. Most working-class Oaklanders cannot afford to spend that much time on unpaid work. Similarly, they cannot afford taking a whole evening away from their work or families to attend 3-hour meetings in downtown Oakland.

These realities about the structures of commissions have an exclusionary impact. Low-income, BIPOC, immigrant and other communities are underrepresented on our commissions, including commissions that deal with issues that disproportionately affect these very communities.

To improve the diversity, representation and efficacy of our commissions, we recommend the following:

- New ballot and city council measures include a budget for stipends for commissioners. Even a modest \$2,000 per year stipend, for instance, can make a huge difference.
- Commissions receive training on how to develop strategic plans, how to move through conflict when conflict emerges, how to receive and respond to public comment, how to ensure diverse member recruitment when positions open, how to more effectively engage members of the public, etc.
- The content of this training is memorialized in a Commission Toolkit that the City of Oakland can distribute to all boards and commissions.
- New commissioners receive onboarding training and support from both staff and the Chair and the Vice Chair of the Commission.
- Commissioners are allowed to attend virtually, as provided by law, so that they don't risk losing their positions when dealing with emergencies.

B: Commissions Should Have Some Degree of Enforcement Power

Measure Z tasks the SSOC with reviewing fiscal and performance audits, in addition to semi-annual progress reports on how departments receiving MZ funds are making progress toward their desired outcomes. Over the last year, every one of the three departments the SSOC oversees (OPD, DVP and Fire) have been late with their quarterly financial reports by many months. Commissioners have requested those reports through the Commission's Staff and yet those reports have either not been presented at all or have been presented late. The only recourse the SSOC has had was to ask again, and then accept the timeline the departments have provided.

This is not an effective way to keep any agency accountable. There need to be repercussions when departments don't fulfill their duties under the enabling legislation. Informing City Council

during a one-per-year meeting is not sufficient. We recommend that enabling legislation for future oversight bodies spells out the consequences of department delays or failures to comply. Some possible solutions include allowing departments only one delay, sanctioning departments when they delay more than three times, and withholding funding from departments that consistently fail to comply.

C: Commissions Should Be More Responsive to the Needs of the Community

While many boards and commissions do good work, few have the time and means to keep the community informed of their work. As a result, the public at large does not know that there are citizen oversight bodies that do serve to hold government agencies accountable in the spending of taxpayer funds.

To address this issue, the SSOC included community outreach and engagement as one of four priorities for the years 2023 and 2024. Chair Farmer and Vice Chair Tchoukleva formed the Community Action, Research and Elevation (“CARE”) Committee and started attending neighborhood and Neighborhood Crime Prevention Council (“NCPC”) meetings in as many areas of the city as they could. In each meeting, they informed community what Measure Z, what the SSOC does, what the main elements of the SSOC strategic plan is, and why having a replacement measure on the ballot is key to public safety in Oakland¹. Equally important, they answered questions and solicits input from the community about ideas and strategies they want to see the SSOC include in its annual recommendations to City Council. Some of the policy recommendations included below were specifically brought up at these meetings with community members.

With this experience under our belt, we recommend the following measures in order to improve the public’s understanding of and input into the work of boards and commissions:

- Media are invited to attend and report on commission meetings.
- Commissions hold at least a portion of their meetings in community spaces, such as schools, churches and neighborhood hubs, rather than City Hall.
- Summary of key decisions made at commission meetings are included as news on the City of Oakland website and are distributed through newsletters to the community.
- Commissioners are guided on how to respond to community members sharing public comment, rather than just listen to the public comment and move on because response time has not been agendized in advance.
- Commissions are encouraged to form community outreach teams, like the CARE Committee, and given contact information for all functioning NCPCs in the city.

¹ See a sample SSOC powerpoint presentation, available at https://docs.google.com/presentation/d/1c_Dspl9fV6i9PWaegbtfDqkG3fGVj4Vw/edit?usp=sharing&oid=114868257533086066029&rtpof=true&sd=true.

D: Commissions Should be Evaluated Regularly and Deactivated If Not Effective

In 2021, the League of Women Voters released a helpful report scoring the performance of commissions on different criteria and making overall recommendations for the effective functioning of oversight bodies. Their report can be used to build a scorecard that oversight bodies use to evaluate and guide themselves.

Further, funds need to be provided in every new measure for an independent evaluation of each commission. Commissions that are not working adequately, based on agreed-upon metrics, should be deactivated so that valuable staff time can be used on commissions that are actively trying to make a difference. Evaluation metrics can include: whether commissions are meeting quorum regularly, whether they are fulfilling the duties outlined in their enabling legislation, whether they are successfully recruiting and training new members, whether their meetings are attended by members of the public, etc.

E: Recommendations Specifically for the Public Safety & Planning Oversight Commission (SPOC) That Will Replace the SSOC if the Measure NN Passes

Based on its years of experience with Measure Z and the similarity between Measure Z and the new Measure NN, the SSOC makes the following recommendations to the SPOC, the Mayor's Office and City Council:

- The Mayor's Office should advertise far and wide to solicit applications from a diverse cross section of the Oakland community in order to choose five qualified applicants.
- Once selected, Commissioners should receive thorough training and stipends, as described above.
- In developing a 4-year Community Violence Reduction Plan, the SPOC should solicit input from community members and community violence reduction organizations, not only the five members of the commission.
- The SPOC should track progress toward concrete benchmarks in the implementation of the Community Violence Reduction Plan and share key information with the community and media.
- The SPOC should retain an independent evaluator to evaluate the implementation of the Community Violence Reduction Plan, with the key question being — are the activities and strategies outlined in the plan effective in meeting the goals of the measure, i.e. is what we are doing leading to improvements in public safety? These evaluations need to be conducted once per year, not at the end of the commission's term as was the case with the SSOC.
- The SPOC should use the retained independent evaluator to do a study comparing crime rates, crime arrest rates and other metrics between times when the City retained a higher or lower number of sworn police officers in order to determine whether the 700 floor number, included in the measure, is necessary.
- In their enabling legislation, City Council should specify what repercussions departments receiving funding under the new measure will face if they do not provide the SPOC with

reports, evaluations and spending plans on time, such as a loss of funds from the measure.

- City Council should also make clear that the SPOC can submit policy recommendations to City Council and the Mayor on an ongoing as-needed basis, not just once a year like the SSOC.
- The SPOC should form a sub-committee for community outreach, like the SSOC did, so that they can keep members of the public apprised of how their taxpayer funds are being spent.

Lastly, we encourage the new commissioners to reach out to any and all of the members of the SSOC to receive background knowledge and tips on working with the Oakland Police Department, the Department of Violence Prevention, the Oakland Fire Department, the City Administrator's Office and City Council. We are happy to support and provide historical information.

II. Substantive Recommendations: Policies the SSOC Recommends to City Council and the SPOC

On November 28, 2023, the SSOC presented a series of policy recommendations to City Council.² We did so under the authority of Section 4(A)(6)(f) of Measure Z which tasks the SSOC with recommending “ordinances, laws, resolutions and regulations to ensure compliance with the requirements of MZ.”

This section contains an updated list of recommendations in order of importance. We urge the City Council to share this list with commissioners from the new SPOC body and request that these policies be included in their 4-year Violence Prevention Plan.

A. Recommendations to Improve 911 Response Times and Other Police Services (Purpose 2 of Measure Z)

Omar, can you include here updates and next steps on each of these recs?

- Verified Response: 98% of burglary alarms are false = 4.5-6.8 annual FTE hours wasted by OPD. In March 2024, City Council adopted an ordinance requiring alarm verification. IMPLEMENTED IN FEB
- ASAP to PSAP: a CAD to CAD interface that identifies whether there's a burglary in progress and creates a call for service itself in milliseconds instead of minutes. BEING HEARD AT PSC IN JULY
- MACRO Transparency: improves OPD 911 response times by having non-sworn personnel respond to non-violent calls instead of OPD. Recommended a Brown Act governed oversight commission. MAY BE HEARD AT PSC IN JULY OR AUGUST

² SSOC Presentation Slides for Joint Meeting with City Council, Nov. 28, 2023, available at <https://docs.google.com/presentation/d/1d2c9R5506LWsBZ4p-1JcMCed5zsPzgue/edit?usp=sharing&oui=114868257533086066029&rtpof=true&sd=true>.

- Self-triage 911 system: prevent hold times by allowing residents to press 1-OPD, 2-Fire/Medical, 3-MACRO. MAY BE HEARD AT PSC, APPROVAL TO BE HEARD PENDING
- Promote direct line to OFD dispatch: prevents 911 hold times and gets people the care they need immediately by calling (510) 444-1616 for Fire/Medical emergencies. PROMOTED ON KTVU 2:
<https://www.ktvu.com/news/oakland-residents-calling-fire-department-over-911-during-medical-emergencies>
(PSC / City Council Public Safety Committee)
- Create a Public Safety Officer (PSO) position - A PSO position where fire and police recruits cross train to conduct both roles would increase the likelihood of having the required resources on scene during any type of call. It also makes more efficient use of our public safety FTE hours which assists with staff shortages.

B. Recommendation to reduce homicides, robberies, burglaries, and gun-related violence

Provide the Department of Violence Prevention with the resources they need to achieve their short, mid and long-term strategic goals for working with at risk members of the community. The DVP Ceasefire strategy is designed to reduce gun violence by 10% per year. Since DVP and OPD have implemented the Ceasefire Audit Recommendations,³ gun violence in Oakland has reduced by 15% in 2024 in less than a year. By providing the Department of Violence Prevention with the resources they need to be able to serve the maximum number of at-risk community members per year, gun violence will continue to decrease. DVP has outlined the number of people they can serve through their strategic goals. Their long term goal is to serve up to 240 people per year and City Council needs to fully back up that plan.

C. Recommendations to Improve Violence Intervention and Prevention Strategies that Support At-risk Youth and Young Adults (Purpose 3 of Measure Z)

1. Expand Access to Restorative Justice Diversion for Minors and Young Adults

Restorative Justice Diversion (“RJD”) refers to a form of pretrial diversion where law enforcement or the District Attorney’s Office diverts a case away from traditional prosecution and toward a restorative justice process led by a community-based organization.

In 2012, Community Works West (now called “Community Works”) set up a RJD program in partnership with the Alameda County District Attorney’s Office (“ACDA”).⁴ The program diverts pre-charge eligible cases of minors (under 18 years of age) facing low-level felony or high-level

³ See “Ceasefire Audit Report and Findings: Executive Summary”, available at <https://www.oaklandca.gov/news/in-depth-audit-paves-the-way-for-the-city-of-oakland-to-resurrect-successful-violence-reduction-strategy-and-reduce-crime>.

⁴ Sujatha Baliga, Sia Henry, George Valentine, “Restorative Community Conferencing: A Study of Community Works West’s Restorative Justice Youth Diversion Program in Alameda County”, available at https://impactjustice.org/wp-content/uploads/CWW_RJreport.pdf.

misdemeanor charges toward a Restorative Community Conferencing (“RCC”) process. The program works as follows:

- Once the ACDA identifies a case with eligible charges, the ACDA consults with the defense attorney on the case to determine whether the arrested youth is willing to take responsibility for their actions and go through a year-long program.
- If they are, the ACDA reaches out to the victim (“person harmed”) in the case to ask whether they prefer that the case proceeds through restorative justice rather than traditional prosecution.
- If—and only if—the person harmed chooses RJ, the case is referred to Community Works, a community-based organization that prepares both sides, often for months, for a restorative community conference.
- At the conference, the person harmed (or their surrogate, if the victim chooses not to participate directly) is given a chance to share how they were impacted by the harm; the youth apologizes and takes responsibility; and together conference participants develop an Accountability Plan. The Accountability Plan includes the actions that the responsible youth has to take to repair the harm to the person harmed and the broader community.
- If the responsible youth completes their Accountability Plan within six months, their case is discharged. If they fail to participate in earnest or do not complete their Accountability Plan, their case is returned to the ACDA for traditional prosecution.

A comprehensive 2017 research study of the ACDA Restorative Community Conferencing program found that restorative justice diversion served to decrease recidivism, increase victim satisfaction and improve public safety.⁵ Of 102 young people who completed the RCC program between 2012 and 2014, after 12 months only 18.4% of the youth who went through the RJ process were adjudicated delinquent—that is, determined by the court to have committed another delinquent act—compared to 32.1% of the control group of youth whose cases were processed through the traditional juvenile legal system. Over time, recidivism rates for youth who went through the RCC program generally held, rising only slightly, while the recidivism rates of the control group youth increased significantly over time. Equally important, the data showed that 91% of participating victims reported positive experiences with the RJ process and said that they would participate in another RJ process, if given the option.

Our understanding based on information from the Department of Violence Prevention is that only 28 youth per year have access to RJD via the Community Works program.

In April 2020, community leaders along with the National Institute for Criminal Justice Reform (NICJR) launched a separate diversion program called the Neighborhood Opportunity and Accountability Board (“NOAB”) that has led to about 20 cases per year being diverted from the juvenile system and sent to a restorative justice process instead.⁶ Unlike CWW’s program where diversion occurs once the case reaches the District Attorney’s office, NOAB allows diversion at the point of arrest. OPD officers themselves can refer youth (under 18 years old) accused of

⁵ See *generally id.*

⁶ National Institute for Criminal Justice Reform, Neighborhood Opportunity and Accountability Board Background and Report, available at <https://nicjr.org/noab/>.

misdemeanors and low-level felonies to NOAB. Once in the program, youth appear before a community council and complete a detailed accountability plan. Like Community Works, NOAB has enough funding to work with 28 youth per year.

Both programs help youth take responsibility for the crime/harm they have committed and provide them with critical services so they can learn, grow and not reoffend. Both programs only work with youth accused of misdemeanors and low-level felonies. Unfortunately, there are youth whose cases are eligible but who may not be diverted because the programs do not have the funding and therefore the capacity to accept more referrals.

In November 2023, the SSOC recommended reviving Recommendation 69/107⁷ of the core set of Reimagine Public Safety Task Force (“RPSTF”) recommendations City Council adopted in April 2021.⁸ Since then, Council President Bas informed members of the SSOC that the City is making investments in RJ through the Department of Violence Prevention and the Oakland Fund for Children and Youth. We appreciate the funding that the DVP provides to both the Community Works program and NOAB but we believe additional funding is needed to expand access to RJD for more youth. The Oakland Fund for Children and Youth may invest in RJ processes in schools and in the communities, but that is entirely separate from RJ diversion which happens only as an alternative to prosecution for criminal charges.

As a result, the SSOC recommends that the SPOC and City Council:

1. Determine whether CW receives sufficient funding to process all the cases of minors referred from the ACDA.
2. If CW does not have sufficient funding to receive all possible referrals, DVP should consider increasing their funding so that every eligible and suitable minor has the opportunity to participate.
3. Support the expansion of RJD to eligible and suitable young adults where the person harmed chooses RJ and the ACDA consents to referral.
4. Increase funding to NOAB so they can double the number of minors they can hold accountable directly through referrals from law enforcement.
5. Expand the capacity of community-based organizations to hold RJ processes so that by 2026 all minors and young adults accused of low-level felonies and high-level misdemeanors can access RJD if the persons harmed has chosen RJ to traditional prosecution.

Where financial cost is a concern, City Council is advised that it costs \$150,000 to keep a young person in juvenile detention for a year and \$23,000 to put them on probation. In contrast, RJ

⁷ Recommendation 69/107, “Expand Restorative Justice Diversion for Youth and Young Adults”, available at <https://drive.google.com/file/d/1KBokDoW2o5gC7Hjn89Z8VEW1ovwIhdPv/view>.

⁸ In 2021, the Reimagine Public Safety Task Force adopted 88 resolutions. See Full Report at <https://www.oaklandca.gov/documents/reimagining-public-safety-task-force-report-and-recommendations-public-safety-committee-4-13-21>. City Council adopted 39 and prioritized 16 group into 10 categories. See Memo from Councilmembers Fife and Council President Bas, dated April 30, 2021, available at <https://drive.google.com/file/d/1bfuymi4EzhiiGt2cmGMYHrLzqbVWH-2h/view>.

diversion costs \$4,500 per youth.⁹ Not only does RJD use significantly less taxpayer resources overall, it is also effective at making our communities more safe.

2. Build a Holistic Reentry Hub in Oakland (68)

In 2021, the RPTSF identified a need for a reentry hub in Oakland — a central location where formerly incarcerated people can receive not just access to general services but individualized case management and support.¹⁰ Three years later, this need still remains unfilled though there are more organizations involved in reentry and doing good work on shoestring budgets.

The SSOC advises City Council and the SPOC to:

- Commission a study of the reentry landscape in Oakland, focusing on what it would take to decrease the recidivism rate for adults returning to Oakland after a jail or prison term. The study should also identify which organizations are offering reentry support in an effective manner, what the existing gaps in support are, and how those gaps could be filled. Areas covered should span all the areas of need that individuals returning to society after a period of incarceration have: housing, employment, mental health, substance use, physical health, anger management and criminal thinking, family and relationship reconciliation, social services navigation, use of technology, etc.
- Determine if there is a location that currently serves as a “one stop shop”, if that model for service provision is effective and should therefore be expanded and turned into a holistic reentry hub.
- Connect reentry NGOs and county agencies to each other and to the reentry hub so that they form a comprehensive reentry web of support so dense that no one falls between the cracks.

The SSOC recommends that the following organizations be consulted in the development of a reentry hub and web of support in Oakland: Oakland’s Center for Reentry Excellence (CORE), Roots Community Health Clinic, Building Opportunities for Self-Sufficiency (BOSS), Center for Economic Opportunities (CEO), Community Works, among others.

The financial, not to mention physical and emotional, costs of crime in Oakland are so high that any funds spend on reentry pale in comparison. Given that over 25% of people who are released into Alameda County from prison are reconvicted within 3 years, working to improve reentry and decrease the likelihood that someone would reoffend is not just the best crime prevention strategy, it is also the most fiscally responsible approach to crime in Oakland.¹¹

⁹ Sujatha Baliga, Sia Henry, George Valentine, “Restorative Community Conferencing: A Study of Communitya Works West’s Restorative Justice Youth Diversion Program in Alameda County”, available at https://impactjustice.org/wp-content/uploads/CWW_RJreport.pdf.

¹⁰ Recommendation 68, “Provide More Comprehensive Reentry Support,” available at <https://drive.google.com/file/d/1vJR-cRgYMxlAgXMT-jSjrxkAUAXnY6sV/view>.

¹¹ CDCR Recidivism Report: 2018-2019, available at <https://www.cdcr.ca.gov/research/wp-content/uploads/sites/174/2024/02/Statewide-Recidivism-Report-for-Individuals-Released-in-Fiscal-Year-2018-19.pdf>.

3. Start Growing a Restorative Justice Transformative Justice Ecosystem so that Oakland Can Become a Restorative City

Another key recommendation adopted by the RPSTF and City Council in 2021 was the development of Oakland as a restorative city.¹² Since this recommendation is more visionary in nature and it will take multiple years to implement, the SSOC includes in this memo a longer description of the recommendation. We do not wish the critical work that dozens of restorative justice leaders did in 2021 to get lost. We urge City Council and the SPOC to study this recommendation, discuss it with the original authors of the recommendation, and include it in their Violence Reduction Plan.

We call on the City of Oakland to support the development of a Restorative & Transformative Justice web of support made up of restorative justice centers, community organizations, service providers, school restorative justice hubs and community healing spaces.

(a) Why Restorative Justice Transformative Justice (RJTJ)?

Restorative Justice (RJ) practices have been proven to build community, address conflict, prevent violence, repair harm¹³ and improve public safety.¹⁴ Rooted in indigenous traditions that recognize the interconnectedness of all living beings and the planet, RJ encompasses many practices and can be used in a variety of contexts. In OUSD schools, RJ practices have helped cut suspensions by half since 2011.¹⁵ As a diversion program, Restorative Community Conferences have been shown to reduce recidivism among youth by 50% and to lead to 90% victim/survivor satisfaction rates.¹⁶ Rather than simply punishing people, RJ helps those who have caused harm understand why they did what they did, address the underlying trauma (or meet the unmet needs), and make amends to the people they have harmed, thus helping all people impacted by the harm heal as much as possible.

¹² Recommendation 67, “Start Growing a Restorative and Transformative Justice Web of Support”, available at <https://drive.google.com/file/d/1UgcaLU1uhhmfndGCFahD4Q3xAcH8Wtuv/view>.

¹³ Victims who experience RJ report decreased fear of the offender (especially for violence victims); decreased perceived likelihood of revictimization; increased sense of security; decreased anger towards the offender; increased sympathy for the offender and the offender’s supporters; increased feelings of trust in others; increased feelings of self-confidence; decreased anxiety. See Sherman, L. and Heather Strang, *Restorative Justice: The Evidence*, 2007.

¹⁴ Victims who experience RJ report decreased fear of the offender (especially for violence victims); decreased perceived likelihood of revictimization; increased sense of security; decreased anger towards the offender; increased sympathy for the offender and the offender’s supporters; increased feelings of trust in others; increased feelings of self-confidence; decreased anxiety. See Sherman, L. and Heather Strang, *Restorative Justice: The Evidence*, 2007.

¹⁵ Restorative Justice Results, OUSD, available at <https://catalog.results4america.org/case-studies/rj-in-schools-oakland>.

¹⁶ See CWW’s infographic available at <http://communityworkswest.org/wp-content/uploads/2016/02/How-Does-RCC-Work-infographic-lowres.jpg>. See also sujatha baliga, Sia Henry, Georgia Valentine, “Restorative Community Conferencing: A Study of Community Works West’s Restorative Justice Youth Diversion Program in Alameda County,” *Impact Justice*, Summer 2017, available at http://impactjustice.org/wp-content/uploads/2017/07/CWW-Report_Final_6.14.17_electronic.pdf.

Transformative Justice (TJ) is a system-focused framework for responding to harm, violence, and abuse. Like restorative justice, it is based on building relationships, cultivating community and bringing together those impacted by harm to address their needs and repair harm without relying on punitive state systems that produce more harm. In practice both RJ and TJ are community-based accountability mechanisms that look quite similar. Where they differ is that TJ has a focus on addressing the systems of oppression that are often at the root cause of why specific incidents of harm occur. For instance, where a RJ process may bring together a student who was bullied and a student who acted as the bully for the latter to make amends to the former, a TJ process will also address how white supremacist and homophobic narratives among teachers and school officials may be contributing to a culture of bullying inside the school and causing students to act out on each other.

We choose to use the framework of RJTJ because there is a lot of overlap in the two sets of practices and because we want RJ to be done with a racial equity lens and a TJ systems analysis. We recognize that we cannot address the root causes of interpersonal violence without addressing systemic violence. And we call for the transformation of systems, not just mending of relationships.

(b) What is a RJTJ Ecosystem?

Right now we have a local government infrastructure that partners with private companies to further a punitive form of justice and public safety.¹⁷ What if we could develop a community-led “restorative justice infrastructure” that furthers a healing form of justice and public safety? And what if that infrastructure could be an actual ecosystem that includes physical buildings and structures, such as sites of service provider agencies, but it also includes the invisible web of relationships that tie our community together?

Imagine that each restorative justice organization or local service provider agency is a tree. Each of them is currently doing good work in our city but their reach is limited. Imagine we could link those organizations together in a wide restorative justice transformative justice ecosystem/web (la red de justicia), which like a tree root system allows for collaboration and sharing of resources. Our goal is to



¹⁷ As Tessa Finlev and Deanna VanBuren explained in a 2014 concept piece, “just as the principles of the current punitive model manifest themselves in the policies, planning, and architectural typologies of our cities [from jails to police stations and homeless encampments], the philosophies of a restorative model will form the basis of a new infrastructure in service of peace.” Tessa Finlev, Deanna Van Buren, “The Restorative Justice City: From Punitive to Restorative Justice,” FOURM Design Studio, Institute for the Future (2014) at 3.

weave a dense web of support so that none of our community members are left behind or left to fall between the cracks, cast out into our jails and prisons. Everyone's needs matter and everyone should have access to services for real accountability, support and healing.

We ask the City to help us grow this ecosystem by first fully funding the Department of Violence Prevention. Since the DVP is partnering with dozens of CBOs, they are best positioned to turn the existing ecosystem of violence prevention they have into a broader and more holistic restorative and transformative justice ecosystem.

Next, we ask the City to fund the design of an online platform and app that shows existing organizations, the services they provide, and how an individual seeking help can navigate between them. This will allow us to visualize and better utilize the network that already exists.

Then we ask the City to use city property or purchase buildings to house Restorative Justice Transformative Justice Centers ("RJTJ Centers"), which can provide on-site RJ support, training and education, job opportunities, as well as connections to other services community members may need. RJTJ Centers can foster connection in and across communities, tend to conflict before it escalates into violence, and address harm after conflict has arisen.

Restore Oakland is the first such RJTJ Center already in operation. Located on International and 34th in the Fruitvale, Restore Oakland serves as a neighborhood space that pairs RJ with economic opportunity. It provides community members with job training, small business incubation, tenants rights clinic, RJTJ education and conflict-resolution. It is the first Restorative Justice and Restorative Economics Center in the United States and it can serve as a model for other RJTJ Centers in Oakland.

The Career Technical Education Hub ("CTE Hub"), which was in a planning stage when this recommendation was developed, could become another RJTJ Center. The CTE Hub is a one-stop shop on 2nd Avenue where students who have dropped out of high school or are justice involved can receive wrap-around services that include career technical education, job training, mental health support, and access to affordable housing.

RJTJ Centers will also be safe places where youth, elders and community members can gather and hang out. Community outreach workers and violence interrupters can be based out of the RJTJ Centers or simply link with the RJTJ Centers to coordinate support for our communities. RJTJ Centers can also host a crisis hotline that anyone in our city can call to receive support in a time of crisis.

Rather than acting as separate nonprofits, the RJTJ Centers should act as resources for the community, supporting community members in learning restorative justice practices and developing their own culturally-relevant variations of these practices. Youth and community leaders should feel empowered to run their own circles and conferences at the locus of greatest

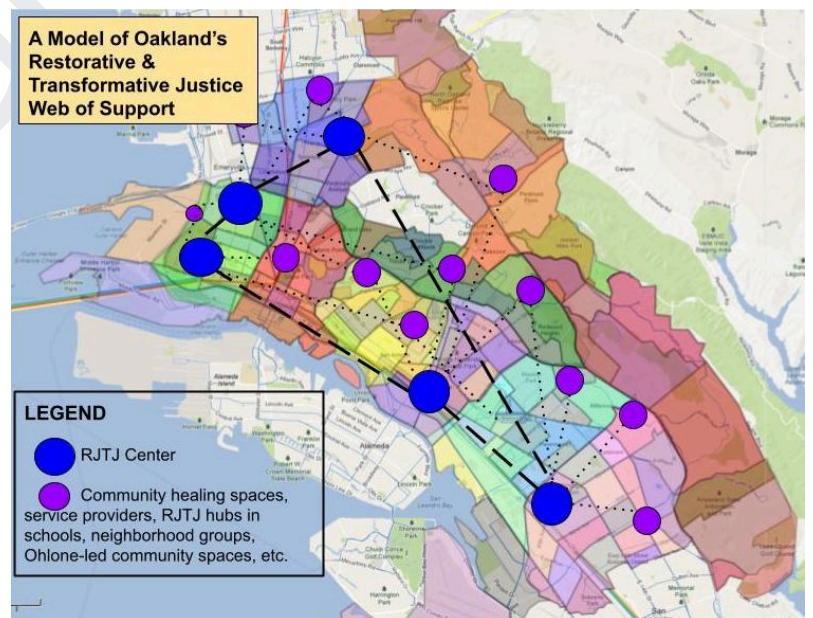
need.¹⁸ In this way, restorative and transformative justice practices will live in the community, not solely in organizations and institutions.

We further ask the City to fund and expand access to community healing spaces which, along with existing community organizations, neighborhood groups, school groups and service providers, indigenous-led spaces, will join the network of RJTJ Centers to form a citywide restorative/healing ecosystem.

We envision community healing spaces that use various modalities (therapy, art, massage, dance, meditation, movement, music, capoeira) to support people in healing from past and ongoing harm. These healing spaces can include currently existing rec centers, school and college grounds, neighborhood-based trauma centers, drug and alcohol treatment spaces, peer support networks, and art movement spaces like Eastside Arts Alliance. The City is advised to first invest in networks of community healing that marginalized communities have already developed, such as Homegirl Visionz and the Poor Magazine peer support models.

Critically, the vision for this RJTJ web of support should be developed by consultation with and deference to the Chochenyo Ohlone peoples on whose traditional territories our city sits. Specifically, the city should meet the demands of Ohlone leaders for land rematriation, including land for prayer, community garden and traditional healing practices. Deep healing is possible when all of us who are settlers follow indigenous leadership and learn how to live in right relationship with the Earth and each other. Ohlone-led spaces need to be part of the emergent RJTJ web of support.

The diagram above is a sample visual representation of a restorative justice ecosystem where each RJTJ Center is connected to each community healing, RJ school hub and service provider space (note that the placement of circles is not intentional). Over time this ecosystem could allow Oakland to become a restorative and transformative justice city, a city that strives to meet the needs of all of its residents. Or stated differently, Oakland could become a healing city, a city that supports everyone's healing from interpersonal and systemic harm.



¹⁸ As a participant in our restorative justice visioning space said, “I don’t have a relationship with my gentrifying neighbors. Maybe we could benefit from block-specific harm and healing circles.”

III. Conclusion

The SSOC developed this memo in order to highlight a few lessons learned and best practices gathered through the last 10 years of the life of the Commission. This memo does not include a record of all tasks completed by the SSOC as those can be gleaned from annual reports and presentations the SSOC has given to City Council, all of which are included on the Commission's website. As Commissioners, we recognize that some of the recommendations included here may seem difficult to accomplish given the city's budget limitations. Still, we felt we must include each one of them because they are all necessary for the fulfillment of the ultimate goals of Measure Z, which our roles are in service to. We hope that this memo will support City Councilmembers, staff and members of oversight bodies in investing in the long-term changes that are necessary to address the root causes of violence and poverty in our city. Oakland deserves a long-term plan that helps us move forward, not go back.

ROUGH DRAFT



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

Pajouablai Monica Lee | MPA Capstone, Spring 2021

ACKNOWLEDGMENTS

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TABLE OF CONTENTS

I.	Acknowledgements	pg1
II.	Executive Summary	pg3-6
	A. Key Findings	
	B. Key Recommendations	
III.	Introduction	pg7
IV.	Background on the League	pg7
V.	Background on Oakland	pg8
VI.	Background on Oversight Bodies	pg8
VII.	Scope of Oversight	pg9-10
	A. Research Question(s)	
	B. Report Methodology	
	C. Universe of Oversight Bodies	
	D. Report Limitations	
VIII.	Findings	pg11
	A. Strength of Oversight Bodies	pg11-14
	B. Good Governance	pg14
	C. Lack of Capacity in Oversight Members	pg15
	D. Lack of Staff Capacity to Support Oversight Bodies	pg15
IX.	Recommendations	
	A. Improving Good Governance	pg16
	B. Improving Oversight Body Member Capacity	pg17
	C. Improving Oversight Body Staff Capacity	pg17
X.	Conclusions and Reflections	pg19
XI.	Appendix	
	A. Appendix A - Guide for Authoring New Strong Ballot Measures	pg20
	B. Appendix B - DPs/Rubric to Assess Oversight Bodies	pg21
	C. Appendix C - Examples of Oversight Bodies' Action/Strategic Plans	pg22
	D. Appendix D - Specific Recommendations to Oversight Bodies	pg23-28

Executive Summary

While America looks starkly different today than it did when the Founding Fathers fought for independence from Great Britain, one constant remains: voters still organize around the rallying cry “No taxation without representation!” In Oakland, California one of the key institutions meant to balance the City’s desire to extract revenues via new tax measures is oversight bodies; their purpose is to ensure that newly created revenue streams are used for what voters intend them to. Further, since the proposal of oversight bodies is often used to help pass new measure ballots which tend to be regressive, it is even more important that they function well. This assessment found that while Oakland’s oversight bodies are an important institution that provide value to voters and local officials, they require more resources and support from outside stakeholders to do their job effectively.

The assessment examines nine of Oakland’s 30+ oversight bodies through more than 20 interviews, document review where available, and attendance of meetings where available. The data gathered from January to April 2021 suggests that while there has been some improvement in the functioning and effectiveness of Commissions since the League of Women Voters’ (the League) evaluation of Oakland’s oversight bodies from over ten years ago, there is much work that remains to be done. This assessment is especially important as Oakland has recently been very active in adopting these 9 new taxation measures in the last 6 years, which this study examines.

The main gaps uncovered in this assessment can be grouped into three categories of needed improvement: increasing good governance practices among oversight bodies as entities; increasing the capacity of members of oversight bodies; and increasing capacity of staff supporting oversight bodies. Since many oversight bodies have recently been adopted via ballot measures, this study includes recommended guides to consider that the League could suggest to groups proposing funding measures which they can refine and use to strengthen new oversight bodies. It also includes key questions that the League can provide proponents to guide them in thinking about how measure language should be drafted and structured. However, since measure text is also often reinforced by outside entities, key stakeholders like the League play a major role in holding accountable both oversight bodies and the City to protect the interests of the public. The City also has a role to play as a steward of public finances, which is why this study also includes recommendations that the League could consider pushing the mayor and city council to adopt.

Key Findings

While oversight bodies in Oakland are operating much more efficiently than they were a decade ago, not all bodies have improved equally over time. This is due to a combination of differences in how oversight bodies are formed, a difference in the skills and expertise of commission and board members, and a difference in staff resources and experience. For example, the most effective bodies have annual retreats and take time to evaluate their

performance based on pre-set strategic plans, and have staff that can dedicate all their time to supporting a commission. Conversely, least effective bodies were not formed in a timely manner, and some do not seem to meet regularly. At best, these bodies may just have not made their meeting times easily accessible by the public, which is not a direct violation of Oakland ordinances but certainly not maintaining the spirit of transparency of locally passed policies. This finding is not surprising, however, since most staff supporting oversight bodies have other primary duties, so they have little to no time or drive to support the boards or commissions that are assigned to them. Further, it could also be the case that board members are not aware of their duties, and authority as training and recruitment of oversight body members is inconsistent. The recommendations below seek to bridge some of these gaps to ensure that all oversight bodies are able to meet the expectations of voters who have adopted revenue measures.

Recommendations in Three Key Areas

While each Commission or Board has a different purpose and mission, there are key steps that both the City of Oakland and League can take to ensure that all oversight bodies are properly equipped to maintain good governance practices. Further oversight bodies are only as effective as their members and supporting staff, so the recommendations below address issues uncovered during the assessment that both the City and outside stakeholders can help address. A summary chart can be found [here](#), and recommendations will be discussed below.

Since the original text of previously adopted measure language can be ambiguous, community stakeholders like the League of Women Voters have an important accountability role to ensure that funds are used as intended, and oversight boards exercise the power they were given. There are actions that the League can take independently of the City of Oakland, and also various policies that it can advocate for the City and/or City Council to adopt.

1. Improving Good Governance

Regardless of how an oversight body comes to be formed, there are general good governance practices that must be observed for an oversight body to function as it is meant to be. As the main stewards of city tax dollars, the City should provide oversight bodies with resources that lay out clearly standard expectations of what good governance looks like: conducting regular meetings that are easily accessible to the public, and widely publicized; conducting long-term planning; and conducting broad outreach for diverse member recruitment.

The City is also well-positioned to standardize how information about and from oversight bodies is presented to the public. This assessment recommends the City create a central clearinghouse that provides in a standardized format: information about each oversight

body including adoption/formation background (including original measure text), when the body meets and how to attend meetings; updated documents for each body, including how often documents are required to be updated; and information on how to contact and engage with the oversight body and staff.

In addition to advocating for the City and/or City Council to enact these standard operating procedures, the League has an important accountability role to play. If the League launches a campaign to advocate for a main clearinghouse site, that could be used as a launch pad for educating the public about required timelines for when the public can expect oversight bodies to update documents, as well as how often the public should expect the bodies to meet. This would also be a good opportunity to highlight to the public how often each fund should have an audit.

2. Improving Oversight Body Member Capacity

Improving the capacity of members of oversight bodies can significantly increase oversight power. Currently, the City conducts training sessions for new members of oversight boards, but they are inconsistent and sometimes not accessible to members who fill vacancies in the middle of terms. This is why one key recommendation where the City can improve, is offering quarterly training sessions for new individuals, or members who need refreshers. Further, if the City follows recommendations in part 1 to further good governance policies, it can leverage those guides and resources during training sessions.

While the League may not have the resources to offer regular training sessions like the City, it can be one of many community stakeholders to demand these from the City. But a major contribution from the League could come from maintaining a diverse resume bank of qualified residents who it would endorse and recommend to the City for new and/or vacant positions on oversight bodies. Since the League already has ties to community groups, it could leverage these relationships, and build new ones to ensure that there continues to be a diverse pipeline of talent ready to serve. To cultivate talent, the League could also partner with professional development organizations with missions to develop young talent like New Leaders Council.

3. Improving Oversight Body Staff Capacity

The most successful oversight bodies are ones which have been allowed to extract enough administrative funds from a measure to have dedicated staff support their work. The City of Oakland currently staffs oversight bodies in an uneven way as administrative funds vary between measures; this is unsustainable and must change. As a progressive-minded community that is committed to compensating workers for their work, this assessment strongly recommends that the City dedicates a core team of staff to supporting oversight bodies as their main job. This change would ensure that staff are able to develop subject-matter expertise as well as institutional knowledge. Further, allocating staff to solely

support oversight bodies would allow them to develop relationships with members of oversight bodies and support their development.

The League can play a major role in advocating for the City and the City Council to establish this new office of staffers dedicated solely to supporting the 30 plus oversight bodies that are supposed to represent the interest of the Oakland residents. As part of its duties to inform voters and support measure proponents, the League could also better educate voters and proponents on the need for, and value of increased allocations to administration.

Looking to the Future

While most of the preceding recommendations are overarching policy changes that the City and League can enact, it is also important for measure proponents to be intentional about measure language. Since language adopted from ballot measures is technically legally binding, a key recommendation for the League is to ensure future measure text include at least 3 things: how often a commission or oversight body should meet per year, at minimum; how often an oversight body should update documents made publicly available to voters; and the number of audits that the City should conduct. Proponents should also consider whether they want to codify how often an oversight body should interact with the public and/or voters. A guide on drafting ballot measures that the League can provide to community entities interested in pushing for ballot measures can be found in **Appendix A**.

This assessment also recommends key questions that community stakeholders like the League and proponents should consider when drafting measure language. You can find the list linked in **Appendix A**.

Introduction

Oakland taxpayers collectively generate hundreds of millions of dollars in tax revenue to the City every year. Recent election cycles have presented voters with at least one new tax measure on the ballot each year. Since the City's tax revenue streams are limited, and these ballot measures seem likely to continue to increase, the League of Women Voters is well-poised to play an important accountability role. Typically, tax measures propose oversight bodies to govern the revenues raised as a way to ensure accountability for voters, and therein make it more likely for new measures to be adopted by voters. This assessment commissioned by the League evaluates to what extent oversight bodies actually serve this purpose, and whether there are steps to remedy gaps uncovered.

Background on The League of Women Voters

The League of Women Voters prides itself in local advocacy and voter education. Founded in 1920, it is one of the oldest grassroots, non-profit, non-partisan political organizations in the country, the League has built up a reputation of providing accurate, impartial analyses of issues, ideas, and for advocating for and against proposals after careful, impartial, and extensive research for the Bay Area community. Each election cycle, state and local Leagues analyze ballot measures and present Pros and Cons arguments to educate and guide voters. In their other advocacy efforts, the League also makes recommendations to voters on local and state ballot measures in their Vote with the League materials.

In Oakland, the League of Women Voters of Oakland (LWVO) Action Committee (Committee) specifically analyzes ballot measures as well as legislative proposals before the Oakland City Council, Oakland Unified School District (OUSD) Board of Education, and Oakland voters. The Committee recommends positions and actions to the LWVO Board of Directors and prepares supporting arguments for those positions. The LWVO also joins efforts with other local organizations and Councilmembers in developing ballot measures and legislative proposals. The League's work in these areas initially prompted this research study.

Over 10 years ago in 2009, the Oakland City Council commissioned the LWVO to "evaluate the functions, operations, and value of Oakland's boards and commissions in order to provide guidance for a rational allocation of resources to their efforts." The focus of that study was centered on advisory groups created by the City and the Workforce Investment Board (WIB).¹ In that 2009 study, the League created and distributed a survey, and conducted in-depth interviews. While the findings of that evaluation are unfortunately not too different from the findings that are uncovered in this study, it is clear that there has been some progress in how oversight bodies operate. This assessment delves into these developments and also covers areas where improvement is still needed.

¹ The WIB is now known as the Workforce Development Board (WDB)

Background on Oakland

Birthplace of numerous civil rights movements, Oakland is a cultural mecca that boasts a diverse population of more than 433,000 residents according to the latest Census estimates from 2019. Though vibrant and diverse, Oakland also has some of the largest equity gaps among major American cities. A 2018 study initiated by the City of equity indicators found that Black households on average made about one-third as much each year as white households. Inequality persists in other indicators as well, including in education and housing. While the impact of regressive tax policies like ballot measures for public goods like libraries may seem minor on an individual level, they exacerbate the income gap on the aggregate. As a democratic institution in Oakland, the League is a steward of the public trust, and thus has an obligation to ensure that when regressive measures are adopted, the oversight bodies function effectively to offset, in part, some of the harms, or costs incurred (both tangible and intangible) from adopted measures.

Background on Oversight Bodies

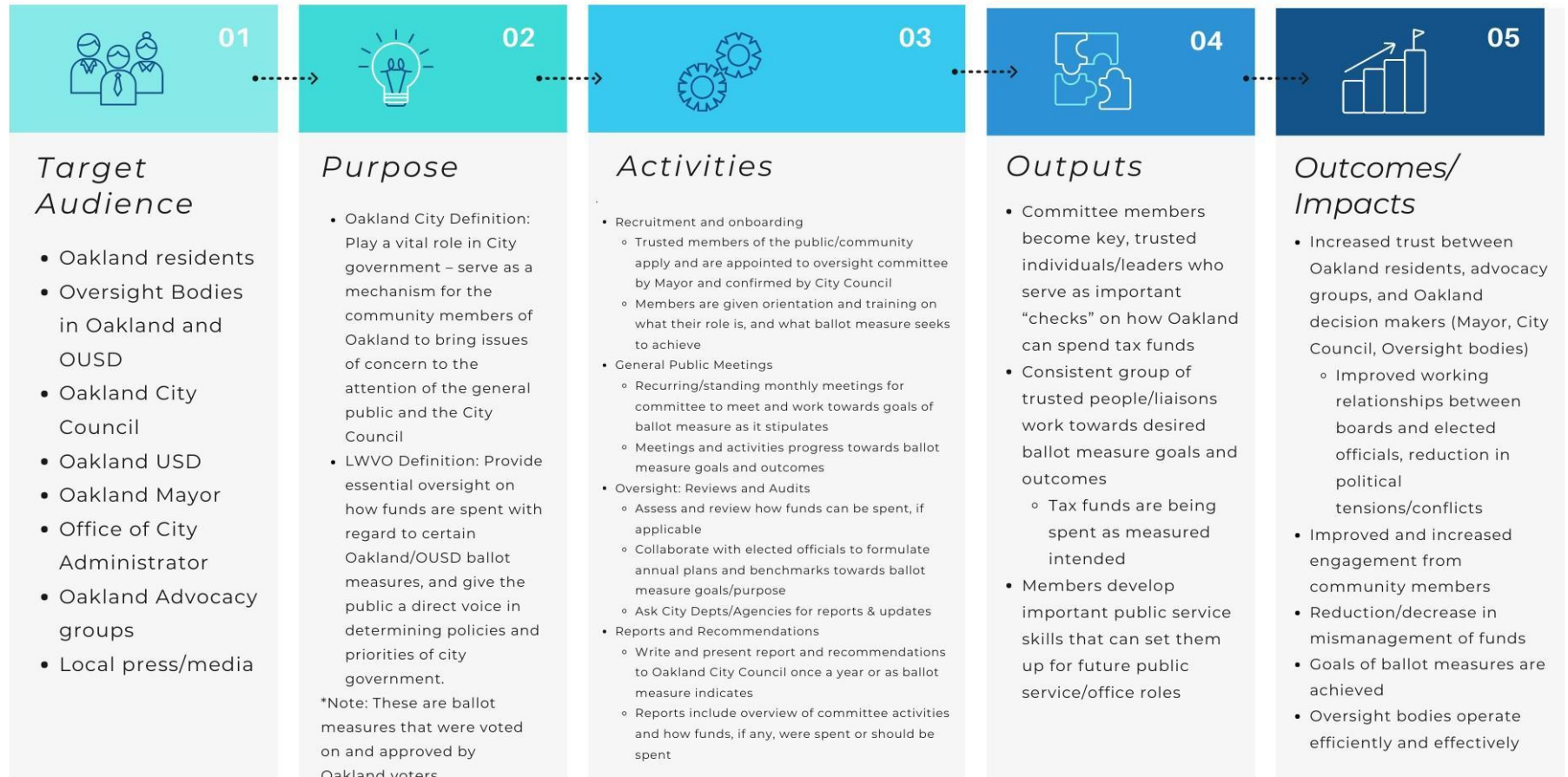
While Oakland has 30+ boards and commissions formed via different ways over time for different purposes, this assessment focuses only on 9 boards and commissions that were formed after Oakland residents adopted ballot measures at the polls. Since all 9 bodies perform oversight duties over their respective funds, this report refers to them as “oversight bodies.” This report assesses the following tax measures that were adopted from 2014-2020 and respective oversight bodies:

1. Measure D/Library Advisory Commission (LAC)
2. Measure HH/Sugar-Sweetened Beverages Community Advisory Board (SSBCAB)
3. Measure KK/I-Bond Committee
4. Measure Q/PRAC
5. Measure Q and W/Commission on Homelessness
6. Measure V/Cannabis Regulatory Commission (CRC)
7. Measure Z/SSOC
8. OUSD Measure G1 Oversight Commission
9. OUSD Measure N Oversight Commission

Most Oakland oversight bodies do not have legal authority to decide how or where certain tax funds can be spent - only the City Council and Mayor have that authority. Oversight bodies do, however, have authority to carry out independent research, listen to and hear from constituents on their recommendations/priorities, provide feedback and recommendations to City departments/agencies. Oversight bodies are expected to report to

the City Council at least once a year on how tax funds were actually spent, compared to expectations per provisions in approved ballot measure.

**Figure 1: Logic Model of Oversight Bodies
Oakland Boards and Commissions**
Logic Model - Expected



Scope of Assessment

A. Research Question(s)

In this assessment, the League set out to answer the following question: what value and impact do oversight bodies have on Oakland constituents and decision makers beyond their standard audits and reviews? Another way to frame this is: “do oversight bodies provide useful information or insights that help voters and local officials determine if measures are producing the results envisioned when they were approved?”

Other sub-questions that were considered in the interview process include:

- What sets oversight bodies apart from the Auditor’s Office?
- What are the current gaps and challenges among Oakland oversight bodies?
What’s working well?
- What are some recommendations or changes you would like to see in order to improve oversight functions?

B. Report Methodology

This research project used a mixed-methods approach that included in-depth semi-structured interviews with oversight members, relevant stakeholders who have a role in oversight bodies, observations of commission meetings, and review of City and Commission documents and reports. These documents included but are not limited to: budgets, meeting minutes, presentations from City Departments, news articles relevant to Oakland or Ballot Measure issues, studies on relevant issues, and best practices that other local government bodies use in their operations.

C. Universe of Oversight Bodies

As already noted, this study looks at Oakland ballot tax measures adopted by Oakland voters between 2014 and 2020. These measures imposed taxes on Oakland voters or businesses either through a sales, parcel, excise, or other type of tax. With this criteria in mind, seven out of 35 Oakland City oversight bodies and tax measures were assessed and two Oakland Unified School District (OUSD) oversight bodies and tax measures were assessed.

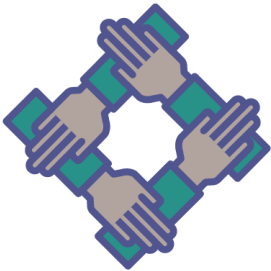
In efforts to keep interviews and opinions confidential, specific names and pronouns will be omitted and only general identifiers will be used throughout the report.

One thing to note is that Oakland’s Measure V that was passed in the November 2018 election cycle was a City ordinance that would allow the City Council to amend cannabis businesses tax rates without voter approval so long as it does not increase the tax rate. The

Measure did not actually impose a new tax on any Oakland businesses or residents so because of this, there was less emphasis on evaluating the Cannabis Regulatory Commission.

Figure 2: Chart of Universe of Oversight Bodies

Scope + Universe of Oversight Bodies

Scope	Measures	Date Approved	Oversight Body
<ul style="list-style-type: none"> • Tax imposed on Oakland voters or businesses. Most common types: sales, parcel, excise tax, etc • Voted on by Oakland residents (does not include tax measures by the State or County) • Approved between 2014-2020 	1.Measure Z - Oakland Public Safety & Services Violence Prevention Act	• November 2014	• Safety & Services Oversight Commission (SSOC)- 9 Members ◦ Term Length: 2 years Term Limit: Varies
	2.Measure HH - The Sugar-Sweetened Beverage Distribution Tax Ordinance	• November 2016	• Sugared Sweetened Beverages CAB - 9 Members ◦ Term Length: 3 Years Term Limit: 2 Terms
	3.Measure KK - To improve public safety and invest in neighborhoods throughout Oakland	• November 2016	• Affordable Housing & Infrastructure Bond Public Oversight Committee (I-Bond) - 9 Members ◦ Term Length: Varies Term Limit: NA
	4.Measure D - A parcel tax to maintain, protect, and improve library services throughout Oakland	• June 2018	• Library Advisory Commission (LAC) - 15 Members ◦ Term Length: 3 Years Term Limit: 2 Terms
	5.Measure V - Cannabis Tax Rate Reduction *City ordinance	• November 2018	• Cannabis Regulatory Commission - 11 Members ◦ Term Length: 2 years Term Limit: NA
	6.Measure WI - The Oakland Vacant Property Tax Act	• November 2018	• Commission on Homelessness - 9 Members ◦ Term Length: 3 Years Term Limit: 2 Terms
	7.Measure Q - Oakland Parks and Rec Preservation, Litter Reduction, and Homelessness Support Act	• March 2020	• Parks & Rec Advisory Committee (PRAC) - 11 Members ◦ Term Length: 3 Years Term Limit: 2 Terms
	8.Measure N - OUSD College and Career Readiness for All Act	• November 2014	• College & Career Readiness Commission - 5 Members ◦ Term Length: 2 Years Term Limit: 3 Terms
	9.Measure GI - OUSD Teacher Retention and Middle School Improvement Act Fund	• November 2016	• Districtwide Teacher Retention & Middle School Improvement Commission - 5 Members Term Length: 2 Years Term Limit: 2 Terms

D. Report Limitations

The research relied heavily on qualitative data resulting from in-depth, semi-structured interviews. Due to the limited data sources for interviews caused by the pandemic, oversight members' and staff capacity, the interviews that were conducted were based on availability and timing. However, there was an attempt and effort made to interview at least one oversight member of each oversight body and/or at least one Oakland staff member that supports the oversight body. See who was interviewed in the Report Methodology Section.

There is not a lot of literature on tools and sources for specifically local oversight bodies. There are, however, a number of news media pieces, best practices, and guides that other local governing boards and leagues have used in their local governance which I try to use as supplemental text and reasoning for the recommendations in this report. Where relevant and appropriate, some ideas are borrowed from other local leagues and boards that are successful in carrying out their oversight duties.

Findings

While oversight bodies in Oakland are operating relatively more efficiently than they were a decade ago, not all bodies have improved equally over time. This is due to a combination of differences in how oversight bodies are formed, a difference in the skills and expertise of commission and board members, and major differences in staff resources and experience. This assessment focuses on these 3 areas because they are essential to an effective and functioning oversight body: empowered and qualified board and commission members; empowered and resourced staff; and strong governance practices. Since oversight bodies do not have any legal authority, their power comes from being trusted sources of information that the public can rely on; this also allows them to leverage transparency with voters. This trust that the public has in oversight bodies can only be maintained if oversight bodies observe good governance practices, in addition to having capable members, who are supported by knowledgeable and dedicated staff.

The 9 oversight bodies are categorized below by their strength and organization based on their performance according to key performance indicators (KPI), interviews and the review of a variety of relevant documents. The full KPI chart can be seen on **Appendix B** or linked [here](#). Based on this rubric, I was able to categorize the 9 bodies into 3 levels of oversight power: strong, medium, and low strength.

Strong Oversight Bodies: LAC, SSBCAB, OUSD N & G1, Cannabis Regulatory Commission*
The LAC, SSBCAB, Measure N & G1 Commissions (both in the OUSD) all appear to be the strongest and/or most efficient and organized oversight bodies. The main strengths that these oversight bodies possess are:

- Dedicated, informed, and knowledgeable supporting staff member who advocates for and value the oversight body
- All have annual retreats to set a strategic/action plan and metrics for themselves, and have consistent reporting track records
- The Commissioners appear passionate about the subject matter/issue relating to the ballot measure and the Chair(s) relatively have strong leadership skills to lead/guide the oversight body in vision/strategic planning
- They actively engage with the public and/or have set community events or visits to engage with their respective communities and City Council members. For example, the LAC holds an annual mixer where community members and the City Council are invited. They also have a variety of Library Branch partners who help guide their work. The SSBCAB similarly has strong ties and relationships with community groups and organizations who have received grants from the SSB tax revenue. Many of these community groups were very engaged during the SSB meeting that I observed. Moreover, the stakeholders along with the oversight body were very

vocal when the City Council and Mayor had to determine how the first round of funding would be allocated in 2017.

- These oversight bodies also have dedicated staff who are very engaged, supportive, and responsive to the commissioners, and do not have competing duties with other oversight bodies, or are hired to specifically support the implementation of the ballot measure.

The Library Advisory Commission is one example of what a model oversight body could look like. The LAC is well organized given its long history prior to 2014 and its dedicated staff member who works solely on cannabis regulation in the City. The staff member was very positive and proactive about the LAC in their recent years of work. What's most important to note is that the staff member highlighted how the LAC has transformed over the last 10 years with the new Chairs and intentional efforts to recruit a more diverse oversight body.

Medium Strength Oversight Bodies: IBOND, SSOC

The two commissions IBOND and SSOC both appear to be organized in some manner but it's difficult to determine their progress and impact due to what was expressed in the corresponding interviews and lack of public information on the Oakland website.

- **IBOND:** It's important to acknowledge and appreciate that the IBOND has written and presented a couple of annual reports that evaluate the City's activities in achieving Measure KK goals, and both reports highlighted successes and areas of concerns. It's clear the IBOND has intentional, evaluative metrics and benchmarks that were set in coordination with the City. According to the commissioner that I interviewed, the IBOND was intentional about syncing up with the City departments to ensure they could evaluate them based on the same metrics and milestones.
 - The Commissioner stated: "All of us wanted us to extend our role a little bit in just being able to dialogue with different departments and look at their spending plan and try to give insights on how it could be best measured when those decisions were getting made to allocate resources so we can have some strength of data and metrics to refer to...The metric was in place so [we] could go through in and assess if they actually did it."
 - The Commissioner also believed that the IBOND and relevant departments were effective and valuable: "So as a committee looking back, it would be clear to look at all different angles and make determinations with the best intent with the measure. The departments really went above and beyond to make themselves available to the committee."
 - The Commissioner also discussed how the information was now more readily accessible online but I personally had a challenge with the website because it is not up to date compared to the other oversight bodies. Moreover, because the information was so hard to access, I was not able to

attend any of their public meetings and never received a reply from the supporting staff member even after a few email attempts.

- **SSOC:** The SSOC's April public meeting included the presentation updates from the Department of Violence Prevention on their FY19-20 activities. The presentation was very informative and indicative of the department's intentional efforts to reduce violence. However, the Commission cancelled seven meetings last year when the pandemic started which made progress and activities difficult to conduct. Moreover, "safety" is measured in a variety of ways dependent on the ballot measure goals, and there are now a number of new safety concerns that the pandemic has brought on. All of these factors make it difficult to determine if the SSOC had any recent guiding metrics or outcomes beyond the standard departmental metrics. Moreover, my interview was with a newer member who expressed reservations on the commissions actual efficacy and direction but acknowledged the City's efforts to solve such a complex problem: "When the voters wanted an oversight commission, they wanted to make absolutely sure their tax dollars would be spent on what they voted on it...And when the City comes in with their budget, all we can do is "yeah I see why you're spending money on this, it's not like we can propose what they can spend on these [dollars on]."

To Be Determined/Low Strength Oversight Bodies: PRAC, Commission on Homelessness

This leaves the PRAC and the Homelessness Commission which both appear to be the least organized and left me unsure of its progress to date given its recent formation.

- **PRAC:** PRAC appears semi-organized but slightly disjointed. While there are several past meeting minutes of course it might be too soon to tell how they will manage Measure Q dollars since it was just passed last year but a sub-committee has been formed for Measure Q which looks promising but the Member on that committee is unsure/hesitant of PRAC's efficacy. Another stakeholder also disclosed that the PRAC supporting staff member has cycled out thrice already in the recent months. It makes me question: why the turnover in such a short amount of time? Additionally, the PRAC Commissioner I interviewed seemed to question other PRAC Commissioners' personal intentions and whether or not they were actively passionate about carrying out PRAC's mission. They also expressed concern over how PRAC would measure success and if there was a strategic plan or vision. The Commissioner made another concerning statement: "There's an individual whose primary job is to manage Measure Q on a day to day basis, [but] she has to date, has not been to a PRAC meeting. She's an official staff member but hasn't attended ANY PRAC meetings. Not sure what the expectations were before I was sworn in but the ad-hoc committee feels she should be attending all meetings. That is concerning to me."
- **Homelessness Commission:** Since Measure W was passed in 2018, one would expect the Homelessness Commission to have formed by 2019. However, the

commission just formed in December of 2020. None of the commissioners were available for interviews since they had just finished their training and orientation. The LWVO will have to follow the Homelessness Commission closely especially with the passage of the 2020 Measure Q. In this situation it probably would have been helpful to have a clear timeline with deadlines laying out when a commission should form, and when a first meeting should have been held.

Key findings in this assessment are grouped into the three sections below.

Good Governance

Currently, the City of Oakland does not provide oversight bodies with clear expectations of good governance practices, in a uniform way. In certain cases, it is not clearly stipulated that oversight bodies must conduct regular meetings that are also easily accessible to the public, nor how often. Of concern is the oversight body for Measure W, the Homelessness Commission, which did not form and did not meet for the first time until more than a year after a ballot measure forming it was passed.

Standards and expectations on how oversight bodies should engage with the public do not exist. For example, information for when commissions and boards hold meetings is not widely publicized in a uniform way for Oakland oversight bodies. As mentioned in the methodology, attendance of public meetings was one area of information this report drew on. But since not all oversight bodies have clearly publicized how members of the public could attend their meetings - whether in person or virtually - the information-gathering aspect of this assessment revealed an unexpected gap in transparency and accessibility. Even if the assessment had not been conducted during a pandemic, not providing access to meetings

Further, the LAC provides an excellent example of what an effective oversight body could do, hosting an annual event that has gained notoriety in the community where key stakeholders and the public are invited. But since this kind of community engagement has not been established as a requirement, or a widely accepted norm, not all oversight bodies provide this opportunity to the public.

There also lacks standard good governance expectations to guide how governing bodies should conduct business. For example, not every oversight body conducts long-term planning. Perhaps even more important, there are no guidelines for how often oversight bodies must update documents and files that it provides to the public. This inconsistency creates unpredictability at best, and at worst, renders oversight bodies powerless.

Lack of Capacity in Members of Oversight Bodies

The inequitable distribution of resources between the oversight bodies has created an imbalance in the strength and capacity of members of oversight bodies. When new Commissions are formed, all members go through the same training and orientation process at the same time so institutional knowledge is learned at what appears to be an "equitable" pace. In addition to the standard general training including: Public Ethics Training, Brown Act and Sunshine Ordinance Training, and Racial Equity Training, some commissions also include additional training on relevant subjects. For example, the Commission on Homelessness had additional training that included an overview on Encampment Management Policy and the history of redlining. However, some oversight bodies only gave members documents and handbooks with the expectation that members would familiarize themselves with the materials alone.

While the initial training for members is a good starting point, it is unclear whether members of oversight bodies get continuing training. The fact that new members who are selected to fill vacancies often feel lost and ill-equipped suggests that continuing training is not an option. Not only does this mean that new members may not be prepared to do their jobs, returning members may never fully exercise their oversight powers.

Further, the breadth of broad outreach for diverse member recruitment varies by oversight body, as well as which members are currently serving. Member recruitment both at the beginning when a commission or board is formed, and to fill vacancies lacks standard operating procedures. This lack of standard SOPs sometimes results in long vacancies and loss of institutional knowledge. While this was not the case, it is possible that these long absences could stymie the work of oversight bodies when there is an absence of a quorum. While some measure language is perspective on qualifications for who should be elected to join oversight bodies, there is a need for clear guidelines to clarify how to source diverse and qualified residents.

Lack of Staff Capacity to Support Oversight Bodies

Almost all of the Oakland or OUSD staff members interviewed for this assessment expressed how supporting oversight bodies is part of their job, but certainly not their main day job. Unfortunately, their work supporting oversight bodies is what usually falls under "other duties assigned." So even though the work needed to support an oversight body could merit a full-time position, the lack of dedicated resources means staff support will vary, depending on how much capacity and bandwidth a city employee can provide. One staff member said, "it becomes almost a half time and full time position," except they're not paid extra for it. This could potentially explain concerns about a staffer who did not show up to any meetings of the oversight body they were supposed to support. This also means that when new board members need to be oriented, there is not sufficient staffing.

Recommendations

These findings suggest that the most effective bodies have annual retreats and take time to evaluate their performance based on pre-set strategic plans, and have staff that can dedicate all their time to supporting a commission. This assessment goes further into detail below on steps that both the City of Oakland and the League of Women Voters can take along with other stakeholders to ensure that oversight bodies are empowered to do what they were meant to do.

Improving Good Governance

The City should provide oversight bodies with resources that lay out clearly standard expectations of what good governance, or good engagement with the public looks like. To ensure that all oversight bodies are actually engaging with the public and local communities as they are intended to, the City should establish the following standard expectations for oversight bodies in the following areas: a minimum for how often oversight bodies should meet in a year; standards for conducting regular meetings that are easily accessible to the public, and widely publicized; standards for conducting long-term planning; and developing standards for ensuring broad outreach for diverse member recruitment.

The City is well-positioned to standardize how information about and from oversight bodies is presented to the public. This assessment recommends the City create a central clearinghouse that provides in a standardized format: information about each oversight body including adoption/formation background (including original measure text), when the body meets and how the public can attend meetings. It would also be advisable for the City to ensure that all meetings are accessible.

A critical part of this clearinghouse is ensuring access to documents and files from oversight bodies. While some measure language is specific on how often documents for an oversight body should be updated, others are silent. For uniformity and increased transparency, there should be SOPS on how often all documents from oversight bodies should be updated.

Since oversight bodies are supposed to be stewards of the public interest, their continual engagement with the public is incredibly important. This is why information on how to contact and engage with the oversight body and staff needs to be uniform and easily accessible to the public. Further, in addition to meetings, the City and outside stakeholders should consider how to standardize and increase engagement between oversight bodies and the public.

In addition to advocating for the City and/or City Council to create this central clearinghouse and enact these standard operating procedures, the League has an important accountability role to play. If the League launches a campaign to advocate for a main clearinghouse site, that could be used as a launch pad for educating the public about required timelines for when the public can expect oversight bodies to update documents, as

well as how often the public should expect the bodies to meet. This would also be a good opportunity to highlight to the public how often each fund should have an audit.

Improving Oversight Body Member Capacity

Improving the capacity of members of oversight bodies can significantly increase oversight power. Currently, the City conducts training sessions for new members of oversight boards, but they are inconsistent and sometimes not accessible to members who fill vacancies in the middle of terms. This is why one key recommendation where the City can improve, is offering consistent quarterly training sessions for new individuals, or members who need refreshers. These meetings can be an opportunity for current/returning members to meet new board and commission members to build comradery and network as well as pass on institutional knowledge. In-person meetings can also help foster and imbue in new members what the culture and ethos of an oversight body might be. Further, if the City follows recommendations in part 1 to further good governance policies, it can leverage and expand on those guides and resources during training sessions.

While the League may not have the resources to offer regular training sessions like the City, it can be one of many community stakeholders to demand these from the City. But a major contribution from the League could come from maintaining a diverse resume bank of qualified residents who it would endorse and recommend to the City for new and/or vacant positions on oversight bodies. Since the League already has ties to community groups, it could leverage these relationships, and build new ones to ensure that there continues to be a diverse pipeline of talent ready to serve. To cultivate talent, the League could also partner with professional development organizations with missions to develop young talent like New Leaders Council.

Improving Oversight Body Staff Capacity

This assessment found that the most effective oversight bodies were the ones with the most resources to have dedicated staff. The City of Oakland currently staffs oversight bodies in an uneven way as administrative funds vary between measures; this is unsustainable and must change. As a progressive-minded community that is committed to compensating workers for their work, this assessment strongly recommends that the City dedicates a core team of staff to supporting oversight bodies as their main job.

Dedicating at least one staffer to each oversight body would ensure that staff are able to develop subject-matter expertise as well as institutional knowledge to support members. This would also address issues with inconsistent training of members, and address the unreasonable expectation that some members learn about their role in oversight bodies alone with only written resources. Further, allocating staff to solely support oversight bodies would allow them to develop relationships with members of oversight bodies and support their development. This kind of collaboration has the potential to foster greater synergy and

innovation between oversight bodies and staff to addressing pressing issues that come before them.

The League can play a major role in advocating for the City and the City Council to establish this new office of staffers dedicated solely to supporting the 30 plus oversight bodies that are supposed to represent the interest of the Oakland residents. As part of its duties to inform voters and support measure proponents, the League could also better educate voters and proponents on the need for, and value of increased allocations to administration.

There are specific recommendations for each oversight body listed in **Appendix D**.

Conclusions and Reflections

After interviewing all the oversight members, relevant stakeholders, and attending several public meetings, it is clear that there are mixed perspectives about the value and impact of oversight bodies. However, three common things that were apparent across the board are: (1) oversight bodies provide great skills training and leadership opportunities for future civic engagement; (2) the City is not capable of managing their budgets with due diligence on their own so oversight bodies can play a very important and influential role in local democracy; (3) and every oversight body should significantly improve their engagement with the public. What's also clear is that more resources and capacity is required in order for these oversight bodies to function properly and effectively. These oversight bodies need more training and development throughout their tenure. An inquiry into the Auditor's office capacities and processes might be helpful as well since the Auditor has more and more audits to conduct, but is rarely given the extra resources to do them in a timely and efficient manner.

While most of the preceding recommendations are overarching policy changes that the City and League can enact, it is also important for measure proponents to be intentional about measure language. Since language adopted from ballot measures is technically legally binding, a key recommendation for the League is to ensure future measure text include at least three things: how often a commission or oversight body should meet per year, at minimum; how often an oversight body should update documents made publicly available to voters; and the number of audits that the City should conduct. Proponents should also consider whether they want to codify how often an oversight body should interact with the public and/or voters.

Appendix

Appendix A - [Guides for authoring new strong ballot measures](#)

Ballot Measure Language -

- Measure should clearly outline qualifications to become a member
 - Qualifications of Members are reasonable and not a barrier
 - Qualifications represent the best interests of Oakland voters
 - Qualifications ensure members have lived experiences or have skills/knowledge pertaining to specific ballot measure issue and/or program proposal
 - To the extent possible, qualifications ensure diversity and equity among its desired committee members, using Oakland's OEI as a baseline
- Measure should clearly articulate an equitable application process
 - Accessible application (paper and online and available in top 3 most spoken non-English languages in Oakland)
 - Ensures eligible diverse candidates can and are encouraged to apply
 - Includes reasonable term limits and term lengths
- Measure should clearly calls for a diverse composition of the committee
 - Again, to the extent possible, qualifications ensure diversity and equity among its desired committee members, using Oakland's OEI as a reference point
- Measure should clearly articulates the duties and responsibilities of the committee members
- Measure should clearly articulate how the tax funds will be raised and what it can be specifically used for
- Measure clearly indicates number of times oversight body will meet in a year, preferably at least 6 times a year but the goal should be 9 times a year
- Measure clearly articulates a reporting and accountability process that is both reasonable and useful to the oversight body and Oakland City Council and other stakeholders - at least once a year, but aim for twice a year
- Measure includes a spending percentage/budget for oversight body to carry out its duties and responsibilities - recommend between 2-5% of tax revenue where able
- If it is a tax measure, indicate that at least one City staff member will dedicate a specific amount of staff time and support the oversight body
- Measure includes clear language on process for annual audit and review that is to be conducted at least every 2 fiscal year cycles

Appendix B - [KPIs/Rubric to Assess Oversight Bodies](#)

10 General KPIs to Assess Oversight Body in Oakland	Safety and Services Oversight Commission (SSOC)	Affordable Housing & Infrastructure Bond Public Oversight Committee (IBOND)	Sugar Sweetend Beverages Community Advisory Board (SSBCAB)	Library Advisory Commission (LAC)	Cannabis Regulatory Commission (CRC)	Commission on Homelessness	Parks and Rec Advisory Committee (PRAC)	OUSD Measure N Oversight Commission	OUSD Measure G1 Oversight Commission
Has Strategic Plan/Goals: - There's no plan or unclear what strategic/action plan is -/+ Has basic plan or has vague goals/metrics + Has annual retreat to devise basic action plan and measurable benchmarks for dept ++ Does self-reporting and provides evaluation update at end of year/plan	-/+	+	++	++	++	Too Soon to tell	-/+	++	+
Group Meets Regularly: - Unclear when or how often group meets -/+ for scheduled meetings but many cancelled/irregular meetings + for bare minimum ++ for above minimum and/or has committees to share duties/activities	+	-	++	++	++	-/+	+	++	++
Actively Engages with City Council/Board of Education (for OUSD) Regularly: - Unclear if there are meetings -/+ does not meet with CCs outside of annual presentations/reports + for meeting once a year in addition to annual reporting ++ for meeting 2-3/year in addition to annual reporting	-	+	+	++	++	Too Soon to tell	-/+	+	++
Continuous and Aligned Engagement with Relevant Departments/Schools: - Unclear if group meets with CC or other departments -/+ does not engage with staff beyond monthly meetings + for basic engagement (i.e. asks staff for standard reports/updates) ++ for strategic/thoughtful questions and recommendations on City's activities/outputs, and actively engages with more than singular department	+	+	++	++	++	Too Soon to tell	+	++	++
Recommendations/Values Have Equity in Mind: - There is no equity framework or it is unclear if equity is a priority -/+ There is some equity present in recommendations due to ballot measure but nothing beyond + Equity is a pillar or foundation of recommendations beyond ballot measure goals ++ Equity Driven outcomes are clear and centers the communities most impacted by the issue/ballot measure	-/+	-/+	++	+	++	Too Soon to tell	-	+	+
Recommendations Achieve Ballot Measure Goals and Reflected in City Budget/Departmental Activities: - City Budget does not reflect oversight body's values/recommendations or it is unclear -/+ Budget or relevant department activities partially reflects values/recommendations but difficult to see impact or require more review + Budget/Department outcomes reflects basic values/priorities of oversight body ++ Budget/Department activities reflects values, recommendations, and City Council + Departments prioritize programs to exceed ballot measure goals	-/+	+	+	++	++	Too Soon to tell	-/+	++	++
Membership is Reflective of Oakland (Diverse in race, gender, age, socioeconomic background, professional experience, etc): - Lacks diversity, skews older, white-majority membership, or unclear -/+ some racial diversity, but lacking in age/professional experience diversity + for 50% balanced racial diversity, some varied professional experience, and some lived-experiences related to ballot measure ++ for 75% balanced racial diversity with varied professional experiences, and members have lived experiences pertaining to ballot measure issue	+	-	+	++	+	+	+	++	++
Oakland Website is Regularly Updated: - Does not list meeting updates or minutes -/+ Lists meetings and minutes but only from the most recent year + Lists meetings and minutes from now to 2 years ago ++ Lists meetings, minutes, and other relevant documents from beyond 2 years ago and/or has separate website to disseminate information and updates	++	-	++	++	++	Too Soon to tell	+	++	++
Group Yields and Encourages Public Engagement: - Group does not meet or actively engage with public or it is unclear what public relations are -/+ Group only engages with public during standard meetings + Actively engages with public/stakeholders at least once a year ++ Encourages participants to attend meetings and/or receptive to their concerns/recommendations as evidenced by reports and evaluations	-/+	-	+	++	++	Too Soon to tell	-/+	++	++

Appendix C - Examples of Oversight Bodies' Action/Strategic Plans

a. IBOND:

<https://drive.google.com/file/d/1Zo3lbPsWjIE9BN5zip5qU9yZn-39kOD7/view?usp=sharing>

b. LAC:

https://drive.google.com/file/d/1KXMU4u6RWY0H_cHtIs82XRF0dDykNZLt/view?usp=sharing

c. SSBCAB:

https://drive.google.com/file/d/16YWI3SKBI872B6WLy_kPg60bU0j7rd_bq/view?usp=sharing

Appendix D - Recommendations Specific to Oversight Bodies (mostly based on interview feedback)

1. Measure KK/I-Bond Committee

- a. Update website more regularly with meeting minutes and meeting schedule
→ set a consistent meeting schedule and make it apparent on website
- b. Improve community engagement through more accessible 1-pager summary reports and town hall-like meetings so the public can easily see where Measure KK dollars have gone to because many improvement projects *have* been completed or are in progress as a result of Measure KK dollars, but that information is difficult to find even for interested public members like the LWVO
- c. LWVO should inquire into what projects have been funded and where they exist - are these projects in the most under-resourced/impacted neighborhoods? Are Oakland's vulnerable communities being prioritized?

2. Measure Q/PRAC

- a. Make sure commissioners understand their duties as Park Liaisons and consistently provide reports on the Parks in their respective districts/the parks they liais to
- b. Commissioners should actively seek opportunities to engage with communities at their Parks through Park Rec Advisory Boards and meetings with park patrons at least twice a month where possible
- c. Set commission goals/action plan for Measure Q as a whole and within Measure Q ad-hoc committee → accept and enact advice and suggestions from Measure Q author
- d. Both the Commission and LWVO should inquire into why the paid City staff member has not attended meetings, or actively correspond with oversight members to determine why they have been absent → paid staff must be present at all proceeding meetings
- e. Ensure there is more overlap the next time there's a vacancy to be filled in order for new commissioners to learn quickly and efficiently. The most recent cycle had about 3 commissioners cycle out which can be difficult to fill all at once. It would be helpful to stagger vacancies so as to avoid having 1 or more vacant spots at one time

- f. Conduct a Needs Assessment of the Districts with the fewest or most under resourced parks and prioritize serving and improving parks in those districts in the next budget cycle. Assessment should consider factors like:
- g. Which district(s) are under-parked?
- h. What is causing the under-resourced parks?
- i. Which communities are most impacted in these under-parked districts

3. Measure Q and W/Commission on Homelessness

- a. Similar to PRAC, Commission on Homelessness should create a committee specific to Measure Q and another one specific to Measure W to ensure appropriate attention and care; and Commission should actively meet with relevant departments to devise KPIs and performance metrics for each respective Measure outcomes
- b. Oversight body can encourage city to strive towards retaining next paid staff member for at least the next year and strive to prevent turnover
- c. Oversight body should inquire into the City for a report update on Measure W funds and determine KPIs for how the oversight on those funds should be carried out
- d. Prioritize setting a consistent schedule and taking intentional efforts to keep website updated regularly

4. Measure Z/SSOC

- A. SSOC is working on creating an external website for more public access and engagement - this could be similar to LAC's individual website. Recommend setting a goal of launching it within the next 6 months
- B. SSOC should seek another presentation update from all involved stakeholders, particularly Police and Fire Department since Dept. of Violence Prevention (DVP) has already been meeting with SSOC recently → presentation updates should include department's goals and how they've shifted since pandemic and recent political events across the country

5. Measure D/Library Advisory Commission (LAC)

- A. Work on actively recruiting from Latinx community in District 3 to ensure as many communities are being represented. This can be done through trusted CBOs and stakeholder relationships (i.e. peer to peer networking)
- B. Conduct a Needs assessment of the Districts with the fewest or most under

- resourced libraries and prioritize those districts in the next budget cycle
- C. Continue to inquire with other relevant departments like Office of Public Works (OPW) and question why hiring delays continue (likely due to covid pandemic but would be helpful to have consistent updates on hiring schedule)
 - D. Share knowledge and best practices on engagement with the public and external communities with other oversight bodies

6. Measure HH/SSBAB

- A. Conduct a cost-benefit analysis of the Sugar Tax and determine if it did indeed reduce sales or consumption of sugary/sweetened beverages in Oakland. I recognize this might be an aspirational goal
- B. Conduct deeper research into whether the tax works in favor of consumers or is the tax passed onto customers - are distributors passing the tax onto consumers? Are consumers consuming less SSBs? There are competing articles on this topic so it would be helpful for the SSBCAB to know in order to accurately campaign for the tax again when it's due for renewal.

Another factor that might require more inquiry is whether the original intention of the Sugar-Sweetened Beverage tax should continue to be marketed or taken as a general tax instead of a special tax. The SSB-tax was designed to generate tax revenues from companies in Oakland that sold sugar-sweetened beverages that would fund programs and initiatives to combat obesity and support Oakland constituents most impacted by unhealthy foods and sugary drink products. Champions of the bill believed that creating a special tax that would earn two-thirds of the Oakland vote would be extremely difficult so instead of creating a special tax, they campaigned for a general tax, and marketed it as a general tax revenue generator that would fund those healthy initiative programs. This meant that any tax revenues generated from this sugar-sweetened beverage tax, would be directed to Oakland's general fund, and the City would not necessarily have to designate any funds to the healthy initiative programs that the campaign organizers, proponents, and constituents hoped it would.

However, one Councilmember I interviewed said that perhaps campaigners of the bill were slightly "misleading" when they first marketed the bill and "made promises they couldn't keep." Indeed, this created a huge public outcry the first year the first

tax funds were received when Mayor Schaff initially proposed to use the SSB Tax revenue to fill the budget deficit instead of the health programs that the Measure was intended for.² According to one of the interviewees, proponents of the measure started the public protests and the City Council essentially “backed down” and re-allocated more of the tax funds to those special programs than they initially proposed to. It still was not as much as the proponents would have liked, but the final amount allocated to these healthy initiatives ended up being more after the public protests.

With strong community organizing and public protests, oversight bodies could have great influence in steering the City in certain directions when deciding the budget and allocating general tax revenues. However, I believe the bigger question here is whether the SSB should be continued as a general tax if those revenues are being spent on certain programs and initiatives that were not part of the general purpose funds prior to it. That is, are voters aware that this is a general tax and not actually a special tax? Is the City going to continue funding healthy initiative programs based on community interests or will they use their Constitutional powers to use the funds on whatever they deem necessary in the next budget cycle?

7. Measure V/Cannabis Regulatory Commission (CRC)

- A. Continue to ensure policies and approaches are rooted in equity and diversity
- B. Did not take much time to observe them so my recommendations for CRC are not as in-depth

8. OUSD Measure G1 Oversight Commission

- A. Continue to maintain and expand schools and community engagement
- B. Consider changing the audit deadline because the December 31 date doesn't correspond with the audit deadline which is typically at the end of the fiscal year which is usually around the June/July calendar time frame. The oversight commission has had to set up a separate audit review process just

²

<https://www.sfgate.com/bayarea/article/Authors-of-Oakland-s-soda-tax-say-mayor-is-11107037.php>

because the dates are different.

- C. Consider soliciting youth input and participation where possible.

Middle-School students are a little younger and might be more difficult to recruit but even an 8th/9th grader student could benefit from using the opportunity to learn more about civic engagement and school funding

- D. Similar to all the other oversight bodies, engagement and amplification of ballot measure progress is always helpful and could be improved. Consider amplifying more 1-pager summaries and press/media coverage like the recent Measure N news coverage.

9. OUSD Measure N Oversight Commission

- A. Consider soliciting more high school youth participation or consider creating an ordinance to allow for a 1-2 year Youth commissioner position or internship. It would create an opportunity for Youth to get involved with their school district funding, provide a professional development career path option for them (see Measure N in action), and would help build the pipeline of civic participation in Oakland youth. There are already two Student Board Members on the School Board, perhaps we can mirror this at least for the Measure N oversight body.
- B. With the renewal of Measure N nearing in the 2022 and 2024 cycle, the oversight body should take care to continue recording and amplifying success stories of the students who've benefited from Measure N, as well as the significant data points in OUSD student retention and academic achievement. With such grassroots oriented legislation, it'll be vital to maintain community input and support for the tax measure again either through more advertisement of students' success or public town halls and media coverage like the recent [Oaklandside article](#).

Recommendations to Strengthen Oversight Bodies in Oakland, California

	Problems/Issues Identified	Recommendations	
		City of Oakland	League of Women Voters and other Stakeholders
Building Capacity of members of oversight bodies	<ul style="list-style-type: none"> - Some board members are not adequately trained and oriented for the bodies they are selected for, so members sometimes do not understand the “power” they hold - Inconsistent training and orientation process for new oversight members who fill vacancies 	<ul style="list-style-type: none"> - Host a central site for vacancies and new oversight body opportunities with clear deadlines and next steps for candidates - Maintain relationships with community groups to ensure that applicant pool is diverse when new commissions and board - Offer quarterly trainings for new board members - whether it’s for newly formed commissions or someone filling a vacancy 	<ul style="list-style-type: none"> - Maintain a resume bank of qualified and diverse candidates for boards and commissions - Maintain relationships with community groups to ensure that applicant pool is diverse when new commissions and boards form or have openings (for example, building partnership with groups like New Leaders Council which cultivates new talent in communities across America) - Support the City, and advocate for it to conduct regular trainings to ensure oversight body members are equipped for their duties
Building Capacity of Staff for Commissions and Board	<ul style="list-style-type: none"> - Most staff are overworked and not compensated for time spent supporting oversight boards, in addition to their day jobs with the City - Staff may have subject-matter expertise but may not be equipped to support and/or manage a board/commission 	<ul style="list-style-type: none"> - Make room in city budget to dedicate funds for an office dedicated to staffing boards and commissions - Consider the model of other state legislatures where there is a core team of staff who support principals. 	<ul style="list-style-type: none"> - Advocate for permanent staff for each position - the city should invest more in this - Educate residents on the importance of having a higher % of measure funds to go towards administration fees to support dedicated staff
Improving good governance practices among oversight	<ul style="list-style-type: none"> - Lack of organized, standard website for each oversight body - Lack of organized, public access to documents from oversight documents - Lack of consistent good governance 	<ul style="list-style-type: none"> - Provide resources to oversight bodies modeling good governance practices, ie: regular meetings, long term planning, member recruitment, etc... - Creating a central clearing house for 	<ul style="list-style-type: none"> - Advocate for the City to provide resources to create and offer resources to oversight bodies modeling good governance - Ensuring that documents on the City’s clearinghouse website are updated regularly -

bodies	practices for each Commission: documents are not updated in a timely manner; unclear if bodies meet regularly; unclear if bodies conduct long term planning	information of all Boards and Commissions including: <ul style="list-style-type: none"> - Meeting links and information - Documents <ul style="list-style-type: none"> - For example, measure text, and - Posting date of latest audit for each board and commission 	this might come in the form of advocating for an ordinance to mandate how often documents should be updated. <ul style="list-style-type: none"> - Educating voters about: <ul style="list-style-type: none"> - The existence of the clearing house and role of oversight bodies - perhaps via a marketing campaign - The need to conduct regular audits of measure/bond funds - Holding the City accountable for conducting regular audits as dictated by city ordinances and ballot measures
			<p>LWVO should create a template for sample measure text that includes language specifying:</p> <ul style="list-style-type: none"> - How often oversight boards should meet - How often documents should be update and provided for the public - How often audits should be conducted - Specific qualifications and desired skills for composition of oversight body <p>*Proponents should also consider whether they want to codify how often a Commission should interact with the public/voters</p>

Measure Z (MZ) Objectives:		Strategic Plan Goals:							
I. Improve 911 Response Times and Other Services		I. Financial Accountability & Transparency							
II. Reduce robberies, homicides, burglaries, & gun violence		II. Evaluation of Violence Reduction Measures							
III. Invest in violence prevention & intervention strategies		III. Outreach & Engagement							
		IV. Policies & Practices to Improve MZ Outcomes							
SSOC Initiatives 2024									
Item	Point of Contact	History	Status	MZ Alignment	Strategic Plan Alignment	Strategic Plan - Core Value Alignment	Oversight Duty ("Evaluate, Inquire, Review, Report, Recommend")	Equity Score	
Future of MZ	Paula, Yoana, Omar, Sonya	Last met in Nov 2023 w/ Mayor's reps. Met with MZ advocates in October 2023.	Staff is reaching out to Brooklyn & Zach. Oaklanders Together will be presenting in March. Included in survey to previous commissioners. Will vote on whether the SSOC will adopt it as a commission recommendation on 4/22. COMPLETE, press release distributed on 5/8/24. Posted to SSOC webpage on 5/9.	MZ Section 4A6F	Part III	Impact Oriented, Evidence Based rec's	"Evaluate, Report, Recommend"	5 (6,9,10-12)	
RPSTF-SSOC Alignment (sheet 4)	Yoana, Omar	Omar & Yoana met with CM's Bas, Kaplan, and Fife on 1/29/24 via Zoom.	Met w/ CMs. Developed action items. Create a phase II presentation. Discuss creating an SSOC Resolution providing this as input for the SPOC 4-year violence reduction plan to be made at the joint meeting. RPSTF Recommendation #67, PSO, etc.	Objectives I, II, III	Part II	Impact Oriented, Evidence Based rec's	"Evaluate & Recommend"		
CARE Plan	Yoana, Omar, Gloria, Wallace	In 2023 presented to: Grand Lake NC, 22x, Mt. Zion Missionary Baptist Church, LWVO, VPC	Offsite mtg? Presentations 2/21 (33x34xZoom), 3/27/35y, 4/3 (35xZoom) rescheduled for 6/5 @ 7 pm. Work w/ Wallace. Followed up with 1st CARE presentation receivers, i.e. the League of Women Voters on May 2nd and discussed reassessing the SSOC from a medium strength oversight commission to a strong oversight body. Discussed having this decision finalized by August.	MZ Section 1 4A5 & 4A6F. Recommended for new MZ.	Part III	Evidence Based - Qualitative data, Respect & Courtesy, Teamwork	"Inquire & Report"		
Verified Response	Omar	Passed Rules Committee on 2/8. RPSTF Rec #53.	COMPLETE: Passed Public Safety on 2/27. Passed full city council on 3/5 and 3/19.	Objective I	Part II	Evidence Based - Quantitative Data	"Evaluate & Recommend"	5 (2,6,7,9,10)	
ASAP to PSAP	Omar	Scheduled for City Council mtg	Received buy in from OPD, the 911 call center, and the City Administrator's office. Awaiting buy in from ITD. Presenting to City Council as an informational item on 9/17. Then it will be presented to PSC as an action item.	Objective I	Part II	Evidence Based - Quantitative Data	"Evaluate & Recommend"	4 (2,6,9,10)	
Zoom Meeting Access	Paula, Yoana	Residents listening online are unable to make public comments.	COMPLETE. Yoana to test out at our Sept meeting.	Transparency	N/A	Respect & Courtesy	"Recommend"		
Violence Prevention Dashboard	Yoana, Omar	Promote a holistic approach to public safety by sharing violence prevention and intervention results at DVP.	COMPLETE. Meeting with DVP, & D7 on March 27th. Yoana to update the commission on 4/22. Urban Strategies/Institute will have it ready by August.	Objective III	Part II	Evidence Based - Quantitative and Qualitative Data, Teamwork	"Inquire & Report"		
Evaluation Summary	Omar, Kelly	Summarize all recommendations made through evaluations and summarize their status for the public	Omar will provide info to be included in the joint meeting presentation.	MZ Section 4A6F	Part I, II, III	Evidence Based - Quantitative Data	"Evaluate & Report"		
Strategic Plan Summary	Yoana, Omar	Summarize in 1-2 slides the impact of the Strategic Plan and any lessons learned.	Omar will provide info to be included in the joint meeting presentation.	MZ Section 4A6F	Part III	Evidence Based - Quantitative and Qualitative Data	"Report & Recommend"		
MZ Lessons Learned	Omar & Yoana; but all current and previous commissioners are involved	Staff reach out to previous commissioners for input. Create a survey for them.	Will summarize milestones such as the creation of the strategic plan and the SSOC's vote to approve the creation of DVP in to the joint meeting presentation.	MZ Section 4A6F	Part II, III, IV	Evidence Based - Qualitative data	"Evaluate, Inquire, Review, Report, Recommend"		
Community Education Campaign	Omar & Yoana and/or non-executive member commissioners	Historically the general public has not been aware of the SSOC. Educate them on its results over the last 10 years + about the new MZ.	Educate the public about the SSOC by using flyers for meetings and social media posts. Include a quick reference guide with our objectives, recommendations, and hyperlinks to info. Educate folks on the history of MZ. Or write joint article instead. (1) Have an offsite meeting? (2) Create a joint meeting press release either prior to or afterwards to announce final SSOC statistics and information and to announce the end of the SSOC. (3) Potentially discuss a press release to discuss approved, in progress, or proposed recommendations.	MZ Section 1 4A5 & 4A6F. Recommended for new MZ.	Part III	Respect & Courtesy, Teamwork	"Report"		
MACRO Development	Paula, Yoana, Omar	Improves 911 response times by having calls diverted from 911 to MACRO.	CM's Kaplan and Reid are interested in sponsoring it. It may not be brought before City Council until after the election.	Objective I, III	Part II	Evidence Based - Quantitative Data	"Evaluate, Inquire, Review, Report, Recommend"		
Strategic Plan Objectives for 2024	Omar, Yoana	Summarize which objectives we'd like to have presentations for in 2024.	1.1 Annual fiscal and performance audits. 1.3 Review OPD Hiring Plan. 1.4 Annual Report of SVS. 2.1 Annual Ceasefire Report. 2.2-2.3 Annual CRO & CRT Reports. 2.5 Annual Update Diversity of MZ Positions. 2.6 OFD Annual Report on Call Center. 2.4 Tracking Recommendations from Evaluations. 2.4 is in progress. The info will be presented at the joint meeting. Having a Ceasefire presentation on 5/20. Also created a re-implementation of Ceasefire tracking report that Pastor Wallace and others will assist with. Faith in Action reps have been invited to 5/20 meeting. Received a 1.3 & 2.5 presentation in Feb or Mar but was not the report they typically make to the PSC which is what the task involves. 1.4, 2.2 and 2.3 can be incorporated into joint meeting presentation like we did in 2023. Need to request 2.6. OFD was requested to attend the April and May meetings but declined and/or didn't respond to the request. Initiate 3.2 for creating a joint meeting presenter ad hoc. Also vote on having non Chair & Vice-Chair presenters at 5/20 meeting.	Objectives I, II, III, IV	Objectives I, II, III, IV	Evidence Based - Quantitative and Qualitative Data	"Evaluate & Review"		
Public Safety Officer position	Omar	Slow 911 response times. Have applicants attend both fire and police academies to create a new role.	Increases the number of folks who can respond to both medical/fire + law enforcement issues by increasing officer capabilities. Helps shift from a warrior to a guardian mindset. Incorporate into joint meeting recommendations slide or the SPOC 4-year violence reduction plan recommendation/resolution.	Objective I	Part II				
Cross Training OFD call center w/ 911 call center	Omar	911 call center is out of CAL OES standards for call answering times.	Research cross training OFD center folks to augment 911 center staff. Incorporate into joint meeting recommendations slide or the SPOC 4-year violence reduction plan recommendation.	Objective I	Part II				



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www.commsys.com

Questionnaire for ASAP Consulting Services

Introduction:

This questionnaire is designed to collect information that will affect how ASAP to PSAP services are executed. Please complete the below questionnaire and return to quoterequest@commsys.com.

Date Submitted:

1. Agency Information:

Agency Name:
Street Address, City, State, Zip Code:

2. Agency Point of Contact Information:

Contact Name: Title:
Email: Phone:

3. CAD information:

CAD Vendor Company Name: :
CAD Product Name:: Version #:
Is this a new CAD system for your agency? (Yes or No) If Yes – Provide production date?

4. GIS Information:

You must provide a copy of your GIS data that supports the CAD address verification function to the ASAP consultant during the project kick-off phase.

A. Is address point data used by CAD in support of the address verification function?	Y/N:
B. Is centerline data used by CAD in support of the address verification function? Y/N	Y/N:
If both A and B are “No”, explain what data is used by CAD in support of the address verification function when entering calls-for-service:	
C. Provide the format of available data (.i.e. shapefile, dbf, spreadsheet, etc):	
D. Provide GIS data platform (i.e. ESRI, etc):	

6. ASAP Implementation Information:

A. Provide the population served by the agencies in this ASAP implementation	Population:
B. Provide the number of agencies which will be supported by this ASAP implementation	
1. Law Enforcement Agencies	# of Agencies:
2. Fire Agencies	
3. EMS Agencies	
C. List the name of the Agencies dispatched by the PSAP:	

D. Number of PSAPs that are part of this ASAP implementation where alarm calls are accepted via telephone from alarm companies	# of PSAPs:
1. If more than "1" PSAP is listed, are the PSAPs physically or geographically separated from each other?	Y/N:
a. If "Yes" please explain:	
b. If "Yes" do all PSAP's share the same CAD system?	Y/N:
c. If multiple CAD systems exist, please explain:	
E. Does the PSAP receive calls from alarm companies and dispatch into other jurisdictions?	Y/N:
1. If "Yes" please explain:	
F. Are there any areas in your jurisdiction where you do not accept alarm calls from alarm companies and do not dispatch into those areas?	Y/N:
1. If "Yes" please explain:	

7. Training Information:

A. Training method typically performed by your agency, i.e. Train the Trainer or End User Training?	Training Method:
B. Total Number of personnel to be trained (trainers, dispatchers, or call-takers)	# of Students:
C. Number of training sessions (classes) needed	# of Sessions:

8. Provide any additional information that you may feel is relevant for the ASAP to PSAP implementation for your Agency:

End of questionnaire please submit to quoterequest@commsys.com



For CommSys Use Only

Quote Date:	Quote provided by:			
Number of Hours::	Rate:	Subtotal:	Travel:	Grand Total:
Additional Information:				



RE: Sole Source Letter

Thursday, August 29, 2024

To whom it may concern:

The Automated Secure Alarm Protocol Service (ASAP) is owned by The Monitoring Association (TMA). CommSys Inc. located in Dayton, Ohio act as representatives on our behalf. They are sole source integrators/consultants for the ASAP to PSAP Service. There are no other companies authorized to implement or represent our service. If you have any questions, feel free to contact me at 703-242-4670 Ext 19.

Thank you,



Bryan Ginn
Information Systems and ASAP Project Manager
The Monitoring Association (TMA)



Introduction: Automated Secure Alarm Protocol (ASAP)

This is a budgetary estimate for the Automated Secure Alarm Protocol. This estimate includes the ConnectCIC ASAP transactions license for Production and Test environments. This fee includes a ConnectCIC license for the Test Environment. The Monitoring Association (TMA) requires a test environment be maintained for all pre go-live and ongoing alarm testing post product go-live.

**This estimate is good for 30 Days from August 15, 2024. A Change Order will be required to modify the contract.*



PRICING SUMMARY -YEAR 1

ASAP Alarm Quote

Description	List Price Year 1 (USD)	Sale Price Year 1 (USD)
PremierOne Application Software Licenses	\$0	\$0
PremierOne Licenses Warranty, Support Services, & Interfaces Fees	\$3,000	\$3,000
CommandCentral Aware Subscriptions	\$0	\$0
CommandCentral Evidence Subscription	\$0	\$0
CommandCentral Investigate Subscription	\$0	\$0
CommandCentral Community Subscription	\$0	\$0
CommandCentral Records Subscription	\$0	\$0
CommandCentral Responder Subscription	\$0	\$0
CommandCentral Interface Fees	\$0	\$0
System Hardware	\$0	\$0
Other Third Party Products	\$0	\$0
Implementation/Installation Services	\$62,466	\$62,466
Consulting Services	\$0	\$0
System Total Year 1:	\$65,466	\$65,466
System Discount:	-	-
System Grand Total (Year 1):	\$65,466	\$65,466

Support Services Annual Pricing Summary

Description	Annual List Price (USD)	Annual Sale Price (USD)
Year 1	Included Above	Included Above
Year 2	\$3,150	\$3,150
Year 3	\$3,308	\$3,308
Year 4	\$3,473	\$3,473
Year 5	\$3,647	\$3,647
Year 6	\$0	\$0
Year 7	\$0	\$0
Year 8	\$0	\$0
Year 9	\$0	\$0
Year 10	\$0	\$0
Subscriptions/Maintenance Total Out-Years 2 - 5	\$13,577	\$13,577
<hr/>		
SYSTEM GRAND TOTAL	5 YEAR TERM :	\$79,043

Statement of Work for ASAP Consulting & Project Management Services for Oakland Police Department Communications Division, CA

The following consulting and project management services for ASAP implementations is offered:

- Develop implementation plan for ASAP, based on agency requirements.
- Provide professional services to support the implementation.
- Motorola (via subcontractor) will provide your customer agency with professional services for the following aspects of the project.
- Coordinate efforts with the agency's executive stakeholders, the agency's CAD provider, state message switch/control point officials, the TMA, and alarm monitoring companies: (broken out below)
 - Coordinate with the agency's CAD provider the installation of the CAD provider's interface application solution in both a Test environment and a Production environment as applicable. These may be done at separate times.
 - Work with agency officials to ensure connectivity to the Nlets network via the state CJIS Message Switch or other transport method if available.
 - Coordinate with those alarm companies that are operating in production with the ASAP project and with agency officials through cutover to production activities.
- Motorola PremierOne ASAP Interface Testing and Verification (on premise at agency)
 - Establish a test plan and extend test cases as appropriate for the agency

- Execute testing to ensure that the end product conforms to the APCO/CSAA ANS 2.101.2-2014 standard.
- Certify the installed product to be conformant with the APCO/CSAA ANS 2.101.2-2014 upon successful completion of test plan.
- Oversee training of PSAP staff in learning CAD enhancements to accommodate the ASAP program.

The above scope of work for the Oakland Police Dept includes travel for (1) one site visit.

Milestone Definitions

- Project Kickoff Meeting will be a joint call with Agency Stakeholders, CAD Vendor, and CommSys personnel
 - Discuss Project Requirements
 - Review GIS Requirements
 - Review Alarm Event to CAD nature code worksheet
- Application Testing includes
 - Configure ASAP Service
 - Complete round trip connectivity test
 - Complete application testing in Test/Training environment with the Agency, the CAD Vendor, and an Alarm Company
 - Complete Application Testing in the Production Environment with the Agency, the CAD Vendor, and an Alarm Company
 - System Declared Ready for Go-Live
- Go-Live Preparation Completion
 - Training package delivery
 - Alarm Company address list delivery
 - Address verifications and resolution
 - Alarm Company pre-production testing
 - Traffic Authorization Letter generated
 - ASAP Message Broker configuration
 - Alarm Companies scheduled for go-live
- Productive Use:
 - Alarm Companies conduct final test in production
 - Bulk address verification process test in production
 - Alarm Company go-live

Highlights:

1. The number of alarm companies participating in the ASAP program has increased over the past two years thus requiring a greater coordination effort with the alarm companies on behalf of the PSAP.

2. Motorola will begin the project upon receipt of a purchase order, but please be aware there is a backlog.

3. The project cannot move forward unless the agency has satisfied all requirements with The Monitoring Association (formerly known as the Central Station Alarm Association (CSAA) even if a purchase order has been provided to Motorola. The Monitoring Association has defined a standard protocol that can be used to electronically communicate information between alarm monitoring companies and PSAPs. This protocol, called the Automated Secure Alarm Protocol (ASAP), allows an alarm monitoring company to communicate a request for a response to a PSAP, and for the PSAP to keep the alarm monitoring company advised as to the status of the resulting incident.

On-going coordination services with newly connected alarm companies with the ASAP program is offered at an additional cost.

Please note we will not schedule the consultants visit until we receive a Purchase Order or equivalent document from The City of Oakland. Currently, we are scheduling out 150 days.

Functional Description: ASAP To PSAP - Alarm Bidirectional Interface

Functional Description

Many fire and burglar alarm systems are connected to an alarm monitoring company. When an alarm occurs, these companies verify the alarm and then contact the Public Safety Answering Point (PSAP) responsible for the location. The Monitoring Association (formerly known as the Central Station Alarm Association (CSAA)) has defined a standard protocol that can be used to electronically communicate information between alarm monitoring companies and PSAPs. This protocol, called the Automated Secure Alarm Protocol (ASAP), allows an alarm monitoring company to communicate a request for a response to a PSAP, and for the PSAP to keep the alarm monitoring company advised as to the status of the resulting incident.

Alarm monitoring companies that support ASAP connect with a central message broker which uses the existing National Law Enforcement Telecommunications System (NLETS) network to transport messages to the state message switches. These message switches then communicate with the PSAPs. The same connections between the PSAP and the state message switches are used both for state queries and ASAP transactions.

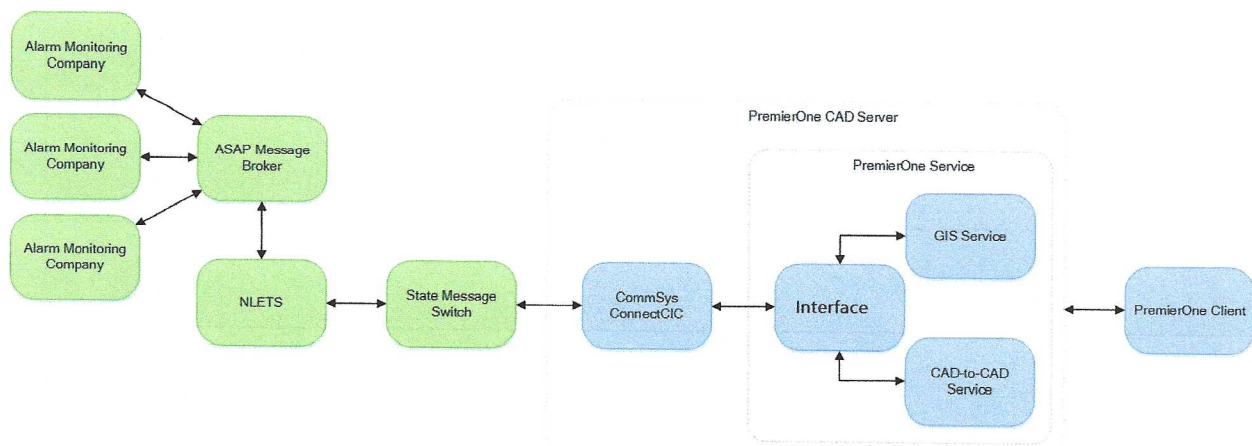
The ASAP Interface with PremierOne CAD uses CommSys ConnectCIC to connect with the state message switch. All messages from the state are routed to the Interface service which separates the ASAP messages from the other state query messages, and routes the ASAP messages to special components which process them. When the message requires that an incident be created or updated, the Interface uses the PremierOne CAD-to-CAD components to perform the necessary actions on the incident.

A valid alarm request message results in a pending incident containing the information supplied by the alarm monitoring company. This incident appears in the dispatcher's pending status monitor and is handled in the same fashion as any other incident.

Supplemental information provided by the alarm monitoring company is added to the incident as a priority comment

A user may send information to the alarm monitoring company by adding a comment to the incident prefixed with the string "###" (three hash symbols). All other incident comments remain within PremierOne CAD

Interface Diagram



Supported Use Cases

- PremierOne CAD can send false alarm data for closed incidents to a 3rd party alarm monitoring vendor
- PremierOne CAD can create new alarm incidents from imported alarm incident data
- PremierOne CAD can add alarm incident updates from imported unit status updates by a 3rd party alarm monitoring vendor system for the following events
 - Unit dispatched: The alarm monitoring company will be notified when units are dispatched to the incident
 - Unit On-Scene: The alarm monitoring company will be notified when a unit arrives on-scene of the incident

- PremierOne CAD can notify the 3rd party alarm monitoring vendor when the CAD alarm incident is closed
- user may send information to the alarm monitoring company by adding a comment to the CAD alarm incident prefixed with the string “###” (three hash symbols)

Non Supported Use Case

- All CAD alarm incident comments not prefixed with a string "###" (three hash symbols) will be sent to the 3rd party alarm monitoring vendor system

Specific Technical Requirements

Target System Version	Target System Connection Protocol	Send Only	Receive Only	Bidirectional	Acknowledge Received / Send
Latest available version	Web Socket (CommSys ConnectCIC)			X	

- The customer is responsible for contacting Motorola Solutions when changes occur in the State Message Switch or the customer's Enterprise Network, which might affect the interface
- The customer is responsible for contacting Motorola Solutions when State or the Monitoring Association changes the parameters or the response formats of ASAP
- ASAP alarm types and locations types must be mapped to incident types and location types in PremierOne CAD for the customer
- The customer is responsible for maintaining user credentials, ORIs and Mnemonics as required by the State
- CommSys will require the Agency, Incident Source ("ASAP"), County Name, and whether to validate the Zip Code (True/False) with every transaction

Data Fields Supported by the Interface

Data Elements for MSI outbound Messages (Alarm Response)

Session.Id

Session.Authentication.Mnemonic

Session.Authentication.ORI

Session.Authentication.UserName

Session.Authentication.Agency

Date: 9/11/24

To: City of Oakland Administrator's Office
From: Omar Farmer, Chairperson, Safety & Services Oversight Commission (SSOC)
Cc: SSOC Commission, Felicia Verdin, Councilmember Rebecca Kaplan

Subject: ASAP to PSAP Funds Request

One of the primary objectives of parcel and property tax portion of Measure Z is to use the funds generated on strategies to improve 911 response times. With 98% of burglary alarms received by our 911 call center historically being false alarms this amounts to 4.5-6.8 annual FTE hours wasted per year, which equates to \$900K to \$1.3M in unproductive police officer time.

According to a CSPM report, 5.4% of the 911 call center call volume is attributed to the above mentioned burglar alarms. The implementation of ASAP to PSAP technology will significantly reduce and potentially eliminate calls associated with these alarms. By implementing this technology that's able to more accurately detect whether a commercial or residential burglary alarm is taking place, then able to generate a call for service itself, the call volume of the 911 call center will decrease and the call center personnel will be able to get to other calls, such as ones involving gun violence, faster. As a result, their call answering times and subsequent police and fire dispatch times would improve.

As discussed, on 8/27/24 and 9/11/24 via Zoom with representatives from the City Administrator's Office the SSOC respectfully requests to use Measure Z funds to pay for the implementation of ASAP to PSAP technology. One of the Commission's 911 Improvement Strategies. The cost of implementing this technology is \$79,043.00 total and is a one time cost. Ultimately, this technology pays for itself in terms of the FTE hours saved by reducing the overall call volume. The quote from the sole source provider, a copy of their sole source verification letter, and the city's completed questionnaire are attached to this correspondence.

Three percent of the \$25-27M worth of funds generated on average by Measure Z per year are designated for annual performance audits. However, performance audits have not been conducted every year for the past 10 years. Our recommendation is to use the funds to pay for this strategy from this portion of the Measure Z budget or another area of its account. Further, if Measure Z funds are also collected during the second property tax assessment for 2024 or if the parking tax portion of the ordinance will continue to be collected until 12/31/24, these are also potential sources to pay for this technology. If possible, please confirm by our September 23rd meeting that Measure Z funds will be able to be used for this recommendation.

Very respectfully,



Omar Farmer
SSOC Chairperson

✕ < >

Re: KTOP Stats

Hey Omar

Unfortunately we don't have the staff capacity to go out and support offsite meetings. We supply a webcam kit to use with Zoom, and then we record and archive the Zoom meeting

If this is something you all are interested in doing, please reach out to my colleague Michael Munson to get on our calendar for use of the equipment

Thanks!
Josh

Josh Kahn
KTOP Chief Engineer

From: Omar Farmer <ofarmer@hotmail.com>
Sent: Thursday, September 12, 2024 8:21:15 PM
To: Kahn, Josh <JKahn@oaklandca.gov>
Subject: Re: KTOP Stats

What if we wanted to have our December meeting at Tech, would KTOP be able to support that?



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A message from the Public Ethics Commission:

Campaign Activity by Officeholders and City Staff

With the election season in full swing, public servants must stay aware of the laws that apply to City employees and officials who are engaging in campaign or ballot measure-related work! The Public Ethics Commission is providing this additional reminder so that you don't inadvertently violate the law. Please take the time to review our [Campaign-Related Activities FAQ](#) prepared with the City Attorney's Office as well for more detailed answers on use of City resources, political activity, and contribution solicitations.

§ Do not engage in political activities while on duty, in uniform, or in a City-owned building

City officials and employees may participate in political activities or campaigns while off duty and on their own personal time.

§ Do not use City resources for any campaign-related activity

City resources cannot be used to campaign for or against candidates and ballot measures (once the measure is qualified for the ballot). City resources include City-owned computers and software, City email and contact lists, City equipment such as printers and copiers, City property such as vehicles and office space, and employees' work time. Organizing, coordinating, planning or otherwise setting-up campaign meetings or events using City property such as telephones or City offices is prohibited. This rule **always** applies, even after work hours or when a staffer is on break.

§ Do not directly or indirectly solicit campaign contributions from other City officials or employees

This includes persons on City employment lists unless the request is made as part of a solicitation to a significant segment of the public that happens to include Oakland officials or employees. Candidates and City staff may not solicit campaign contributions while on City time or in City buildings.

§ Mandatory Reporting by City Officials and Staff Who Solicit Political Contributions

Any Oakland public servant required to file a Statement of Economic Interests (Form 700) who successfully solicits a political contribution of \$5,000 or more from any person or entity that contracts or proposes to contract with the official's department **must** disclose the solicitation to the Public Ethics Commission within 30 days. To report a solicited contribution, use the online [OCRA Form 303](#).

§ **City resources may only be used to prepare objective, fact-based analysis of the effect of a ballot measure on the agency and those the agency serves.**

Do not encourage voters to adopt the agency's views or vote one way or another on a measure.

Contact Jelani Killings at (510) 484-1292 or jkillings@oaklandca.gov with any questions.

A. Community Priorities

Community priorities are prioritized 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 (NC's), priorities can come from a variety of different sources. Neighborhood Council Priorities should be identified through a specific procedure and produced in written form following SMART principles. 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. CRO's should take the lead in taking NC Priorities of a more serious nature through the SARA Process. NSC's should take the lead in taking NC Priorities of a less serious nature through the SARA Process. In either case, the CRO/NSC should report back to the sponsoring NC at the completion of each step in the SARA Process in real time.

B. SARA Projects

A SARA project is a way to identify specific priorities or problems and to design tailored solutions for those issues. Each CRO is expected to have at least one open SARA project at any given time. The SARA concept includes evaluation assessment of the solutions and results to determine the efficacy of the designed response. The SARA model includes the following steps:

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.

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 within and without Oakland 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 Oakland NC Beats and 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.

Oakland Police Department**Special Resource Section****BFO1 CRO Staffing**

District 1 - Beats 1X, 2X, 2Y, 3X, 3Y, 4X, 5X, 5Y, 6X, 7X

City Council District 1 – Dan Kalb (Beats 8, 14,)

District 2 – Nikki Fortuno Bas (Beat 3)

District 3 – Carol Fife (Beats 1,2,3,4,5,6,7,8)

Neighborhood Service Coordinators

Brneda Ivy	1X, 2Y, 3Y, 4X, 5Y, 7X	BIvy@oaklandca.gov
Lisa Jue	3X	ljue@oaklandca.gov
Angela Moore	2X, 5X, 6X, 8X, 14X/Y	Amoore@oaklandca.gov

CROs

Ofc C Quintana 9937 (1,2,3,)	CQuintana@oaklandca.gov	510 203-0205
Ofc N. Estifanos 9946 (4,5,6,7)	NEstifanos@oaklandca.gov	510-292-8167

NSC Meetings

1X- Zoom monthly

2X- Zoom monthly

2Y- Zoom monthly

3X-

3Y- In person monthly

4X- In person – even months

5X- Zoom monthly

5Y- Zoom monthly

6X- In person monthly

7X- Zoom odd months

District 2 - Beats 8X, 9X, 10X, 10Y, 11X, 12X, 12Y, 13X, 13Y, 13Z

City Council District 1 – Dan Kalb (Beats 8, 9, 10, 11, 12, 14)

District 4 – Janani Ramachandran (Beat 13)

Neighborhood Service Coordinators

Angela Moore	8X, 9X, 11X, 12 X/Y, 13X/Y/Z	Amoore@oaklandca.gov
Brneda Ivy	10X/Y	BIvy@oaklandca.gov

CROs

Ofc. M. Gichki 9615 (8, 9, 10)	MGichki@oaklandca.gov	510-406-6289
Ofc S. Triana 9562 (11, 12,13)	STriana@oaklandca.gov	510-851-1239

NSC Meetings

8X-In person odd months

9X- Zoom monthly

10X- In person monthly

10Y- Zoom monthly

11X- In person monthly

12X- No Meetings

12Y-Zoom monthly

13X-Zoom monthly

13Y-In person every 3 months

13Z-Zoom monthly

District 3 -Beats 14X, 14Y, 15X, 16X, 16Y, 17X, 17Y, 18X, 18Y, 19X

City Council District 1 – Dan Kalb (Beats 14)

District 2 – Nikki Fortuno Bas (Beats 14, 15, 16, 17, 18,19)

District 3 – Carol Fife (Beat 14)

Neighborhood Service Coordinators

Angela Moore	14X, 14Y, 9X, 11X, 12 X/Y, 13X/Y/Z	Amoore@oaklandca.gov
Jason Wallace	15X, 16X, 16Y, 17X, 17Y	jwallace@oaklandca.gov
Lisa Jue	18X, 18Y, 19X	LJue@oaklandca.gov

CROs

Ofc E Mendez 9733 (14, 15, 16)	EMendez@oaklandca.gov	510-914-5044
Ofc J Kino 9949 (17, 18, 19)	JKino@oaklandca.gov	510-227-7052

NSC Meetings

14X- 5 times a year in person

14Y- In person monthly

15X- In person odd months

16X- In person monthly

16Y- 4 times a year, in person

17X- Zoom, odd months

17Y- Zoom, odd months

18X- Zoom, odd months

18Y- Zoom, odd months

19X - Zoom, odd months

Supervisor	Sgt J. Ladd 9365	Jladd@oaklandca.gov	510-882-8318
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Oakland Police Department

Special Resource Section

BFO2 CRO Staffing

District 4 - Beats 20X, 21X, 21Y, 22X, 22Y, 23X, 24X, 24Y, 25X, 25Y

City Council District 4 - Janani Ramachandran (Beat 24)

District 5 - Noel Gallo (Beats 20, 21, 23)

District 6 - Kevin Jenkins (Beat 25)

Neighborhood Service Coordinators

Claudia DeLaCruz 20X, 21XY, 23X, 24X cdelacruz-perez@oaklandca.gov

Lisa Jue 22X, 22Y, 23Y ljue@oaklandca.gov

Araina Richards 24Y, 25Y arichards@oaklandca.gov

Jason Wallace 25X jwallace@oaklandca.gov

CROs

Ofc A Johnson 9580 (20,21,23,24) ajohnson@oaklandca.gov 510 407-0561

Ofc K Gaskin 9325 (22,25) kgaskin@oaklandca.gov 510-882-8228

Ofc. I. Harris 9347 (20,21,23,24) lharris@oaklandca.gov 510-882-8165

NSC Meetings

20X-

21X-

21Y-

22X-

22Y-

23X-

24X- No Meetings

24Y- No Meetings

25X-

25Y-

District 5 - Beats 26X, 26Y, 27X, 27Y, 28X, 29X, 30X, 30Y

City Council District 5 - Noel Gallo (Beat 27)

District 6 - Kevin Jenkins (Beats 26, 28, 29, 30)

Neighborhood Service Coordinators

Judith Christopher	26XY, 30X, 30Y	jchristopher@oaklandca.gov
Claudia DeLaCruz	27Y	cdelacruz-perez@oaklandca.gov
Araina Richards	27X, 28X, 29X	arichards@oaklandca.gov

CROs

Ofc. L. Roman 9251 (26,30)	Lroman@oaklandca.gov	510-882-8460
Ofc S Sumpter 9482 (27,28,29)	ssumpter@oaklandca.gov	510-506-8765

NSC Meetings

26X-No Meetings

26Y-No Meetings

27X-

27Y- Every other last Thursday of the month (9/26)

28X-

29X-

30X-Zoom every second Thursday of the month

30Y-Zoom every fourth Wednesday of the month

District 6 -Beats 31X, 31Y, 31Z, 32X, 32Y, 33X, 34X, 35X, 35Y

City Council District 7 - Treva Reid

Neighborhood Service Coordinators

Judith Christopher	32X, 35X	jchristopher@oaklandca.gov
Araina Richards	31X, 32Y, 35Y	arichards@oaklandca.gov
Jason Wallace	31YZ, 33X, 34X	jwallace@oaklandca.gov

CROs

Ofc J Endaya 9496 (32,33,34)	jendaya@oaklandca.gov	510-773-1842
Ofc C Vasquez 9487 (32,35)	cvasquez@oaklandca.gov	510-407-2381
Ofc M Smith 9196 (31)	msmith@oaklandca.gov	
510-851-0138		

NSC Meetings

31X-

31Y-

31Z-

32X-Zoom

32Y-Zoom

33X-Every third Wednesday monthly (9/18)

34X-Every third Wednesday monthly (9/18)

35X-

35Y-

Supervisor	Sgt J. Belligan	jbelligan2@oaklandca.gov	510-507-1441
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Area	Beat	Address	Purpose
1	02X	700 Willow St	Addressing violence in and around the area.
	07X	32 nd St & Filbert St	Addressing violence in and around the area.
2	08X	370 W Macarthur Blvd.	Addressing prostitution, vehicle theft, and violent crime associated to motel.
	08X	385 Fairmount Ave	Addressing the community's concerns regarding firearms and vehicle theft in the area.
	10Y	800 block of 59 th St.	Addressing the community's concerns regarding firearms and vehicle theft in the area.
	12X	500 42 nd St	Addressing Drug related issues and homeless encampment
	11X	565 Alcatraz Ave	Addressing community concerns about auto chop shop
3	18X	1701 E 19 th St	Addressing community concerns with subjects consuming alcohol in the park
	19X	800-1800 International	Addressing Prostitution issues and violence
4	22Y	4100 Redwood Road	Lincoln Square Shopping Center Burglaries
	23X	3300-3600 blk E. 9 th St	Neighborhood Health and Safety
	24Y	2349 Humboldt Ave	Nuisance Abatement
5	27X	2560 Courtland Ave	Cul-de-sac redesign project to curb illegal activity on the street (abandoned stripped/dumped vehicles)
6	31Z	149 Louvaine Ave	Nuisance Property; squatters on property; Request from Beat 31YZ Neighborhood Council
	32Y	9915 MacArthur Blvd	Nuisance property; Criminal activity at location; squatters involved in violent crime/shootings at location
	35X	2261/2263 85 th Ave	Problem residence: multiple shootings related to occupants of property; working on nuisance eviction

VCOC 2023 data

Updated figures from VCOC arrest log 2023 (entire year):

YTD Arrests: 390

YTD Firearm Recoveries: 216

YTD Search Warrants: 64

YTD Arrests by Charge:

Other 28%

Weapons 21%

Robbery 15%

Homicide 13%

Stolen Vehicle 8%

Firearm Assault 6%

Attempt Homicide 4%

Carjacking 3%

Drugs 2%