



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

SPECIAL MEETING AGENDA
Monday, May 20th, 2024
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 Frank H. Ogawa Plaza, Oakland, CA 94612 in Council Chamber**

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- 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.
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***Each person wishing to speak on items must complete a Speaker Card
Persons addressing the Safety and Services Oversight Commission shall state their names and the
organization they are representing, if any.***

ITEM	TIME	TYPE	Attachments
1. Call to Order	6:30 PM	AD	
2. Roll Call	1 Minute	AD	
3. Approve Meeting Minutes	1 Minute	A	Attachment 4
4. Open Forum – For items not listed on the Agenda	5 Minutes	I	
5. Ceasefire Update by Chief Holly Joshi, Department of Violence Prevention (DVP); Reverend Damita Davis-Howard (Oakland Police Department); Rev. Dr. George C.L. Cummings, Faith in Action East Bay	45 Minutes	I	Attachments 5, 5a
6. DVP Dashboard update (Tchoukleva)	5 Minutes	I	
7. CARE: Former & Current <u>SSOC Commissioner Survey</u> (Farmer)	10 Minutes	I	Attachment 7
8. CARE: League of Women Voters (LWVO) follow up, June 5 th 35x presentation, etc. (Farmer, Tchoukleva)	10 Minutes	I	Attachments 8a, 8b, 8c, 8d
9. MACRO ad hoc discussion (Farmer)	10 Minutes	I	Attachments 9a, 9b
10. <u>Emergency Response Act of 2024 SSOC Endorsement and Press Release</u> (Farmer, Tchoukleva, Mehta)	10 Minutes	I	Attachments 10a, 10b
11. SSOC dashboard – Initiatives, Agenda Plan (Farmer)	15 Minutes	I	Attachments 11a, 11b
12. Joint Meeting Presentation Prep (Farmer)	30 Minutes	A	Attachments 12a, 12b, 12c, 12d, 12e
13. Report from Staff – Schedule Planning, Remote Participation, etc	5 Minutes	AD	
14. New Business	5 Minutes	A	
15. Adjournment	1 Minute	A	

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



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

Regular Meeting Minutes - DRAFT
Monday, April 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 (pending)*
(D6), Gloria Bailey-Ray, (D-7), Michael Wallace (Mayoral), Sonya Mehta (At-Large)

ITEM
1. Call to Order
2. Roll Call In attendance: Chair Farmer, Commissioner Dawit, Commissioner Mehta, Bailey-Ray, Commissioner Hawthorn, Commissioner Wallace, Commissioner Tchoukleva, Commissioner Cure.
3. Approve Meeting Minutes Motion to approve the minutes by Commissioner Hawthorn, second by Commissioner Mehta. The minutes were approved unanimously.
4. Open Forum No public comment.
5. SSOC Dashboard – MACRO ad hoc discussion Chair Farmer referenced the MACRO spreadsheet in the agenda packet. He indicated that the spreadsheet highlights concerns regarding the MACRO programs transparency on how it operates. Chair Farmer shared that the SSOC is looking for a councilmember to sponsor an ordinance to establish a City of Oakland MACRO board or commission to oversee the program. Boards and commissions are governed by the Brown Act. This will also provide a forum for a public oversight body to weigh in on issues regarding the program. The current advisory board does not provide opportunities for the community to provide consistent feedback. There was a drafted resolution in the agenda packet. MACRO did publish a phone number, 510-444-MACRO.

Commissioner Mehta mentioned that it would be helpful to have materials and a communication strategy to promote the new phone number.

Public Comment: Jim Donatell spoke in support of the MACRO program and the necessity for results reporting.

6. SSOC Commissioners will review and take possible action on MACRO ad hoc recommendations (Farmer)

Chair Farmer provided an overview of a rough draft of the proposed ordinance.

Commissioners weighed in on the MACRO ad hoc recommendations. They highlighted the need for a clear understanding of the coordination between OPD and the Fire Department. They emphasized the value of the MACRO program. The general public is aware of MACRO, but unclear on how to access it. There is a lack of marketing, information and education.

Vice Chair Tchoukleva moved to adopt the draft resolution language with a recommendation from the SSOC to City Council to implement an ordinance based on the vision that is laid out in the draft resolution. Commissioner Bailey-Ray seconded the motion.

Commissioner Bailey-Ray – yes, Vice Chair Tchoukleva – yes, Commissioner Mehta – yes, Chair Farmer – yes, Commissioner Hawthorn-yes, Commissioner Wallace – yes, Commissioner Cure – yes.

Commissioner Dawit abstained.

The motion passed.

Public Comment: Mary Vail spoke and previously provided written comments to Chair Farmer.

7. Former SSOC Commissioner Feedback: Link to Survey: <https://docs.google.com/forms/d/1Nv25BYsZO3Wf3C1UjD4LFgqbhfY7nFcDUX-22yIV5Mc/edit> (Farmer)

Chair Farmer provided an update on the survey responses. The survey was developed to obtain feedback from former SSOC commissioners. The purpose of

the survey is to get feedback on their experience as former commissioners, in addition to their views on the proposed measure.

The Commission took a 5 minute recess.

Letitia Henderson joined the meeting and provided an update on her experience as the previous chair of the SSOC. She responded to questions from commissioners.

Public Comment: Jim Donatell

8. Discuss the Oakland Community Violence Reduction and Emergency Response Act of 2024 as a potential SSOC Recommendation (Tchoukleva)

Vice Chair Tchoukleva indicated that the new proposed commission has a different level of authority. They will have planning authority and are required to develop a 4 year violence prevention plan that complies with the 60/40 allocation of the funding, including funds set aside for the fire department. If approved by voters, the proposed new commission could provide more accountability and oversight.

Motion by Chair Hawthorn to support the new Measure Z and authorized Tchoukleva, Mehta and Farmer to write and release a press release from the SSOC in support of the measure. Second by Tchouleva.

Motion passed unanimously.

Public commenters: Donald Dalke, Jose Dorado

The commission took a two minute recess.

9. Ceasefire Progress Report Recommendation (Tchoukleva)

The meeting was reconvened.

Vice Chair Tchoukleva provided an overview on this item and indicated that an executive summary regarding the Ceasefire Program was included in the agenda packet.

Commissioner Wallace recommended that a representative from Faith in Action East Bay attend the meeting since they are involved with the night walks and other activities that are part of the Ceasefire strategy. He

indicated that Reverend Damita can provide an overview of the relationship between Ceasefire, the County, City and other groups. DVP can provide an overview on the violence interrupters and life coaches. Its important to hear about other activities that are critical to the overall strategy. Including the number of people that are being reached, how frequent are the night walks and what is the impact.

Commissioner Hawthorn referenced the importance and value of the audit recommendations and obtaining updates on those items.

Pastor Wallace emphasize the need to get feedback on the recommendations for accountability, transparency and success reporting on each recommendation.

Commissioner Bailey-Ray suggested presentations in June, August and October.

Vice Chair Tchouleva moved to have three meetings between now and the end of the term of the SSOC where DVP, OPD, Rev. Damita and representations from Faith in Action are invited to provide progress updates on how they are each working to revive Operation Ceasefire. Second by Commissioner Wallace.

The motion passed unanimously.

No public comment.

10. DVP Dashboard update (Tchoukleva)

Vice Chair Tchoukleva provided an update on this item. Members of the SSOC met with Councilmember Reid's office and the Department of Violence Prevention staff to discuss a dashboard that is being compiled by DVP staff. To date, much of the data are performance metrics, however outcomes data will be provided through the Urban Institute and Urban Strategies evaluations. There will be opportunities for the community and SSOC to provide feedback.

No public comment on this item.

11. Remote Participation (Tchoukleva)

The bylaws language is corrected. There was one small change, on page 48 to clarify that each commissioner can request to use AB2449 two times per year. This is under subsection 1.

Chair Farmer clarified that Commissioners attending remotely do not contribute to the quorum.

Staff provided an update and indicated that more information will be available in May.

No public comment on this item.

12. SSOC Dashboard – (1) Initiatives, (2) CARE, (3) Strategic Plan Objective 2.4, Evaluation Summary (Tchoukleva/Farmer/Bailey-Ray/Cure)

Chair Farmer provided an update on this item. He thanked Commissioner Cure for her work on strategic plan objective 2.4 which is a summary of the various evaluations. This information will be included possibly as a score card in the end of year report.

The Chair indicated that there is one upcoming community presentation.

The information provided on the dashboard included in the agenda packet is to keep everyone update on the initiatives that the Commission is working on to date.

No public comment on this item.

13. Report from Staff – Schedule Planning

Staff reminded the Commission that the next meeting of the SSOC is May 20, 2024.

14. New Business: SSOC Membership, etc

Chair Farmer and other commissioners welcomed the newest Commissioner Samuel Dawit from District 6.

The meeting was adjourned.

Ceasefire Re-implementation Progress Report Request	Date: 4/17/24				
Ongoing Analysis	Areas for Improvement	Status	Direct Communication	Areas for Improvement	Status
Data & Intel Sharing			Call-ins	Covid-prevented call ins	
Shooting Reviews			Interventions		
Crime Analysis			Custom Notifications		
Law Enforcement Partner Analysis			Community Partners		
			Faith Leaders		
			US Attorney's Office		
			DA's Office		
			Service Providers		
			Victims of Violence		
Services & Support	Areas for Improvement	Status	Law Enforcement	Areas for Improvement	Status
Interested Direct Communication Participants			First and Worst Offender Follow Through		
DVP Service Providers			OPD Ceasefire Unit		
Life coaches			Other Units or Agencies		

Ceasefire Audit Recommendations:

Reinstate Coordination Meeting: Coordination Meetings have resumed, being led by the Mayor's Chief of Education & Community Safety. The meetings are held once a week and they are led and overseen by Brooklyn Williams of the Mayor's Office. Partners who attend regularly include but is not limited to: OPD Assistant Chief Jones, Deputy Chief Shavies and Captain Valle; The Ceasefire Director, Davis-Howard, DVP Chief Joshi, Deputy Chief Medina, Life Coach supervisor, Haywood and Direct Communications Life Coach, Mena; Alameda County Deputy Probation officers, Cole and Winn and Probation Division Director, Jointer.

The weekly Coordination meetings has given us an opportunity to reconcile data faster, thereby improving drastically the quality of the data shared between OPD and DVP. (DONE)

Reinstate quarterly Ceasefire Performance Reviews in Q1 of 2024: The first performance review meeting was held March 14, 2024, and the next was held on May 7, 2024. These meetings occur every other month and have been scheduled for the rest of calendar year 2024. (DONE)

Shooting Review as a Priority: Deputy Chief Shavies is now leading the Shooting Reviews, with the Assistant Chief and other Deputy Chiefs in attendance. Staff from SFPD and ACSO were invited to the Shooting Reviews as partners, and they attend regularly. (DONE)

Consolidate Ceasefire Unit, and Crime Gun Intelligence Center under one chain of command. CGIC and Ceasefire are physically located together, and the Ceasefire Captain is now captain over CGIC. (DONE)

Reintegrate Crime Reduction Teams into geographic areas, prioritizing staffing for those most impacted by gun violence. There are now two (2) CRT teams designated by geography – CRT West and CRT East. (DONE)

Assistant Chief of Police Duties: Appoint the Assistant Chief of Police to manage the Ceasefire Unit with a specific focus on reducing gun violence. (DONE)
The Assistant Chief of Police should oversee both the Ceasefire and CRT gun violence plans. (DONE)

Direct Communications: Trained additional OPD officers and service staff to deliver custom notifications. This has increased our outreach thus increasing the number of direct communications. (DONE)

Latino Gang Group SME: OPD should have a new unit within Ceasefire to address Latin Group and Gang violence. There are three officers with intimate knowledge of predominantly and traditionally Latin groups, gangs, and networks. Staffing and knowledge base does not allow for us to stand up a unit currently. (DONE)

Fully staff Ceasefire Unit for simultaneous focus on multiple active conflicts. There has been an increase in staffing of the Ceasefire Unit, however staffing is very fluid, near future promotions, transfers and retirements will impact the staffing levels but we continue to recruit to fill all vacancies. (ONGOING)

SSOC question:

Can OPD speak to how they handle shootings on freeways? Does CHP report to all shootings? How does OPD work with CHP? Are they aware of any reasons why freeway shootings have decreased in many counties across the state except for Alameda County?

OPD Response:

OPD only responds to shootings that are on the off or on ramps. OPD seldom gets shooting information from CHP unless it's a known individual.

OPD doesn't have the data regarding freeway shootings.

Measure Z and New Measure Feedback

These questions are designed to provide current SSOC commissioners with a summary of your feedback or lessons learned from your experiences as a commissioner. We would appreciate it if you could fill out this form by April 17 (Wed) at 5pm PST.

* Indicates required question

1. Name *

2. Email Address *

3. What was your biggest challenge as a member of the SSOC?

4. Is there anything you would have changed about Measure Z? If so, please elaborate.

5. Were there any additional support, resources, or authority you felt that the SSOC needed to be effective?

6. Have you reviewed the [new measure](#), entitled "The Oakland Community Violence and Emergency Response Act of 2024"? If so, do you support it? Why or why not? *

7. If we organized a get-together of former and current SSOC Commissioners, do you think you would attend? *

Mark only one oval.

- Yes, could be fun!
- No, I am done with all things SSOC!
- Maybe, invite me and I will see!

8. Is there anything else you'd like to add?

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

Pajouablai Monica Lee | MPA Capstone, Spring 2021

ACKNOWLEDGMENTS

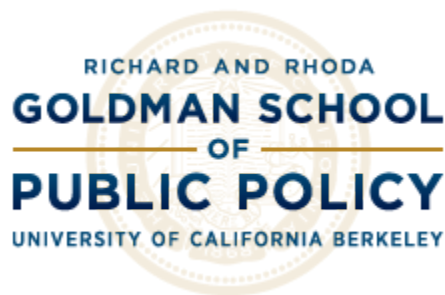
This report was commissioned by the Action Committee of the League of Women Voters of Oakland, and made

possible in part, by the generous support of many people from the City of Oakland. In particular, this report benefitted from the guidance and support of the LWVO leaders Gail Wallace and Mary Bergan, and several Oakland oversight members, former and current City Council Members, engaged Oakland constituents, and Oakland City and Oakland Unified School District staff.



ABOUT THE AUTHOR

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The author conducted this study as part of the program of professional education at the Goldman School of Public Policy, University of California at Berkeley. This paper is submitted in partial fulfillment of the course requirements for the Master of Public Affairs degree. The judgements and conclusions are solely those of the author, and are not necessarily endorsed by the Goldman School of Public Policy, by the University of California or by any other agency.

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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

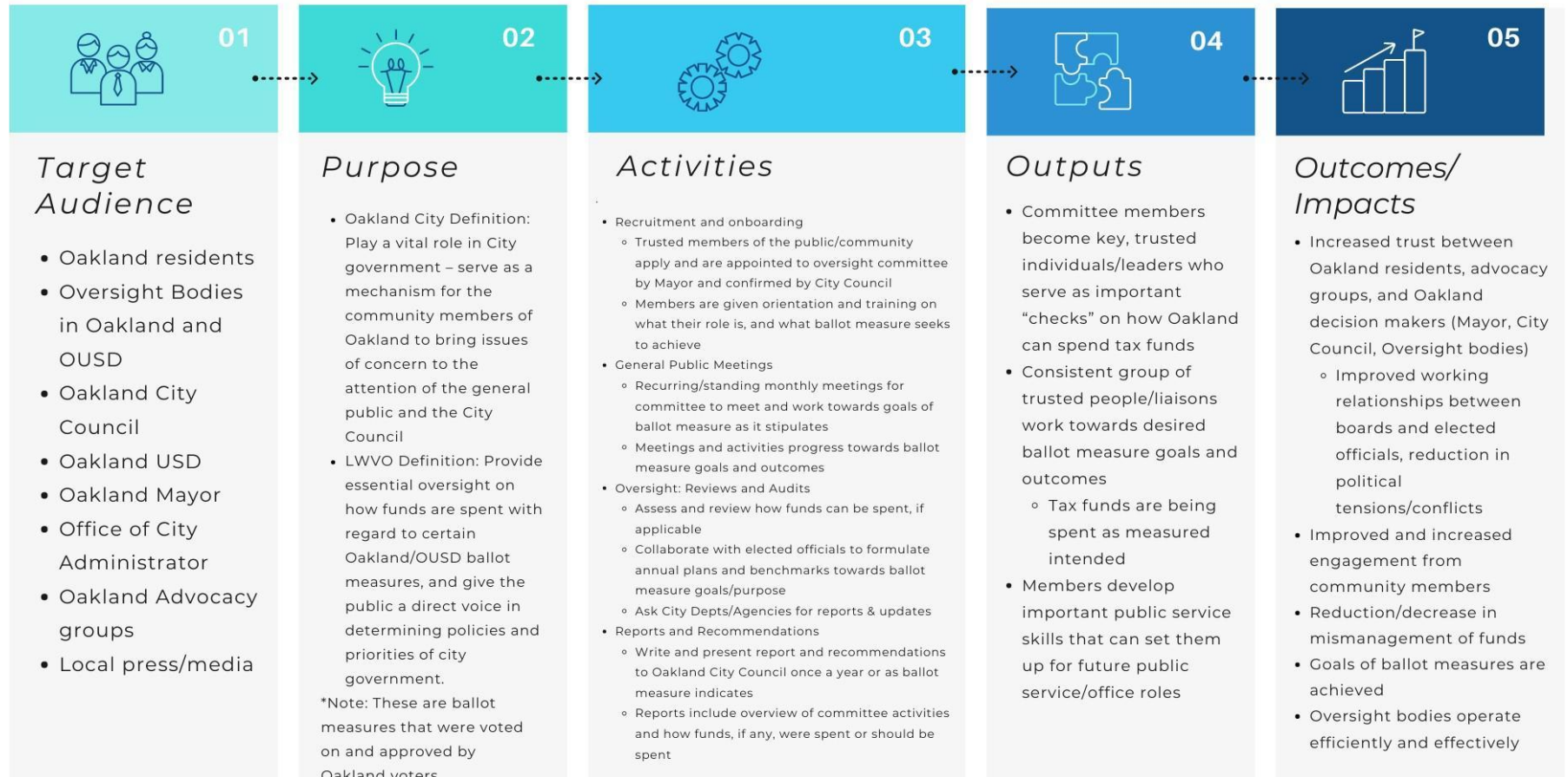
While Oakland has 30+ boards and commissions formed via different ways over time for different purposes, this assessment focuses only on 9 boards and commissions that were formed after Oakland residents adopted ballot measures at the polls. Since all 9 bodies perform oversight duties over their respective 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.

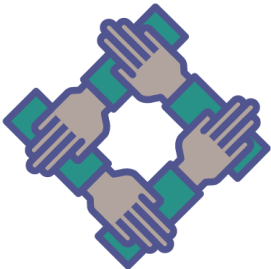
In efforts to keep interviews and opinions confidential, specific names and pronouns will be omitted and only general identifiers will be used throughout the report.

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 Sweetened 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>

Date: 2 May 2024

To: League of Women Voters (LWVO) - Oakland chapter

From: Safety and Services Oversight Commission

Subject: Reevaluation of Final LWVO Capstone Report Findings Regarding the SSOC from 2021

The following is a summary as to why the SSOC feels they should receive Strong Oversight Body status rather than one of Medium Strength.

Issue 1: Improving Good Governance Conduct regular meetings that are easily accessible to the public and widely publicized; conduct long-term planning; and broad outreach for diverse member recruitment. **(page 4.1)**

SSOC Response: Our meetings have been publicized via public notice and via our CARE program for broader outreach. The CARE program was developed through Part III of our Strategic Plan. We've had no canceled meetings in the past 2 years. We've conducted CARE outreach all over Oakland and have also used it for recruitment, with multiple applications received throughout that process, including the appointment of at least 1 appointee. We've also posted about the SSOC on social media, which is helpful in getting the word out and helped persuade the appointment of another appointee.

Long-term planning has been implemented via our Strategic Plan, and the SSOC dashboard initiatives, where long-term agenda planning and planning for ad hocs are located. We agree that good governance and expectations are key to establishing a standard way of operating and can provide an opportunity for shaping how commissions engage with the public. [Here's a link](#) to our strategic plan which has significantly improved our self-governance and member capacity.

Issue 2: 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. **(page 4, last paragraph)**

SSOC Response: To help facilitate the public's attendance at meetings, the SSOC has led an initiative to allow commissioners and members of the public to view and participate in meetings remotely. This resulted in the new remote meeting amendment to the SSOC Bylaws that the CAO office approved and will be disseminated to all city boards and commissions, which should improve access to meetings. We also agree with the idea of having a clearinghouse. Uniformity, increased transparency, and a standard way for how to engage with each commission. We also agree with the idea of having the LWVO or another organization audit the respective commissions to ensure that they're following pre-developed standard operating procedures.

Issue 3: Improving Oversight Body Member Capacity. Leverage 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. **(page 5.2)**

SSOC Response: We concur with this assessment and have also discussed leveraging our relationship with LWVO to apply pressure for new appointees, to assist us in our recruitment efforts. We've also cultivated relationships with new and other organizations such as Men of Valor, the Violence Prevention Coalition, and the Reimagining Public Safety Task Force, which has resulted in multiple appointments. Making sure we have enough commissioners has assisted us with accomplishing all of the objectives within our strategic plan and then building on that foundation towards increased recommendations on how to accomplish the objectives of Measure Z.

Issue 4: Looking to the Future section. A key recommendation for the League is to ensure future measure text includes 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. **(page 6, last paragraph)**

SSOC Response: Within our SSOC recommendation to create an oversight body for MACRO, we agreed to add how often the commission should agree to meet per year. If/when it's adopted by a council member, we can recommend including how they should update documents and make them publicly available. Also, include the number of audits that the City should conduct to get the process moving regarding these 3 minimum things.

Issue 5: Background on oversight bodies section. Oversight bodies do, however, have the authority to carry out independent research, listen to and hear from constituents on their recommendations/priorities, and provide feedback and recommendations to City departments/agencies. **(page 8, 2nd to last sentence)**

SSOC Response: We agree and have conducted our own independent research while developing our strategic plan. Part III of the plan developed our outreach team, also known as CARE, which stands for Community Activation Research and Elevation. To date, we've conducted outreach to 11 different groups in order to hear from a diverse set of constituents throughout the city. Some of their recommendations were adopted by us, and we presented them to the city council at our annual joint meeting for consideration, such as the further development of MACRO and the implementation of a Brown Act-governed commission to oversee it. The recommendation to install a self-triage 911 system is also something that constituents have recommended to us. Implementation of Recommendation #53 (i.e., Verified Response) from the RPSTF is also a community-based recommendation provided by a constituent. It was fully implemented by the City Council in February of this year. Part IV of our strategic plan is completely devoted to making recommendations and includes a scoring system for how to create objectives.

Issue 6: Scope of Assessment. A Research question. 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? **(page 10, 1st paragraph)**

SSOC Response: We've created a [survey](#) to get feedback from former commissioners regarding what their biggest challenges were, what would they have changed about MZ, and were there any additional support, resources, or authority they felt that the SSOC needed to be effective, which is in line with this set of questions. We've also invited former commissioners to come to our meetings and discuss these issues with us. One former Chairperson attended our April meeting, and another former Vice-Chair may attend our May meeting. The purpose of surveying these folks is to provide feedback at our joint meeting with the city council at the end of the year that will address "what's working well" and "what are the current gaps and challenges" that commissions face.

Issue 7: 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." **(page 12, paragraph 1)**

SSOC Response: We feel that we've proven to be trusted agents of the public through the creation of our CARE team and by developing relationships with various groups from the public. We specifically created a forum where residents could ask questions regarding MACRO to increase public transparency about the program since one doesn't exist. The recommendations on our MACRO ad hoc spreadsheet reflect the views of members of community stakeholders. We recently finalized a recommendation to create a MACRO commission, which received buy-in from many public stakeholders.

Issue 8: Strong Oversight Bodies. The main strengths that these oversight bodies possess are: Dedicated, informed, and knowledgeable supporting staff member who advocates for and values 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. **(page 12, last paragraph, bullets 1-3)**

SSOC Response: Since this report, we had a retreat last year and have also created our own strategic plan and an SSOC Dashboard to track all of our initiatives and discussions. We've also always had a good relationship with our staff, which makes us stronger as a team. All of the commissioners are passionate and knowledgeable about accomplishing the objectives within our strategic plan as well as our SSOC initiatives.

Additionally, multiple commissioners are subject matter experts on areas we oversee, such as Operation Ceasefire, 911 improvements strategies, and geographical policing strategies. We're also passionate about the subject matter and future of the departments we oversee which is why we recently voted to promote our support for the [new version of MZ](#) and to release a press release regarding our support.

Issue 9: They actively engage with the public and/or have set community events or visits to engage with their respective communities and City Council members. **(page 12, last paragraph, bullet 4)**

SSOC Response: We've worked very closely and developed strong ties with groups such as CPA, the Violence Prevention Coalition, the MACRO CAB, and several NCPC's. We actively engage with the public through our CARE team.

Issue 10: 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. **(page 12, last paragraph, bullet 5)**

SSOC Response: Despite having multiple staff members, the latest of which supports three commissions, we've still increased our production and oversight capabilities.

Issue 11: 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 canceled 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]. **(page 13)**

SSOC Response: No meetings have been canceled since the release of this report. We've also fostered and aided the development of a DVP dashboard to make it easier for the public to have access to outcome metrics beyond the standard departmental metrics DVP has historically shared. We've also built off of the efficacy findings regarding MZ within our strategic plan via Part IV, the recommendations section, to provide more deliverables to the community at large. We've also proposed what the city spends its funds on via recommendations such as ASAP to PSAP, which is a 911 improvement strategy since no specific 911 improvement strategies are outlined in the ordinance. We also recently got a recommendation implemented where, along with the assistance and approval of the city council, the burglary ordinance was updated to reflect a new Verified Response requirement in order to cut down on OPD spending time on having to respond

to burglary alarms 98% of which turn out to be false alarms, which equates to 4.5-6.8 annual OPD FTE hours wasted per year.

CARE: Community Activation, Research, & Elevation	Members: Omar, Yoana, Gloria		Presentation (hyperlink):						
2023-2024 Presentations	Date	Location	Feedback	2024 Presentations	Date	Loation	Potential Presentations	Location	Status
NCPC 22x	Feb 28th 2023	D4	None to note.	NCPC 35y	Mar 27th 2024 (in-person)	D7	Associated Residents of Sequoyah Highlands	D7	TBD
League of Women Voters	May 9th 2023	City-wide	Upgraded us to a high functioning board. Willing to assist with vacancy advocacy.	NCPC 35x	Apr 3rd 2024 (zoom). Postponed to June 5th	D7	Sobrante Park Resident Action Council	D7	TBD
Violence Prevention Coalition	July 17th 2023	City-wide	Interested in MACRO development and transparency		May 2nd 2024	Zoom	LWVO follow-up	XX	TBD
NCPC 14y & 16x	Aug 16th 2023	D1 & D2	Recruited Commissioner Cure. Residents need to see DVP success stories. CM Kalb shared the OFD call center # and said to use if you can't get through to 911.				NCPC 32Y	D7	Emailed Feb 1st, No Reply
Mt. Zion Missionary Baptist Church	Sept 30th 2023	D3	None to note.				NCPC 31Y & 31Z	D7	Emailed Feb 1st, No Reply
Delta Town Hall @ City of Refuge	Dec 9th 2023	D7	Interested in RPSTF rec's.						
NCPC 32x	Feb 15th 2024	D7	Interested in being able to get through to 911 and 311 faster.						
NCPC 33x & 34x	Feb 21st 2024	D7	Collaboration with other boards? Invited to Mar 20th business leader meeting to discuss Knightscope technology						

MACRO Development: Improves 911 response times by taking a portion of the 911 call volume					
Training	Status	Quantitative Analysis	Status	Transparency	Status
Develop 911 Dispatcher Curriculum	TBD? Awaiting comparable curriculums for comparison.	Percentage increase of diverted 911 calls per month.	Is that a part of their monthly report?	Launch public information officer position	In progress by OFD
Train dispatchers and MACRO responders on what their parameters are.	TBD?	Review stats from other organizations	Waiting to see their stats.	Create a direct phone number	COMPLETE. PUBLISHED as 510-44-MACRO in March 2024
Evaluate total scope of calls MACRO will ultimately be able to go on.	Done during RPSTF process?			SSOC MACRO Sessions	In progress: tentatively put on agenda for April. Need to discuss with MACRO & CAB. Elliott agreed to attending these meetings during our conversation in the hallway on 2/20.
Conduct a daily or monthly review of calls for service and discuss why certain calls could have gone to MACRO or not, and figure out how to do more with MACRO resources going forward	Not happening yet.			Public CAB Meetings	At the Sept or October 2023 meeting OFD committed to having all CAB meetings public in 2024. Held last meeting in Hearing Room 1, but it was not open to the public. Was initially invited to 2/19 meeting then receiving a cancellation notice for. Told by CAB members it was still happening and was asked to attend so I did. While there was told it wasn't open to the public when I tried to speak. Didn't ask me to leave but didn't feel welcome. Was told that I couldn't make any comments unless there was time at the end. They've also changed their mind and now state that they'll only be doing 2 public meetings per year. When TBD. CAB meetings are dysfunctional in terms of what's expected of the members. They appear to starting from square 1 in terms of what their role should be. In addition, the Jan meeting was cancelled and rescheduled 3 times. I received invites to those meetings as well.
				Recommend to city council for MACRO to be governed by a city of Oakland Commission that's governed by the Brown Act for increased transparency and inclusiveness.	Recommendation in progress. Vote on recommendation now then present it to city council at the joint meeting? Recruit a Councilmember to create a resolution to initiate the development of a city of Oakland MACRO Commission that's governed by the Brown Act. Link to draft Resolution Ordinance. CM Fife declined sponsoring the ordinance but CM Reid and Kaplan are interested in discussing further.
				Request MACRO be audited by the city auditor.	Discuss at April 2024 meeting. <i>Holding off for now.</i>
				Create a public records request regarding MACRO inter-departmental communications	Discuss at April 2024 meeting. <i>Holding off for now.</i>

SSOC DRAFT**ORDINANCE ESTABLISHING PROCEDURES FOR OVERSIGHT OF THE MOBILE ASSISTANCE COMMUNITY RESPONDERS OF OAKLAND (MACRO) IN ORDER TO IMPROVE PUBLIC ACCOUNTABILITY AND CREATE TRANSPARENT OPERATIONAL, BUSINESS, FINANCIAL, AND ADMINISTRATIVE MACRO PRACTICES**

WHEREAS the city of Oakland has established public safety as one of its highest priorities and has determined that safety is essential for a thriving economy, healthy community, and quality of life for all Oakland residents; and

WHEREAS issues with police misconduct and ineffective deescalation tactics and training in response to members of the public who are in a mental health crises have at times resulted in excessive force and unnecessary loss of life at the hands of the police, as was the case during the Joshua Pawlik killing when the Oakland Police Department used their paramilitary BearCat armored vehicle as a shooting platform to apply deadly force; this incident was the impetus for adopting the Mobile Assistance Community Responders of Oakland (MACRO) program; and

WHEREAS investing in a coordinated system of non-sworn personnel intervention efforts before injury occurs will reduce economic and emotional costs and is a fiscally responsible use of taxpayer dollars when implemented efficiently and effectively; and

WHEREAS the current community input model for the Mobile Assistance Community Responders of Oakland is through the use of a Community Advisory Board (CAB) that is not operating as a City of Oakland Brown Act governed board or commission making it difficult to assess the efficacy of their operations; CAB meetings are not open to the public; recordings are not made, and minutes are not kept, making the functioning of the current CAB essentially confidential; and

WHEREAS members of the CAB have reported they have little to no direction on their duties. that meetings are not held on a consistent time or day, that there historically has been no set frequency, and that meetings are often canceled on short notice, making it difficult for them to plan their daily lives; CAB members have further stated that their input on the direction of the CAB and MACRO program is consistently disregarded or overlooked; and

WHEREAS the public perception is that the current percentage of 911 calls that MACRO handles in the place of the Oakland Police Department (OPD) is far less than the percentage forecasted by the study completed during the city of Oakland's Reimagining Public Safety Task Force process; and

WHEREAS the Oakland Police Department 911 Call Center has been out of California Office of Emergency Services (CAL OES) standards for call answering times for several years and is currently at risk of losing critical state funding or the ability to take 911 calls altogether if 911 call answering times are not improved; MACRO was designed to take a portion of 911 call center volume, resulting in a reduced overall call center volume and increased chances of meeting CAL OES standards; and

SSOC DRAFT

WHEREAS there is no evidence that MACRO has had an impact on improving 911 response, as anticipated; and

WHEREAS one of the duties of the Public Safety and Services Oversight Commission (SSOC) in the course of their oversight over Measure Z is to oversee and recommend strategies for improving 911 response times and is therefore recommending the implementation of this Resolution; and

BE IT RESOLVED the Oakland City Council establishes a City of Oakland Commission to oversee MACRO, with full Brown Act transparency requirements, and with the direction that this Commission meet no less than monthly; and

BE IT FURTHER RESOLVED that that the MACRO Commission shall: (1) receive reports on critical data including but not limited to: the number and percentage of 911 calls diverted from the Oakland Police Department and Oakland Fire Department call center to MACRO; the number of requests for service received through electronic mail (email); the number of requests for service received by their publicly shared phone numbers; (2) evaluate the total scope of calls for service MACRO will ultimately be able to respond to per day; (3) conduct a weekly or monthly review of calls for service and discuss why certain calls could have gone to MACRO or not, and figure out how to do more with MACRO resources thereafter; and

BE IT FURTHER RESOLVED the Oakland City Council instructs the Oakland Fire Department (OFD) and the Oakland Police Department to: (1) make public and implement clear and understandable policies regarding MACRO call for service capabilities and limitations; (2) make public any training and curriculum developed for 911 operators and MACRO responders, including training on the parameters of calls that can be diverted to MACRO; (3) review statistics from comparable agencies in an effort to conduct quantitative analysis on how they can become more functional, efficient and effective in responding to calls for service; (4) develop and implement a strategic plan that identifies an organizational structure and future plans to scale the program to their maximum capabilities; and

BE IT FURTHER RESOLVED that each fiscal year, before the City adopts its two year policy budget or its mid-cycle budget adjustments, the Oakland Fire Department shall submit to the City Council, and the City Council shall adopt, a MACRO personnel hiring plan demonstrating how the City will achieve and/or maintain a strength of force required by this Resolution for the MACRO program to operate to its highest capabilities; the hiring plan will make use of assumptions that department attrition rates, recruiting success, and other relevant factors affecting the growth or shrinkage of the program will be comparable to the past two to four years' experience; and

FINALLY, BE IT RESOLVED that the Oakland City Council finds and determines the forgoing recitals are true and correct and hereby adopts and incorporates them into this Resolution.

February 23, 2024

2024 FEB 23 PM 2:15
FILED
OFFICE OF THE CITY CLERK
OAKLAND

VIA HAND-DELIVERY

Ms. Asha Reed
City Clerk, City of Oakland
1 Frank H. Ogawa Plaza
First and Second Floors
Oakland, CA 94612

RE: Oakland Community Violence Reduction and Emergency
Response Act of 2024

Dear Ms. Reed:

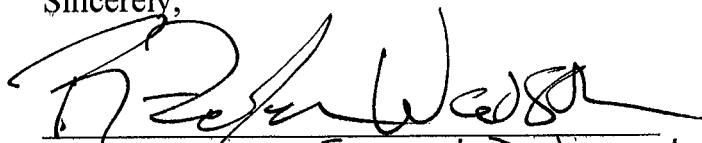
Enclosed please find a "Notice of Intent to Circulate Petition," and the text for a proposed initiative ordinance in the City of Oakland, the "Oakland Community Violence Reduction and Emergency Response Act of 2024," along with the \$500 filing fee. I request that you immediately forward a copy of the proposed ordinance to the City Attorney for preparation of a Ballot Title and Summary. Also, enclosed please find the proponent's signed statement required by California Elections Code section 9608.

This letter authorizes my legal counsel Jim Sutton and Eli Love (copied here) to submit the initiative and accompanying documents to your office, and also authorizes you and other City officials to correspond with Mr. Sutton and Mr. Love for any and all matters related to this proposed initiative.

As soon as the Ballot Title and Summary are prepared, please e-mail it to Mr. Sutton and Mr. Love (jsutton@campaignlawyers.com, elove@campaignlawyers.com; 415/732-7700).

Thank you for your assistance in this matter. Please direct all correspondence and questions regarding this initiative ordinance to Mr. Sutton and Mr. Love.

Sincerely,


Zack Wasserman [Robert Zachary Wasserman]
3833 Lakeshore Ave.
Oakland, CA 94610

Attachments

cc: James R. Sutton, Esq.
Eli Love, Esq.

Proponent's Signed Statement Pursuant to Elections Code Section 9608

Pursuant to California Elections Code section 9608, I, as the proponent, hereby submit this signed statement with regard to the proposed initiative ordinance titled "Oakland Community Violence Reduction and Emergency Response Act of 2024:

I, Zack Wasserman, acknowledge that it is a misdemeanor under state law (Section 18650 of the Elections Code) to knowingly or willfully allow the signatures on an initiative petition to be used for any purpose other than qualification of the proposed measure for the ballot. I certify that I will not knowingly or willfully allow the signatures for this initiative to be used for any purpose other than qualification of the measure for the ballot.

Dated this 23rd day of February, 2024



Zack Wasserman
3833 Lakeshore Ave.
Oakland, CA 94610

[Repeat Zack Wasserman]

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Notice of Intent to Circulate Petition

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OAKLAND

Notice is hereby given by the person whose name appears hereon of her intention to circulate the petition within the City of Oakland for the purpose of raising revenue solely to pay for the development, implementation and evaluation of a holistic, results-driven approach to the prevention and reduction of violent crime in Oakland; balancing investments in community violence prevention, police and fire services; creating a Citywide Community Violence Reduction Plan designed to achieve specific violence reduction targets; empowering a citizens' planning and oversight commission and an independent budget auditor to monitor and account for the proper and effective use of revenue raised from this measure; and continuing and increasing the parcel tax and parking tax imposed by the 2014 Oakland Public Safety and Services Violence Prevention Act (Measure Z). The proposed initiative ordinance is titled the "Oakland Community Violence Reduction and Emergency Response Act of 2024."

A statement of the reasons of the proposed action as contemplated in the petition is as follows:

Violent crime is a very serious issue in our City, with most Oaklanders feeling less safe today than a year or two ago. Today Oakland is facing an unprecedented wave of robberies, burglaries and car jackings and break-ins. Oaklanders want city government to implement a results-driven approach to public safety that balances investments in community violence prevention and law enforcement strategies, and is publicly accountable for achieving meaningful reductions in violent crime.

Oaklanders want city government to prioritize the use of local tax dollars to reduce gun violence, improve response times to 911 emergency calls for service, and reduce human trafficking, including the sexual exploitation of minors. Oaklanders expect city government to be transparent and accountable to the general public for its strategic use of local tax dollars in achieving improvements in public safety.

The 2014 Oakland Public Safety and Services Violence Prevention Act and the parcel tax it authorized will expire at the end of 2024 and the continuation of the services provided by that act and the revenues it generates to support those services are critical to maintaining public safety in Oakland. If that Act is not renewed by the voters, the City will lose over \$30 million dollars that support public safety and that provides for critical violence prevention services and 58 sworn police officers.

The revenues received from the Act will be expended exclusively for the benefit of the purposes and goals stated in this Measure.

Please sign this petition so our Oakland voters can continue to provide funds to support critical violence prevention and public safety measures to protect our City.



Zack Wasserman
3833 Lakeshore Ave.
Oakland, CA 94610

[Robert Zachary Wasserman]

2/29/2024
Date

OAKLAND COMMUNITY VIOLENCE AND EMERGENCY RESPONSE ACT OF 2024

The People of the City of Oakland do ordain as follows:

PART 1. General Provisions

SECTION 1. Title.

This Ordinance may be cited as the “Oakland Community Violence Reduction and Emergency Response Act of 2024” and may be referred to herein as “the Act”, “this Ordinance” or “Measure”.

SECTION 2. Findings.

Violent crime is a very serious issue in our City. Most Oaklanders feel less safe today than a year or two ago with Oakland is facing an unprecedented wave of robberies, burglaries and break-ins. Oaklanders want City government to implement a results-driven approach to public safety which balances investments in community violence prevention and law enforcement strategies, and which is publicly accountable for achieving meaningful reductions in violent crime.

Oaklanders want City government to prioritize the use of local tax dollars to reduce gun violence and property crimes which threaten people’s safety, improve response times to 911 emergency calls for service, and reduce human trafficking, including the sexual exploitation of minors. Oaklanders expect City government to be transparent and accountable to the general public for its strategic use of local tax dollars in achieving improvements in public safety.

The 2014 Oakland Public Safety and Services Violence Prevention Act and the parcel tax it authorized which provided over \$30 million each year for these purposes will expire at the end of 2024. The continuation of the services provided by that Act and the revenues it generates to support those services are critical to maintaining public safety in Oakland.

The chief purpose and intent of this measure is to raise revenue solely to pay for the development, implementation, and evaluation of a holistic, results-driven approach to the prevention and reduction of violent crime in Oakland. This approach balances investments in community violence prevention, police, and fire services; creates a citywide Community Violence Reduction Plan designed to achieve specific violence reduction targets; and empowers a citizens’ planning and oversight commission and an independent budget auditor to monitor and account for the proper and effective use of revenue raised from this measure. The taxes imposed under this Ordinance are solely for these purposes and to pay for certain administrative expenses related to the funded programs.

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SECTION 3. Objectives.

The tax proceeds raised by the special taxes created by this Ordinance may be used only to pay for costs or expenses relating to or arising from efforts to achieve the following desired goals: (1) reduce homicides, robberies, car jackings and break-ins, domestic violence, and other gun-related violence; (2) reduce response time for 911 emergency calls for service, and improve the quality of response; and (3) reduce the incidence of human trafficking, including the sexual exploitation of minors.

SECTION 4. Planning, Oversight, and Accountability.

A. Commission: Adoption of this Ordinance shall establish the Oakland Public Safety Planning and Oversight Commission ("Commission") which shall replace the existing Public Safety and Services Violence Prevention Oversight and Accountability Commission.

1. Composition: The Commission shall be composed of five (5) members who shall be appointed by the Mayor and confirmed by the Council pursuant to Section 601 of the Charter. The composition of the Commission should be reflective of the diversity of Oakland and shall include members who have expertise in criminal justice, public safety, public health, social services, emergency services, and community violence intervention and prevention programs and/or research, finance and evaluations in those areas. At least one member shall have lived experience with service-eligible populations, and one member shall have professional law enforcement experience, preferably at a command officer level, and/or academic expertise in law enforcement.
2. Conflicts of Interest: Each Commission member shall certify that the member and the member's immediate family members, business associates and employers have no financial interest in any program, project, organization, agency or other entity that is seeking or will seek funding approval under this Ordinance. Financial interest includes, without limitation, salaries, consultant fees, program fees, commissions, gifts, gratuities, favors, sales income, rental payments, investment income or other business income. A Commission member shall immediately notify the City Administrator and the Chair of the Commission of any real or possible conflict of interest between membership on the Commission and work or other involvement with entities funded by the taxes provided for in this Ordinance. Any dispute about whether a conflict of interest exists shall be resolved by the Public Ethics Commission.
3. Duties of the Commission: The Commission shall perform the following duties:
 - a. Develop and approve a Four Year Community Violence Reduction Plan.

- b. Recommend to the City Council the adoption of the Four Year Community Reduction Plan which the Council may approve or reject but not modify; if the Council rejects the Plan, it will return it to the Commission with recommended changes and the Commission will submit a new Plan to the Council which the Council may accept or reject but not modify.
 - c. Evaluate the implementation and impact of the Community Violence Reduction Plan, and, at the Commission's discretion, retain an independent consultant to assist such evaluation.
 - d. Review the seven hundred (700) floor number for sworn police officers, the eight hundred (800) number governing layoffs for police, and the four hundred eighty (480) number governing layoffs for firefighters set in Sections 5(A) and (B) below in 2029 for the City 2030 budget. Upon such review based upon the Four Year Community Reduction Plan, any analysis of the performance of the actions authorized by the Act and other crime factors and statistics, the Commission may recommend a different number for each category to the City Council and the Council may approve or reject the new number; if the Council rejects the recommendation, the number shall remain unchanged.
 - e. Monitor the allocation and use of all revenues generated by this Act;
 - f. Submit any policy recommendations to the Mayor and City Council to ensure the City of Oakland's compliance with the purpose and intent of this Act, including recommendations for corrective actions, if any.
 - g. Review and provide comments on all non-confidential reports and recommendations concerning potential suspension and/or reduction of the number of law enforcement personnel and suspension of the tax.
 - h. At least every three (3) years, the department head or his/her designee of each City department receiving and/or disbursing funds generated by this Act shall present to the Commission a priority spending plan for funds received from this Act. The priority spending plan shall include proposed expenditures, strategic rationales for those expenditures and intended measurable outcomes and metrics expected from those expenditures, all of which shall be incorporated into the Four Year Community Violence Reduction Plan. The first presentation shall occur within 120 days of the effective date of this Act. Twice each year, the Commission shall receive a report from a representative of each City department receiving funds from this Act on the status of the priority spending plans and the demonstrated progress towards the desired outcomes.
 - i. Submit reports to the public that the Commission determines are appropriate to serve its purposes.
4. Community Violence Reduction Planning: All revenue raised from this Act, after payment of the administrative fees described herein, shall be spent on direct services, programs, and strategies designed to achieve the violence reduction and public safety goals and metrics established in the Four-Year Community

Violence Reduction Plans developed by the Commission. The first Four-Year Plan will be effective July 1, 2026 and the second Four-Year Plan will be effective July 1, 2030. Each Four-Year Community Violence Reduction Plan shall describe:

- a. problems/needs to be addressed in this Act's three goal areas as stated herein, using multiple data sources;
- b. specific four-year impact goals and outcome metrics for each goal area;
- c. theory-of-change or strategy, informed by data and evidence-based practices, designed to achieve the specific four-year impact goals and outcome metrics;
- d. formal resource leveraging of and programmatic coordination with other city, county, school district, state, federal, and philanthropic resources to maximize the Four-Year Community Violence Reduction Plan's capacity to achieve four-year impact goals and outcome metrics;
- e. four-year budget and spending plan for the Community Violence Reduction Plan; and
- f. specific roles and relationships of the City's Violence Prevention Department, Police Department, Fire Department, and other City departments in the development and implementation of each Four-Year Community Violence Reduction Plan.

B. The Oakland Community Violence Reduction and Emergency Response Budget Auditor ("Budget Auditor") is hereby established in the Office of the City Auditor. The Budget Auditor shall perform an audit not less than every other year to ensure accountability and proper disbursement of all revenue collected by the City from the special tax imposed by this Ordinance, in accordance with the objectives stated herein and in compliance with provisions of State law. The Budget Auditor will also provide analysis to the Commission of current, past and potential expenditures by the departments funded by this Act, including use of overtime.

C. Annual Financial Report. The City's Finance Director or, at that Director's direction, the Budget Auditor, will make an annual report to the City Council and the Commission containing information about the amount of funds collected and expended pursuant to this Act, and the status of any project required or authorized to be funded pursuant to this Ordinance. At the discretion of the Commission, an independent audit may be performed annually to ensure accountability and proper disbursement of the proceeds of this tax in accordance with the objectives stated herein as provided by Government Code sections 50075.1 and 50075.3.

D. Joint Meetings of Relevant Commissions and City Council: The City Council, the Commission and other public safety-related boards and commissions shall conduct an annual joint special public informational meeting devoted to the subject of public

safety. At each the meeting, the public, the Commission, boards, other commissions and City Council will hear reports from representatives of relevant departments, including the Chief of Police, concerning the progress of all of the City's efforts to reduce violent crime.

SECTION 5. Use of Proceeds for Community Violence Reduction Outcomes.

- A. Uses. Through Fiscal Year 2025-2026, all annual revenue from this Act shall be allocated in a manner that continues and extends the 2014 Oakland Public Safety and Services Violence Prevention Act funding allocations. In Fiscal Years 2026-2027 through 2033-2034, all annual revenue from this Act shall be allocated as follows:

Taxes collected pursuant to the special taxes imposed by this Ordinance shall be used only in connection with programs and services which further the objectives set forth in Part 1, Section 3, such as but not limited to the following:

1. Direct Services, Programs, and Strategies designed to achieve violent crime and emergency response reduction goals and metrics. Pursuant to each Four-Year Community Violence Reduction Plan, once passed, revenue raised from this Act may be used to pay for direct services, programs, and strategies such as, but not limited to:
 - a. 911 dispatch and emergency responders
 - b. community ambassadors
 - c. community policing
 - d. community reentry services
 - e. crime lab operations
 - f. crime reduction teams
 - g. domestic violence intervention and response
 - h. education, training and employment services
 - i. group violence intervention
 - j. hospital-based violence intervention
 - k. intensive case management
 - l. intelligence-based policing
 - m. mental health services
 - n. mentoring for vulnerable and justice-involved youth
 - o. non-sworn mobile crisis responders
 - p. police recruitment, retention, and training
 - q. public safety technology enhancements
 - r. victim services
 - s. violence interruption
 - t. violent crime and human-trafficking investigations

2. Administrative Expenses. Includes direct and indirect costs associated with these special taxes and the provision of the aforementioned services, such as but not limited to:

- a. Paying any ancillary costs charged by County of Alameda to collect and remit these special taxes and other costs necessary to levy the special tax; and
- b. Paying any costs related to supporting the Commission, the Budget Auditor, costs to implement a performance tracking system, or to conduct an evaluation of the effectiveness of services or programs that are funded by the special taxes; and
- c. Paying administrative costs required to implement these services and programs.

B. Allocation. The proceeds of the special taxes shall be appropriated in the budget process or by resolution of the City Council. In the first fiscal year that funds from the Act are appropriated during the annual budget process:

1. Three percent (3%) of the total funds appropriated from these special taxes, net of any, audit, financial monitoring, collection and tax levy costs and fees, shall be appropriated for Administrative Expenses.
2. \$3 million of the total funds appropriated from these special taxes, net of any audit, financial monitoring collection and tax levy costs and fees, shall be appropriated for the Oakland Fire Department and associated administrative expenses. Starting in Fiscal Year 2025-26, this amount will increase annually by the same percentage established in Part 2, Section 4 below.
3. Of the amount remaining after the above allocations, net of any, audit, financial monitoring, collection and tax levy costs and fees, sixty percent (60%) shall be appropriated for police services as follows: Ten percent (10%) of the remaining amount shall be specifically allocated to costs associated with operations and functions by non-sworn personnel such as 911 dispatch, maintenance and investments in technology, and operations and functions of the crime lab and associated administrative expenses; and fifty percent (50%) of the remaining amount shall be allocated to costs associated with sworn police officers.
4. Of the amount remaining after the above allocations, net of any, audit, financial monitoring, collection and tax levy costs and fees, forty percent (40%) shall be appropriated for Violence Prevention Services and associated administrative expenses. At least seventy five percent (75%) of the total amount allocated herein for violence prevention services shall be spent on grants to and contracts with community-based service providers.
5. Future year appropriations of the Act's funds, net of any, audit, financial monitoring, collection and tax levy costs and fees, shall be in the same

proportion as those funds appropriated in the first year, rounded to the nearest tenth of a percentage.

- C. Authorized Uses of Tax Revenues. Except as otherwise expressly authorized by this Ordinance, the special taxes authorized and collected pursuant to this Ordinance shall be used only for the purposes set forth herein.

SECTION 6. Use of Proceeds for Maintenance of Sworn Police and Fire Personnel.

- A. Maintenance of Sworn Police Personnel: One intent of the augmented funding provided by this Act is to maintain sufficient resources to allow for the implementation of comprehensive policing within the City's limited resources and to begin the process of restoring the staffing of the Police Department's sworn police personnel to appropriate levels to meet the Police Department's stated mission of providing the people of Oakland with an environment where they can live, work, play and thrive free from crime and from the fear of crime. To ensure the Department's progress toward this mission, the following shall apply:
 - 1. Upon passage of this Ordinance, the City shall maintain a budgeted level of no fewer than seven hundred (700) sworn police personnel (including those sworn police personnel funded by this Ordinance) over the course of each fiscal year, subject to this number being modified as provided herein.
 - 2. The City shall hire and maintain no fewer than seven hundred (700) sworn police personnel as early as practicable after the passage of this Ordinance and at all times after July 1, 2026.
 - 3. The City is prohibited from laying off any police officers if such layoffs will result in a reduction of sworn police personnel to a level of less than eight hundred (800), subject to the review by the Commission as provided herein. Furthermore, the City is prohibited from laying off any police officers unless the City Council adopts a resolution containing factual findings that such layoffs are necessary.
- B. The City is prohibited from laying off any sworn firefighters if such layoffs will result in a reduction of sworn firefighters to a level of less than four hundred and eighty (480), subject to the review by the Commission as provided herein. Furthermore, the City is prohibited from laying off any firefighters unless the City Council adopts a resolution containing factual findings that such layoffs are necessary.
- C. If at any time the City fails to budget for the sworn police personnel staffing levels required by this Act for a fiscal year, the City shall suspend the levy and collection of the parcel tax provided for herein for any fiscal year during which it has failed to

budget for a minimum of seven hundred (700) sworn police personnel, unless either of the following is true:

1. If special revenue, grant, or other dedicated restricted funding used to support sworn police personnel in FY 2023-24 outside of the General Purpose Fund declines or becomes unavailable after that fiscal year, the numeric requirements for budgeting and maintaining sworn police personnel shall be reduced by the number of sworn police personnel previously funded by such lost revenue source. Such a circumstance shall be clearly described in the Adopted Budget for each year in which it is applied. Such a description shall include the steps that were taken by the City to try to replace such funding and possible steps the City will take in the future to replace such funding.
 2. If a severe and unanticipated financial or other event occurs which so adversely impacts the General Purpose Fund as to prevent the City from budgeting for the minimum number of sworn police personnel required by this Ordinance, the numeric requirements for budgeting and maintaining sworn police personnel shall be reduced by the numbers the City is unable to fund as a result of such event. The existence of a severe and unanticipated financial or other event must be established by the declaration of a state of extreme fiscal necessity via City Council Resolution for that annual or biennial cycle. Such a resolution shall also note the steps that were taken by the City to avoid the need to reduce the number of sworn police personnel and the steps that will be taken by the City in the future to restore sworn police personnel.
- D. If at any time the City fails to budget for the sworn police personnel staffing levels required by this Act for a fiscal year and there has been no Council action establishing an exception as provided above, the City shall provide appropriate notice to all parking lot operators that collection of the parking tax surcharge provided for in this Ordinance shall be suspended for a period of twelve (12) months.
- E. Minimum Officer Staffing: Upon passage of this Ordinance, the City shall hire and maintain no fewer than an annual average of seven hundred (700) sworn police personnel (including those sworn police personnel funded by this Ordinance) over the course of each fiscal year. The annual average shall be established by a reasonable method, such as the average number of filled sworn positions at the end of each calendar month, or similar methodology as determined by the City Administrator. To effectuate this requirement, in each fiscal year, as a component of its two-year policy budget or its mid-cycle budget adjustments, the City shall adopt a sworn police personnel staffing plan which indicates the estimated starting and ending number of sworn police personnel by month. The staffing plan will make use of assumptions that department attrition rates, recruiting success, academy yield and other relevant factors affecting the growth or shrinkage of the department's

number of sworn personnel. The required annual average of hired and maintained of sworn personnel shall be reduced to the number of budgeted officers if a valid exception has been established per the previous Section for that fiscal year. 700 sworn police personnel or the lower number provided for above shall constitute the Minimum Average Staffing Number for that fiscal year.

- F. If the annual average of sworn police personnel required by this Ordinance is projected to fall below the Minimum Average Staffing Number, the City Administrator shall report to the City Council concerning the reasons for the shortfall, the steps that should be taken to restore the sworn police personnel level, and the time frame for doing so. If appropriate, the City Council shall adopt a resolution modifying the staffing plan to provide for additional steps to be taken to restore the sworn police personnel level. The staffing plan in the subsequent budget following any such report by the City Administrator shall explicitly describe any changes to assumptions or policy taken to ensure a similar shortfall does not reoccur. Reports on the actual and projected sworn staffing shall be provided by informational memorandum no less than 31 days following the end of the City's Fiscal quarters; however, the City Administrator may establish an alternate reporting timeline that is more frequent.
- G. If there has not been a relevant report by the City Administrator or Council action authorizing steps taken to restore the sworn police personnel within one hundred and twenty (120) days of the publication of a report showing the City is projected to fall below the Minimum Average Staffing Number, the City shall provide appropriate notice to all parking lot operators that collection of the parking tax surcharge provided for in this Ordinance shall be suspended for a period of twelve (12) months, and the City shall suspend the levy and collection of the Parcel tax provided for in this Ordinance for the subsequent fiscal year.
- H. The City Administrator may determine, in his or her reasonable discretion, any minimum amounts required to be appropriated for particular uses pursuant to this Section.
- I. The City Council may temporarily suspend the provisions of this Section by resolution to meet urgent and changing needs in the event of extreme fiscal necessity.

SECTION 7. Special Fund.

All funds collected by the City from the special tax imposed by this Ordinance shall be deposited into one or more special funds in the City treasury and appropriated and expended only for the purposes and uses authorized by this Ordinance.

SECTION 8. Effective Date.

The taxes imposed by this Act shall become effective upon passage.

SECTION 9. Term of Tax Imposition.

The taxes enacted by this Act shall be imposed and levied for a period of Nine (9) years. The City shall place delinquencies on subsequent tax bills.

SECTION 10. Savings Clause.

If any provision, sentence, clause, section or part of this Act is found to be unconstitutional, illegal or invalid, including but not limited to the ability of the City Council to increase, suspend, reduce or eliminate this special tax, such unconstitutionality, illegality, or invalidity shall affect only such provision, sentence, clause, section or part of this Act and shall not affect any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared to be the intention of the City, that the City would have adopted this Act had such unconstitutional, illegal or invalid provision, sentence, clause section or part thereof not been included herein.

If any tax or surcharge imposed by this Act, or any increase, suspension, reduction or elimination of such a tax, is found to be unconstitutional, illegal or invalid, the amounts, services, programs and personnel required to be funded from such taxes and surcharges shall be reduced proportionately by any revenues lost due to such unconstitutionality, illegality or invalidity.

SECTION 11. Amendment.

Except as otherwise expressly provided herein, the tax rates set forth herein may not be increased by action of the City Council without the applicable voter approval – but the City Council may make any other changes to this Ordinance as are consistent with its purpose, except that the City Council may only change the allocations defined in Part 1, Section 4 B as provided in that Section.

SECTION 12. Regulations.

The City Administrator may promulgate appropriate regulations to implement the provisions of this Act.

SECTION 13. Reimbursement.

At the discretion of the City Council, special tax revenues collected by the City pursuant to this Ordinance may be used to reimburse the City for costs incurred in connection with the election seeking voter approval of this Ordinance.

SECTION 14. Challenge to Tax.

Any action to challenge the taxes imposed by this ordinance shall be brought pursuant to Government Code section 50077.5 and Code of Civil Procedure section 860 et seq.

SECTION 15. Liberal Construction.

This Act shall be liberally construed to effectuate its purposes.

PART 2. Parcel Tax

SECTION 1. Definitions.

For purposes of this Part 2 only, the following terms shall be defined as set forth below:

- A. "Building" shall mean any structure having a roof supported by columns or by walls and designed for the shelter or housing of any person, chattel or property of any kind. The word "Building" includes the word "structure."
- B. "City" shall mean the City of Oakland, California.
- C. "Family" shall mean one (1) or more persons related by blood, marriage, domestic partnership, or adoption, legal guardianship, who are living together in a single residential unit and maintaining a common household. Family shall also mean all unrelated persons who live together in a single Residential Unit and maintain a common household.
- D. "Hotel" shall be as defined by Oakland Municipal Code Section 4.24.020.
- E. "Multiple Residential Unit Parcel" shall mean a parcel zoned for a Building, or those portions thereof, that accommodates or is intended to contain two (2) or more residential units, whether or not developed.
- F. "Non-Residential" shall mean all parcels that are not classified by this Act as Single Family Residential or Multiple Residential Unit Parcels, and shall include, but not be limited to, parcels for industrial, commercial and institutional improvements, whether or not developed.
- G. "Occupancy" shall be as defined by Oakland Municipal Code Section 4.24.020.
- H. "Operator" shall be as defined by Oakland Municipal Code Section 4.24.020.
- I. "Owner" shall mean the Person having title to real estate as shown on the most current official assessment role of the Alameda County Assessor.
- J. "Parcel" shall mean a unit of real estate in the City of Oakland as shown on the most current official assessment role of the Alameda County Assessor.
- K. "Person" shall mean an individual, firm, partnership, joint venture, association, social club, fraternal organization, joint stock company, corporation, estate, trust, business trust, receiver, trustee, syndicate, or any other group or combination acting as a unit.
- L. "Possessory Interest" as it applies to property owned by any agency of the government of the United States, the State of California, or any political subdivision thereof, shall mean possession of, claim to, or right to the possession of, land or Improvements and shall include any exclusive right to the use of such land or Improvements.

- M. "Residential Unit" shall mean a Building or portion of a Building designed for or occupied exclusively by one Family.
- N. "Single Family Residential Parcel" shall mean a parcel zoned for single-family residences, whether or not developed.
- O. "Tax" shall mean the parcel tax created by this Act and further described in Part 2, Section 2 below.
- P. "Transient" shall mean any individual who exercises Occupancy of a Hotel or is entitled to Occupancy by reason of concession, permit, right of access, license or other agreement for a period of thirty (30) consecutive calendar days or less, counting portions of calendar days as full days. Any individual so occupying space in a Hotel shall be deemed to be a Transient until the period of thirty (30) consecutive days has elapsed.

SECTION 2. Imposition of Parcel Tax.

There is hereby imposed a special tax on all Owners of parcels in the City of Oakland for the privilege of using municipal services and the availability of such services. The special tax imposed by this Section shall be assessed on the Owner unless the Owner is by law exempt from taxation, in which case, the tax imposed shall be assessed to the holder of any Possessory Interest in such parcel, unless such holder is also by law exempt from taxation. The tax is imposed as of July 1 of each year on the person who owned the parcel on that date. The tax shall be collected at the same time, by the same officials, and pursuant to the same procedures as the one percent imposed pursuant to Article XIII A of the California Constitution. The Parcel Tax shall be imposed for a period of Nine (9) years.

The tax hereby imposed shall be set as follows subject to adjustment as provided herein:

- A. For owners of all Single-Family Residential Parcels, the tax shall be at the annual rate of \$198.00 per Parcel.
- B. For owners of all Multiple Residential Unit Parcels, the tax shall be at the annual rate of \$132.00 per Residential Unit.
- C. The tax for Non-Residential Parcels is calculated using both frontage and square footage measurements to determine total single-family residential unit equivalents (SFE). A frontage of eighty (80) feet for a commercial institutional parcel, for example, is equal to one (1) single family residential unit equivalent. (See matrix.) An area of six thousand four hundred (6,400) square feet for the commercial institutional parcel is equal to one (1) single family residential unit equivalent. For tall buildings (more than five (5) stories), the single-family residential unit equivalent computation also includes one (1) single family residential unit equivalent for every five thousand (5,000) square feet of net rentable area. The tax is the annual rate \$198.00 multiplied by the total number of single-family residential unit equivalents (determined by the frontage and square footage).

LAND USE CATEGORY	FRONTAGE	AREA (SF)	BUILDING AREA (SF)
Commercial/Institutional	80	6,400	N/A
Industrial	100	10,000	N/A
Public Utility	1,000	100,000	N/A
Golf Course	500	100,000	N/A
Quarry	1,000	250,000	N/A
Tall Buildings > 5 stories	80	6,400	5,000

Example: assessment calculation for a Commercial Institutional Parcel with a Frontage of 160 feet and an Area of 12,800 square feet:

Frontage 160 feet ÷ 80 = 2 SFE

Area 12,800 square ÷ feet 6,400 = 2 SFE

2 SFE + 2 SFE = 4 SFE

4 SFE x \$198.00 = \$792 tax

- A. The tax imposed by this Act shall be imposed on each Hotel within the City as follows:
1. Residential Hotels. Rooms in a Hotel occupied by individuals who were not Transients for eighty percent (80%) or more of the previous fiscal year shall be deemed Residential Units and the parcel on which they are located shall be subject to the Parcel tax imposed on Multiple Residential Unit Parcels. The remainder of the Building shall be subject to the applicable tax computed in accordance with the single-family residential unit equivalent formula set forth in Part 2, Section 2(c) of this Act.
 2. Transient Hotels. Notwithstanding paragraph (1) of this subdivision, if eighty percent (80%) or more of the Operator's gross receipts for the previous Fiscal Year were reported as rent received from Transients on a return filed by the Operator in compliance with Section 4.24.010 of the Oakland Municipal Code (commonly known as the Uniform Transient Occupancy Tax of the City of Oakland), such Hotel shall be deemed a Transient Hotel. The entire Building shall be deemed a Non-Residential Parcel, categorized as commercial/institutional, and shall be subject to the applicable tax computed in accordance with the single-family residential unit equivalent formula set forth in Part 2 Section 2(c) of this Act, and the parcel tax imposed on Multiple Residential Units shall not apply.

SECTION 3. Exemptions.

- A. Very-Low income household exemption. The following is exempt from this tax: an Owner of a Single-Family Residential Unit (1) who resides in such unit and (2) whose combined family income, from all sources for the previous year, is at or below the income level qualifying as sixty percent (60%) of area median income for a Family of such size under Section 8 of the United States Housing Act of 1937 (42 U.S.C.A. sections 1437 et. seq.), or successor legislation, for such year. The Director of Finance shall set forth procedures for annual applications from Owners for the exemption, which may require information such as federal income tax returns and W-2 forms of owner occupants eligible for the exemption, or procedures for an alternative process.
- B. Senior household exemption. The following is exempt from this tax: an Owner of a single family residential unit (1) who resides in such unit, (2) who is sixty-five (65) years of age or older and (3) whose combined family income, from all sources for the previous year, is at or below the income level qualifying as eighty percent (80%) of area median income for a Family of such size under Section 8 of the United States Housing Act of 1937 (42 U.S.C.A. Sections 1437 et. seq.), or successor legislation, for such year. The Director of Finance shall set forth procedures for annual applications from Owners for the exemption, which may require information such as federal income tax returns and W-2 forms of owner occupants eligible for the exemption, or procedures for an alternative process.
- C. Fifty percent reduction for affordable housing projects. Rental housing owned by nonprofit corporations and nonprofit-controlled partnerships for senior, disabled and low-income households that are exempt from ad valorem property tax pursuant to California Revenue and Taxation Code 214(f), (g) and (h) shall be liable for only fifty percent (50%) of the parcel tax. The exemption shall apply in the same proportion that is exempted from ad valorem property tax.
- D. Rebate to tenants in foreclosed single-family homes. The City will provide a rebate of one-half (1/2) of the tax and subsequent increases thereto to tenants in single family homes that have been foreclosed upon who have paid a passed through Parcel Tax. To qualify for this rebate, a tenant must: (1) have lived in the unit before foreclosure proceedings commenced; and (2) be at or below the income level qualifying as sixty percent (60%) of area median income for a Family of such size under Section 8 of the United States Housing Act of 1937 (42 U.S.C.A. Sections 1437 et. seq.), or successor legislation, for such year. The City will provide this rebate for every month that the tax was applied and the tenant occupied the unit. The City will provide this rebate at the end of each year, or when the tenant vacates the unit, whichever is earlier. The City Administrator will promulgate regulations to effectuate this subdivision.

- E. Real property owned by a religious organization or school that is exempt from property taxes under California law is exempt from this tax. To qualify for this exemption, each religious organization or school seeking such exemption shall submit such information required to determine eligibility for such exemption.

SECTION 4. Adjustment of Tax Rate.

- A. Subject to paragraph (B) of this section, the tax rates imposed by this Ordinance are maximum rates and may not be increased by the City Council above such maximum rates. The tax imposed by the Ordinance may be suspended, reduced or eliminated by the City Council to the full extent allowed by the California Constitution.
- B. Beginning for the Fiscal Year 2025-2026, and each year thereafter, the City Council may increase the tax imposed herein up to the percentage change in the cost of living in the immediate San Francisco Bay Area, as determined by the twelve-month (12) Annual Percentage Change in the Consumer Price Index (CPI) for all items in the San Francisco Bay Area as published by the U.S. Department of Labor Statistics.

SECTION 5. Duties of the Director of Finance; Notice of Decisions.

It shall be the duty of the Director of Finance to collect and receive all taxes imposed by this Act. The Director of Finance is charged with the enforcement of this Act and may adopt rules and regulations relating to such enforcement.

SECTION 6. Examination of Books, Records, Witnesses; Penalties.

The Director of Finance or the Director of Finance's designee is hereby authorized to examine assessment rolls, property tax records, records of the Alameda County Recorder and any other records of the County of Alameda deemed necessary in order to determine ownership of Parcels and computation of the tax imposed by this Act.

The Director of Finance or the Director of Finance's designee is hereby authorized to examine the books, papers and records of any person subject to the tax imposed by this Act, including any person who claims an exemption, for the purpose of verifying the accuracy of any petition, claim or return filed and to ascertain the tax due. The Director of Finance, or the Director of Finance's designee is hereby authorized to examine any person, under oath, for the purpose of verifying the accuracy of any petition, claim or return filed or to ascertain the tax due under this Act and for this purpose may compel the production of books, papers and records, whether as parties or witnesses, whenever the Director of Finance believes such persons have knowledge of such matters. The refusal of such examination by any person subject to the tax shall be deemed a violation of this Act and of the Oakland Municipal Code and subject to any and all remedies specified therein.

SECTION 7. Collection of Tax; Interest and Penalties.

The tax shall be delinquent if the City does not receive it on or before the delinquency date set forth in the notice mailed to the Owner's address as shown on the most current assessment roll of the Alameda County Tax Collector; and the tax shall be collected in such a manner as the City Council may decide. The City may place delinquencies on a subsequent tax bill.

A one-time penalty at a rate set by the City Council, which in no event shall exceed twenty-five percent (25%) of the tax due per fiscal year, is hereby imposed by this Act on all taxpayers who fail to timely pay the tax provided by this Act. In addition, the City Council may assess interest at the rate of one percent (1%) per month on the unpaid tax and the penalty thereon.

Every penalty imposed and such interest as accrues under the provisions of this Act shall become a part of the tax herein required to be paid.

The City may authorize the County of Alameda to collect the taxes imposed by this Act in conjunction with and at the same time and in the same manner as the County collects property taxes for the City. If the City elects to authorize the County of Alameda to collect the tax, penalties and interest shall be those applicable to the nonpayment of property taxes.

Nothing in this Ordinance is intended to preclude owners from recovering the tax from the occupant. Whether the occupant is charged depends on the occupancy agreement and the requirements of the Residential Rent Adjustment Program. Moreover, non-payment will not be a lien on the property but a personal obligation of the occupant or owner.

SECTION 8. Collection of Unpaid Taxes.

The amount of any tax, penalty, and interest imposed under the provisions of this Act shall be deemed a debt to the City. Any person owing money under the provisions of this Act shall be liable to an action brought in the name of the City for the recovery for such amount.

SECTION 9. Refund of Tax, Penalty, or Interest Paid More than Once, or Erroneously or Illegally Collected.

Whenever the amount of any tax, penalty, or interest imposed by this Act has been paid more than once, or has been erroneously or illegally collected or received by the City, it may be refunded provided a verified written claim for refund, stating the specific ground upon which such claim is founded, is received by the Director of Finance within one (1) year of the date of payment. The claim shall be filed by the person who paid the tax or such person's guardian, conservator, or the executor of her or his estate. No

representative claim may be filed on behalf of a taxpayer or a class of taxpayers. The claim shall be reviewed by the Director of Finance and shall be made on forms provided by the Director of Finance. If the claim is approved by the Director of Finance, the excess amount collected or paid may be refunded or may be credited against any amounts then due and payable from the person from whom it was collected or by whom paid, and the balance may be refunded to such person, or such person's administrators or executors. Filing a claim shall be a condition precedent to legal action against the City for a refund of the tax.

PART 3. Parking Tax

SECTION 1. Extension of Parking Tax Surcharge.

Section 4.16.031 of the Municipal Code is hereby amended to read as follows:

Imposition of Surcharge. Subject to the provisions for the collection of taxes and definitions in this chapter, there shall be an additional tax of ten percent (10%) imposed on the rental of every parking space in a parking station in the City for nine (9) years starting on January 1, 2025.

Part 4. Miscellaneous Provisions

SECTION 1. Conflicting Measures.

- A. This measure is intended to be comprehensive. It is the intent of the people of Oakland that in the event this measure and one or more measures relating to funding for police and fire services or violence prevention and intervention strategies appear on the same ballot, whether placed on the ballot through a citizens initiative or by the City Council, the provisions of the other measure or measures shall be deemed to be in conflict with this measure.
- B. In the event that this measure receives a greater number of affirmative votes, the provisions of this measure shall prevail in their entirety, and all provisions of the other measure or measures shall be null and void.
- C. If this measure is approved by a majority of the voters but does not receive a greater number of affirmative votes than any other measure appearing on the same ballot regarding business taxes, provisions of this measure shall take effect to the extent that they are not in conflict with other said measure or measures.
- D. If this measure is approved by the voters but superseded by law by any other conflicting measure approved by voters at the same election, and the conflicting ballot measure is later held invalid, this measure shall be self-executing and given full force and effect.

SECTION 2. Construction.

This measure shall be liberally construed to effectuate its purposes.

SECTION 3. Municipal Affairs.

The People of Oakland hereby declare that providing funding for police and fire services and violence prevention and intervention through a parcel tax and parking tax constitutes a municipal affair. The People hereby further declare their desire for this measure to coexist with any similar tax measures adopted at the City, county or state levels.

SECTION 4. Severability and Savings Clause.

- A. If any provision, sentence, word, clause, section, or part of this measure is found to be unconstitutional, illegal, or invalid by a court of competent jurisdiction, including but not limited to the ability of the City Council to increase, suspend, reduce or eliminate the tax, such unconstitutionality, illegality, or invalidity shall affect only such provision, sentence, word, clause, section, or part of this measure and shall not affect or impair any of the remaining provisions, sentences, words, clauses, sections, or parts. It is hereby declared that it is the intent of the voters and the City that this measure would have been adopted had such unconstitutional, illegal, or invalid provision, sentence, word, clause, section, or part not been included.
- B. If any tax imposed by this measure, or any increase, suspension, reduction or elimination of such tax, is found to be unconstitutional, illegal or invalid, the amounts, services, programs and personnel required to be funded from such taxes and surcharges or such increases shall be reduced proportionately by any revenues lost due to such unconstitutionality, illegality or invalidity.
- C. No provision, sentence, word, clause, section, or part of this measure shall be construed as requiring the payment of any tax which would be in violation of City, state or federal law.

SECTION 5. Statement of Facts.

This true and impartial Statement of Facts explicitly and affirmatively identifies each tax in this measure and the specific limitation on how the revenue therefrom can be spent. This measure establishes a parcel tax and a parking tax for police and fire services and violence protection and intervention strategies at the rates outlined herein. The funds derived from the taxes imposed by this measure shall be used only for the purposes set forth in Part 1, Sections 3, 5, and 6.

SECTION 6. Legal Defense.

The People of Oakland desire that this measure, if approved by the voters and thereafter challenged in court, be defended by the City. The People, by approving this measure, hereby declare that the proponent(s) of this measure have a direct and personal stake in defending this measure from constitutional or statutory challenges to the measure's validity or implementation. In the event the City fails to defend this measure, or the City fails to appeal an adverse judgment against the constitutionality, statutory permissibility or implementation of this measure, in whole or in part, in any court of law, the measure's proponents shall be entitled to assert their direct personal stake by defending the measure's validity and implementation in any court of law and shall be empowered by the People through this measure to act as agents of the People. The City shall indemnify the proponents for reasonable expenses and any losses incurred by the proponents, as agents, in defending the validity and/or implementation of the challenged measure. The rate of indemnification shall be no more than the amount it would cost the City to perform the defense itself.

SECTION 7. Home Rule.

The authority to pass this measure is derived from Oakland's home rule powers outlined in the City Charter and Article XI, section 5 of the California Constitution. The People of Oakland declare their intent that this citizen initiative be enacted, and the business tax be collected, if this measure is approved by a simple majority of the voters pursuant to California Cannabis Coalition v. City of Upland (2017) 3 Cal.5th 924 and subsequent court cases affirming its holding. To the extent that the California Constitution or state law is amended on or after the date that this measure is passed by the voters to change or create additional voting requirements in order to implement or to continue to implement this measure, the People of Oakland declare their intent that such amendments should be applied prospectively only and not apply to, or in any way affect, this tax or this measure.

SECTION 8. Findings.

This measure is exempt from the California Environmental Quality Act, Public Resources Code section 21000 et seq. ("CEQA"), since in accordance with CEQA Guidelines section 15061, subdivision (b)(3), it can be seen with certainty that there is no possibility that the activity authorized herein may have significant effect on the environment.

SECTION 9. Appropriations Limit.

To the extent that the revenue from the tax is in excess of the spending limit for the City, as provided for in applicable provisions of the California Constitution and state law, the approval of this measure by the voters shall constitute approval to increase the City's spending limit in an amount equal to the revenue derived from the tax for the maximum period of time as allowed by law.

THE PUBLIC SAFETY & SERVICES OVERSIGHT COMMISSION

ENDORSES:

THE COMMUNITY VIOLENCE REDUCTION AND EMERGENCY RESPONSE ACT

Oakland, CA – May 9, 2024 – The city of Oakland Public Safety & Services Oversight Commission (SSOC) has declared its support for the passage of the Oakland Community Violence Reduction and Emergency Response Act. This measure aims to replace and enhance the existing Public Safety and Services Violence Prevention Act, known as Measure Z (MZ), which the SSOC oversees. MZ is set to expire this December, as is the SSOC. Funds from the new measure would be used to (1) reduce homicides, robberies, car-jackings and break-ins, domestic violence, and gun-related violence; (2) improve 911 response times; and (3) reduce the incidence of human trafficking, including the sexual exploitation of minors.

The new measure would replace the eight-member City Council-appointed, Mayoral-approved SSOC with a five-member Mayoral-appointed, City Council-approved Public Safety & Planning Oversight Commission (SPOC). The SPOC would be tasked with developing a Four-Year Community Violence Reduction Plan that the City Council may approve or reject. It also increases the minimum staffing levels for sworn police from 678 to 700 officers as a starting point for qualifying to receive funding. It also introduces an additional accountability measure by appointing a budget auditor.

Like Measure Z, the Oakland Police Department (OPD) and Department of Violence Prevention (DVP) would receive a 60/40 split of the proceeds generated from an increased parcel and parking tax. The Fire Department's portion of the proceeds would increase from a fixed amount of \$2 million to \$3 million. The majority of the funds distributed to DVP would continue to be used to fund the community-based organizations that implement various strategies that are designed to interrupt the cycle of violence and recidivism for Oakland's most at-risk populations. Without funds from a new proposal, DVP may not be able to fully execute all of its strategies as they're currently designed.

Operation Ceasefire, a proven strategy for reducing gun violence and co-run by OPD, DVP, and the faith-based community, also receives a portion of its funding via MZ and would continue to be able to do so through this new measure. All three groups have been invited to the May 20th SSOC meeting at 6:30 pm in Oakland City Hall, City Council chambers, if you would like to join our discussion. Multiple OPD geographical policing strategies, such as Community Resource Officers (CRO), would also be eligible to continue to be augmented with funds generated by this new measure.

Going forward, the SSOC is calling upon all Oakland residents to ensure this vital new measure appears on the November ballot by signing the Oaklanders Together petition by their May 21st deadline. You can view the recordings of the SSOC's March (item 6) and April (item 8) meetings on our webpage listed below to learn more. Oaklanders Together is a community-based coalition that agrees on a simple premise: immediate action is needed to reduce crime in Oakland and make neighborhoods safer through a balanced approach by investing in both law enforcement and community-based violence prevention measures. To endorse the new measure, visit oaklanderstogether.com.

Press Contact:

Omar Farmer

SSOC Chairperson



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(415) 513-8024

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. APPROVED, 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.	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 (33x 34x Zoom), 3/27 35y, 4/3 (35x Zoom) 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	Needs to be scheduled for the Rules Committee.	Will know more before the end of March. Need to reconvene discussions with CM Kaplans office or another CM. Presentation to the Public Safety Committee approved for one of their meetings in July. July 9th or 23rd are their scheduled meeting dates.	Objective I	Part II	Evidence Based - Quantitative Data	"Evaluate & Recommend"	4 (2,6,9,10)	
Nightscope Technology	Omar	Use of autonomous robot tech to decrease calls for service and to deter auto burglaries and robberies.	Scheduled to present to the SSOC on Feb 26th. Have to reschedule D7 3/20 mtg w/ business leaders. Discussed with Faith in Action East Bay on 4/12. Potentially removing as an SSOC recommendation depending on additional feedback.	Objective I, II	Part II	Evidence Based - Quantitative Data	"Evaluate & Recommend"		
Zoom Meeting Access	Paula, Yoana	Residents listening online are unable to make public comments.	Waiting to hear back from CAO? Paula reached out to all commissioners via email for input. Yoana has drafted language we'll vote on it in on 3/25/24. Yoana to discuss on 4/22. Language approved. Staff to discuss how to put into action at May 20th 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.	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	In progress. Currently working on OPD's evaluation from 2017 on sheet 5. Kelly has made significant progress. We will discuss on 4/22. We'll discuss further at the May 20th meeting on incorporating this info into our 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.	Due by Oct meeting 2024. Omar and others will provide input for our feedback 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.	Waiting to hear back from staff on contact info for previous commissioners. Omar emailed 9 former commissioners. Need staff to contact the rest. 1 former Chairperson will join us on 4/22. 2 others have replied and are considering providing input. At least 1 of those 2 will. Former Chairperson attended 4/22 meeting. May receive feedback from others. Staff still working on following up with previous commissioners. Input to be included in joint meeting presentation. Also distribute survey to current commissioners.	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 create another press release in November to re-iterate our support for the MZ replacement. (4) 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.	See sheet 3 for details. Need to coordinate scheduling MACRO to come to SSOC meetings. Get an update on the # and if mtg's are public now. Part IV, I, III. Vote on 4/22 whether to recommend creating a Brown Act governed city commission to oversee MACRO. MACRO ad hoc has a plan to reach out to 3 CMs to sponsor if approved. CAO office will also assist with outreach to City Council. CM Fife declined but stated she would support it. Discussing with CM Reid ideally before May 20th meeting. CM Kaplan also interested in hearing more. May propose a co-sponsorship depending on our future discussions.	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.	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			
Self-triage 911	Omar	A way of reducing 911 hold times. Mentioned at joint mtg.	Gathering info and intend to circle back to this rec ASAP. The idea is to be able to press 1 for OPD, 2 for OFD, 3 for MACRO. Incorporate into joint meeting recommendations slide or the SPOC 4-year violence reduction plan recommendation. Potentially discuss at July PSC meeting or with CM Kaplan's office prior to.	Objective II				

Meeting Agenda 2024

FEBRUARY: Roll Call (3), Open Forum (10), Approval of Minutes (2), Knightscope Technology - Mark (30), MACRO - Omar (30), CARE - Gloria (10), Verified Response - Omar (10), ASAP to PSAP - Omar (10), SSOC Dashboard - Omar (15), RPSTF - Yoana, Omar (15), Mtg Calendar (5), Report From Staff (5), New Business (5) / 2:30

MARCH: MZ Draft (30), Urban Strategies? (30), CARE (15), Prior SSOC Commissioners (30), ASAP to PSAP (15) / 2 hrs

APRIL: MACRO (30), Objective 1.1 (20), CARE (10), Prior SSOC Commissioners (30), Quarterly Financial Report (30) / 2 hrs

MAY: Ceasefire, DVP Dashboard, CARE Survey, CARE LWVO, MACRO ad hoc, Press Release - Endorsement, SSOC Dashboard, Joint Meeting Prep, Staff & Remote Access update

JUNE: Quarterly Financial Report/s? (30), MACRO Ordinance update (10), Joint Meeting Presentation (draft) (30), CARE (5), SSOC Dashboard - Initiatives (10), Farewell Gloria Bailey-Ray (10), Discuss all requests not yet answered and any new staff or departmental requests (20), CARE Survey results (15) / 2:30 hrs (*Vice-Chair absent*)

Proposals: State of 911 Call Center? (30), State of OFD Call Center? - Objective 2.6 (30), OPD Chief Q&A (30), OPD Hiring Report that's presented to PSC (30), Ceasefire Tracker (15), OPD Objective/s 1.4 (SVS), 2.2 (CRO), 2.3 (CRT/OPS 1-3)

JULY: Quarterly Financial Report/s? (30), Joint Meeting Presentation (draft) (30), SSOC Dashboard - Initiatives & ASAP to PSAP (15), MACRO Ordinance update (10), CARE Survey Results (15) / 1:40

Proposals: State of 911 Call Center? (30), State of OFD Call Center? - Objective 2.6 (30), OPD Chief Q&A (30), OPD Hiring Report that's presented to PSC (30), Ceasefire Tracker (15), OPD Objective/s 1.4 (SVS), 2.2 (CRO), 2.3 (CRT/OPS 1-3), Discuss all requests not yet answered and any new staff or departmental requests (20)

AUGUST: Quarterly Financial Report/s? (30), Joint Meeting Presentation (draft) (30), SSOC Dashboard - Initiatives & ASAP to PSAP (15), MACRO Ordinance update (10), DVP Dashboard final? (15), Urban Strategies Eval Results? (30), LWVO results? (15), CARE Survey Results (15) / 2:40

Proposals: Discuss Potential New Press Release/s (15), Proposals: State of 911 Call Center? (30), State of OFD Call Center? - Objective 2.6 (30), OPD Chief Q&A (30), OPD Hiring Report that's presented to PSC (30), OPD Objective/s 1.4 (SVS), 2.2 (CRO), 2.3 (CRT/OPS 1-3), Discuss all requests not yet answered and any new staff or departmental requests (20), *Have meeting offsite?*

SEPTEMBER: Practice Presenting & Finalize Joint Meeting Presentation (30), SSOC Dashboard - Initiatives (15), MACRO Ordinance update (10), DVP Dashboard final? (15) - Urban Strategies Eval results? (30), LWVO results? (15) / 1:55

Proposals: Discuss New Press Release/s for Joint Meeting &/or 911 Improvements (15), *Have meeting offsite?*

OCTOBER: Conduct Joint Meeting? (Recess regular monthly meeting if joint meeting is conducted this month)

Proposals: Discuss New Press Release/s for Joint Meeting &/or 911 Improvements (15)

NOVEMBER: Conduct Joint Meeting? (Recess regular monthly meeting if joint meeting is conducted this month)

DECEMBER: Joint Meeting Debrief (15), Discuss new MZ Election Results (15), Initiative & Recommendation Summary (10), Thank You's & Farewell (20). Have meeting offsite with food?

Date: 13 May 2024

To: SSOC Commission
From: Omar Farmer, Chairperson
Cc: Felicia Verdin - Staff Lead; Yoana Tchoukleva - Vice-Chair

Subject: Joint Meeting Presentation Preparation

Colleagues, the purpose of this letter is to follow up on our April 22nd discussion regarding initiating the creation of the 2024 joint meeting presentation ad hoc committee. As discussed, we propose having the three newest members conduct the presentation. The presentation is typically in November but has been held in October in the past. No date has been set yet but preparations are still needed. Moving forward, a motion will need to be made, and an ad hoc committee created in order to move forward as planned.

Over the next three months, progress regarding showing a presentation in the form of PowerPoint slides, notes from ad hoc committee meetings, or other questions to the rest of the commission will be on the agenda for discussion during our June 24th, July 22nd, and August 26th monthly meetings. That input must be submitted to the Executive Team and staff by no later than June 12th, July 10th, and August 14th respectively, in order to be able to include them in our agenda packages.

At our September 23rd meeting, we will review and finalize your presentation. Submit those presentation documents by no later than September 11th. Also be prepared to make your presentation to the entire commission from the guest presenter podium on the dias and keep the timeframe of your presentation to 20 minutes.

Enclosed in this month's agenda are the presentations from the past three years to assist in getting you started. Other references are listed on page 2 below. Moreover, the CARE spreadsheet in this month's agenda includes a link to the CARE presentation. The entire SSOC dashboard can also be shared with you upon request. Historically, joint meeting presentations have included the following types of information:

1. Overview & Purpose of SSOC. Our members.
2. Statistics Shared by DVP/OPD/OFD,
3. Financial Results
4. Evaluation Analysis
5. Work Completed within the past year.
6. Approved or Proposed Recommendations
7. Lessons Learned or Feedback
8. Anything else you'd like to add.

One to four slides per topic should keep you within the anticipated timeframe for the presentation. Since no more than four commissioners are allowed to participate in an ad hoc committee at any given time, if you want

to discuss your presentation with another commission, to avoid having a potential serial meeting Brown Act violation you may only have a discussion with no more than one additional commissioner per month. Please plan accordingly and feel free to ask additional commissioners questions at our monthly meetings.

Respectfully,
Omar Farmer

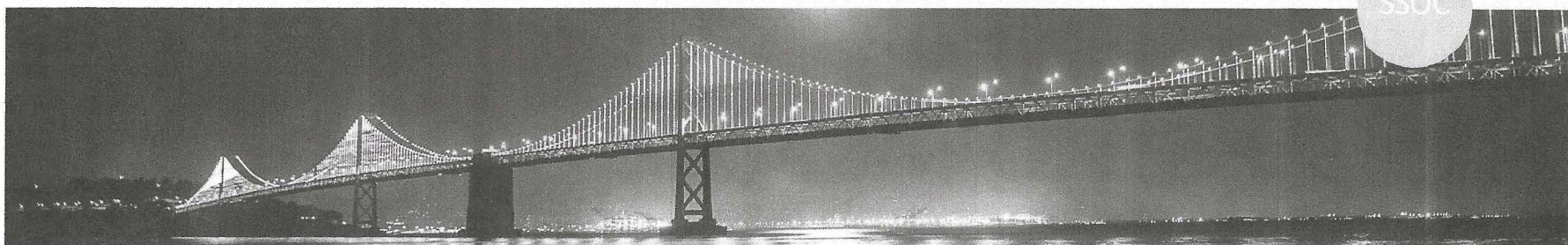
References:

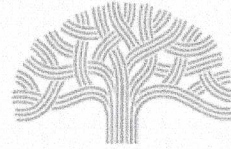
- Strategic Plan Objective 3.2 - Create an SSOC annual report that includes work on Strategic
- Plan objectives and present it at the joint meeting
- SSOC Strategic Plan 2022-2204
- 2021 Efficacy of Measure Z Joint Meeting Presentation
- 2023 Joint Meeting Presentation
- CARE Presentation & Feedback
- SSOC Dashboard

Overview on Measure Z

December 2021

01.





Fast Facts

- 1) Measure Z was signed into law in 2014 – it has been enacted for over 7 years.
- 2) ~\$30M a year is collected from parcel tax; this amounts to \$210M invested.
- 3) Evaluations are done at every end of year. Data presented in this report are lifted off of said evaluations.
- 4) This presentation aims to consolidate years of data from the evaluations into a high level overview of Measure Z's findings and impact over the years.

Measure Z

- **What is its purpose?**
 - Reduce violence
 - Improve police response times
 - Evaluate violence prevention strategies



Reduce Violence

04.

Part 1 Crimes <i>All totals include attempts except homicides.</i>	2016	2017	2018	2019	2020	Percentage Change 2019 vs. 2020	5-Year Average	2020 vs. 5-Year Average
Violent Crime Index (homicide, aggravated assault, rape, robbery)	5,738	5,462	5,510	5,831	5,937	2%	5,696	4%
Homicide – 187(a)PC	85	71	67	75	102	36%	80	28%
Homicide – All Other *	2	4	8	3	7	133%	5	-46%
Aggravated Assault	2,444	2,535	2,650	2,742	3,263	19%	2,727	20%
Assault with a firearm – 245(a)(2)PC	330	279	276	287	495	72%	333	48%
Subtotal - Homicides + Firearm Assault	417	354	351	365	604	65%	418	44%
Shooting occupied home or vehicle – 246PC	270	196	218	243	418	72%	269	55%
Shooting unoccupied home or vehicle – 247(b)PC	125	77	84	117	208	78%	122	70%
Non-firearm aggravated assaults	1,719	1,983	2,072	2,095	2,142	2%	2,002	7%
Rape	218	246	226	202	198	-2%	218	-9%
Robbery	2,991	2,610	2,567	2,812	2,374	-16%	2,671	-11%
Firearm	1,265	989	857	1,033	784	-24%	986	-20%
Knife	162	160	174	140	170	21%	161	5%
Strong-arm	1,126	1,076	1,201	1,251	961	-23%	1,123	-14%
Other dangerous weapon	96	89	87	88	76	-14%	87	-13%
Residential robbery – 212.5(a)PC	97	101	72	97	87	-10%	91	-4%
Carjacking – 215(a) PC	245	195	176	203	296	46%	223	33%
Burglary	10,426	12,932	10,610	14,977	8,586	-43%	11,506	-25%
Auto	7,603	10,379	8,228	12,357	6,181	-50%	8,950	-31%
Residential	2,130	1,929	1,614	1,806	1,215	-33%	1,739	-30%
Commercial	510	417	606	622	940	51%	619	52%
Other (includes boats, aircraft, and so on)	141	137	129	168	179	7%	151	19%
Unknown	42	70	33	24	71	196%	48	48%
Motor Vehicle Theft	7,980	6,938	6,207	6,479	8,550	32%	7,231	18%
Larceny	6,105	6,219	6,621	7,755	5,825	-25%	6,505	-10%
Arson	140	151	196	152	188	24%	165	14%
Total	30,391	31,706	29,152	35,197	29,093	-17%	31,108	-6%

Reduce Violence

While the overall crime rate over the past 5 years has decreased, we also know that there has been a surge of crime in the past year related to the COVID pandemic that is not yet baked into the statistics.

We know that it is impossible to know for sure what exact crime numbers were impacted by Measure Z given that there are so many forces that impact crime.

On that note, we cannot conclusively say that Measure Z is not working due to crime rates spiking up in 2021.

We ought to remember this is our 2nd year in a state of panic over COVID. There are too many factors in play that are out of Measure Z's scope.



Improve Police Response Times

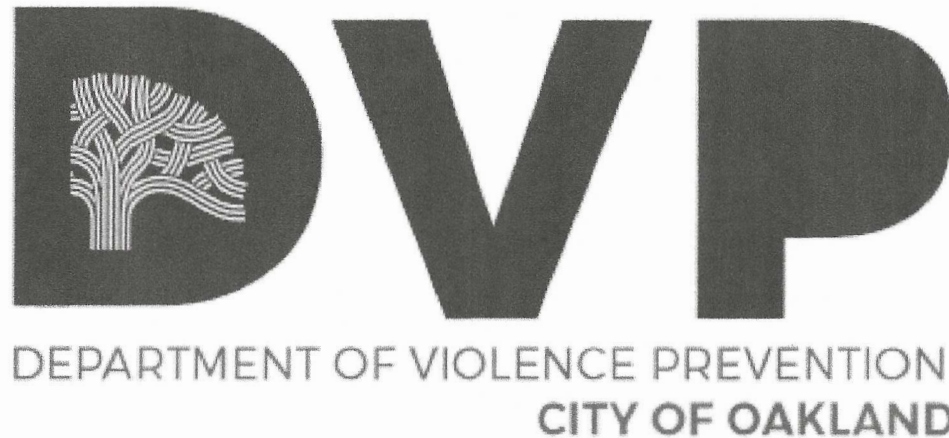
The Oakland Police Department does not record call response times. The unavailability of data makes it difficult to determine if indeed Measure Z's investment into the OPD had significantly improved response times.

There is only 1 study conducted by the International City/County Management Association (ICMA) that was able to analyze response times in 2019. But with no data of years past, one cannot determine the impact of Measure Z on Police Response Times.

Event Number	Location	Description	Call Date	Police Beat	Council District
LOP210928000184	HEGENBERGER RD	AUTO BURGLARY	09/28/21 10:40:43 PM	31X	CCD7

SSOC

Evaluate Violence Prevention Strategies

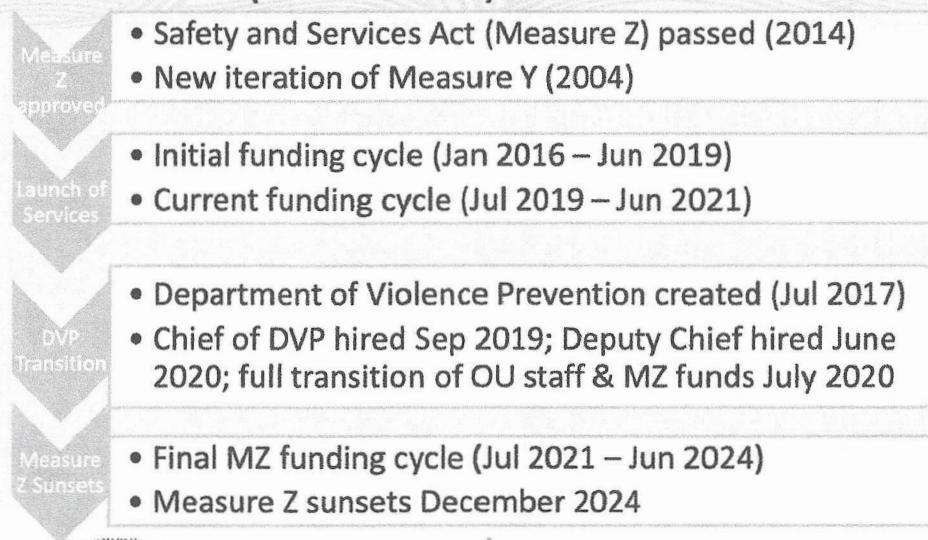


07. CITY OF OAKLAND PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION



A Brief History

Safety and Services Act of 2014 (Measure Z) Overview



CITY OF OAKLAND

Department of Violence Prevention



DVP's Accomplishments

GUN VIOLENCE RESPONSE

700 served annually 9 grants funded
\$3,600,000 (42% of total grants)

AIM: Intervene in gun violence to save lives & support healing

POPULATION	PROGRAMS	OUTCOMES
<ul style="list-style-type: none"> • People at the center of gun violence, primarily young men of color age 18-35 and their loved ones 	<ul style="list-style-type: none"> • Shooting & homicide response • Violence interruption • Life coaching • Employment support 	<ul style="list-style-type: none"> • Stay alive & free • Meet basic needs • Strengthen socio-emotional skills • Increase job skills • Ready to pursue long-term goals



CITY OF OAKLAND

Department of Violence Prevention



DVP's Accomplishments

GUN VIOLENCE RESPONSE (continued)

700 served annually 9 grants funded
\$3,600,000 (42% of total grants)

Adult Life Coaching	Education & Employment Support	Shooting & Homicide Response
<ul style="list-style-type: none"> • ABODE • Community Youth Outreach • ROOTS Community Health Center • The Mentoring Center 	<ul style="list-style-type: none"> • Center for Employment Opportunities • Oakland Private Industry Council • Youth Employment Partnership 	<ul style="list-style-type: none"> • Youth Alive • Catholic Charities of the East Bay
\$1,300,000	\$900,000	\$1,400,000



CITY OF OAKLAND

Department of Violence Prevention

10. CITY OF OAKLAND PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION

DVP's Accomplishments

YOUTH DIVERSION & REENTRY

220 served annually 8 grants funded
\$1,885,000 (22% of total grants)

AIM: Divert youth from involvement in violence and the justice system

POPULATION	PROGRAMS	OUTCOMES
<ul style="list-style-type: none"> Youth age 14-18 with data-driven risk factors (e.g. arrest, injury, group involvement) and their loved ones 	<ul style="list-style-type: none"> Diversion programs Life coaching Career exploration & summer employment 	<ul style="list-style-type: none"> Eliminate justice system contact Avoid violence Strengthen socio-emotional skills Improve education & career outcomes



CITY OF
OAKLAND

Department of
Violence Prevention

DVP's Accomplishments

YOUTH DIVERSION & REENTRY (continued)

220 served annually 8 grants funded
\$1,885,000 (22% of total grants)

Youth Life Coaching & Diversion	Education & Employment Support	System Partners
<ul style="list-style-type: none"> • East Bay Asian Youth Center • Community Works West • Young Women's Freedom Center • Youth Alive 	<ul style="list-style-type: none"> • Safe Passages • Youth Employment Partnership 	<ul style="list-style-type: none"> • Oakland Unified School District • Alameda County Probation Department
\$1,115,000	\$600,000	\$170,000



CITY OF OAKLAND

Department of Violence Prevention



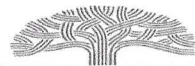
DVP's Accomplishments

GENDER-BASED VIOLENCE RESPONSE

770 served annually 4 grants funded
\$1,350,000 (16% of total grants)

AIM: Help people experiencing family violence and commercial sexual exploitation find safety and access support

POPULATION	PROGRAMS	OUTCOMES
<ul style="list-style-type: none"> • People impacted by gender-based violence, mostly women & girls of color, and LGBTQI people, and their loved ones 	<ul style="list-style-type: none"> • Outreach and crisis response • Wraparound services such as legal advocacy or family support • 24-hr DV hotline 	<ul style="list-style-type: none"> • Transition out of danger • Avoid re-injury and exploitation • Access supports for long-term safety and healing



CITY OF OAKLAND

Department of Violence Prevention



DVP's Accomplishments

GENDER-BASED VIOLENCE RESPONSE (continued)

770 served annually 4 grants funded
\$1,350,000 (16% of total grants)

Commercial Sexual Exploitation Intervention	Intimate Partner/Domestic Violence Intervention
<ul style="list-style-type: none"> • Bay Area Women Against Rape • MISSSEY, Inc • Covenant House/ Dreamcatcher 	<ul style="list-style-type: none"> • Family Violence Law Center
\$750,000	\$600,000



CITY OF OAKLAND

Department of Violence Prevention

DVP's Accomplishments

COMMUNITY HEALING

70 events 5 grants funded
 \$1,725,000 (20% of total grants)

AIM: Lift up the wisdom of people closest to violence and deepen their skills to promote community healing

POPULATION	PROGRAMS	OUTCOMES
<ul style="list-style-type: none"> • West, Central, and Deep East Oakland community members 	<ul style="list-style-type: none"> • Community outreach • Trauma support • Grassroots mini-grants 	<ul style="list-style-type: none"> • Healing activities • Deeper community involvement • Stronger norms around violence



CITY OF OAKLAND

Department of Violence Prevention

DVP's Accomplishments

COMMUNITY HEALING (continued)

70 events 5 grants funded
 \$1,725,000 (20% of total grants)

Community Healing
<ul style="list-style-type: none"> • Building Opportunities for Self Sufficiency (BOSS) • Communities United for Youth Restorative Justice (CURYJ) • Restorative Justice for Oakland Youth (RJOY) • Roots Community Health Center • Urban Peace Movement (UPM)
<p>\$1,725,000 (includes \$400,000 in community mini-grants)</p>



CITY OF OAKLAND

Department of Violence Prevention



DVP's Accomplishments in Only 3 Years

Positive Feedback:

- Job training services have consistently yielded great results
- Life coaching program has consistently received high ratings
- Bottoms-up strategy has helped foster trust between the DVP and the communities they serve
- Large number of individuals served and services concentrated on populations most at risk



Is the DVP Effective in Violence Prevention?

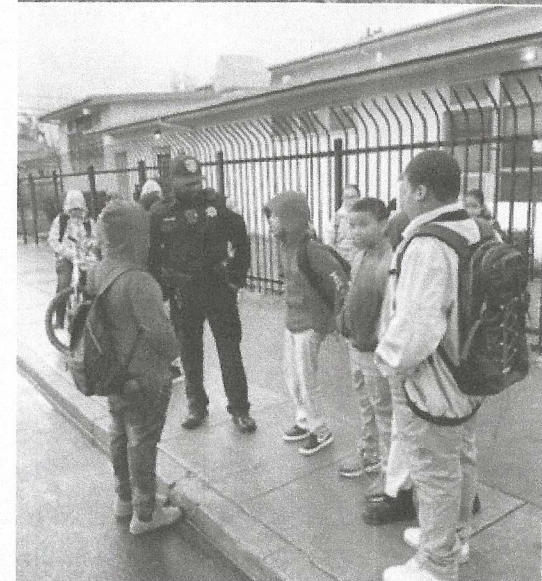
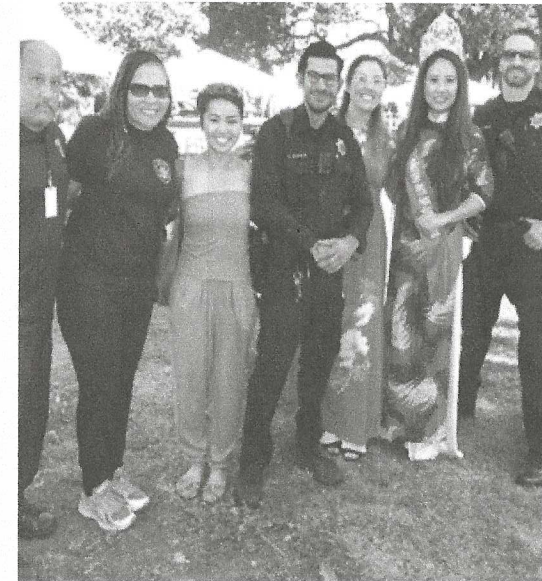
DVP Program Analysis by Mathematica (2016-2019):

- Fewer violent offense short-term arrests for adults who received life coaching or employment and education support services
- The same can be said of youth who received life coaching support
- Moreover, data shows that adult life coaching reduced the likelihood of being arrested for a violent offense even after 12 months from the time participant graduated from the program



Evaluate Violence Prevention Strategies

Community Resource Officers and Crime Reduction Teams, a Program of the OPD



19.

CITY OF OAKLAND PUBLIC SAFETY AND SERVICES OVERSIGHT
COMMISSION



Limitations and Obstacles

1

No data on crime prevention

There is no quantifiable data on the number of people the CROs/CRTs have supported to prevent crime.

2

Participation hesitancy

There is discrimination towards CROs/CRTs--among fellow officers--that has led to a low turnout of volunteers.

3

Spread too thin

Understaffed, existing CROs/CRTs are pulled in all directions, by their fellow officers, rendering them unable to perform their duties as intended.



Limitations and Obstacles

4

Unfamiliarity

Interviews and focus groups with NCPC members and Oakland residents stated that they were unfamiliar with and had not engaged with a CRO or CRT officer.

5

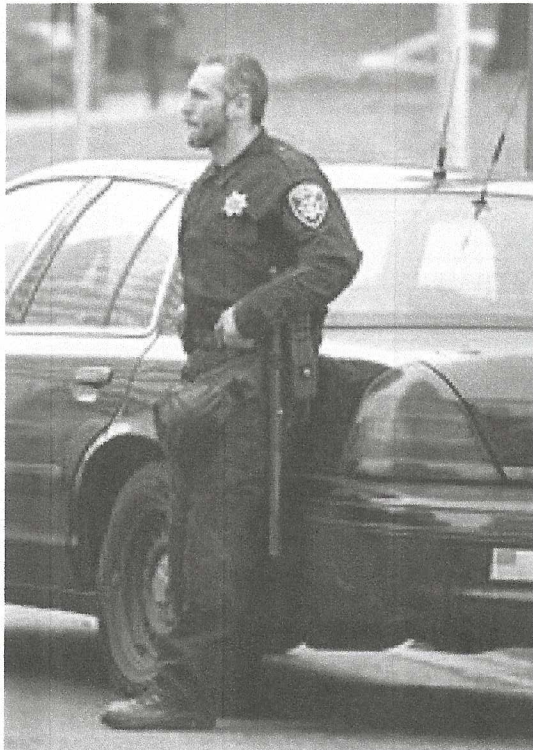
No formalized training

OPD still has not implemented any formal training for CRO or CRT officers, an issue that has been commented on by officers across OPD's hierarchy.

6

Misplaced priorities

The CROs/CRTs themselves are conflicted with respect to their official mandate - do they prioritize addressing the community's concerns (quality of life, small crimes) or reducing violent crime?



Ceasefire

The bright spot for the OPD

Ceasefire officers are sworn officers who are strategically deployed to reduce shootings and homicides related to gangs/groups through intelligence-led policing initiatives.

Officers communicate directly with individuals through large group meetings (“call-ins”) or through one-on-one “custom notifications.”

Officers collaborate with community and law enforcement agencies.



Ceasefire Accomplishments

- Ceasefire was associated with a 32% reduction in citywide shootings that seemed distinct from trends in most other California cities.
- Ceasefire generated a 20% reduction in shootings in neighborhoods that experienced the program relative to neighborhoods that did not experience the program. No evidence that violence was pushed into surrounding neighborhoods.
- Ceasefire generated a 27% reduction in shootings by gangs / groups directly experiencing the program as well as gangs /groups socially-connected to treated gangs / groups.
- Community and social service interview subjects felt that Ceasefire improved neighborhood safety BUT there was still much more work to do to improve community-police relations.

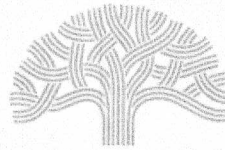
Report from the Oakland Ceasefire Evaluation of 2018 Presentation



Ceasefire Accomplishment

DVP Program Analysis by Mathematica (2016-2019):

Exploratory findings suggest that life coaching may be more effective among participants linked to Ceasefire, leading to large reductions in their likelihood of being arrested for a gun offense.



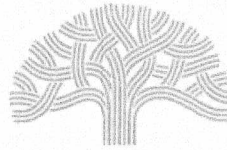
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Recommendations

- 1) Develop and implement CRO/CRT Training before assigning new participants to the program
- 2) Continue investment in Ceasefire as a public safety strategy
- 3) Create a more comprehensive report on how the CRO/CRT program actually impact crime prevention - one that would include tangible data that could be used to evaluate if the program impacts crime reduction/prevention



Appendix



CITY OF
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- 2014 Measure Z Resolution Number 85149 C.M.S.
- Oakland Measure Z Policing Services – 2017 Annual Evaluation Report
- Oakland Measure Z Policing Services – 2018 Annual Evaluation Report
- Oakland Measure Z Policing Services – 2019 Annual Evaluation Report
- 2016-2019 Oakland United Agency Report
- 2016-2018 Oakland United Agency Report
- 2016-2017 Oakland United Agency Report
- Oakland United 2016-2017 Strategy Evaluation Report
- Oakland United 2018-2019 Strategy Evaluation Report
- Oakland United 2017-2018 Strategy Evaluation Report
- Presentation – 2019 Measure Z Evaluation by Resource Development Associates
- Presentation – DVP Measure Z Prevention Services
- Joint Meeting Response to Questions
- Oakland Ceasefire Evaluation: Key Impact Evaluation Findings
- Oakland Ceasefire Impact Evaluation: Key Findings
- OPD 2020 End of Year Crime Report – Citywide
- 2020 Police Data Analysis Report (Oakland, CA) – Center for Public Safety Management
- Safety and Services Oversight Committee January 25, 2021 Meeting Minutes



CITY OF OAKLAND PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION

Public Safety and Services Oversight Commission (SSOC)

November 29, 2022

Report to Joint Meeting of the
Oakland City Council, Department of Violence Prevention, Police Commission
and the Community Policing Advisory Board





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Measure Z Mandated Duties of Commission

- 1) Evaluate, inquire & review the administration, coordination and evaluation of strategies and practices mandated in this Ordinance
- 2) Make recommendations to City Administrator regarding scope of program evaluation
- 3) Receive draft performance reviews before evaluator finalizes the report
- 4) Report issues identified in the annual fiscal audit to the Mayor & City Council
- 5) Review annual fiscal and performance audits & evaluations



Measure Z Mandated Duties of Commission

- 6) Report in a public meeting to the Mayor & City Council on the implementation of MZ and recommend ordinances, etc., to ensure compliance with the requirements of MZ
- 7) Provide input on strategies: at least every 3 years each head of a department receiving funds from MZ shall present a spending plan for the funds received from MZ
- 8) Semi-annual progress reports shall be received by Commission from the departments receiving funds updating their progress toward desired outcomes.



Nov 2021 – Nov 2022 Completed Tasks

Duty #1: Evaluate, inquire & review the administration, coordination and evaluation of strategies and practices mandated in this Ordinance

- SSOC has received & reviewed reports from OFD, OPD, Ceasefire and the DVP
- SSOC was informed of the Crime Reduction Teams (CRTs) being absorbed into the new Violent Crimes Operation Center after the fact
- SSOC was informed of the reorganization of DVP after the fact



Duty #2: Make recommendations to City Administrator regarding scope of program evaluation

Commissioner Beth Hodess represented SSOC on the RFP Panel for DVP evaluation

Duty #3: Receive draft performance reviews before evaluator finalizes the report

Not available for this year

Duty #4: Report issues identified in the annual fiscal audit to the Mayor & City Council

No issues have been identified



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Duty #5: Review annual fiscal and performance audits & evaluations

Reviewed reports from the OFD, OPD and DVP

Duty #6: Report in a public meeting to the Mayor & City Council on the implementation of MZ and recommend ordinances etc to ensure compliance with the requirements of MZ

Commissioner Omar Farmer is working on a proposal regarding fire alarm response



Duty #7: Provide input on strategies: at least every 3 years each head of a department receiving funds from MZ shall present a spending plan for the funds received from MZ

- OFD does not account for MZ funds separately
- SSOC reviewed DVP spending plan and is awaiting OPD Spending Plan



Duty #8: Semi-annual progress reports shall be received by Commission from the departments receiving funds updating their progress toward desired outcomes.

- Evaluations of DVP programs, Ceasefire and OPD's Community Policing are done by outside experts and reported to the SSOC when available.
- No evaluations were done in 2022.



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Concluding Remarks

SSOC had a quorum for each meeting of the year. One new member was appointed to the Commission, one was re-appointed and one resigned. Evaluated as an oversight body of “medium strength” by the League of Women Voters, the SSOC recently adopted a strategic plan that will make its work more directed, structured and effective.



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CITY OF OAKLAND PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION

SSOC Strategic Plan: 2022-2024



IMAGE CREDIT: OAKLAND SUPERHEROES MURAL, MARKET ST AND 580



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SSOC Strategic Plan: Background

Purpose of SSOC is to oversee revenue spending by and evaluate the strategies of the Oakland Police Department, Oakland Fire Department and the Department of Violence Prevention, the three city departments tasked fulfilling the goals of Measure Z:

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



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SSOC Strategic Plan: Mission

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





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Part 1: Financial Accountability & Transparency

Stemming from the duties to: "Review fiscal and performance audits and evaluations", "report issues identified", refine or create methods for evaluating how MZ funds are spent on programs mandated by the Ordinance. MZ Part I, Section 4(A)(6)(d)-(e) [14]

Objective 1.1: Analyze the city auditor's report of each department's funds. The tax proceeds raised through MZ are only allowed to pay for costs or expenses related to efforts to achieve the three primary objectives of the Ordinance. [16]

Objective 1.2: Once each fiscal year, before the city adopts its 2-year policy budget or its mid-cycle budget adjustments, determine whether the police personnel hiring plan effectively demonstrates how the City will achieve or maintain the strength of force required by the Ordinance or whether the SSOC feels the City should be prohibited from collecting the taxes provided in the Ordinance at any time OPD falls below 678 sworn police personnel, and determine whether the prohibitions in Section 3(C)(2)(e) of MZ should apply to the fiscal year of that budget. [17]



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Part 1: Financial Accountability & Transparency

Objective 1.3: Receive an annual report from DVP about which areas the department needs more funding for so that it can fulfill its duties under Measure Z.

Objective 1.4: Receive an annual report concerning expenditures to combat the commercial sexual exploitation of children from OPD's Special Victims Section ("SVS").

Objective 1.5: Receive an annual report from DVP on: (1) the estimated number of residents who are victims of Gender-Based Violence ("GBV"); (2) out of the 4,200 estimated residents DVP has planned to serve each year, what percentage are victims of commercial sexual exploitation, intimate partner violence and sexual violence; and (3) how much is being spent per person.



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Part 2: Evaluation of Violence Reduction Measures

Stemming from the duties to: “Evaluate, inquire & review the administration, coordination and evaluation of strategies and practices mandated in this Ordinance” and “recommend to the Mayor and City Council whether specific strategies should be continued or terminated based on successes in reducing or preventing violent crime.” MZ Part I, Section 4(A)(6)(a),(g) [18] [11]

Objective 2.1: Receive a detailed annual Ceasefire analysis that illustrates to the public whether Ceasefire has been an effective violence reduction measure. [39]

Objective 2.2: Receive an annual update concerning the quality, quantity, and beat location of Community Resource Officer (“CRO”) SARAnet-based projects that are in progress or completed and request for the department to create a metric to determine how each project supports MZ goals. [21, 32, 35, 37]

Objective 2.3: Request that a metric for OPS 1-3 personnel (aka CRTs) be created that will assist the SSOC in evaluating the OPS crime reduction efforts. [19, 36]



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Part 2: Evaluation of Violence Reduction Measures

Objective 2.4: Create a document that tracks all recommendations from Evaluations. This will help us gain a deeper understanding of the timeline for implementation and effectiveness of each recommendation.

Objective 2.5: Receive updates concerning staffing for CROs, OPS 1-3 personnel, Ceasefire Officers, and SVS personnel who are under MZ-funded positions, as well as plans for improved diversity and recruitment within these ranks. [28, 31, 38]

Objective 2.6: Receive a report on success markers for OFD in relation to the three primary objectives of MZ, including analysis from Dudek regarding OFD 911 response times. [18, 40]



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Part 3: Community Outreach & Engagement

Stemming from the duty to: “Conduct public informational meetings on the subject of public safety.”
MZ _____[cite]

Objective 3.1: Consider creating a community engagement committee to discuss the efficacy of MZ with NCPCs, CBOs, and other community members.

Within the committee: (1) share all the areas MZ funds are spent on, (2) create recommendations for the future of MZ, (3) discuss with the public whether or how CROS and OPS 1-3 personnel have helped build community trust and reduced violent crime; (4) receive feedback from the community.
[22, 24, 25, 33, 34]

Objective 3.2: Create an annual report to present to the Joint City Council Meeting, informing City Council and the public of the SSOC's progress on key Strategic Plan objectives.



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Part 4: Policies and Practices to Improve MZ Outcomes

Stemming from the duty to: “Recommend ordinances, resolutions, and regulations to ensure compliance with the requirements and intent of the Ordinance.” MZ Part I, Section 4(A)(6)(f)

~~Objective 4.1: Receive a detailed annual Ceasefire analysis that illustrates to the public whether Ceasefire has been an effective violence reduction measure. [39]~~

~~Objective 4.2: Consider drafting ordinances, resolutions, or regulations that support the three primary objectives of MZ (e.g., policies created to increase investments in Restorative Justice as a violence reduction measure, or policies designed to increase CRO activities). [13]~~



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SSOC Strategic Plan: Implementation



The bulk of the Strategic Plan is designed to be implemented through reports presented at the monthly meetings of the SSOC. Some of the objectives of the Plan will be realized through the creation of ad-hoc committees.

The 14 objectives can be completed in a single year or spread out over two years.

The plan is intended to be flexible. The SSOC can vote to modify, add or remove objectives based on new or evolving circumstances.

IMAGE CREDIT: FAVIANNA RODRIGUEZ



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SSOC Strategic Plan: References

1. MZ page 1, paragraphs 2 and 5, and page 2, Part 1, Section 1B
2. MZ Section 4A, page 7
3. MZ page 1 paragraph 6
4. MZ page 2 Part 1 Section 1(A)
5. MZ Section 4(A)6(a) page 8
6. MZ Section 4(A)6(b), page 8
7. SSOC 4/25/22 Meeting Items 7 and 10
8. Strategic Planning for Public & Nonprofit Organizations: A Guide to Strengthening & Sustaining Organizational Achievement (3rd edition), page 6
9. Oakland Board & Commission Member Handbook “Collaborating with the public” page 10
10. MZ section 4 “Planning, Accountability And Evaluation” page 7
11. MZ section 4A6(a)(b), page 8
12. Efficacy of MZ presentation 12/7/21
13. MZ section 4A6F, page 9
14. MZ section 4 “Planning, Accountability And Evaluation” page 7
15. MZ Part II, Section 4(B), page 14, and Section 5, page 15
16. MZ Part I, Section 3(A), page 3
17. MZ Part I, Section 3(C)2(c)(d), pages 4-5
18. MZ section 4A6(a)(b), page 8
19. SSOC 6/27/22 Meeting Items 6 and 7
20. MZ section 4A6F, pg 9



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SSOC Strategic Plan: References (cont.)

21. OPD 2020 Evaluation, page 2 paragraph 4, and last line on page
22. OPD 2020 Evaluation, page 3 2nd bullet item
23. OPD 2020 Evaluation, page 4, paragraph 1
24. OPD 2020 Evaluation, page 6, paragraphs 1 and 2
25. OPD 2020 Evaluation, page 6, paragraph 3
26. SSOC By-Laws, Article IX, page 7
27. Robert's Rules 11th Edition, page 328
28. OPD 2020 Evaluation, pages 10-12
29. OPD 2020 Evaluation Recommendation 2, page 25
30. OPD 2020 Evaluation Recommendation 3, page 26
31. OPD 2020 Evaluation Recommendation 4, page 26
32. OPD 2020 Evaluation Recommendation 5, page 26
33. OPD 2020 Evaluation Recommendation 6, page 27
34. OPD 2020 Evaluation Recommendation 7, page 27
35. OPD 2018 Evaluation Finding #2, page 42
36. OPD 2018 Evaluation Finding #13 page 46
37. OPD 2018 Evaluation Recommendation #4, page 48
38. OPD 2019 Evaluation Recommendation #6, page 29
39. Ceasefire Evaluation 2018, page 100
40. SSOC 6/27/22 Meeting Item 7
41. Oakland Board & Commission Member Handbook "Expressions of Personal Opinion" page 9

Date: 10/24/22

SSOC

Strategic Plan

APPROVED

DEC 2022 – DEC 2024

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Introduction

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

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

1. Reduce homicides, robberies, burglaries, and gun-related violence
2. Improve police and fire emergency 911 response times and other police services
3. Invest in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism [12, 20]

Mission

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

Overview

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

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

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

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

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

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

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

Purpose

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

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

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

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

Vision

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

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

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

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

Values

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

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

Goals: Parts I, II, III, & IV

Part 1

Financial Accountability & Transparency

Stemming from the Duty of the Commission to:

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

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

Part 2

Evaluation of Violence Reduction Measures

Stemming from the Duty of the Commission to:

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

Part 3

Community Outreach & Engagement

Stemming from the Duty of the Commission to:

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

Part 4

Policies & Practices to Improve MZ Outcomes

Stemming from the Duty of the Commission to:

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

Part I: Financial Accountability & Transparency

Stemming from the Duties of the Commission to:

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

OBJECTIVE 1.1

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

OBJECTIVE 1.2

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

OBJECTIVE 1.3

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

OBJECTIVE 1.4

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

Part II: Evaluation of Violence Reduction Measures

Stemming from the Duty of the Commission to:

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

OBJECTIVE 2.1

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

OBJECTIVE 2.2

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

OBJECTIVE 2.3

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

OBJECTIVE 2.4

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

OBJECTIVE 2.5

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

OBJECTIVE 2.6

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

Part III: Community Outreach & Engagement

Stemming from the Duty of the Commission to:

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

OBJECTIVE 3.1

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

OBJECTIVE 3.2

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

Part IV: Policies & Practices to Improve MZ Outcomes

Stemming from the Duty of the Commission to:

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

OBJECTIVE 4.1

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

Objective Summary

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

Implementation

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

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

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

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

Creating Objectives

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

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

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

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

Racial Equity

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

Objective Scoring

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

1st Quarter Agenda Example

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

2nd Quarter Agenda Example

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

3rd Quarter Agenda Example

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

4th Quarter Agenda Example

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

References

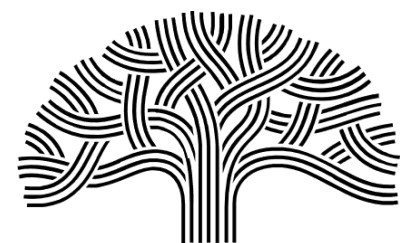
1. MZ page 1, paragraphs 2 and 5, and page 2, Part 1, Section 1B
2. MZ Section 4A, page 7
3. MZ page 1 paragraph 6
4. MZ page 2 Part 1 Section 1(A)
5. MZ Section 4(A)6(a) page 8
6. MZ Section 4(A)6(b), page 8
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Public Safety and Services Oversight Commission (SSOC)

Paula Hawthorn, Chair
Yoana Tchoukleva, Vice Chair
Omar Farmer, Commissioner

November 28, 2023

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SSOC Commissioners

Michael Wallace (Mayoral)

Omar Farmer (District 2)

Paula Hawthorn, (District 3)

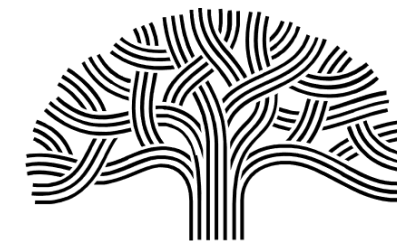
Yoana Tchoukleva, Vice Chair (District 4)

Carlotta Brown (District 6)

Gloria Bailey-Ray (District 7₂)**

Sonya Mehta (At-Large)

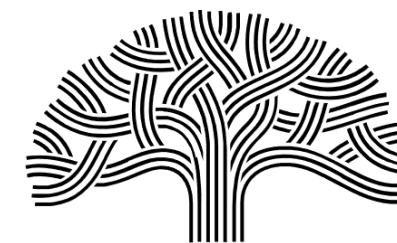
Vacant: Districts 1 and 5



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Purpose of Measure Z

“Maintain police and fire services and violence prevention and intervention strategies to address violent crime and to improve public safety in Oakland”



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Oakland Crime Statistics

Homicides and Total Homicides + Assault + Rape + Robbery by Year.

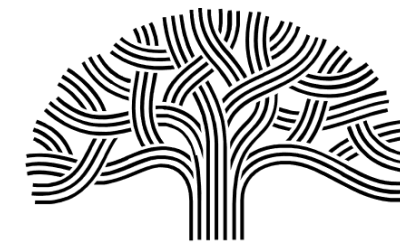


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Oakland Crime Statistics: Year to Date

2022	96 Homicides	4,781 Violent Crime Total
2023	94 Homicides	5,781 Violent Crime Total

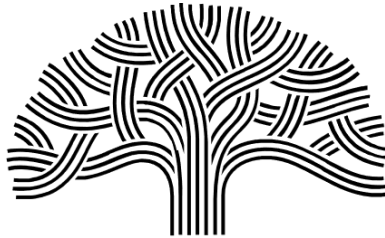
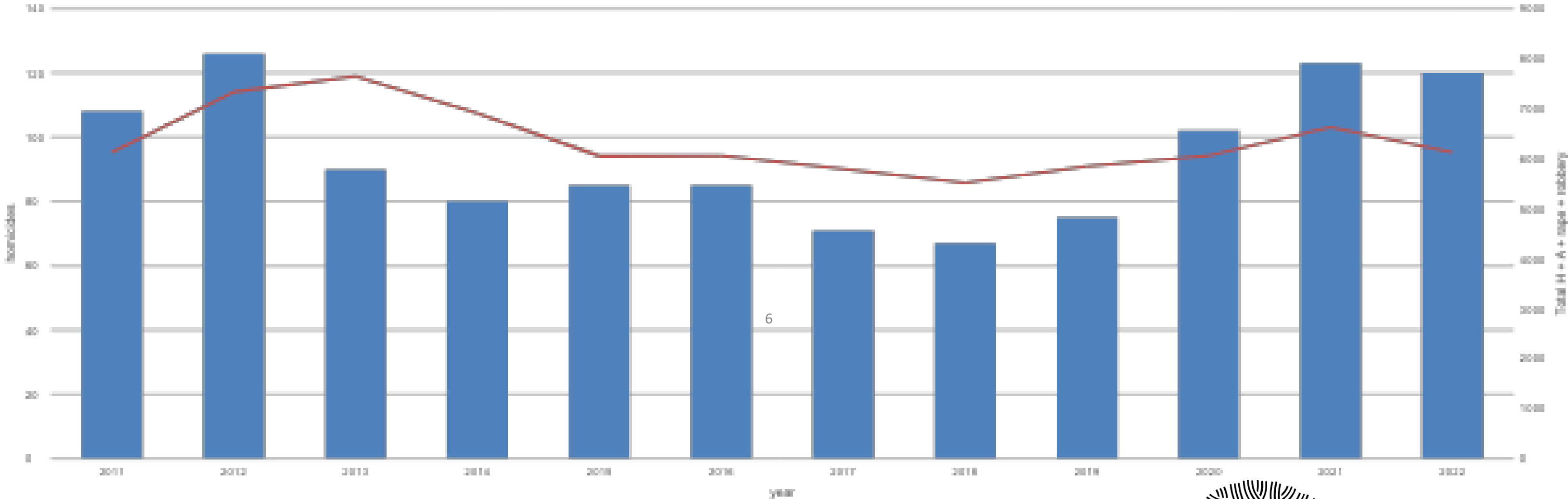
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Oakland Crime Statistics

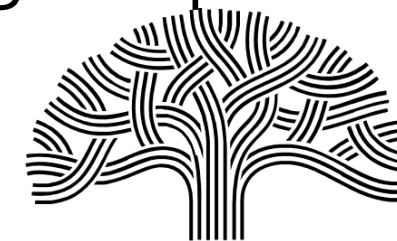
Homicides and Total Homicides + Assault + Rape + Robbery by Year.



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Duties of the SSOC

- Review and evaluate the implementation of MZ
- Receive draft performance reviews before evaluator finalizes the report
- Report issues identified in the annual fiscal audit to the Mayor & City Council
- Review annual fiscal and performance audits & evaluations
- Report in a public meeting to the Mayor & City Council on the implementation of MZ
- Recommend ordinances, laws, resolutions and regulations, to ensure compliance with the requirements of MZ
- Provide input on strategies
- Receive semi-annual progress reports from the departments updating the SSOC on progress toward desired outcomes.
- Make recommendations to City Administrator regarding scope of program evaluation



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Agenda for Today's Presentation

- I. How is MZ money being spent?
- II. Is MZ money being spent effectively?
- III. How has the SSOC implemented its Strategic Plan?
- IV. What recommendations does the SSOC have

8



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Section I: How is MZ Money Being Spent?

- Data from 2021/2022 Audit (latest available)
- Total revenue (parking tax, parcel tax): \$27,726,173

- Total Expenditures:

Police:

11,003,480

Fire:

2,000,000

DVP:

8,287,187

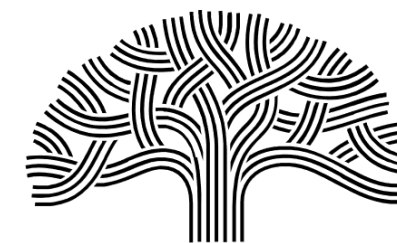


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Oakland Police Dep't: 54 Officers (2021/2022 Data)

- Crime Reduction Team - \$4M, 20 officers
- Community Resource Officers - \$0.97M, 7 officers
- Intelligence Based Violence Suppression - \$1.7M, 6 officers
- Ceasefire - \$4M, 21 officers

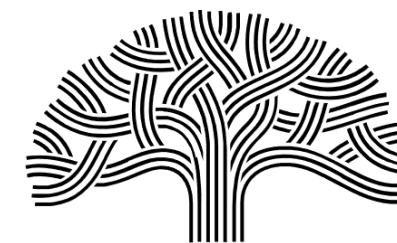
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Ceasefire (2021/2022 Data)

- Well researched gun violence prevention program
- MZ pays \$4M out of total OPD Ceasefire funding of \$12.6M
- Ceasefire is 3 parts: Police¹¹, Community and Social Services



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Dep't of Violence Prevention (2023/2024 Data)

FY 2023/2024

- MZ Funding: \$11M
- General Fund: \$10M

Three Strategic areas: 58 Programs, 30 Organizations

12

- Group & Gun Violence Response
- Gender-Based Violence Response
- Community Healing and Restoration



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Section II: Is MZ Money Being Spent Effectively?

_____ shown malfeasance



Section III. Strategic Plan - Overview

<p>1.1 Receive a report on issues identified in annual fiscal and performance audits that affect MZ resources</p>	<p>2.1 Receive an annual Ceasefire MZ report</p>	<p>2.5 Receive an annual update concerning diversity, recruitment, and retention for MZ funded positions</p>
<p>1.2 Receive an annual report from DVP on GBV expenditures</p>	<p>2.2 Receive an annual CRO MZ report</p>	<p>2.6 Receive a report on success markers for OFD + analysis of 911 times</p>
<p>1.3 Receive a report from OPD on their ability to maintain sufficient resources to accomplish geo-policing goals</p>	<p>2.3 Receive an annual OPS 1-3 (aka CRTs) MZ report</p>	<p>3.1 Create a community engagement plan</p> <p>3.2 Create an annual SSOC report for joint mtg</p>
<p>1.4 Receive an annual report from the SVS on geo-policing</p>	<p>2.4 Create a document that tracks all recommendations from evals</p>	<p>4.1 Consider recommending ordinances, resolutions, and regulations</p>

Section III. Strategic Plan - Progress

<p>1.1 - Report made by interim City Administrator at April SSOC Mtg, Item 7</p>	<p>2.1 - TBD by OPD at Oct or Nov 2023 SSOC Mtg</p>	<p>2.5 - TBD by OPD at Oct or Nov 2023 SSOC Mtg</p>
<p>1.2 - Report made by DVP at April SSOC Mtg, Item 8</p>	<p>2.2 - TBD by OPD at Oct or Nov 2023 SSOC Mtg</p>	<p>2.6 - TBD by OFD at October 2023 SSOC Mtg</p>
<p>1.3 - TBD at Oct or Nov 2023 SSOC Mtg</p>	<p>2.3 - TBD by OPD at Oct or Nov 2023 SSOC Mtg</p>	<p>3.1 - See CARE Slide 16 3.2 - See this presentation</p>
<p>1.4 - Report made by OFD at April SSOC Mtg, Item 9</p>	<p>2.4 - In progress by Commissioner Farmer</p>	<p>4.1 - Verified Response from 2022. See slide 17 for 2023</p>



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Deeper Look into Strategic Plan Part 3: Community Outreach & Engagement

- *Objective 3.1: Consider creating a community engagement committee to discuss the efficacy of MZ with members of the public.*
- Created in January 2023, The CARE Committee (Community Activation, Research and Elevation) is made up of Commissioner Omar Farmer and Vice Chair Yoana Tchoukleva.
- Held presentations at Beat 22 NCPC (2/15/23), League of Women Voters (5/9/23), Violence Prevention Coalition (7/17/23), Grand Lake NCPC (8/16/23), Faith in Action EB (9/30/23).
- Answered questions, received feedback and ideas for recommendations.



Section IV. SSOC Recommendations

- Recommendations to improve 911 response times
 - **Verified Response (from 2022):** 98% of burglary alarms are false = 4.5-6.8 annual FTE hours wasted by OPD. Verify all alarms and/or ones from repeat offenders.
 - **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.
 - **MACRO Development:** improves OPD 911 response times by having non-sworn personnel respond to non-violent calls instead of OPD.
 - **Self-triage 911 system:** prevent hold times by allowing residents to press 1-OPD, 2-Fire/Medical, 3-MACRO.
 - **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.



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Section IV. SSOC Recommendations

- Recs that serve to improve violence prevention outcomes among youth and young adults:
 - #67 - begin building a restorative city by investing in RJ centers, like Restore Oakland, and by building a phone app that maps out existing services (from job opps to housing) and allows everyone to access them
 - #122 - facilitate partnership b/n Oakland Youth Advisory Commission (OYAC) and Oakland Police and Community Youth Leadership Council (OPC-YCL)



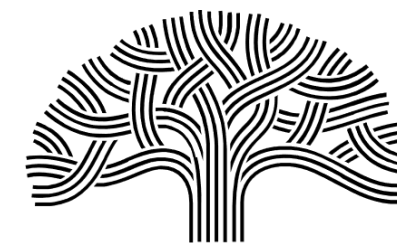
Section IV. SSOC Recommendations

- Recs that serve to improve violence prevention outcomes among youth and young adults:
 - #69/107 - invest in the Neighborhood Opportunity and Accountability Board (NOAB) so that a greater number of youth accused of misdemeanors will have a chance to hold themselves accountable through a restorative justice process
 - #68 - create a Reentry Hub (one-stop location) where justice-involved folks can get access to services



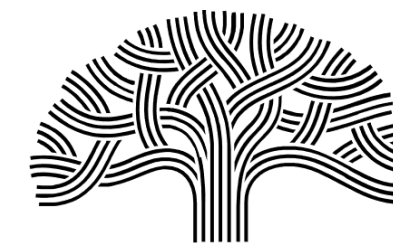
Section IV. SSOC Recommendations

- Reduce gender-based violence, shootings and gun-related violence
 - # 149 - invest \$20M in the Department of Violence Prevention
 - # 36/97/43 – Create a joint OPD and OFD academy for a new Public Safety Officer position. May help with recruitment, and personnel shortages.



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Thank you so much! Questions & Comments?



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