

# SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING

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

Monday, July 23, 2018

6:30-9:00 p.m.

Hearing Room 1

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

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

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


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

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30pm	AD	
2. Roll Call	1 Minutes	AD	
3. Agenda Approval	1 Minutes	AD	
4. Open Forum	5 Minutes	I	
5. OPD Youth Leadership Council Proposal	15 Minutes	A	Attachment 1
6. OFD Quarterly Report	15 Minutes	A	Attachment 2
7. Retreat Report	10 Minutes	I	
8. Oakland Unite Grantee Learning Summit Report	10 Minutes	I	
9. OPD Community Policing Update a) OPD Policy with CPAB recommendations b) Review of DOJ Community Oriented Policing Strategies (COPS) Office recommended training program for CROs	30 Minutes	AD	Attachment 3
10. SSOC Budget	15 Minutes	A	
11. Approval of Minutes from April 23, 2018 and June 30, 2018 (Retreat)	5 Minutes	A	Attachment 4, 5
12. Coordinators Announcement a) Joint Meeting Update b) DVP Update	5 Minutes	I	Attachment 6
13. Schedule Planning and Pending Agenda Items	5 Minutes	I	
14. Adjournment	1 Minute	A	

**A = Action Item**

**I = Informational Item**

**AD = Administrative Item A\* = Action, if Needed**

 This location is wheelchair accessible. To request meeting and/or examination accommodations due to disability, including ASL or alternative format materials, please contact 510-238-3294 (voice), 510-238-3254 (TTY) or nmarcus@oaklandnet.com at least three business days in advance. Please refrain from wearing scented products to this venue.

**Oakland Police & Community Youth Leadership Council**  
**Project Scope: Technical Assistance/Consultancy Services for**  
**the Safety and Services Oversight Commission**  
**May 3, 2018**

**Background**

In 2015, responding to growing tensions between communities of color and law enforcement across the country, the Oakland Youth Advisory Commission (OYAC) brought together over 75 young people from 15 youth serving organizations in Oakland to discuss ideas and solutions for better community and law enforcement relations in Oakland. The results were outlined in OYAC's report entitled *Youth Perspective: Reforms, Solutions, and Recommendations for Accountable and Effective Policing in Oakland to Improve Relations between Law Enforcement, the Community and Youth*.

One recommendation in the report is the creation of a youth council/board that institutionalizes youth engagement and youth voice, and facilitates the implementation of additional youth recommendations. In the fall of 2017, the Public Safety Director and new Chief of Police agreed to support the formation of the Oakland Police-Community Youth Leadership Council. The YLC was seated and began meeting regularly in January 2018.

**Purpose & Vision of the YLC**

The Oakland Police & Community Youth Leadership Council (YLC) supports students in creating positive social change and facilitates the inclusion of youth voice in designing our city's future. Specifically, the YLC creates a desperately needed ongoing space for youth and police to engage and collaborate. Through this structured youth leadership body, the Oakland Police Department can benefit from invaluable youth perspectives to aid in the problem solving process around various community issues. Additionally, the council serves as a career exploration and readiness program that allows Oakland students to gain experience in career fields that interests them while serving as paid interns within departments relevant to public safety. Functions of the Oakland Police & Community Youth Leadership Council include:

- Vetting OPD policy recommendations through a youth lens and perspective
- Offering youth generated policy recommendations
- Training department personnel on topics relevant to youth engagement
- Serving as members of department hiring committee(s)
- Designing and implementing community service projects related to public safety and violence prevention
- Conducting community outreach workshops/presentations to increase OPD's community engagement efforts
- Youth Leadership Council members serve as youth partners/interns to designated departments within OPD (e.g. Office of Chief, Ceasefire, Human Trafficking, Community Policing, Youth Services)

- Serve as OPD's youth representatives for city, county, state, and national coalitions and initiatives

### **Partners & Organizational Structure**

The YLC is a partnership between Venus Johnson, Public Safety Director, Office of Mayor Libby Schaaf, Oakland Police Department, and several youth serving Oakland organizations including Youth Alive, East Bay Asian Youth Center, Youth Radio, Fresh Lifelines for Youth, and Oakland Youth Advisory Commission. The council meets at city hall twice a month and council members serve in their internships weekly. Other structural details include:

- 12 youth council
- Youth are ages 15 – 24 and reside in the city of Oakland
- YLC is supported by an adult coordinator, OPD liaisons, and the Public Safety Director
- YLC meets for two hours twice a month
- Each YLC member works 4 hours/week in assigned City of Oakland department internship
- YLC members work an additional 2 hours/ week prepping for YLC projects
- Each YLC member commits approximately 28 hours/month
- Youth stipends are city of Oakland minimum wage rates per hour

### **Participant Outcomes:**

In addition to supporting public safety and violence prevention efforts in service of the community, at its core the YLC is a youth development strategy and initiative. The benefits to each YLC member are many and include:

- Developing 21<sup>st</sup> century work readiness skills such as critical thinking/problem solving, collaborative planning /team work, and effective communication
- Receiving financial compensation
- Obtaining professional references and letters of recommendation
- Gaining work/community service experience for resumes, college and scholarship applications, etc.
- Improving capacity to safely navigate encounters with law enforcement
- Increasing understanding of civics and policy/system level change

### **Project Scope:**

The City of Oakland Safety and Services Oversight Commission (SSOC) seeks technical assistance/consultancy services for recommendations for successful 21<sup>st</sup> century community policing practices in Oakland.

A scope of work outline is charted below, please forward all questions regarding the scope of work to: Brooklyn Williams, Coordinator, OPD-Community Youth Leadership Council - [msbrooklynwilliams@gmail.com](mailto:msbrooklynwilliams@gmail.com) or (510) 928-4656.

**Project Scope Outline:**

OBJECTIVE	DELIVERABLES	EXPECTED OUTCOMES
<p>1) Provide technical assistance and consultancy (see above) to inform the SSOC in their efforts to identify and increase awareness of best practices related to 21<sup>st</sup> century community policing.</p>	<p>1) Executive memo outlining best practices and strategies related to 21<sup>st</sup> century community policing</p> <p>2) Presentation and facilitated discussion to the SSOC</p>	<p>1) The OPD Community YLC consulting services will facilitate the establishment of core strategies through a youth lens for accountability of community resource officers and crime reduction teams</p> <p>2) The OPD Community YLC will provide information that will enhance the SSOC awareness and perspective of effective public safety strategies</p> <p>3) OPD YLC will assist and work in partnership with SSOC towards effective youth engagement in safe and high quality service from OPD, responsiveness, and a community engagement process that includes multiple stakeholders</p>

**OPD- Community YLC Responsibilities**

- Schedule and coordinate collaborative planning sessions designed to identify best practices for 21<sup>st</sup> century policing in Oakland
- Provide timely invoice payments

**SSOC Responsibilities**

- Provide invoice payment for services

**Deliverables & Tasks**

- 1) Conduct OPD – Community YLC meetings on the 2<sup>nd</sup> and 4<sup>th</sup> Wednesdays to identify best practices for 21<sup>st</sup> century community policing in Oakland
- 2) Conduct research and meet with relevant stakeholders, as needed, to inform the development of best practices and strategies for 21<sup>st</sup> century policing in Oakland
- 3) Generate Executive Memo to be presented to the SSOC

**Summary of OPD-Community YLC Services**

**Technical Assistance & Consultancy**

**Cost**

1) Executive memo outlining best practices and strategies related to 21 <sup>st</sup> century community policing	
2) Presentation and facilitated discussion to the SSOC	\$4000 flat rate, covering supplies, food, transportation, honorariums for youth who attend and present
<b>Total.....</b>	<b>\$4000</b>

**Billing & Payment**

The City of Oakland’s Safety and Services Oversight Commission shall render services on the above stated project upon satisfaction of full payment of \$4000 payable by check or money order to:

Youth Leadership Institute  
C/O OPD-Community Youth Leadership Council  
155 9th Street  
San Francisco, CA 94103



# AGENDA REPORT

**TO:** Public Safety and Services  
Oversight Commission

**FROM:** Darin White  
Fire Chief

**SUBJECT:** OFD Quarterly Report

**DATE:** July 16, 2018

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Approval

Date:

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## RECOMMENDATION

**Staff recommends the Public Safety Services Oversight Committee (SSOC) accept an Informational Report on Recent Activities Supported by Measure Z.**

## BACKGROUND / LEGISLATIVE HISTORY

In 2014, voters approved funding to augment basic police and fire services and funded violence prevention and intervention programs. The 2014 Oakland Public Safety and Services Violence Prevention Act (Measure Z) as it relates to the Oakland Fire Department provides for:

- **Maintain adequate personnel resources** through the hiring of sworn personnel, reduction of overtime and maintaining of staffing as identified in the IAFF Memorandum of Understanding (MOU).
- **Improve fire 9-1-1 response times** through the monitoring of turnout times, the review and revision of Fire Dispatch policies and practices and improvement of district familiarization within the fire companies.
- **Reduce homicides** through the training of personnel in areas such as Mass Casualty Incidents, Active Shooter, unified response with OPD to violent incidents, medical training centered on treatments to stop the bleeding i.e. tourniquets, sucking chest wound seals, and TXA intravenous drugs.

Measure Z provides two million dollars (\$2,000,000) for OFD to maintain adequate personnel resources to respond to fire and medical emergencies.

Item: \_\_\_\_\_  
SSOC  
July 23, 2018

## **ANALYSIS AND POLICY ALTERNATIVES**

The tax proceeds raised by Measure Z special taxes may only be used to pay for any costs or expenses relating to or arising from efforts to achieve the following objectives and desired outcomes:

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

Measure Z funds will support the Fire Department's continued efforts to achieve the following objectives:

- **Maintain adequate personnel resources** through the hiring of sworn personnel and maintaining Fire Suppression Staffing as identified in the City / International Association of Fire Fighters (IAFF), Local 55 Memorandum of Understanding (MOU).
- **Improve fire 9-1-1 response times** through the monitoring of turnout times, the review and revision of Fire Dispatch policies and practices and improvement of district familiarization within the fire companies.
- **Reduce homicides** through the training of personnel in areas such as Mass Casualty Incidents, Active Shooter, unified response with OPD to violent incidents, medical training centered on treatments to stop the bleeding i.e. tourniquets, sucking chest wound seals, and TXA intravenous drugs.

## **UPDATE**

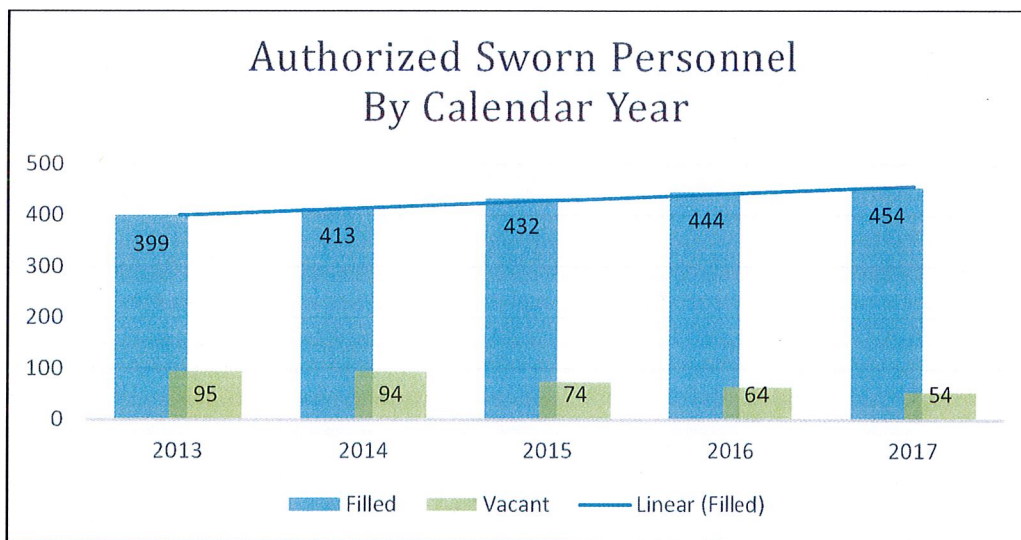
In this memorandum, I would like to highlight the following activities:

- the status of OFD sworn vacancies;
- status of OFD CARES Program

To replenish the firefighter ranks, recruitment efforts were doubled with two academies held each calendar year in 2014, 2015 and 2016. The table below summarizes the vacancy rate within OFD as of June 30, 2018:

Rank	Funded Positions for Suppression FY 17-18	Filled Sworn Staffing As of 12/31/17	Filled Sworn Staffing As of 3/31/18	Filled Sworn Staffing As of 6/30/18
Chief	1	1	1	1
Deputy Chief	2	1	1	2
Assistant Chief	1	1	1	1
Assistant Fire Marshal	1	0	0	0
Battalion Chief	11	11	11	9
Captain	57	44	44	47
Lieutenant	67	56	54	49
Fire Investigator	3	3	2	2
Engineer	85	81	81	83
Firefighter Paramedic	93	86	87	87
Firefighter	187	170	168	168
Total Funded	508			
<b>Total Filled Positions</b>		<b>454</b>	<b>450</b>	<b>449</b>
<b>Total Vacant Positions</b>		<b>54</b>	<b>58</b>	<b>59</b>

Staffing in sworn ranks is gradually increasing. As shown below, there has been a net gain, between attrition and recruitment, of about ten (10) members per calendar year:



A small Academy was held in 2018. Recruit Academy Class 1-2018, with six (6) candidates hired from the 2015 firefighter trainees lists, began on January 22, 2018. At the onset, there were two (2) Firefighter Paramedic Trainees and four (4) Firefighter Trainees. On May 11, 2018, one (1) Firefighter Paramedic Trainee and three (3) Firefighter Trainees graduated from 1-2018.

The Department has finalized its use of the 2015 Firefighter Trainee and Firefighter Paramedic Trainee eligible lists. Applications were accepted on January 22 – 23, 2018 garnering two thousand and fifty-four (2,054) firefighter trainee candidates, and two hundred and ninety-five



(295) firefighter paramedic trainee candidates. Six percent (6%) of the candidates are from Oakland. OFD anticipates Human Resources Management establishing two new eligible lists in the Summer of 2018. OFD will then begin a recruitment process for an Academy in the early 2019 with up to thirty (30) recruits.

#### OFD CARES Summer Internship Program

The OFD (Community Advancement through Reading, Education and Safety) C.A.R.E.S Summer Internship program is a component of the Mayor's Summer Jobs Program. The [Mayor's Summer Job Program](#) aims to expand the paid opportunities available to Oakland youth and provide Oakland employers a way to invest in youth by either hiring or sponsoring a young person. In order to apply, youth must reside in Oakland and be between 16 and 24 years of age.

OFD began hosting interns approximately 5-7 years ago. OFD supports the mission of the Mayor's Summer Jobs Program, and has developed its own objectives with respect to youth engagement. These additional objectives include:

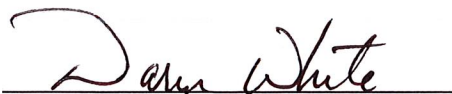
- increase the fire and overall safety awareness of Oakland youth;
- expose Oakland youth to careers in the fire service;
- expand the pool of eligible Oakland applicants for positions within OFD; and
- provide cardiopulmonary resuscitation/automatic external defibrillator (CPR/AED) training to all of OFDs interns, thereby increasing the number of Oakland youth capable of providing CPR to a person in distress.

Prior to assignment the summer interns complete a week of orientation at Fire Administration. The orientation enables us to familiarize the student with the Department, and help improve their confidence as they transition to their work assignment.

#### CONCLUSION

The Fire Department will continue to report quarterly to the Safety and Services Oversight Commission, the status of fire department sworn staffing, response times and other matters pertaining to the Department's response to fire and medical emergencies.

Respectfully submitted,



Darin White  
Fire Chief

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

**Effective Date:  
DD MMM YY**

**Policy 15-01**

**Index as: Community Policing**

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

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

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

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

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

**I. BACKGROUND**

A. Police Department Mission, Vision and Goals

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

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

B. Police Department Structure

In order to achieve the above goals, OPD has continued to provide a structure that includes the following positions:

1. Crime Reduction Teams
2. Community Resource Officers
3. Foot Patrol Officers
4. Neighborhood Service Coordinators

## II. Community Policing and Problem Solving

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

### A. Community Priorities

Community priorities are areas or issues of concern, generated by the community itself, which can be addressed in whole or in part by partnership with the Department. While typically set by attendees of the Neighborhood Councils, priorities can come from a variety of different sources. However, priorities should be applicable to a larger section of the Community Policing Beat rather than just one individual. Community Policing Beats should have one to three priorities at any given time. A priority may be handled by way of a SARA (Scanning, Analysis, Response, Assessment) project or through means of a simple response. Regardless of how an identified priority is handled, any solution or action must be specific, measurable, achievable, relevant, and time bound with set due dates or evaluation dates.

### B. SARA Projects

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

#### 1. Scanning

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

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

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

2. Analysis

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

3. Response

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

4. Assessment

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

**III. CRIME REDUCTION TEAM OFFICERS**

A. Roles and Responsibilities

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

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

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

B. Direction

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

C. Data Collection

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

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

D. Professional Development

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

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

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

1. Undercover operations
2. Basic narcotics enforcement
3. Advanced Procedural Justice
4. Search Warrant
5. Crime reduction field operations

E. Tenure

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

#### IV. COMMUNITY RESOURCE OFFICERS

A. General Role

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

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

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

B. Specific Responsibilities

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

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

1. Build community support for OPD through positive customer service;
2. Be visible to and engage with the community;
3. Identify violent crime hot spots on their Community Policing Beat;
4. Assist Neighborhood Councils in establishing appropriate priorities based on crime data;
5. Research and identify the three locations generating the highest calls for service on their Community Policing Beat and, as appropriate, open projects aimed at reducing these calls for service;
6. Support the Alcoholic Beverage Action Team (ABAT) in addressing issues with alcohol sales;
7. Identify properties associated with neighborhood problems (calls for service, crime, blight, and nuisance) and institute projects to address these problems;
8. Communicate important information to Patrol officers and coordinate the response activities of these officers in solving projects;

9. Check email and voicemail messages daily and respond within a reasonable time (CROs shall use beat-specific email addresses for all communication related to issues in Community Policing beats);
10. Know and identify formal and informal community leaders (e.g., Neighborhood Watch block captains, school principals, community center staff, religious leaders, etc.); and
11. Coordinate with other City, county and state agencies to resolve problems. These include:
  - a. Economic and Workforce Development;
  - b. Oakland Fire Department;
  - c. Office of the City Attorney;
  - d. Nuisance Abatement (City Administrator's Office);
  - e. Bay Area Legal Aid;
  - f. Legal Assistance for Seniors;
  - g. Alameda County Office of the District Attorney;
  - h. Alameda County Public Guardian; and
  - i. Other agencies as required.
12. Create, gather or provide updates, results, and events regarding projects or priorities, responses, and results to NSCs for posting to social media platforms.

C. Use and Auditing of the SARANet Database

CROs should update the SARANet Database on the status of their projects regularly, at minimum once per month. CROs should maintain contact with other personnel to include updates of coordinated work on projects in the database.

CRO supervisors and commanders should conduct regular audits of the SARANet Database to ensure that projects are properly documented.

D. CRO Assignment to Neighborhood Councils

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

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

E. Data Collection and Dissemination

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

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

F. Professional Development

OPD should offer all of the below courses annually and all of them should be completed at least once by each CRO:

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

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

G. Selection

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

**V. FOOT PATROL OFFICERS**

A. Roles and Responsibilities

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

B. Professional Development

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

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

C. Tenure



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

## VI. NEIGHBORHOOD SERVICE COORDINATORS

### A. General Roles and Responsibilities

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

### B. Community Engagement

1. NSCs should conduct outreach, to include:
  - a. Development and distribution of outreach material promoting Neighborhood Council meetings and other events.
  - b. Use of door-to-door and social media communications.
  - c. Distribution of crime prevention information based on crime trends (such as auto burglaries).
2. NSCs should create an outreach strategy with their Neighborhood Council board.
  - a. This outreach strategy should include a plan to conduct door-to-door and online outreach.
  - b. Contact your Neighborhood Watch Block Captains and National Night Out host to assist with outreach in their neighborhoods.
  - c. Remind the Neighborhood Council board that they can use their allocated NCPC funds to purchase outreach material such as postcards and door hangers.
3. NSCs should use NextDoor to share information.
  - a. NSCs will receiving training on NextDoor.
  - b. NextDoor should be used to promote community successes, especially those involving OPD:
    - 1) NSCs should compose a brief narrative that highlights a successful community event, good news, a closed and/or otherwise completed priority or project. This story should be submitted to the NSC's manager for review and approval. Photos should be included. NSCs will not report out on closed SARA projects.

- 2) NSCs should work with their Neighborhood Council boards and other members to identify positive stories related to Neighborhood Council activity.
- c. NSCs should post meetings on NextDoor and in the NextDoor event calendar.
4. Two NSCs from BFO 1 and two NSCs from BFO 2 will be designated to post on OPD social media accounts, including Facebook, Instagram, and Twitter. CROs and CRTs should forward stories and photos to the designated NSCs.

## VII. COMMUNITY MEETINGS

### A. Attendance at Community Meetings

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

1. Personnel receiving an appearance request shall complete Part I (Request Information) of the PAR and forward the PAR to the appropriate commander.
2. Immediately upon completing the public appearance, the NSC (for NCPC meetings) or in his/her absence, the primary OPD speaker/attendee, shall complete and forward the PAR to the BFO Administrative Unit through the chain-of-command of the person completing the PAR.
3. When there is more than one attendee, multiple PARs may be completed and forwarded. However, multiple attendees may be listed in Part III of the PAR.

### B. Presentations at Community Meetings

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

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

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

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

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

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

C. Living Room Meetings

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

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

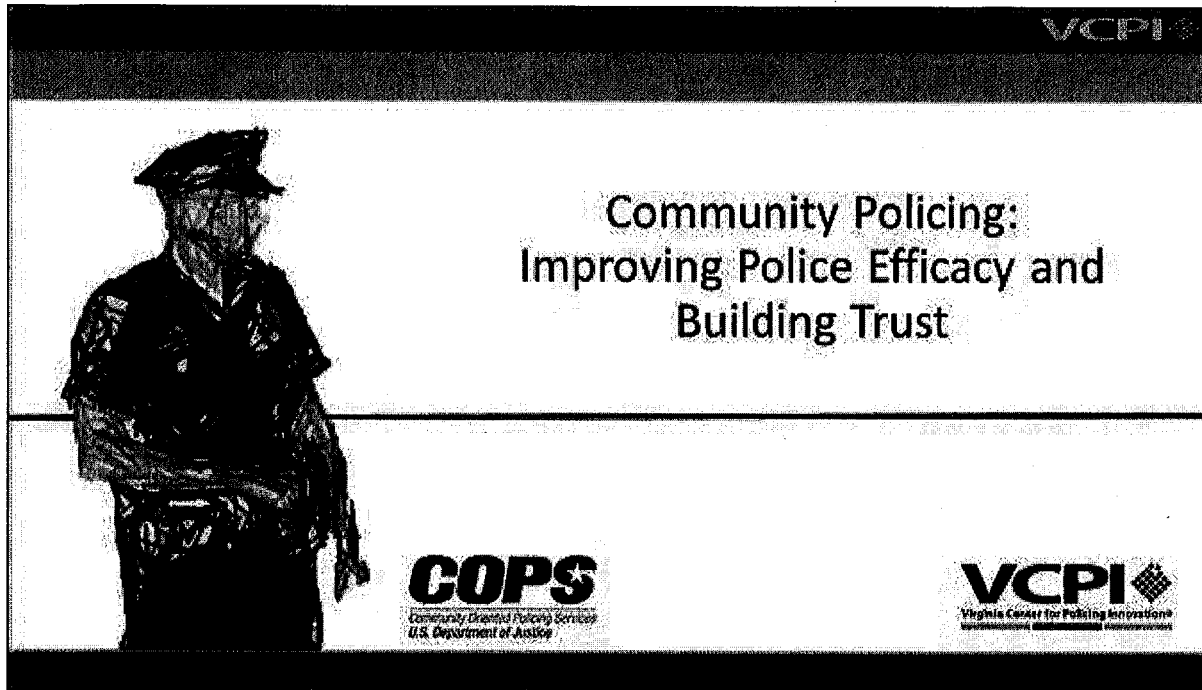
BFO Policy 15-01  
Community Policing

Effective Date:  
DD MMM YY

Approved by

Darren Allison  
Deputy Chief  
Bureau of Field Operations 1

LeRonne Armstrong  
Deputy Chief  
Bureau of Field Operations 2



## Program Overview

For over three decades, the principles of community policing have been a driving force in American law enforcement. Yet for all of its past success, community policing may never have been as vital to law enforcement and the well-being of our communities as it is today. **Community Policing: Improving Police Efficacy & Building Trust** is a 16-hour, facilitator-led course which explores how change, emerging issues, and threats are necessitating a commitment to the key components of community policing: partnerships, organizational transformation, and problem solving.

The course includes an examination of the current state of policing – both locally and nationally – addressing the current and emerging issues that challenge the effectiveness of law enforcement agencies and the well-being of the communities they serve. The challenges faced by law enforcement are often part of a “cycle of dysfunction,” that, left unchecked, can have devastating long-term impacts on police practitioners, their agencies, and entire communities.

Throughout the course, participants examine racial profiling-related policy issues, the ineffectiveness of racial profiling in enforcement activities, and the costly impact of racial profiling (real or perceived) on the community. Focusing on ways to achieve legitimacy through a demonstrated commitment to procedural justice, the course encourages participants to develop and employ more functional patrol techniques that increase cooperation from citizens, increase efficiency in arrests and seizure activity, and decrease liability associated with complaints.

***Community Policing: Improving Police Efficacy & Building Trust*** challenges participants to explore the principles and practices of community policing as a means of achieving the public-safety mission with greater efficiency by gaining and maintaining public trust and engaging the community in the shared responsibility of effective policing.

## **Cooperative Agreement**

This project was supported by Cooperative Agreement Number 2014-CK-WXK-027 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

## **Scope**

### **Core Curriculum Program (CCP)**

*Community Policing: Improving Police Efficacy and Building Trust* (CP:IPEBT) delivers a comprehensive training program designed to enhance participants' awareness of and skills and abilities to engage in contemporary policing strategies founded in the principles of Procedural Justice and Community Policing. The CP:IPEBT core curriculum is designed for direct dissemination to law enforcement practitioners, criminal justice and public safety professionals, and other appropriate stakeholders.

### **Instructor Development Program (IDP)**

As an Instructor Development Program (IDP), CP:IPEBT consists of the core curriculum and additional instructor development components designed to prepare instructors to disseminate the core curriculum in an efficient, consistent, and measurable manner.

## **Target Audience**

### **Core Curriculum Program (CCP)**

CP:IPEBT is geared towards law enforcement practitioners, criminal justice and public safety professionals, and appropriate stakeholders.

### **Instructor Development Program (IDP)**

CP:IPEBT IDP is geared towards law enforcement trainers, criminal justice and public safety professionals, and appropriate stakeholders with experience instructing as well as implementing community policing initiatives. These instructors will then receive comprehensive instructional materials, lesson plans, and resources in order to provide CP:IPEBT training to law enforcement practitioners and appropriate stakeholders throughout the nation.

## **Prerequisites**

### **Core Curriculum Program (CCP)**

Participants in the CP:IPEBT are required to be law enforcement practitioners or select criminal justice and public safety professionals engaged in community policing.

### **Instructor Development Program (IDP)**

Participants in the CP:IPEBT IDP are required to be law enforcement practitioners or criminal justice and public safety professionals engaged in community policing. IDP participants are also required to have experience as general instructors and be able to demonstrate the ability to effectively instruct professional level curricula focusing on law enforcement practices, ethics, and the processes of decision making.

## **Course Length**

### **Core Curriculum Program (CCP)**

CP:IPEBT is a two-day instructor-led course that is designed in a modular format consisting of 4 major content modules and corresponding exercises.

### **Instructor Development Program (IDP)**

CP:IPEBT IDP is a three-day instructor-led course that is designed in a modular format consisting of 4 major content modules, corresponding exercises, and instructor development workshop activities and sessions.

## **Required Materials / Facilities**

- CP:IPEBT IDP PowerPoint presentation
- CP:IPEBT Instructor Manual
- CP:IPEBT electronic and enhanced media files

Community Policing: Improving Police Efficacy and Building Trust (CCP and IDP) technology and facilities requirements include but are not limited to the following:

- **Instructional Facility:** Classroom (or similar setting conducive to learning) with movable seating and work tables. Fixed seating, such as auditorium style seating, typically restricts group activities and is considered unsuitable for this training.
- One LCD projector that can be used throughout the course to display the PowerPoint presentation.
- One projection screen that can be used throughout the course to display the PowerPoint presentation.
- One computer that can be used throughout the course, equipped with Microsoft Office (2007 or newer), software and compatible with external LCD display equipment and wireless remote.

- One set of high-quality speakers that can be used with the PowerPoint presentation.
- Two whiteboards, flipchart paper, or similar tools to record group discussions and instructional points.
- One wireless remote to advance the presentation.
- Participant name tents and markers.

## Testing/Assessment

This course includes a two-pronged approach to testing and the measurement of participant performance. The first of which utilizes pre- & post-course tests based on the program's curriculum content. The second prong involves individual participants' ability and willingness to engage in group activities and class exercises.

## Course Evaluation Strategy

Evaluation of this course includes the collection of quantitative and qualitative data from program participants. Specifically, participants complete a course evaluation upon completion of the training as well as a post-training survey at 3 to 6 months after attending the course. Both the course evaluation and the post-training survey include a Likert scale or similar rating system, as well sections for self-generated comments.

## Course Manual Design (IDP)

The Instructional Directions, Instructional Script, and Instructional Notes provide instructors guidance in the delivery of the curriculum. The curriculum includes lecture, discussion, and group activities. By following the Instructional Directions, this curriculum will be delivered maximizing the participant's understanding and application of course materials.

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## Core Curriculum – Course Design Matrix

### Module 1 – Administrative Introduction and Program Overview

#### Module Overview

Module 1 addresses the administrative structure and requirements of the *Community Policing: Improving Police Efficacy and Building Trust* program and provides participants with an overview of the course logistics, schedule, manual structure, and background information. A pre-course survey (pre-test) is administered as part of this module. The module also serves as an opportunity for instructor and participant introductions.

#### Module Schedule

The time allotted for this section is approximately 1.0 – 1.5 hours.

#### Learning Objectives

1. Participants will gain familiarity with course logistics, schedule, and instructor(s).
2. Participants will become familiar with the course manual.
3. Participants will complete a pre-course survey (pre-test questionnaire).

#### Module Pre- & Post-Test Questions

Not applicable.

#### Instructional Strategies

This module is taught through lecture, student participatory exercises, and classroom discussions. The instructor must engage the students to participate and contribute. The PowerPoint will act as a visual guide.

#### Instructional Materials

Instructor – Instructor Manual, Projector, Screen, Computer, Speakers, PowerPoint presentation and Pointer Device

Participants – Participant Manual or PowerPoint slide notes, Writing Instrument

### Module 2 – Fundamental Concepts: The Challenges and Opportunities of Modern Policing

#### Module Overview

Module 2 is designed to frame the fundamental structure and purpose of the course. The module begins with a brief examination of the current state of policing – both locally and nationally – addressing the current and emerging issues that challenge the effectiveness of law enforcement agencies and the well-being of the communities they serve. Recognizing the need to actively engage the course participants, the module's discussions and exercises encourage attendees to share their thoughts, insights and perspectives on the specific difficulties they face as part of their daily work. Utilizing

participant feedback, the module stresses that these challenges, no matter how “dire or discouraging” are not solely “policing problems.” The challenges faced by law enforcement are often part of a “cycle of dysfunction,” that left unchecked, can have devastating long-term impacts on police practitioners, their agencies, and entire communities. The module concludes by challenging participants to consider and explore the principles and practices of community policing as a means of stopping the “Cycle of Dysfunction” and engaging their community in the shared responsibility of effective policing.

### **Module Schedule**

Approximately 1.5 – 2.0 hours of direct instruction, discussion and exercises.

### **Learning Objectives**

1. Participants will identify current and emerging challenges in policing.
2. Participants will become familiar with the principles of Community Policing.
3. Participants will identify current policing paradigms.
4. Participants will become familiar with the key characteristics of De-Policing and the impact of De-Policing on an agency and on the community.
5. Participants will become familiar with the cyclical nature of the challenges and opportunities of modern policing.
6. Participants will become familiar with the Expectancy Theory of Motivation.

### **Instructional Strategies**

This module is taught through lecture, student participatory exercises, and classroom discussions. The instructor must engage the students to participate and contribute. The PowerPoint will act as a visual guide.

### **Instructional Materials**

Instructor – Instructor Manual, Projector, Screen, Computer, Speakers, PowerPoint presentation and Pointer Device

Participants – Participant Manual or PowerPoint slide notes, Writing Instrument

## **Module 3 – Addressing Discriminatory Policing: Reducing the Risks & Harms from Unlawful Bias**

### **Module Overview**

Module 3: *Addressing Discriminatory Policing: Reducing the Risks and Harms from Unlawful Bias*, is designed to provide participants with knowledge, methods and strategies necessary to break the cycle of dysfunction discussed in Module 2.

This module expands the discussion of the concept of Community Care and how this outward mindset can help policing professionals achieve the public safety mission with greater efficiency by gaining and maintaining the public's trust, while reducing the potential risks and harms to both officers and the public. Through realistic scenarios and candid discussions of case law, participants examine racial profiling-related policy issues, the ineffectiveness of racial profiling in enforcement activities, and the costly impact of racial profiling (real or perceived) on the community. This module focuses on ways to achieve legitimacy through demonstrating commitment to the four pillars of procedural justice, and developing and employing more functional patrol techniques that increase cooperation from citizens, increase efficiency in arrests and seizure activity, and decrease liability associated with complaints. The module culminates with a discussion of best practices which, if implemented consistently at the organizational and individual levels, may serve to mitigate discriminatory policing practices and unlawful bias.

### **Module Schedule**

Approximately 4.0 – 5.0 hours of direct instruction, discussion and exercises.

### **Learning Objectives**

1. Participants will define police legitimacy.
2. Participants will explain procedural justice and identify examples of each of the four pillars
3. Participants will differentiate between Case Probability and Class Probability.
4. Participants will explain the implications of court decisions in *Terry v. Ohio* and *Floyd, et al. v. City of New York, et al.* on policing and public trust.
5. Participants will become familiar with Stephen Covey's *Speed of Trust* equation and describe how the internal culture of a police agency can affect the public safety mission.

### **Instructional Strategies**

This module is taught through lecture and classroom discussions. The instructor must encourage and prompt the students to participate and contribute. The PowerPoint and instructor selected videos, photos or other media will act as a visual guide.

### **Instructional Materials**

Instructor – Instructor Manual, Projector, Screen, Computer, Speakers, PowerPoint presentation and Pointer Device

Participants – Participant Manual or PowerPoint slide notes, Writing Instrument

## **Module 4 – Community Policing in the 21<sup>st</sup> Century**

### **Module Overview**

Module 4 is designed to provide participants with the opportunity to examine how a commitment to the key components of Community Policing – community partnerships, organizational transformation, and problem solving – can help policing professionals address the specific issues and challenges they face while attempting to fulfill the public safety mission. The module examines the evolution of Community Policing and its emergence as an overarching and actionable philosophy of effective policing. The module concludes with a focused look at each of the fundamental Community Policing principles of partnerships, problem solving, and organizational transformation and their application to policing in the 21<sup>st</sup> century.

### **Module Schedule**

Approximately 4.0 – 5.0 hours of direct instruction, discussion and exercises.

### **Learning Objectives**

1. Participants will gain awareness and understanding of the historical evolution of Community Policing.
2. Participants will gain awareness and understanding of the Community Policing principle of Partnerships.
3. Participants will gain awareness and understanding of the Community Policing principle of Problem Solving.
4. Participants will gain awareness and understanding of the Community Policing principle of Organizational Transformation.

### **Instructional Strategies**

This module is taught through lecture and classroom discussions. The instructor must encourage and prompt the students to participate and contribute. The PowerPoint and instructor selected videos, photos or other media will act as a visual guide.

### **Instructional Materials**

Instructor – Instructor Manual, Projector, Screen, Computer, Speakers, PowerPoint presentation and Pointer Device

Participants – Participant Manual or PowerPoint slide notes, Writing Instrument

## **Module 5 – Principles into Practice: Sustaining Long-Term Effective Policing**

### **Module Overview**

Module 5 is the final content module and concludes the course with a summary and discussion of principles and practices that are essential to the implementation and

sustainability of policing practices discussed in the previous modules. The module addresses key components of implementing change, measurement, collaboration, and sustainability. The module is also designed to encourage participants to discuss key concepts and ask pertinent questions based on the entire course curriculum.

### **Module Schedule**

Approximately 1.5 – 2.0 hours of direct instruction, discussion and exercises.

### **Learning Objectives**

1. Participants will identify current and emerging obstacles to implementing positive initiatives that promote effective policing.
2. Participants will apply the strategies for sustaining improvements to the challenges facing their departments in an effort to view each as an opportunity for change.
3. Participants will become familiar with the principles of Community Policing as actionable and vital practices for keeping effective change in place.
4. Participants will apply the principles of Community Policing to the improvement of policing in their jurisdiction/community.

### **Instructional Strategies**

This module is taught through lecture, student participatory exercises, and classroom discussions. The instructor must engage the students to participate and contribute. The PowerPoint will act as a visual guide.

### **Instructional Materials**

Instructor – Instructor Manual, Projector, Screen, Computer, Speakers, PowerPoint presentation and Pointer Device

Participants – Participant Manual or PowerPoint slide notes, Writing Instrument

## **Module 6 – Administrative Conclusion**

### **Module Overview**

This module is the administrative conclusion of the course. The module includes the administration of the course post-test, evaluations, and related administrative functions. Additionally, the module allows participants and instructors the opportunity to discuss any key concepts or course content that requires clarification. It also includes a review of the instructional design of the curriculum, information about the Instructor Development / train-the-trainer structure, and guidance on delivering the core curriculum of the course.

### **Module Schedule**

The time allotted for this section is approximately 1.0 – 1.5 hours.

### **Learning Objectives**

1. Participants will complete a post-course survey (post-test questionnaire).
2. Participants will review the Instructor Development (IDP) concept of the course.
3. Participants will demonstrate a working knowledge of the instructor manual.

### **Module Pre & Post Test Questions**

Not applicable.

### **Instructional Strategies**

This module is taught through lecture, student participatory exercises, and classroom discussions. The instructor must engage the students to participate and contribute. The PowerPoint will act as a visual guide.

### **Instructional Materials**

Instructor – Instructor Manual, Projector, Screen, Computer, Speakers, PowerPoint presentation and Pointer Device

Participants – Participant Manual or PowerPoint slide notes, Writing Instrument

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PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING  
**Monday, April 23, 2018**  
Hearing Room 1

**ITEM 1: CALL TO ORDER**

The meeting was called to order at 6:30pm by Chairperson Jody Nunez.

**ITEM 2: ROLL CALL – Quorum Present**

Present: Chairperson Jody Nunez  
Commissioner Rebeca Alvarado  
Commissioner Carlotta Brown  
Commissioner Curtis Flemming  
Commissioner Henderson Watts  
Commissioner Kevin McPherson  
Commissioner Troy Williams  
Commissioner Carlotta Brown (arrived after Roll Call)

**ITEM 3: AGENDA APPROVAL**

Motion to accept the agenda was made by Commissioner Flemming; Seconded by Commissioner Williams. 6 Ayes. Commissioner Carlotta Brown

**ITEM 4: OPEN FORUM**

2 Speakers

**ITEM 5: OPD – YOUTH LEADERSHIP COUNCIL FUNDING**

Brooklyn Williams, helping to coordinate the Youth Leadership Council. Reviewed the handout on how and why the council was formed back in 2015.

With the changes in OPD leadership, there was a pause in the work. We reconvened again in January 2018. The idea is to have a long-term sustainable engagement with youth and police. We meet twice a month.

Our major partners have been Venus Johnson (who is no longer here), Deputy Chief Leronne Armstrong and Officer Stone from Youth Services Division along with EBACY, Youth Alive, Youth Radio, Oakland Youth Advisory Commission and recently Project What.

1 Speaker (Youth Alive): Guidance and support should begin at the Middle School level. If we're educated earlier, it could help us prosper.

1 Speaker (Fly Freshlines for Youth): We have ideas that are outside the box. We are the voices of tomorrow. We have a lot to offer and collaborate on.

1 Speaker (EBACY): Voices haven't been heard. We need our voices to be heard. Oakland needs to be safer. School shootings are a concern for both students and parents. We want to feel we can go anywhere and are safe.



They will be presenting to the Life Enrichment and Public Safety Committees.

**Discussion:**

Looking for funding and just getting our ideas out. We are looking to fund an operating budget. Possible funding sources: OPD, Oakland Unite, SSOC.

Thank you for coming and sharing your voices and admire what you are.

Innovation fund may assist you as a funding source. Mr. Kim was asked to speak with them about this funding.

When preparing your proposal with a scope of services of what they can do to assist to educate us.

If there are other groups that want to make presentations, this is an innovated use of using the money and aren't interested in working with the police, get them here.

1 public speaker

Motion that we request the OPD Youth Leadership Council Funding bring back a scope of work by Commissioner Williams. Commissioner Henderson Watts made a friendly amendment that we allocate \$4,000 in our budget for consulting services for the OPD Youth Leadership Council providing a scope of services is provided to us. Seconded by Commissioner Brown.

Commissioner Alvarado wants this open to other youth also.

5 Ayes; 1 No

**ITEM 6: MATHEMATICA AGENCY EVALUATION REPORT**

This detailed report a comprehensive overview of services provided across the Oakland Unite network. It does not examine participant outcomes.

Johanna Lacoë, Project Director reviewed the detailed report provided in your packet.

High level findings:

- Oakland Unite agencies serve high risk population of participants who experience violence, contact with the police, and disconnect from education.
- Service intensity - Oakland Unite agencies provides light-touch assistance for individual in crisis and subset of participants receive more intensive services.
- Oakland Unite agencies serve participants together with other agencies in the networks.
- Primary challenges – Housing is a frequent challenge not only for participants but also for agencies for trying to retain staff.
- Financial Transfers – Oakland Unite agencies allocate significant shares of their budgets to financial transfers for participants.

- Building strong relationships with participants with complex needs is a key strategy highlighted but staff turnover is a challenge.

**Discussion:**

Consumer satisfaction was data we were interested in seeing.

Some participants were interviewed during sites visits, but we were not allowed to talk to participants under the age of 18. We are planning to do participant surveys later this year and it will be in the next report. This was noted in our scope of work that was laid out, that this topic would be covered in year two.

Next year we will not be doing site visits with staff, we will be using the survey data on customer satisfaction and their experience in the programs. We will also be speaking with the agencies in more depth which will be part of the strategies evaluation for the coming year.

How are they doing? Are there any red flags?

Our goal wasn't to look at what grantees said they were going to do and what they are doing, our goal was to look at the data and talk to people about the challenges they were facing and the successes they were having.

Committee Members appreciated the dashboard format. In future reports, we would be happy to preview the format you are working on to see if it works for what information we expect to see.

We are making great strides, but still have a way to go for Oaklanders to feel safe.

With regards to victimization data, can we consider data sharing agreements with OUSD PD, OHA PD and Child Welfare? The Ceasefire report indicated the correlation between young children in the foster care system and crossing over to the juvenile justice system.

Once an applicant has consented to track their results, they are in the dataset.

The GPAs listed in the report are prior to enrollment in Oakland Unite.

Will consider looking at a temporal pattern for retention data.

Community Works West and their work with the restorative just project. One of the challenges is that their youth are not eligible for Oakland Unit services that will help prevent them from committing crimes. What makes them not eligible?

Mr. Kim explained that they receive referrals from the DA office, but they only refer for diversion purposes, low offenses. So, they are not meeting the risk criteria because they have not committed the type of crimes or come to court for violent reasons.

Is there an opportunity to look at other programming that minimize diversion/intervention programs?

Motion to accept the Mathematica Agency Evaluation report was made by Commissioner Henderson Watts; Seconded by Commissioner McPherson; 6 Ayes

**ITEM 7: HSD RENEWAL RECOMMENDATIONS**

Mr. Peter Kim gave a brief introduction of background of Measure Z. In 2015 the SSOC approved a 3-year spending plan. In June of 2017 grants were renewed for 1 year. In 2017 the Department Violence Prevention was created. Recommendation for extending current grants until July 2019 is before you tonight and we anticipate a new spending plan be developed late fall or winter with an RFP being released in January 2019 for services for 2019-2022.

Ms. Halpern-Finnerty reviewed the report provided in the packet.

*Highlights:*

This is the first time we have had an outcome evaluation in the year one strategy report that found a reduction in arrests for violence for both the adult life coaching and employment services. It was a modest reduction over a short period, but we have not had such good evidence that the programs are having a direct impact on violence with a comparison group in our evaluation before.

Life Coaching Agencies are using shared tools and practices to have a consistent model across the network. Many providers across the network dedicated a significant portion of their budget to participant's financial support.

Gun Violence Intervention network provided support to over 95% of families affected by homicides and served a huge population of those affected by gun violence including those who were injured and their families and friends.

Providers in the Family Violence and Commercial Sexual Exploitation Intervention strategies are relied on by both victims and law enforcement for this crisis support.

The Diversion Program funded by the Innovation Fund are focused on restorative trauma informed responses to young people who are experiencing challenges that focuses on reducing punitive consequences. The DA has started referring transitional age youth to the Diversion program.

Community Asset building is gearing up for the summer program in West and East Oakland. If you know of young people who are interested in being a part of this program, Oakland Unite is accepting applications.

Through Capacity Building, grantees receive training in topics such as coaching, motivation interviewing, career development and trauma-informed approaches. This included certification and credentialing programs. A Summit will be held on June 22<sup>nd</sup>.

*Adjustment Recommendations:*

5 programs have areas for improvement and the Oakland Unite team will work closely with them to provide support and address these issues. They are already working on Improvement Actions Plans. Updates will be provided next year.

Pausing the Leadership Council pilot program to reassess and further develop the model.

*Enhancements:*

7% increase in grant amounts to align with revenue and allow increased staff support.

Expand one-time CSEC investment of \$155,000 to support infrastructure and emergency housing.

Invest \$30,000 in legal support training for life coaching providers.

Fund youth wages for parks program support.

Renew contract with database provider and develop improvements to systems.

3 speakers

**Discussion:**

Between the Innovation and Development funds are these readily available?

Mr. Kim informed that the Innovation Fund is available through the RFP which will be available in July 2019.

The Friday Night Summers in the Park Program, are we expanding the West Oakland site?

We have already committed to the same sites as last year. Currently we do not have the capacity or funds to move. It is a challenge to change locations with logistics involved for this year. The Hoover Resident Action Committee and they want to keep it in their community. We are exploring adding new sites or moving this site for next summer.

I think you need to review how you are recruiting the youth for the programs that they are serving.

How can we increase MISSEY & Dreamcatchers? MISSEY clients have some of the highest rates of assault at 51%. CSEC & Domestic Violence account for 17% of murders over the last 18 months. What can we do to see this increased to \$230,000?

Carry forward funds can be used for this.

Would like to see a timeline on pausing the Leadership Council with regards to what to expect.

Mr. Kim explained that it will be in the next spending plan.

Commissioner Alvarado recommended that we use Carry Forward Funds to increase the onetime adjustment for CSEC strategy for MISSEY and Dreamcatchers from \$155,000 to \$230,000 and to research the use of Carry Forward Funds to create a 3% emergency housing fund for staff and to also consider increasing the funding for Domestic Violence; Seconded by Commissioner Henderson Watts. 6 Ayes.

**ITEM 8: NOMINATION ELECTION OF VICE-CHAIR**

Commissioner Flemming nominated Commissioner McPherson for Vice-Chair. Seconded by Commissioner Alvarado. Commissioner McPherson accepts nomination.  
Commissioner Henderson Watts nominated Commissioner Brown. Seconded by Commissioner Williams. Commissioner Brown accepts the nomination.

Commissioners were polled for votes: Commissioner McPherson – 4; Commissioner Brown - 3

Commissioner McPherson will now serve as Vice-Chair.

**ITEM 9: MINUTES FROM MARCH 16, 2018**

Correction: Jody Nunez (not Judy) was present at the meeting.  
Motion to accept the minutes with the correction was made by Commissioner Alvarado;  
Seconded by Commissioner Flemming. 6 Ayes.

**ITEM 10: ACCEPT MEASURE Z AUDIT AS REPORT AT THE MARCH 26, 2018**

Kirstin LaCasse, Controller provide the scope of services in your packet for the audit and is available for questions. She wanted to reiterate that the auditor did not identify any findings or deficiencies in internal controls.

Motion to accept the Measure Z audit as presented at the March 26, 2018 meeting was made by Chair Nunez; Seconded by Vice-Chair McPherson. 4 Ayes, 3 Abstentions

**ITEM 11: COORDINATORS ANNOUNCEMENT**

Joe DeVries reported that the DVP Director position did move forward at Council and the recruitment can now begin.

**ITEM 12: SCHEDULE PLANNING AND PENDING AENDA ITEMS**

- OFD Quarterly Report
- Possibly Quarterly Reports depending on if Controller Office provides financial report  
OPD report to include CRO Project report.
- Discussion on Joint meeting with CPAB, Blue Ribbon, Police Commission, DVP, SSOC,  
and Mayor's Public Safety Director
- Interim Need for Carry Over Funds
- Scope of Services from the Youth Leadership Council
- SSOC budget
- Retreat

Meeting Adjourned at 9:21pm by common consent.

PUBLIC SAFETY AND SERVICES OVERSIGHT SPECIAL COMMISSION MEETING  
**Saturday, June 30, 2018**  
Hearing Room 3

**ITEM 1: CALL TO ORDER**

The meeting was called to order at 9:18am by Chairperson Jody Nunez.

**ITEM 2: ROLL CALL – Introductions of all Commissioners and Retreat attendees were made**

No Quorum was reached with staff members.

Present: Chairperson Judy Nunez  
Vice-Chair Kevin McPherson  
Commissioner Curtis Flemming  
Commissioner Troy Williams

Excused: Commissioner Letitia Henderson  
Commissioner Rebecca Alvarado - Resigned

Absent: Commissioner Carlotta Brown

**ITEM 3:** Facilitator Introduction – Staff member Joe DeVries introduced Gabe Crane from Woven Wings Counseling and Facilitation who reviewed the agenda for the day.

**ITEM 4:** Open Forum - No members of the public were present – no speakers.

**ITEM 5:** Module on Listening and Communication:  
Facilitator, Gabe Crane from Woven Wings led the Retreat attendees through three key skills: 1) active listening, 2) reflecting back, and 3) accessing and owning one’s own experience.

The session was productive, all attendees gained value from the activity. Several good conversations were held and an opportunity to practice and (re)learn the skills 1-on-1 was key to retaining the skill set.

**ITEM 6:** Listening Session - Oakland Unite - Gallery Walk - Facilitated Conversation  
Peter Kim and Jessie Warner from Oakland Unite mediated the session which asked the Commissioners to provide their reactions and comments to a series of questions posted on the walls throughout the meeting space. Once completed, Peter guided the Commission through the responses while Jessie transcribed the responses. This exercise was a condensed version of the Listening Sessions that Oakland Unite is hosting in the community. There was an in-depth conversation about the role of Oakland Unite in terms of violence prevention v. intervention. There was an emphasis from Commissioners Flemming and Williams, on prevention and education. The commission expressed a desire to be more involved in the RFP development process, and for there to be more ongoing, “draft” communication between OU and SSOC.

**ITEM 7:**

Listening Session - OPD & OFD - Gallery Walk - Facilitated Conversation

Many important points were raised in the conversation between the Commission and Tim Birch. Chairperson Nunez drew attention to the community policing training which was not up to standards. Vice-Chair McPherson indicated that the new recommendations for community policing training were far from adequate as well. There was also a robust discussion of how OPD interacts with individuals and communities of color in a way that is explicitly different from their interactions with white and affluent individuals and communities. OPD staff member Birch raised a few the challenges facing positive development of the CRO program:

- No centralized CRO oversight
- Inconsistency of CROs and failure to train
- Lack of CRO training examples in other cities
- Administrative burden
- Understaffing at OPD

The Commission pushed back with the following recommendations:

- CRO's should be a position to aspire to. CRO's should be exceptional and the system should be incentivized to make officers want to be a CRO.
- Administrative burden and understaffing point to cultural issues inside OPD, rather than indicate legitimate excuses
- It is imperative to shift the culture of machismo at OPD

The Commission had the following recommendations for CRO training:

- History of police-community relations in Oakland, and the backdrop of police-minority relations in America
- Relating training such as active listening, trust building and community engagement
- Expertise in facilitative resources. Training CRO's as facilitators for other city services and providers in their beat
- How to be a bridge between OPD and the community. Developing a culture of trust and respect.

There was also the injunctive to develop measurable, definable reporting measures to help OPD get to their stated goals in regards to CROs. These could include:

- Time CRO spends on their beat
- # of NCBC meetings attended
- # of projects addressed in the beat
- # of priorities resolved in the beat
- Capacity to articulate beat community's needs
- Amount of time CRO spends assigned to their beat
- # of NSCs hired
- # of relationships with community leaders
- # of community organizations engaged
- # of positive reviews of OPD interventions

In general, there was a desire for CROs to help bridge the gap between OPD and the Oakland community. Commissioner Williams wanted to see CROs present at the Barbershop Talks in his community, and for CROs to show up ready to hear the community's perception of and experience with the police. There was an expressed desire for OPD to look to SSOC for further guidance in shaping their CPP and CRO trainings. There was an optimism, amidst the charged conversation, that CROs can help to change the culture of "what makes a good cop," help to integrate OPD into the Oakland community, and help end the violence of oppression toward the Oakland POC community from OPD. Much of this involves furthering a shift away from a machismo and "fishing expedition" mentality at OPD, and training CROs in non-coercive and non-aggressive ways of integrating into their beat communities.

**ITEM 8:** Lunch –

**ITEM 9:** Topics arising from Committee Survey - Survey results were inconclusive

**ITEM 10:** Next Steps and Closing

The retreat was well received by all attendees, and the most important issues on the table were able to be addressed in depth. The Facilitator recommends that the committee spend a solid majority of its time moving forward focusing on OPD and the CRO program. This is an area of significant need that the SSOC can have a major impact on. OPD is open to input and feedback in a way that may not have been the case previously, and this is an opportunity that the SSOC can capitalize on to substantially improve the lives of Oakland community. Addressing the issues at OPD is the most pressing and valuable work for the SSOC at this time.

Overseeing Oakland Unite remains a priority, however OU is well-organized and dedicated to their efforts also recommend that the commission continue to engage facilitative support in its work. There are many strong personalities on the commission, and especially when dealing with complex and sensitive issues such as those brought forward by OPD, the potential for volatility is obvious and could be detrimental to the SSOC's goals. Facilitative support would also potentially be helpful for OPD as it continues to develop its CRO policies and trainings, and for any efforts to bring OPD and CROs into greater contact with the Oakland community.

**ITEM 11:** Adjournment 2:00pm



At our recent retreat, Peter Kim, Interim Director of the Department of Violence Prevention invited SSOC members to attend their upcoming Listening Sessions as participants. Here is the schedule of those sessions:

### **Oakland Unite Community Listening Sessions**

<i>Population</i>	<i>Date</i>	<i>Time</i>
Families of Homicide Victims	Saturday, July 21	10:00 am - 12:30 pm
Women directly impacted by violence	Wednesday, July 25	6:00 pm - 8:30 pm
Advocacy Groups and Faith Partners	Tuesday, August 21	1:00 pm - 3:30 pm

Message from Peter Kim;

Because we are trying to encourage active participation by creating a space that truly allows for people to speak, share and listen, we are capping off each session to about 30 people and limiting the attendance to those who have direct, personal experience in that session's subject matter.

Commissioners should attend the session that they have a personal lived experience, either as a "family member of homicide victims" or as a "woman directly impacted by violence." We are asking that folks who are more in the space of advocates or support provider or service professional to attend the "advocacy groups and faith partners" session.

In regards to the "women affected by violence" session, we are limiting this session to just women. We are trying to create a space that is safe and welcoming to women who have been victims, and lift their experiences in this session. I realize that there are men who do an incredible amount of work with and for women victims of violence, and we would love if they could help invite some of those women to this session, but we ask that they themselves not participate in that session.

For the session for "advocacy groups and faith partners" anyone from the SSOC is welcome to attend, however for capacity sake, we ask that each group/organization send only 2-3 representatives. If we end up having a low RSVP response, then we will open it up for more per group. Although for quorum's sake, no more than 3 SSOC members can attend

The Listening Session at the recent SSOC retreat was our attempt to gather their insight and perspectives through a very targeted and focused effort, and I believe we had a very productive session. However, for those members who would like to engage further, or for those who missed the retreat, these additional Listening Sessions can offer that opportunity.

If you would like to attend a session, please RSVP to Tonya Gilmore at [tjilmore@oaklandca.gov](mailto:tjilmore@oaklandca.gov), so that we can manage the attendance. It will also help us plan for ordering the right amount of food, secure translation if necessary, and address any other needs (i.e. safety).

Take care,  
**Peter Kim**, [pkim@oaklandnet.com](mailto:pkim@oaklandnet.com)