



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

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

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

**Oversight Commission Members:**

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

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

**OBSERVE:**

**You may appear in person on Monday, June 24th, 2024, at 6:30pm at  
1 Frank H. Ogawa Plaza, Oakland, CA 94612 in Council Chamber**

**OR**

**To observe, the public may view the televised meeting by viewing  
KTOP channel 10 on Xfinity (Comcast) or ATT Channel 99 and locating  
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Webinar ID: 884 3669 0045

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<https://support.zoom.us/hc/enus/articles/201362663>, which is a webpage entitled “Joining a Meeting by Phone.”

## **PUBLIC COMMENT:**

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

- If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.
- If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.
- Please be brief and limit your comments to the specific subject under discussion. Only matters within the Oversight Commission’s jurisdictions may be addressed. Time limitations shall be at the discretion of the Chair.
- Comment in advance. To send your comment directly to the Commissioner’s and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Felicia Verdin at [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov).

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

If you have any questions about these protocols,  
please e-mail Felicia Verdin at [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov).

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

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

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*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 | ATTACHMENT   |
|---|------------|------|--------------|
| <b>1. Call to Order</b>   | 6:30 PM    | AD   |              |
| <b>2. Roll Call</b>   | 1 Minute   | AD   |              |
| <b>3. Open Forum – For items not listed on the Agenda</b>                       | 5 Minutes  | I    |              |
| <b>4. 911 Improvement Plan: ASAP to PSAP<br/>(Farmer, Bob Finney)</b>           | 30 Minutes | I    | Attachment 1 |
| <b>5. Floyd Mitchell Introduction, the new OPD Chief</b>                        | 30 Minutes | I    |              |
| <b>6. CARE Presentations: 35x &amp; Rockridge NCPC (Farmer)</b>                 | 15 Minutes | I    |              |
| <b>7. 911 Improvement Plan: MACRO ad hoc (Farmer)</b>                           | 30 Minutes | I    | Attachment 2 |
| <b>8. SSOC dashboard – Initiatives, Agenda Plan (Farmer)</b>                    | 5 Minutes  | I    | Attachment 3 |
| <b>9. Joint Meeting Presentation Prep (Farmer)</b>                              | 15 Minutes | A    | Attachment 4 |
| <b>10. Farewell Commissioner Bailey-Ray</b>                                     | 10 Minutes | I    | Attachment 5 |
| <b>11. Report from Staff – Schedule Planning, Remote<br/>Participation, etc</b> | 5 Minutes  | AD   |              |
| <b>12. New Business</b>   | 5 Minutes  | A    |              |
| <b>13. Adjournment</b>  | 1 Minute   | A    |              |

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

**\*\*\* DRAFT \*\*\***

# 911 IMPROVEMENT RECOMMENDATIONS

OMAR FARMER  
SSOC CHAIRPERSON

“SAFETY & SERVICES  
OVERSIGHT COMMISSION”

# TABLE OF CONTENTS

1. Overview
2. Recommendations
3. MACRO Synopsis
4. ASAP to PSAP Synopsis
5. Cost Analysis

# OVERVIEW

# PURPOSE

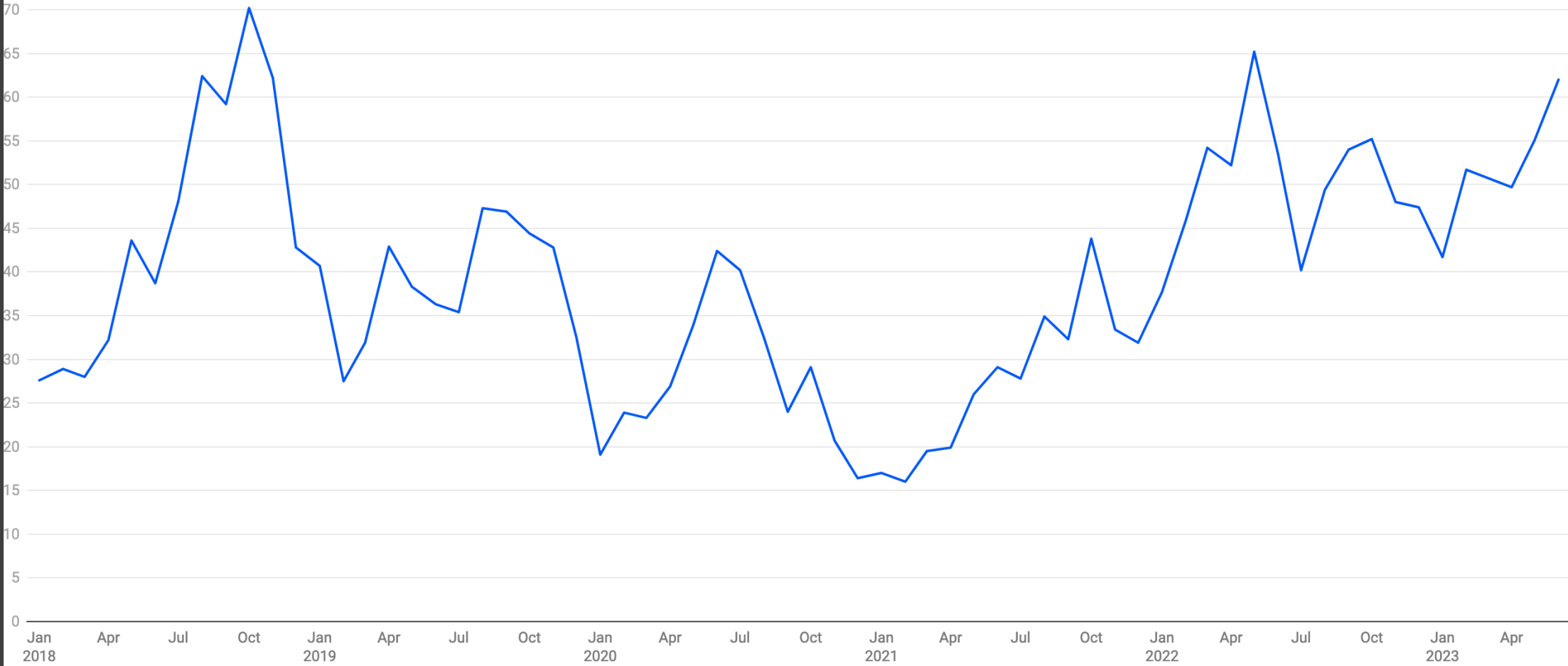
One of the three primary objectives of Measure Z (MZ) is to improve 911 response times. However, no effective strategies were initially placed within MZ or identified within the past 10 years since its been in place to accomplish this.

To date, overall, response time totals have increased instead of decreased. For example, the average time it took a dispatcher to answer a call in 2020 was 28 seconds. In 2023 through late November, that figure was nearly double at 55.8 seconds, not accounting for hold times.

By providing a robust set of recommendations, our goal is to assist with improving 911 call answering and processing times which provides an opportunity to improve upon response times.

# Oakland Police Department Average 911 Answer Times

The average answer time did not meet the state's threshold from January 2018 through June 2023.



Source: California Governor's Office of Emergency Services



# 911 CHALLENGES

1. Oakland's 911 response times as of December 2023 have become the worst in the state of California.
2. 90% of all 911 calls must be answered within 15 seconds for the call center to get back into California Office of Emergency Services standards for answering times. Oakland was at 46% of that back then.
3. Oakland is at risk of losing critical state funding due to its worsening response times if they don't get into compliance by July 26<sup>th</sup> 2024.
4. The 911 call center does not have enough staff or the level of technology to support their call volume. To exacerbate the situation, from April 2022 to April 2023 the Human Resources Dept failed to process 1,000 dispatcher applications.

7/26/2023

Eugenia Oliver  
PSAP Manager  
Oakland Police Department  
7101 Edgewater Drive  
Building 8  
Oakland, CA 94621

Dear PSAP Manager Oliver:

The California 9-1-1 Emergency Communications Branch (CA 9-1-1 Branch) must advise the Oakland Police Department of compliance requirements for state funding. Acceptance of State Emergency Telephone Number Account (SETNA) funding stipulates that 9-1-1 calls be answered within 15 seconds 90% of the time. During the last 12 months, Oakland Police Department has been averaging 46.22% for 15 second answer time. Oakland Police Department is state recognized as a Public Safety Answering Point (PSAP), and is not compliant with the standard, and may be ineligible for continued state funding.

The CA 9-1-1 Branch understands Oakland Police Department requires time to bring operations into compliance. The CA 9-1-1 Branch agrees to provide Oakland Police Department a period of twelve (12) months from date of this letter to bring call answer times into compliance. Additionally, Oakland Police Department is required to provide Cal OES with the Call Answer Time Improvement Plan within 30 days of this notice. This could include recruitment, vetting, and training of new employees or identification of equipment issues. As PSAP Manager you have assured the CA 9-1-1 Branch that Oakland Police Department will undertake necessary measures to remedy the issue and bring your PSAP into compliance. In the event operations cannot meet compliance by July 26<sup>th</sup>, 2024, the CA 9-1-1 Branch will initiate termination of this accommodation, any associated accounts, Oakland Police Department will no longer be eligible for SETNA funding and will reroute 911 calls to another PSAP.

Thank you for your continued communication to the state regarding this matter and I look forward to working with you in support of Stanislaus Regional 9-1-1.



3650 SCHRIEVER AVENUE, MATHER, CA 95655  
(916) 845-8506 TELEPHONE (916) 845-8511 FAX  
[www.CalOES.ca.gov](http://www.CalOES.ca.gov)

SACKS\_112

# Worst Statewide Average 911 Answer Times For June 2023

The state requires 911 calls to be answered within 15 seconds 90% of the time to be in compliance.

**Oakland PD**



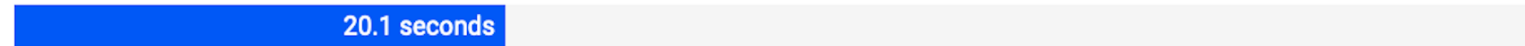
**CHP Golden Gate (Vallejo)**



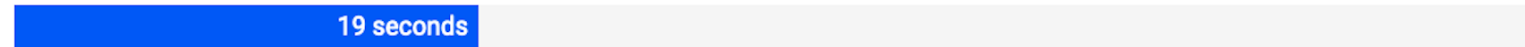
**LAPD Metro**



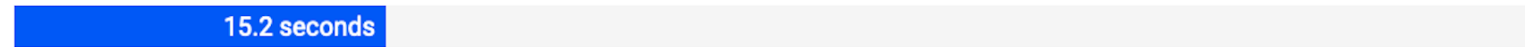
**Fresno PD**



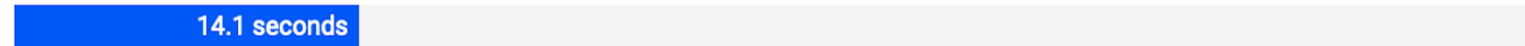
**Ventura County Fire**



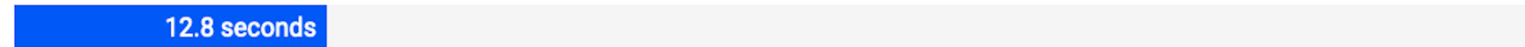
**Fresno County Sheriff**



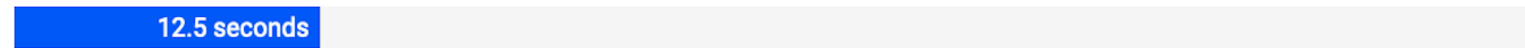
**San Bernardino Sheriff - Victorville/Desert Control**



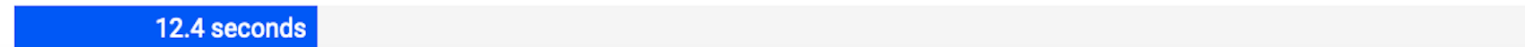
**San Francisco Department of Emergency Management**



**Alameda County Sheriff**



**Tulare County Sheriff (Visalia)**



Source: California Governor's Office of Emergency Services

# SSOC COMMITMENTS

- Section 4A6F of MZ enables us to make recommendations regarding the three primary objectives of MZ. One of which is to improve 911 response times.
- A goal within our Strategic Plan is to provide more deliverables to the community. Improving response times would increase customer service for residents who need to use the 911 call system.
- The SSOC has adopted 6 recommendations that are divided into 3 categories to help improve 911 response times that will be discussed later in this presentation.

# IMPROVEMENT BENEFITS

- 911 improvement strategies free up patrol officer time to address other safety concerns such as calls that involve gun violence, and other call for service such as burglaries and robberies. Improving upon responses and results for these types of calls is also an objective of MZ.
- Improving our responses to all types of calls may deter bad actors, it also allows officers to be more proactive.
- Reducing the workload of 911 call operators improves call answering times and processing times, resulting in improved response times.
- Doing so makes call operators and police officers more efficient and effective and is beneficial to their mental health and the public health of the city.

# RECOMMENDATIONS

# CATEGORIES

- Policy updates:
  - (1) Verified Response
  - (2) Promotion of OFD Call Center
- Technology upgrades:
  - (1) ASAP to PSAP
  - (2) Self-Triage 911 System
- FTE Development:
  - (1) MACRO Oversight
  - (2) Public Safety Officer Position

# STATUS

- Verified Response Burglary Ordinance Update Implemented Feb 2024
- Promote the direct line to OFD dispatch Promoted on KTVU Dec 2023
- MACRO Brown Act Governed Oversight Being considered by CMs
- ASAP to PSAP Implementation Approved to be heard in July
- Adopt a Self-Triage 911 system Need to discuss further with 911
- Create a Public Safety Officer position Updating of recommendation in progress



# VERIFIED RESPONSE

Verified Response is part 1 of a 2 part strategy to reduce unproductive police officer time spent responding to false burglary alarms which are false alarms 98% of the time which amounts to a waste of 4.5-6.8 police FTE hours per year. This equates to \$910,000 to \$1,390,000 in unproductive police officer time per year.

The Verified Response strategy is a policy update to the burglary ordinance, that requires alarm owners who have a chronic false alarm issue to upgrade their alarm systems to include a secondary indication that a burglary is in progress, such as a second sensor trip (like a perimeter and a motion) or video/audio verification in a house or business. This 2nd trip shows that a person is moving from point A to point B prior to dispatching the police. This completes the verification step prior to having a response.

Verified Response was adopted by city council in February 2024.

# PROMOTION OF OFD DISPATCH

The direct line to OFD dispatch is (510) 444-1616. If you call them directly you more than likely won't be placed on hold. If you're in a life or death medical or fire situation the saving of seconds or minutes could be the difference in saving someone's life or home.

If you're on hold with 911 you have the option of calling this number instead. While this call center won't be able to automatically geolocate you, you can explain to them where to respond. Victims of emergency situations aren't always the ones in the location of the emergency so the geolocation issue won't apply to every caller. Multiple calls for the same incident make up many of the calls an emergency call center receives.

Being prepared by knowing the options you have in critical situations could mean saving someone's life or preventing catastrophic damage to a home or business due to a fire. While OFD does not prefer to encourage the use of this number, it's technically available to residents as a resource. Residents aren't prohibited from using it and there should not be negative repercussions for using it unless you're abusing your privileges or using it inappropriately. Furthermore, it's listed on the Oakland Fire Department's website.

Promoted on social media and via KTVU channel 2

# SELF-TRIAGE 911 SYSTEM

- As mentioned, in the “Overview” section the call center has been out of standards for call answering times for several years.
- Adopting a self-triage 911 system would, for example, allow residents to depress (1) for OPD, (2) for OFD, or (3) for MACRO rather than sitting on hold during a potentially life or death situation.
- According to the 2022-2023 Alameda County grand jury report (page 21) 60% of the calls the call center receives are quality of life or Fire Department related calls that don't require a police officer to respond to.
- A self-triage 911 system would lower the call volume of the call center, so the call center can get to other calls faster, which in turn would improve call answering times.

Need to discuss further with the 911 call center

# PUBLIC SAFETY OFFICER POSITION

- Creating a Public Safety Officer (PSO) position involves cross training prospective firefighters and police officers at both roles so they can respond to both types of calls.
- Having PSOs in place would improve the geographical positioning of first responder FTEs.
- The nature of this position would assist in changing the culture of OPD from that of a warrior to a guardian mindset in areas where that may be needed.
- Putting public safety FTEs in a better position to respond to all types of emergencies, will help them identify dispatch services for people in crisis quicker and more efficiently, resulting in greater chances of survival for patients, victims, or collateral areas of need.

Updating of recommendation in progress

# MOBILE ASSISTANCE COMMUNITY RESPONDERS OF OAKLAND (MACRO)

# MACRO

- MACRO is designed to remove a bulk of calls to the 911 call center in order to lower their call volume which would improve call answering times and processing times.
- MACRO leadership is lacking in transparency due to its history of private meetings, lack of publicly made disclosures, contradictory statements, and lack of documentation showing their effect on a decrease in 911 call center call volume.
- Brown Act governed oversight would require them to be more transparent and put them into position to be publicly accountable to any lack of progress towards removing a bulk of the 911 call center calls which would contribute to lowering the call center call volume.

Being considered by Council Members for sponsorship

# MACRO

|  |   |  |  |   |  |
|--|---|--|--|---|--|
| <b>MACRO Development:</b> Improves 911 response times by taking a portion of the 911 call volume   |   |  |  |   |  |
| <b>Training</b>  | <b>Status</b>   | <b>Quantitative Analysis</b>                         | <b>Status</b>                                  | <b>Transparency</b>   | <b>Status</b>  |
| Develop 911 Dispatcher Curriculum  | <b>TBD? Awaiting comparable curriculums for comparison.</b> | Percentage increase of diverted 911 calls per month. | <b>Is that a part of their monthly report?</b> | Launch public information officer position  | In progress by OFD   |
| Train dispatchers and MACRO responders on what their parameters are.   | <b>TBD?</b>   | Review stats from other organizations                | <b>Waiting to see their stats.</b>             | 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.  | <b>Done during RPSTF process?</b>                           |  |  | 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 | <b>Not happening yet.</b>                                   |  |  | 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 <a href="#">Resolution Ordinance</a> . CM Fife declined sponsoring the ordinance but CM Reid and Kaplan are interested in discussing further when budget season is complete at the end of June.  |
|  |   |  |  | 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.

# ASAP TO PSAP

Approved to be heard at one of the July Public Safety Committee meetings

# OVERVIEW

## Definition:

A Computer Aided Dispatch (CAD) to Computer Aided Dispatch communication from an Automated Secure Alarm Protocol (ASAP) station, also known as an Alarm Company call center, to a Public Safety Answering Point, the technical term for a 911 or Emergency Call Center (ECC).

## Strategy:

ASAP to PSAP is part 2 of our strategy to combat false burglary alarms which are 98% of the time false alarms and amount to a waste of 4.5-6.8 police FTE hours per year. This equates to \$910,000 to \$1,390,000 in unproductive police officer time per year. The 911 call center has considered similar technology for other types of calls but not one related specifically to burglary alarms.

# ACCOMPLISHES 3 THINGS

## Reduces call volume

Through proprietary predictive algorithms and artificial intelligence technology it's more accurate at detecting whether an actual intrusion is taking place resulting in less calls for service

## Reduces human error

It reduces instances of human error made between two people talking over the phone. Creates it's own electronic log entry.

## Improves processing times

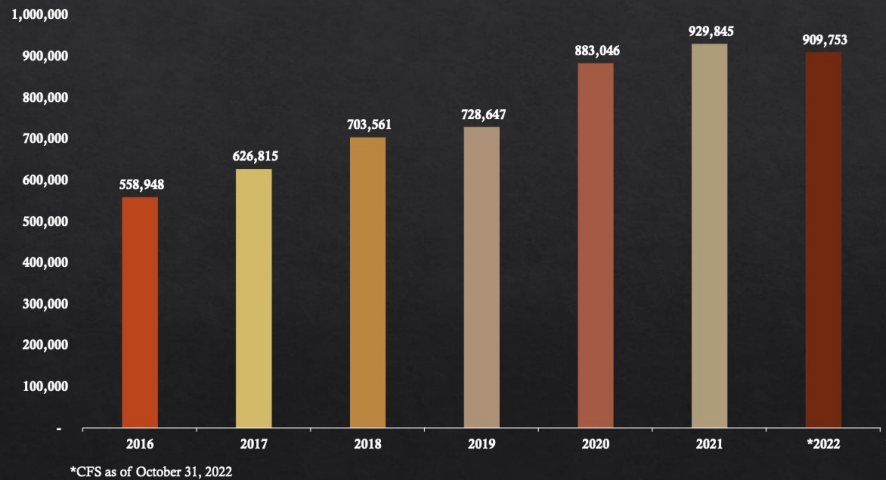
If it detects a break in it will create a call for service itself in milliseconds instead of seconds or minutes.

# CALL FOR SERVICE BREAKDOWN

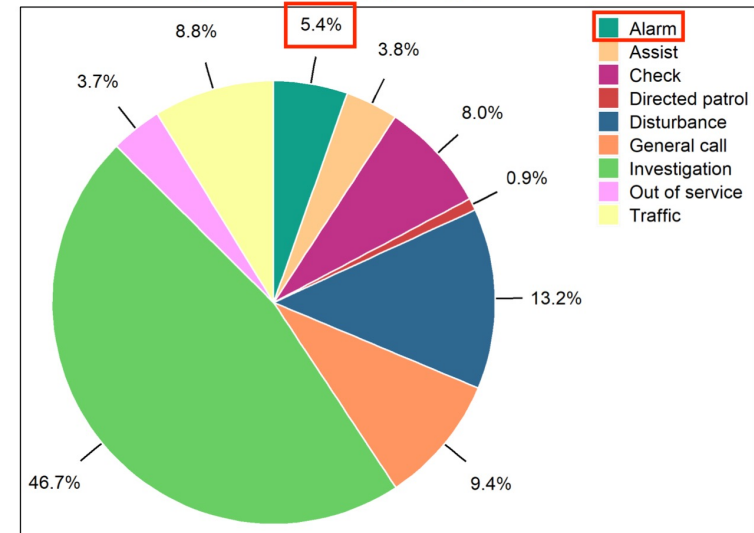
From 2018 to 2022 the 911 call center received on average 2,276.63 calls per day 5.4% of that equals 123 burglary alarm calls per day, 98% are false alarms.

In 2020 it was reported that burglary alarms amounted to 5.4% of the overall call volume for the 911 call center per the Police Data Analysis Report received from the Center for Public Safety Management.

**Incoming Calls for Service by Year 2016 to 2022**



**FIGURE 2: Percentage Events per Day, by Category**



Note: The figure combines categories in the following table according to the description in Chart 1.

# COMPARABLE – COLLIERS COUNTY

- Colliers County, FL uses ASAP to PSAP for both burglary and fire alarms. The use of it with fire alarms has not been approved in the state of California yet but this ability shows that it also has room for growth into other areas.
- They were the first agency in Florida to go live in 2018. Population is 400,000 total. Oakland's population is 430,000.
- Based on their call-taker time to take the initial call, and a minimum of one follow-up call, they eliminated over 283 hours of talk-time per year.
- Or said another way, about 24, 12-hour shifts per year!

# COMPARABLE - RIVERSIDE

- Riverside, CA completed a pilot period for the state of California in 2023. Population is 320,000.
- It's removed on average 1,000 of their burglary alarm calls per month from their call volume.
- No problematic issues or ongoing maintenance costs. It's working as advertised.
- Riverside has on average 1,500 total calls for service per day. They don't have statistics on how many of those are burglary alarms. However, the national average is 5-10%.

# COST ANALYSIS



# FUNDING OPTIONS

## MACRO or ASAP to PSAP:

- Use the \$2.5M received from joint power authority to invest in 911 improvements.
- ASAP to PSAP pays for itself.
- Leftover MZ funds from the 3% used for evaluations which haven't occurred every year.

## MACRO:

- OFD funds set aside for MACRO Jeweled Legacy contract.
- Make it a short term task force or board to make it more cost effective.
- Redevelop the SSOC into a MACRO Board or Commission.

Administration/Kaplan/Fife/Bas/Jenkins BUDGET Amendments - FALL 2023. TO IMPROVE 911 DISPATCH

*from 11/7/23 item #10 on  
legislator*

EXPENDITURE REDUCTIONS (NEGATIVE #)

| Item #                                    | Fund | Dept.    | Description   | FY 2023-24 Ongoing | FY 2023-24 One-Time | FY 2023-24 Total | Notes  |
|---|------|----------|---|--------------------|---------------------|------------------|--|
| 1   | 1010 | Non-Dept | Decrease Debt Payment - Oakland-Alameda County Coliseum Authority |                    | 2,500,000           | 2,500,000        | Due to success bringing in new revenue and events at the Coliseum complex, reduction in needed expenditure to cover debt payments. |
| <b>Subtotal of Expenditure Reductions</b> |      |          |   |                    | <b>2,500,000</b>    | <b>2,500,000</b> |  |

|  | FY 2023-24 Ongoing | FY 2023-24 One-Time | FY 2023-24 Total | Notes |
|--|--------------------|---------------------|------------------|-------|
| <b>FUNDS AVAILABLE FOR PROGRAMMING</b> | <b>0</b>           | <b>2,500,000</b>    | <b>2,500,000</b> |       |

EXPENDITURE ADDITIONS (POSITIVE #)

| Item # | Fund | Fund    | Description  | FY 2023-24 Ongoing | FY 2023-24 One-Time | FY 2023-24 Total | Notes  |
|--------|------|---------|--|--------------------|---------------------|------------------|--|
| 1      | 1010 | OPD/OFD | Equipment, technology, and office space improvements for 9-1-1 dispatch systems                |                    | 650,000             | 650,000          | Funds to support technology and infrastructure upgrades for 9-1-1 dispatch systems, including CAD Client, VESTA Consoles, Computer Monitors, Laptops, White Boards, Furniture/ergonomics..   |
| 2      | 1010 | CAO     | Remove 311 calls from 911 dispatchers - provide Public Service Representatives (PSR) - 3.0 FTE | 203,919            |                     | 203,919          | Public Service Representative (311 calls) will handle after-hours non-police calls (i.e., downed trees, abandoned auto, street hazard, etc.), to allow OPD dispatchers to immediately transfer non-police calls to appropriate staff while allowing dispatchers to address police-related concerns. Start Jan 2024 |

|   |      |        |  |         |         |         |   |
|---|------|--------|--|---------|---------|---------|---|
| 3 | 1010 | OPD    | Police Communications Operators (PCO) - 3.0 FTE  | 241,593 |         | 241,593 | The PCOs will be primarily responsible for answering 911 calls for service to improve call answer times for emergency and non-emergency calls. Per FTE cost \$161,062.00. Starting January 2024.  |
| 4 | 1010 | OPD    | Police Services Technician II (PSTII). 3.0 FTE   | 308,925 |         | 308,925 | Improve the timeliness of the taking of crime reports, relieve 911 dispatchers and police officers of excess duties. The PST's will handle crime reports and connect directly with community members, to resolve extended wait times for service. Starting January 2024.                                      |
| 5 | 1010 | OPD    | Police Communications Supervisor - PS164   | 123,206 |         | 123,206 | Funds to hire an additional 9-1-1 dispatch Supervisor starting January 2024   |
| 6 | 1010 | OPD    | Police Communications Dispatchers - PS162 2.0 FTE  | 204,218 |         | 204,218 | Funds to hire an additional 9-1-1 dispatchers for the Oakland Police Department starting January 2024   |
| 7 | 1010 | HR/OPD | Increase signing bonus - Make applying and working for City of Oakland more attractive                                       |         | 100,000 | 100,000 | Proposed: New hires will receive increased bonus once they have cleared probation.  |
| 8 | 1010 | HR/OPD | Longevity Pay - Assist in retaining and recognizing long term employees, as well as keep us competitive with other agencies. |         | 75,000  | 75,000  | Proposed:<br>\$2500 (2-5 yrs.)<br>\$3000 (6-10 yrs.)<br>\$3500 (11+ yrs.)   |
| 9 | 1010 | HR/OPD | Dispatcher Recruitment Referral Incentive  |         | 80,000  | 80,000  | Proposed: Employees who successfully help recruit a new 911 dispatcher may apply to receive a \$5,000 one-time incentive. This incentive shall be paid to the staff member making the referral in two installments: (1) \$2,500 upon dispatcher being hired; (2) \$2,500 upon successfully passing probation. |

|    |      |          |  |         |         |         |  |
|----|------|----------|--|---------|---------|---------|--|
| 10 | 1010 | HR/OPD   | Work from home option to be able to rapidly expand the number of 911 call takers | 80,000  |         | 80,000  | Proposed: This is two-fold. 1) Those selected could perform their overtime duties from home with the intent of making overtime less burdensome; 2) Groups of Comm staff could be identified to be "on call". During unanticipated peaks, the supervisor would contact on-call staff and instruct them to log in until call spike passes. \$10,000 per call taking position.  |
| 11 | 1010 | Non dept | 911 Dispatch Project Manager/Consultant  |         | 125,000 | 125,000 | As Communications moves to strengthen its functions, it would be most helpful to have Subject Matter Expert(s) for a wide range of areas impacting the ECC. This person(s) will assist in creating an efficient operation as the ECC navigates change. Areas such as scheduling, training, policy and procedure update, and any other areas of change mandated by the Grand Jury and recommendations from previous audits. |
| 12 | 1010 | OPW      | Securing parking facilities to prevent break-ins                                 |         | 115,000 | 115,000 | Reduce needs for calls for service for car break-ins and protect employees and patrons from crime by adding security gates and lighting to key parking facilities  |
| 13 | 1010 | Non dept | Certified Therapists for Dispatchers   | 130,000 |         | 130,000 | Dispatchers need to learn coping and resiliency skills and continuously be supported as traumatic incidents occur. Having this support option throughout ones career will reduce instances of on duty injury, assist in better customer service, lower burnout rate, increase morale, and promote higher retention.  |
| 14 | 1010 | Non dept | Support City hiring with Grant to Oakland Private Industry Council (PIC)         |         | 60,000  | 60,000  | Funds to assist Oakland PIC's Hiring Efforts to Fill Key City of Oakland vacancies   |

|  |  |  |  |           |           |           |
|--|--|--|--|-----------|-----------|-----------|
| <b>Subtotal of Expenditure Additions</b> |  |  |  | 1,291,861 | 1,205,000 | 2,496,861 |
|--|--|--|--|-----------|-----------|-----------|

In order to expedite urgent needs, the Council authorizes the City Administrator to proceed with these items without returning for additional Council approval.

|                            | FY 2023-24<br>Ongoing | FY 2023-24<br>One-Time | FY 2023-24<br>Total | Notes |
|----------------------------|-----------------------|------------------------|---------------------|-------|
| <b>SURPLUS / (DEFICIT)</b> | (1,291,861)           | 1,295,000              | 3,139               |       |

# Questions?

| CARE: Community Activation, Research, & Elevation |                | Members:<br>Omar, Yoana,<br>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           | <del>Apr 3rd 2024</del> (zoom)<br>Completed June 5th | D7        | Sobrante Park Resident Action Council      | D7       | TBD                       |
| Violence Prevention Coalition                     | July 17th 2023 | City-wide                          | Interested in MACRO development and transparency  | Rockridge NCPC     | Yoana (in person) 6/13                               | In Person | 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  |                    |  |           |  |          |                           |

**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:** ASAP to PSAP prep (30), MACRO Ordinance update (10), Joint Meeting Presentation (draft) (15), CARE (15), SSOC Dashboard - Initiatives, Agenda Planning (5), Farewell Gloria Bailey-Ray (10), OPD COP introduction (30) / 2:30 hrs (*Vice-Chair absent*)

**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 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

# FAREWELL TO SSOC D7 COMMISSIONER GLORIA BAILEY-RAY



Soroptimist is a global women's organization whose members volunteer to improve the lives of women and girls through programs leading to social and economic empowerment.

Approximately 76,000 Soroptimists in over 120 countries and territories support community-based and global projects benefiting women and girls.

