



**CITY OF OAKLAND  
PUBLIC SAFETY AND SERVICES  
OVERSIGHT COMMISSION  
REGULAR MEETING AGENDA  
MONDAY, SEPTEMBER 26, 2022  
6:30 PM  
Via Teleconference**

**Oversight Commission Members:**

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

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

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• Comment in advance. To send your comment directly to the Commissioner's and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Tonya Gilmore @ [tgilmore@oakland.ca.gov](mailto:tgilmore@oakland.ca.gov).

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

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

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please e-mail Tonya Gilmore, at [tgilmore@oaklandca.gov](mailto:tgilmore@oaklandca.gov).

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

ITEM	TIME	TYPE	ATTACHMENTS
<b>1. Call to Order</b>	6:30 PM	AD	
<b>2. Roll Call</b>	5 Minutes	AD	
<b>3. SSOC – AB 361 Resolution</b>	5 Minutes	A	Attachment 3
<b>4. Approval of Meeting Minutes</b> A. June 27, 2022 B. July 25, 2022	5 Minutes	A	Attachment 4 A & B
<b>5. Open Forum</b>	15 Minutes	I	
<b>6. League of Women Voters of Oakland - An Assessment of Oakland Oversight Bodies: Progress, Gaps, and Recommendations for Improved Functions - Commissioner Hodess</b>	20 Minutes	I	Attachment 6
<b>7. Strategic Planning Ad Hoc Committee – Update Commissioner Farmer</b>	30 Minutes	A	Attachment 7
<b>8. Nominations for SSOC Chair and Vice Chair</b>	15 Minutes	A	
<b>9. Measure Z Evaluation Contract – OPD /DVP Tonya Gilmore - Staff</b>	5 Minutes	I	
<b>10. Schedule Planning and Pending Agenda Items - Review and Discussion of Reimagining Public Safety Taskforce Recommendations #54 and #55 – Rethinking Public Safety <a href="https://www.oaklandca.gov/documents/reimagining-public-safety-task-force-report-and-recommendations-public-safety-committee-4-13-21">https://www.oaklandca.gov/documents/reimagining-public-safety-task-force-report-and-recommendations-public-safety-committee-4-13-21</a> summaries on p. 193-194” Vice Chair Hawthorn</b>	10 Minutes	I	Attachment 10
<b>11. Adjournment</b>	1 Minute	A	

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

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

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**OAKLAND PUBLIC SAFETY AND SERVICES  
OVERSIGHT COMMISSION**

**RESOLUTION NO: 9-26-22 - 1**

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

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

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

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

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

**WHEREAS**, the CDC recommends that people who live with unvaccinated people avoid activities that make physical distancing hard. See <https://www.cdc.gov/coronavirus/2019-ncov/your-health/about-covid-19/caring-for-children/families.html>;

**WHEREAS**, the CDC recommends that older adults limit in-person interactions as much as possible, particularly when indoors. See <https://www.cdc.gov/aging/covid19/covid19-older-adults.html>;

## ITEM #3

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

**WHEREAS**, persons without symptoms may be able to spread the COVID-19 virus. *See* <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>;

**WHEREAS**, fully vaccinated persons who become infected with the COVID-19 Delta variant can spread the virus to others. *See* <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/fully-vaccinated.html>;

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

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

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

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

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

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

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

**FURTHER RESOLVED:** that the Public Safety and Services Oversight Commission will renew these (or similar) findings at least every thirty (30) days in accordance with California

## **ITEM #3**

Government Code section 54953(e) until the state of emergency related to COVID-19 has been lifted, or the Public Safety and Services Oversight Commission finds that in-person meetings no longer pose imminent risks to the health of attendees, whichever is occurs first.

**SAFETY AND SERVICES OVERSIGHT COMMISSION**

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

**DRAFT REGULAR MEETING MINUTES**

**MONDAY, JUNE 27, 2022 - 6:30 PM**

**VIRTUAL ZOOM MEETING**

**ITEM 1. CALL TO ORDER**

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

**ITEM 2. ROLL CALL**

**Present:** Chairperson Carlotta Brown  
Commissioner Omar Farmer  
Vice Chair Paula Hawthorne  
Commissioner Michael Wallace  
Commissioner Billy Dixon  
Commissioner Beth Hodess  
Commissioner Sydney Thomas  
Commissioner Tchoukleva

**Excused:** Commissioner Nikki Dinh – Excused

- 3. Introduction of New SSCO Commissioner – Yoana Tchoukleva – District 4**  
Commissioner Tchoukleva introduced herself and provided a brief overview of her experience and her desire to stop violence.
- 4. SSOC - AB 361 Resolution – Roll Call – All Approved**
- 5. Approval of Meeting Minutes for May 23, 2022 –**  
Motion to approve by Chair Brown, 2<sup>nd</sup> by Commissioner Wallace – Abstained,  
Commissioner Tchoukleva - All approved
- 6. Open Forum – 1 Speaker – A. Olugbala**  
Requested an update on the Black Police Officers lawsuit
- 7. Oakland Fire Department**
  - a) FY 21/22 Q2 and Q3 Measure Z Expenditure Report**

Michael Hunt – Assistant to the Director - Oakland Fire Department provided a review of the submitted report on Measure Z Expenditures and an update on the MACRO program.



# SAFETY AND SERVICES OVERSIGHT COMMISSION

## DRAFT REGULAR MEETING MINUTES

MONDAY, JUNE 27, 2022 - 6:30 PM

8. **Update on the status of Verified Response System -**  
Commissioner Farmer – stated there is no new information to report at this time.
9. **Strategic Planning Ad Hoc Committee – Update**  
Commissioner Farmer – provided an update on the meetings of the Committee and their intention to create a Strategic Plan for the SSOC and present it at the November 29, 2022, SSOC/City Council joint meeting.
10. **Schedule Planning and Pending Agenda Items**
  - a. OFD – Michael Hunt and Elliot Jones – OFD-MACRO will be asked to attend the July 25, 2022, meeting.
  - b. Update on the Measure Z Evaluation
  - c. Ceasefire – Damita Davis-Howard - update on gun violence
11. **Adjournment –** Motion to adjourn Vice Chair Hawthorn, 2<sup>nd</sup> Commissioner Farmer @ 7:59pm

**SAFETY AND SERVICES OVERSIGHT COMMISSION**

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

**DRAFT REGULAR MEETING MINUTES**

**MONDAY, JULY 25, 2022 - 6:30 PM**

**VIRTUAL ZOOM MEETING**

**ITEM 1. CALL TO ORDER**

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

**ITEM 2. ROLL CALL**

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

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

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

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

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

# SAFETY AND SERVICES OVERSIGHT COMMISSION

## DRAFT REGULAR MEETING MINUTES

MONDAY, JULY 25, 2022 - 6:30 PM

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

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

**6. OPD – Ceasefire**

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

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

**7. League of Women Voters of Oakland –**

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

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

**8. Update on the status of Verified Response System –**

Commissioner Farmer – no new information to report.

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

No new information – committee meetings scheduled for August.

**10. Nominations for SSOC Chair and Vice Chair –**

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

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

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

**SAFETY AND SERVICES OVERSIGHT COMMISSION**

**DRAFT REGULAR MEETING MINUTES**

**MONDAY, JULY 25, 2022 - 6:30 PM**

- 12. Schedule Planning and Pending Agenda Items**
  - a. Verified Response System
  - b. Ad Hoc Committee Report
  - c. Expenditure Reports – OPD – DVP
  - d. Item #7 - League of Women Voters of Oakland
  - e. Item #10 - Nominations for SSOC Chair and Vice Chair
  
- 13. Adjournment – Motion to adjourn Chair Brown 2<sup>nd</sup> by Commissioner Tchoukleva @ 8:25pm**



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

**Pajouablai Monica Lee | MPA Capstone, Spring 2021**

## ACKNOWLEDGMENTS

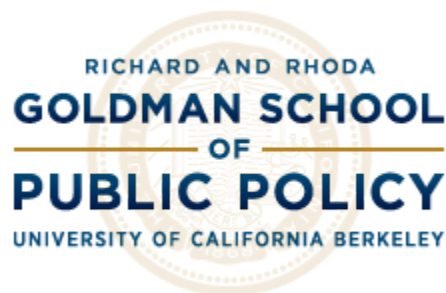
This report was commissioned by the Action Committee of the League of Women Voters of Oakland, and made

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



## ABOUT THE AUTHOR

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University of California, Berkeley  
Master of Public Affairs, 2021



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

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## **Executive Summary**

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

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

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

## **Key Findings**

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



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

### **Recommendations in Three Key Areas**

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

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

#### **1. Improving Good Governance**

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

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

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

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

## **2. Improving Oversight Body Member Capacity**

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

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

## **3. Improving Oversight Body Staff Capacity**

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

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

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

### **Looking to the Future**

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

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

## **Introduction**

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

## **Background on The League of Women Voters**

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

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

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

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<sup>1</sup> The WIB is now known as the Workforce Development Board (WDB)

## **Background on Oakland**

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

## **Background on Oversight Bodies**

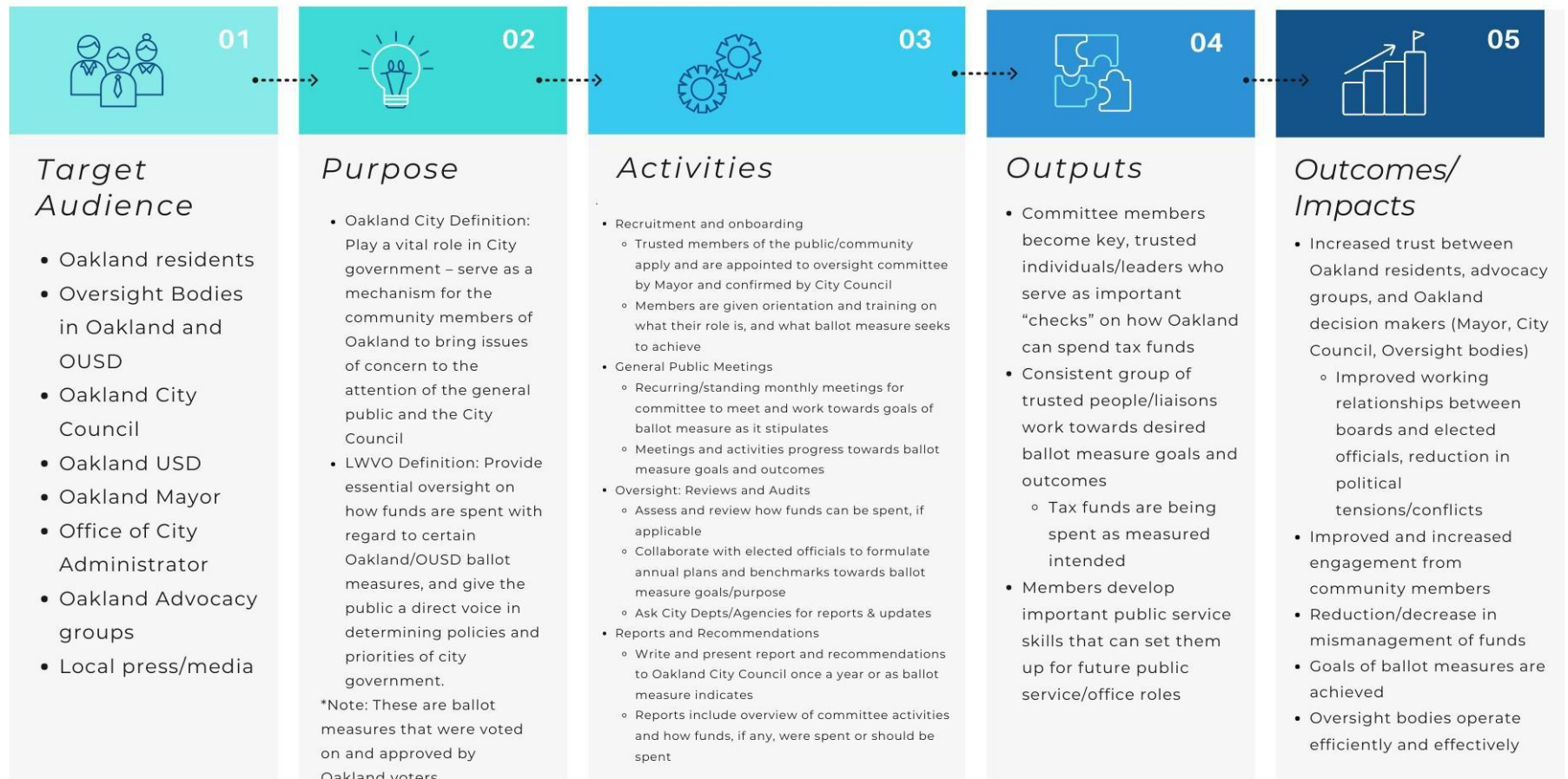
While Oakland has 30+ boards and commissions formed via different ways over time for different purposes, this assessment focuses only on 9 boards and commissions that were formed after Oakland residents adopted ballot measures at the polls. Since all 9 bodies perform oversight duties over their respective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

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

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

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

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



## **Scope of Assessment**

### **A. Research Question(s)**

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

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

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

### **B. Report Methodology**

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

### **C. Universe of Oversight Bodies**

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

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

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

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

Figure 2: Chart of Universe of Oversight Bodies

## Scope + Universe of Oversight Bodies

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

### D. Report Limitations

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

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



## Findings

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

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

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

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

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

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

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

### **Medium Strength Oversight Bodies:** IBOND, SSOC

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

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

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

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

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

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

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

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

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

### **Good Governance**

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

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

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

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

### **Lack of Capacity in Members of Oversight Bodies**

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

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

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

### **Lack of Staff Capacity to Support Oversight Bodies**

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

### **Recommendations**

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

### **Improving Good Governance**

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

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

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

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

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

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

### **Improving Oversight Body Member Capacity**

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

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

### **Improving Oversight Body Staff Capacity**

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

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

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

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

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

## **Conclusions and Reflections**

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

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



## Appendix

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

#### **Ballot Measure Language -**

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

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

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

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

a. IBOND:

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

b. LAC:

[https://drive.google.com/file/d/1KXMU4u6RWY0H\\_cHtIs82XRF0dDykNZLt/view?usp=sharing](https://drive.google.com/file/d/1KXMU4u6RWY0H_cHtIs82XRF0dDykNZLt/view?usp=sharing)

c. SSBCAB:

[https://drive.google.com/file/d/16YWI3SKBI872B6WLy\\_kPg60bU0j7rd\\_bq/view?usp=sharing](https://drive.google.com/file/d/16YWI3SKBI872B6WLy_kPg60bU0j7rd_bq/view?usp=sharing)

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

**1. Measure KK/I-Bond Committee**

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

**2. Measure Q/PRAC**

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

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

### **3. Measure Q and W/Commission on Homelessness**

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

### **4. Measure Z/SSOC**

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

### **5. Measure D/Library Advisory Commission (LAC)**

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

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

## **6. Measure HH/SSBAB**

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

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

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

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

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

## **7. Measure V/Cannabis Regulatory Commission (CRC)**

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

## **8. OUSD Measure G1 Oversight Commission**

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

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<sup>2</sup>

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

because the dates are different.

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

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

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

## **9. OUSD Measure N Oversight Commission**

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



Date: 9/26/22

ATTACHMENT 7

SSOC

# Strategic Plan

(proposed)

DEC 2022 – DEC 2024

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# Introduction

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

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

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

# Mission

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

# Overview

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

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

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

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

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

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

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

# Purpose

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

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

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

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

# Vision

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

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

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

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

# Values

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

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



# Goals: Parts I, II, III, & IV

## Part 1

### **Financial Accountability & Transparency**

#### **Stemming from the Duty of the Commission to:**

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

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

## Part 2

### **Evaluation of Violence Reduction Measures**

#### **Stemming from the Duty of the Commission to:**

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

## Part 3

### **Community Outreach & Engagement**

#### **Stemming from the Duty of the Commission to:**

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

## Part 4

### **Policies & Practices to Improve MZ Outcomes**

#### **Stemming from the Duty of the Commission to:**

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

## Part I: Financial Accountability & Transparency

### **Stemming from the Duties of the Commission to:**

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

#### **OBJECTIVE 1.1**

Request more detailed quarterly expenditure reports, per department, then communicate to the public all the areas funds are being spent on. [40]

#### **OBJECTIVE 1.2**

Receive an annual report from DVP about which areas they need more funding for so that they further develop as a department.

#### **OBJECTIVE 1.3**

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

#### **OBJECTIVE 1.4**

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

## Part I: Financial Accountability & Transparency

### OBJECTIVE 1.5

Receive bi-annual reports concerning expenditures to combat the commercial sexual exploitation of children from OPD's Special Victims Section ("SVS").

### OBJECTIVE 1.6

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

## **Part II: Evaluation of Violence Reduction Measures**

### **Stemming from the Duty of the Commission to:**

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

#### **OBJECTIVE 2.1**

Receive a detailed biannual Ceasefire analysis that illustrates to the public through additional metrics, such as ..., the effectiveness of this violence reduction measure. [39]

#### **OBJECTIVE 2.2**

Receive bi-annual updates concerning the quality, quantity, and beat location of CRO SARAnet-based projects that are in progress or completed and request for the department to create a metric to determine how each project supports MZ goals. [21, 32, 35, 37]

#### **OBJECTIVE 2.3**

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

#### **OBJECTIVE 2.4**

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

## **Part II: Evaluation of Violence Reduction Measures**

### **OBJECTIVE 2.5**

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

### **OBJECTIVE 2.6**

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

# Parts I-II Summary

<p><b>1.1</b> Request more detailed quarterly expenditure reports, per department, that include all the areas MZ funds are spent on and share this info with the public [40]</p>	<p><b>1.2</b> Receive an annual report from DVP on which areas they need more funding for that would significantly aide in their development as a department</p>	<p><b>1.3</b> Analyze the city auditor's report of each department's funds. The tax proceeds raised through MZ are only allowed to pay for costs or expenses related to or arising from efforts to achieve the three primary objectives of the Ordinance [16]</p>
<p><b>1.4</b> Once each fiscal year, determine whether the police personnel hiring plan, effectively demonstrates how the City will achieve or maintain the strength of force required by the Ordinance or whether the SSOC feels they should be prohibited from collecting the taxes provided in the Ordinance at any time OPD falls below 678 sworn police personnel [17]</p>	<p><b>1.5</b> Receive bi-annual reports concerning expenditures to combat the commercial sexual exploitation of children from OPD's Special Victims Section ("SVS")</p>	<p><b>1.6</b> Receive a bi-annual report from DVP on how much is being spent the estimated number of residents who are victims of GBV and out of the 4,200 estimated residents DVP will be able to serve per year, what percentage are victims of commercial sexual exploitation, intimate partner violence, and sexual violence and how much is being spent per person, per category</p>
<p><b>2.1</b> Receive a detailed biannual Ceasefire analysis that illustrates to the public through additional metrics the effectiveness of this violence reduction measure [39]</p>	<p><b>2.2</b> Receive bi-annual updates concerning the quality, quantity, and beat location of CRO SARANet-based projects that are in progress or completed and request for the department to create a metric to determine how each project supports MZ goals [21, 32, 35, 37]</p>	<p><b>2.3</b> Request that a metric for OPS 1-3 personnel (aka CRTs) be created that will assist the SSOC in evaluating their crime reduction efforts [19, 36]</p>
<p><b>2.4</b> Create a document that tracks all recommendations from Evaluations. This will help us get a deeper understanding of how recommendations are successful or not within each department and to know the implementation phase of each</p>	<p><b>2.5</b> Receive updates concerning staffing for CROs, OPS 1-3 personnel, Ceasefire Officers, and SVS personnel who are under MZ-funded positions as well as plans for improved diversity and recruitment within those ranks [28, 31, 38]</p>	<p><b>2.6</b> Receive a report on success markers for OFD in relation to the three primary objectives of MZ, including analysis from Dudek regarding OFD 911 response times [18, 40]</p>

## **Part III: Community Outreach & Engagement**

### **Stemming from the Duty of the Commission to:**

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

#### **OBJECTIVE 3.1**

Consider creating a community engagement plan to discuss the efficacy of MZ with NCPCs, CBOs, and other community members that may benefit from knowing this information and provide them with the opportunity to provide feedback.

[33, 34]

#### **OBJECTIVE 3.2**

Examine, evaluate, and create recommendations for the future of MZ. Share it with City Council and community stakeholders.

#### **OBJECTIVE 3.3**

Create a survey or focus group to generate feedback and recommendations for the present and future of MZ. Include the departments we oversee. [25]

#### **OBJECTIVE 3.4**

Discuss with the public whether and how CROS and OPS 1-3 have helped to build community trust in support of reducing violent crime across Oakland.

[22, 24]

#### **OBJECTIVE 3.5**

Discuss potentially amending the by-laws to create a Standing Committee for community engagement. This will help distribute responsibility while also making use of all of our talents and skills. [7, 26, 27]

## Part IV: Policies & Practices to Improve MZ Outcomes

### **Stemming from the Duty of the Commission to:**

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

#### **OBJECTIVE 4.1**

Implement a Verified Response standard for responding to burglary alarms by updating the burglary ordinance to reflect that as a requirement. [34]

#### **OBJECTIVE 4.2**

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

#### **OBJECTIVE 4.3**

Recommend ways to assist with closing deficits in Patrol Division so fewer CROs are needed to augment Patrol and CROs can focus on CRO duties. [29, 30, 34]

#### **OBJECTIVE 4.4**

Request updates and potentially create a spreadsheet to track progress on all 911 call center grand jury recommendations.

#### **OBJECTIVE 4.5**

Develop recommendations for greater investment in Restorative Justice programs as violence prevention measures, especially programs that train youth to become circlekeepers and peacemakers in their communities.



## Part IV: Policies & Practices to Improve MZ Outcomes

### 4.1 – Verified Response – Synopsis

"Implement a Verified Response standard for responding to burglary alarms by updating the burglary ordinance to reflect that as a requirement." [34]

Historically 96% of the burglary alarms OPD responds to are false alarms. On average, the annual hours of 4.5–6.8 full-time FTE officers are wasted on responding to false alarms. An annual cost of between \$910,000 to \$1,390,000 in unproductive officer time.

To correct this issue in other cities where this is a problem, many have adopted a Verified Response standard prior to dispatching police. This change in policy has resulted in better utilization of officers in crime reduction efforts at zero cost.

The current alarm notification standard requires only 1 intruder alarm to initiate a police response. However, in almost every case, these notifications are results of technical malfunctions or operator error, not criminal activity, and they end up being classified as false alarms.

A Verified Response standard requires a 2nd intruder alarm to confirm someone has moved from point A to point B within a property before police are dispatched. This type of verification system significantly reduces police from responding to false alarm situations.

The time saved by implementing a Verified Response standard would increase efficiency in Patrol Division so they can respond to actual burglaries and other 911 emergencies. Both are primary objectives of MZ.

# Part IV: Policies & Practices to Improve MZ Outcomes

## 4.1 – Verified Response – Timeline

<p><b>1) <u>March 2021</u></b> Retired OPD Deputy Chief Michael Holland's Verified Response recommendation is adopted by the Reimagining Public Safety Task Force</p>	<p><b>6) <u>April 2022</u></b> Holland &amp; Farmer meet with California Alarm Association and their associates from other alarm companies</p>	<p><b>POTENTIAL FUTURE STEPS</b></p>
<p><b>2) <u>February 2022</u></b> Michael Holland and Commissioner Farmer present Verified Response recommendation to the SSOC as an informational item on how to improve 911 response times and to combat burglaries</p>	<p><b>7) <u>April-June 2022</u></b> Holland &amp; Farmer request additional data from False Alarm Unit and continue to correspond via email and phone conversations</p>	
<p><b>3) <u>March 2022</u></b> Holland &amp; Farmer meet with False Alarm Unit and request updated data</p>	<p><b>8) <u>May 2022</u></b> The SSOC commission adopts Verified Response recommendation as one they support as a full Commission</p>	<p><b><u>STEP #2</u></b> City Council member/s agree to amend Burglary Alarm Ordinance to reflect Verified Response as a requirement</p>
<p><b>4) <u>March 2022</u></b> Holland &amp; Farmer receive data from False Alarm Unit, review it, and correspond with all parties involved via email and phone conversations</p>	<p><b>9) <u>July – September 2022</u></b> Holland &amp; Farmer await additional data from False Alarm Unit</p>	<p><b><u>STEP #3</u></b> City Council requests assignment of a City Attorney to work with them to review their proposed changes to the ordinance, do research, and provide a formal legal opinion on the proposed changes</p>
<p><b>5) <u>April 2022</u></b> Holland &amp; Farmer meet with Director Suttle and False Alarm Unit</p>	<p><b>10) <u>September 21, 2022</u></b> Holland &amp; Farmer confirm date for follow up meeting with California Alarm Association and their associates</p>	<p><b><u>STEP #4</u></b> Council member/s present the Burglary Ordinance change via a Resolution and it passes by a majority council vote</p>

# Parts III-IV Summary

**3.1** Consider creating a community engagement plan to discuss the efficacy of MZ with NCPCs, CBOs, and other stakeholders, that may benefit from knowing this information [33, 34]

**3.2** Examine, evaluate, and create recommendations for the future of MZ. Share it with City Council and other stakeholders

**3.3** Create a survey or community focus group to generate feedback and recommendations. Include the departments we oversee [25]

**3.4** Discuss with the public how, CROs and OPS 1-3 officers have helped build community trust in support of reducing violent crime [22, 24]

**3.5** Discuss amending the by-laws to create a Standing committee for community engagement. This will help distribute responsibility while also making use of all of our talents and skills [7, 26, 27]

**4.1** Implement a Verified Response standard for responding to burglary alarms by updating the burglary ordinance to reflect that as a requirement [34]

**4.2** Consider drafting Ordinances, Resolutions, or Regulations that support the three primary objectives of MZ [13]

**4.3** Recommend ways to assist with closing deficits in Patrol Division, so fewer CROs are needed to augment Patrol. This could increase the number of hours CROs are able to conduct CRO duties since they oftentimes augment Patrol Division [29, 30, 34]

**4.4** Request updates and potentially create a spreadsheet to track all 911 call center grand jury recommendations to stay apprised of their progress

**4.5** Develop recommendations for greater investment in Restorative Justice programs as violence prevention measures, especially programs that train youth to become circlekeepers and peacemakers in their communities.

# Creating Objectives

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

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

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

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

Racial Equity

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

# Objective Scoring

<p><b>TIER 1: 3.1-3.5 &amp; 1.1</b> Create a community engagement plan that includes sharing with the public the different areas MZ funds are spent on [1, 3, 4, 5, 12 = 5 pts]</p>	<p><b>TIER 1: 2.1</b> Receive detailed biannual Ceasefire analysis that illustrates to the public the effectiveness of this violence reduction measure [3, 4, 5, 12 = 4 pts]</p>	<p><b>TIER 1: 4.1</b> Implement a Verified Response standard for responding to burglary alarms by updating the burglary ordinance to reflect that as a requirement [2, 3, 6, 10 = 4 pts]</p>
<p><b>TIER 1: 2.2</b> Receive bi-annual updates concerning the quality, quantity, and beat location of CRO SARAnet-based projects that are in progress or completed and request for the department to create a metric to determine how each project supports MZ goals [3, 4, 9, 10 = 4 pts]</p>	<p><b>TIER 1: 4.3</b> Recommend ways to assist with closing deficits in Patrol Division, so fewer CROs are needed to augment Patrol. This could increase the number of hours CROs are able to conduct CRO duties since they oftentimes augment Patrol Division [2, 3, 4, 6 = 4 pts]</p>	<p><b>TIER 1: 4.4</b> Request updates and potentially create a spreadsheet to track all 911 call center grand jury recommendations to stay apprised of their progress [2, 8, 9, 10 = 4 pts]</p> <hr/> <p><b>TIER1: 4.5</b> Develop recommendations for greater investment in Restorative Justice as violence prevention measures [4, 6, 10, 12 = 4 pts]</p>
<p><b>TIER 2: 2.6</b> Receive a report on success markers for OFD in relation to the three primary objectives of MZ, including analysis from Dudek (sp?) regarding OFD 911 response times [2, 4, 8 = 3 pts]</p>	<p><b>TIER 2: 2.3</b> Request that a metric for OPS 1-3 personnel (aka CRTs) be created that will assist the SSOC in evaluating their crime reduction efforts [3, 4, 9 = 3 pts]</p>	<p><b>TIER 2: 2.5</b> Receive updates concerning staffing for CROs, OPS 1-3 personnel, Ceasefire Officers, and SVS personnel who are under MZ-funded positions as well as plans for improved diversity and recruitment within those ranks [3, 7, 11 = 3 pts]</p>
<p><b>TIER 2: 4.2</b> Consider drafting Ordinances, Resolutions, or Regulations that support the three primary objectives of MZ [2, 4, 6 = 3 pts]</p>	<p><b>TIER 2: 1.4</b> Before the city adopts its 2-year or mid-cycle budget, determine whether OPDs hiring plan demonstrates how they'll achieve or maintain the force required by MZ and recommend whether they should be prohibited from collecting the taxes [1, 6, 7 = 3 pts]</p>	<p><b>TIER 2: 2.4</b> Create a document that tracks all recommendations from Evaluations [1, 3, 4 = 3 pts]</p>
<p><b>TIER 3: 1.5</b> Request bi-annual reports concerning expenditures to combat the commercial sexual exploitation of children from the SVS [1, 4 = 2 pts]</p> <hr/> <p><b>TIER 3: 1.2</b> Receive an annual report from DVP on which areas they need more funding for that would significantly aide in their development as a department [1, 4 = 2 pts]</p>	<p><b>TIER 3: 1.6</b> Receive a bi-annual report from DVP on how much is being spent the estimated number of residents who are victims of GBV and out of the 4,200 estimated residents DVP will be able to serve per year, what percentage are victims of commercial sexual exploitation, intimate partner violence, and sexual violence and how much is being spent per person, per category [1, 4 = 2 pts]</p>	<p><b>TIER 3: 1.3</b> Analyze the city auditor's report of each department's funds. The tax proceeds raised through MZ are only allowed to pay for costs or expenses related to or arising from efforts to achieve the three primary objectives of the Ordinance [1 = 1 pt]</p>

# Implementation

This version of the Strategic Plan has a total of 22 objectives. Almost all have been designed to be implemented through long and short-term agenda planning.

One of these objectives is already in progress -- 4.1 Verified Response, so it needs no further coordination by the Commission. Leaving 21 to be implemented.

A few of the objectives, such as those in Part III: The Community Engagement plan, have been designed to be implemented through a committee.

The Community Engagement plan includes 5 total objectives as well as objective 1.1, for a total of 6. This leaves 15 more objectives to be implemented into the Commission's agenda.

The following pages are an example of how those objectives can be implemented over the course of the next 12 months through our monthly meeting agenda schedule.

Alternatively, since there are approximately 24 months until the expiration of MZ, the Commission has the flexibility to create new objectives or to spread out the following 12-month plan over the course of 18-24 months.

# 1st Quarter Agenda Example

December 2022

January 2023

February 2023

2.4 Discuss creating a document that tracks all recommendations from Evaluations

1.5 Request bi-annual reports concerning expenditures to combat the commercial sexual exploitation of children from the SVS

2.2 Receive bi-annual updates concerning the quality, quantity, and beat location of CRO SARAnet-based projects that are in progress or completed and request for the department to create a metric to determine how each project supports MZ goals [21, 32, 35, 37]

3.1-3.5 & 1.1  
Discuss creating a community engagement plan that includes sharing with the public the different areas MZ funds are spent on [33]

1.6 Receive a bi-annual report from DVP on how much is being spent the estimated number of residents who are victims of GBV and out of the 4,200 estimated residents DVP will be able to serve per year, what percentage are victims of commercial sexual exploitation, intimate partner violence, and sexual violence and how much is being spent per person, per category

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

Item 3?

Item 3?

Item 3?

# 2nd Quarter Agenda Example

## March 2023

## April 2023

## May 2023

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

**2.1** Receive detailed biannual Ceasefire analysis that illustrates to the public the effectiveness of this violence reduction measure [39]

**4.3** Recommend ways to assist with closing deficits in Patrol Division, so fewer CROs are needed to augment Patrol. This could increase the number of hours CROs are able to conduct CRO duties since they oftentimes augment Patrol Division [34]

**1.4** Before the city adopts its 2-year or mid-cycle budget, determine whether OPDs hiring plan demonstrates how they'll achieve or maintain the force required by MZ and recommend whether they should be prohibited from collecting the taxes

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

**2.6** Receive a report on success markers for OFD in relation to the three primary objectives of MZ, including analysis from Dudek (sp?) regarding OFD 911 response times [18, 40]

Item 3?

Item 3?

Item 3?



# 3rd Quarter Agenda Example

June 2023	July 2023	Aug 2023 (retreat)
<p><b>4.1</b> Provide a Verified Response Update (5-10 min) [34]</p>	<p><b>1.5</b> Request bi-annual reports concerning expenditures to combat the commercial sexual exploitation of children from the SVS</p>	<p><b>2.2</b> Receive bi-annual updates concerning the quality, quantity, and beat location of CRO SARAnet-based projects that are in progress or completed and request for the department to create a metric to determine how each project supports MZ goals [21, 32, 35, 37]</p>
<p><b>4.4</b> Request updates and potentially create a spreadsheet to track all 911 call center grand jury recommendations to stay apprised of their progress</p>	<p><b>1.6</b> Receive a bi-annual report from DVP on how much is being spent the estimated number of residents who are victims of GBV and out of the 4,200 estimated residents DVP will be able to serve per year, what percentage are victims of commercial sexual exploitation, intimate partner violence, and sexual violence and how much is being spent per person, per category</p>	<p><b>2.5</b> Receive updates concerning staffing for CROs, OPS 1-3 personnel, Ceasefire Officers, and SVS personnel who are under MZ-funded positions as well as plans for improved diversity and recruitment within those ranks [28, 31, 38]</p>
<p><b>2.1</b> Receive and review detailed biannual Ceasefire analysis that illustrates to the public the effectiveness of this violence reduction measure [39]</p>	<p><b>1.2</b> Receive an annual report from DVP on which areas they need more funding for that would significantly aide in their development as a department</p>	<p><b>4.2</b> Discuss drafting Ordinances, Resolutions, or Regulations that support the three primary objectives of MZ [13]</p> <p><b>4.5</b> Develop recommendations for greater investment in Restorative Justice as violence prevention measures</p>

# 4th Quarter Agenda Example

September 2023

October 2023

Nov or Dec 2023

Strategic Plan Annual Update Parts I-II	Strategic Plan Annual Update Parts III-IV	Joint Meeting - Strategic Plan Annual Update
Item 2?	Item 2?	Additional topics?
Item 3?	Item 3?	N/A

# Thank you for listening!

## References

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

## RECOMMENDATION #54:

### Recommendation Summary:

Proposal #54 focuses on modernization of IT within OPD. We recommend changes in IT procurement, staffing, and modernized data practices that will both improve internal OPD operations and support transparent data sharing with Oakland's City Council, administrators, commissions, the prosecutors' office, and the public.

### Background and Statement of Need:

Oakland's IT administration has drafted weak Requests for Proposals that have gone into a slow procurement process, with contracts that commit to many years into the future. This has led to the purchase of systems that do not support the kind of policing that Oakland needs now. Worse, as need have changed, contract vendors have been unwilling to modify their systems, and OPD has also never invested in the internal expertise required to make these modifications. Oakland's DIT has attempted to help in some cases but cannot bring the policing expertise required.

OPD needs modernized data and records management tools. OPD must assess the best mechanisms to enable officers to easily, efficiently, and accurately file reports. These should go from smart form field entry and Calls for Service (CFS) data on mobile devices, through records management systems to effective delivery to the courts.

OPD must also invest in trained data scientists. In the past, OPD has employed unskilled staff unable to develop tools for data collection, integration, analysis, and sharing. Competent data specialists who can obtain information from sworn officers or other domain experts as required will ensure support for the data needs of the department and the City of Oakland as a whole.

Interfaces to these systems must support data communication with Oakland's City Council, administrators, commissions, the prosecutors' office, as well as affording public access. Redaction is emerging as an important process for modifying released data. State and federal law imposes

requirements (e.g., regarding sex offenses, minors) on the sorts of data that can be shared publicly. OPD must develop policies with clear guidance from the Police Commission and the City Attorney regarding any redaction they perform, including articulation of their implementation.

Related, [Recommendation #55](#) includes details regarding specific data to be published and the benefits of transparent data sharing.

[Link to more information.](#)

### Estimated Timeframe:

Current IT contracts for OPD IT services expire Dec. 31, 2021. Preparation should begin immediately for effective procurement of software to replace them. Specification of interfaces and redaction processes can begin immediately. Hiring within OPD to support data analysis should happen at the first opportunity.

### Estimated Cost:

Effective specification of useful IT systems within OPD, in contrast to the procurement process related by Mr. Peterson above, should sharply reduce wasted dollars that have been spent in the past. The primary new cost is that associated with a new data analyst position. Current salaries seem to range from \$65,000 to \$90,000 with 3 to 5 years of experience. Alameda has a position for a HR Data Analyst II at \$77,000.

### Contact Information:

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## RECOMMENDATION #55:

### Recommendation Summary:

Proposal #55 addresses public access to information about OPD functioning. We recommend that OPD prioritize data management practices that ensure ongoing public access to specifically:

- Regular publishing of Calls for Service (CFS) and incident data
- Inclusion of contextual data regarding Oakland policing beyond what OPD chooses to share
- Open interfaces to OPD data that allow various community members to perform analyses of special concern to them

### Background and Statement of Need:

Our working group's requests for data from OPD received delayed responses, incomplete responses to only portions of the request, or were not met at all. The CPSM report also makes it clear that OPD was willing to provide data (e.g., number of units/officers responding) to these consultants they would not share with the RPSTF. Yet as members of the RPSTF our ability to get data from OPD is far beyond what most Oakland residents can expect.

The 2019 CFS dataset was the first time this critical data has been made available to the public. OPD must make CFS data sharing a routine practice. Although OPD currently provides some **basic crime incident data** to the public (via Oakland's data.oaklandca.gov), these records are missing critical attributes (e.g., penal code, UCR codes) that make it impossible to reconcile with other reports OPD makes to the California DOJ and FBI. Including these attributes with incident data can and should be done immediately.

OPD's published data must be extended to include contextual information beyond what OPD chooses to release. The federal **National Crime Victimization Survey (NCVS)** surveys communities regarding their experience of crime, whether or not it has been reported to police. **California's DOJ** maintains records on civilian complaints and (RIPA) discretionary stops. OPD's **Slalom dashboard** maintains officer risk assessment data that the Police Commission, CPRA, and the CPAB can use to speed up accountability and the discipline process

to identify officers who, for example, engage in racial profiling. A report reconciling these other data sources with OPD's should be made to City Council quarterly.

Regular access to this data must be made via open data formats similar to those currently used for incident data, and not buried in PDF formatted documents. Using open standards and allowing programmatic (API) interfaces will allow Oakland's many community groups to build tools focused on questions especially relevant to them.

**Proposal #54** focuses on modernization of IT within OPD that will support this recommendation. **Proposal #49** (cf. Recommendation 4) recommends a similar data analyst position, and on-going data oversight responsibilities.

[Link to more information.](#)

### Estimated Timeframe:

Some changes can be implemented immediately. OPD should present a timeline to strengthen and institutionalize data transparency soon, and incorporate reconciliation with other data within one year.

### Estimated Cost:

Proposed changes involve changed OPD data sharing practices and should not require additional budget.

### Contact Information:

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