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SSOC

Strategic Plan

APPROVED

DEC 2022 – DEC 2024

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Introduction

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

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

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

Mission

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

Overview

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

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

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

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

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

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

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

Purpose

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

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

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

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

Vision

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

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

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

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

Values

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

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

Goals: Parts I, II, III, & IV

Part 1

Financial Accountability & Transparency

Stemming from the Duty of the Commission to:

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

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

Part 2

Evaluation of Violence Reduction Measures

Stemming from the Duty of the Commission to:

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

Part 3

Community Outreach & Engagement

Stemming from the Duty of the Commission to:

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

Part 4

Policies & Practices to Improve MZ Outcomes

Stemming from the Duty of the Commission to:

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

Part I: Financial Accountability & Transparency

Stemming from the Duties of the Commission to:

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

OBJECTIVE 1.1

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

OBJECTIVE 1.2

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

OBJECTIVE 1.3

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

OBJECTIVE 1.4

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

Part II: Evaluation of Violence Reduction Measures

Stemming from the Duty of the Commission to:

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

OBJECTIVE 2.1

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

OBJECTIVE 2.2

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

OBJECTIVE 2.3

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

OBJECTIVE 2.4

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

OBJECTIVE 2.5

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

OBJECTIVE 2.6

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

Part III: Community Outreach & Engagement

Stemming from the Duty of the Commission to:

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

OBJECTIVE 3.1

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

OBJECTIVE 3.2

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

Part IV: Policies & Practices to Improve MZ Outcomes

Stemming from the Duty of the Commission to:

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

OBJECTIVE 4.1

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

Objective Summary

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

Implementation

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

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

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

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

Creating Objectives

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

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

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

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

Racial Equity

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

Objective Scoring

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

1st Quarter Agenda Example

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

2nd Quarter Agenda Example

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

3rd Quarter Agenda Example

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

4th Quarter Agenda Example

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

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