

# Measure Y Oversight Committee

## Minutes of the November 21, 2011 Regular Meeting Oakland City Hall - Ervin Romans Hearing Room #1

*The following minutes were developed by watching the DVD of the meeting recorded by KTOP. Inaudible portions of the meeting are so indicated.*

### Item #1: Roll Call and Determination of Quorum

Interim staff member Felicia Verdin called the roll and a quorum was declared as 6 members were present.

Peter Barnett	Present	Melanie Shelby	Absent
Ryan Hunter	Present	Brandon Sturdivant	Absent
Oa'id Ageel	Present	Nyeisha DeWitt	Absent
Nicole Lee	Present	Michael Brown, Jr.	Absent
Chairperson Dorado	Present	Joanne Brown	Absent
Richard Carter	Present		

### Item #2: Open Forum

Jeff Baker reiterated several points he made at the September meeting:

- He was glad to see a staff member from the City Administrator's Office taking over staffing the Measure Y Oversight Committee. This, in his opinion, was acknowledgment by the Mayor that it was a violation of the City Charter to have a person from her office staffing the Committee and the need for a neutral person in that role.
- It has been 6 to 7 months and you have yet to see your budget. You need to request a review of the budget from the City Administrator.
- Where is the parking surcharge money from 2005 to present from the Oakland Coliseum? In these hard times we can't afford to neglect these funds.
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### Item #3: Approval of Draft Minutes from the September 19, 2011 meeting.

Approval of the minutes of the September 19<sup>th</sup> meeting was postponed until next meeting until they could be completed. There was some problem with the DVD of the meeting from which the minutes were derived that will be resolved by then.

### Item #6: Standing Item: Problem Solving Officer Report

This item was moved up on the agenda. Commander Blair Alexander BFO 2 Special Resources Section introduced PSO Brian Hernandez to provide the Committee with a condensed version of the monthly update he gives to one of the two NCPCs he is responsible for. He also introduced Sgt Alison who supervises a PSO Squad including PSO Hernandez.

Prior to the presentation, Chairperson Dorado asked how the SARA 1.1 database was doing. Commander Alexander replied that it was going well and many projects are entered in it. Working with RDA there has been significant process improvement. The database mirrors the SARA process steps as this

helps the PSOs. He also commented that OPD sent officers to the annual community policing conference for additional exposure and training. This information will be disseminated to other officers.

Beat 30x PSO Hernandez gave a condensed version of his NCPC presentation which included the following elements:

- *NCPC Crime Data*: showing a map with the major crimes highlighted including 2 homicides and 6 robberies.
- *NCPC Crime Hotspots*: showing a map of hotspots with darker colors indicating a concentration of violent crime which are primarily along the major thoroughfares.
- *Top Problem Property*: A Dashwood Street property with loitering for the purpose of drug sales. There have been numerous calls on the drug hot line about drug dealing and shootings. The goal is to lower the number of drug hot line calls by 50% over a three month period. Since the project was opened there have been numerous successful enforcement activities at this property including a search warrant, arrest, weapons violation, and a fine on the property through the City Attorney's Office.
- *Top 3 Calls for Services Locations* 1) 25 calls at a group home in one month with runaway reports and narcotics. In response to a question he said he does not know the number of beds at that group home. 2) 23 calls within one month at a Weld Street location with drug dealing and disturbing the peace calls, 3) a 73<sup>rd</sup> Avenue pay phone location with 911 hang-ups, and medical and mentally ill calls.
- *Current Top 3 NCPC Priorities*: the Dashwood location and the community hasn't decided what the other two will be.
- *PSO Projects Update*: Open projects include the Dashwood location, and the Weld Street location.

PSO Hernandez, in response to several questions, described the NCPC by saying it is well attended with approximately 20 people and there is a lot of community participation in the projects. He also said there is no language issue that he has experienced. If he does come across someone who is Spanish speaking his partner will translate and his partner also attends NCPC meetings. He also discussed the time it takes to work a project saying the two projects he is working on take about 70-80 percent of his time. The other 20% is spent "scanning" on other issues. He also said he does high visibility patrols, knock-and-talks, going to project-related meetings, contacting community members, etc. He said he could probably handle three open projects at one time. He said on average it takes about (inaudible) although they are all different. He said he generally gets cooperation from community members. People do actively seek him out and this impacts the other 20% of his time.

PSO Hernandez said, in response to questions from Chairperson Dorado, said that he does describe the SARA process as part of his NCPC

presentation, but it depends on the number of items on the agenda so it won't go necessarily go over the specific process every time. He also said that when he is describing a project it all flows together and he will not necessarily describe the result of each step of the SARA process. However the SARA database does reflect the 4 steps in the process... (Inaudible). It was suggested by Chairperson Dorado that a handout of the SARA process for NCPC and community members would be helpful so they can understand how the process works.

Regarding the Community Policing Conference he said there was information presented that would be of benefit to the NCPCs. PSO Hernandez said successful beat projects were presented. One such project was from London where in response to burglaries the community and police department utilized data to focus hot spot enforcement patrols, (inaudible), utilize security devices where they thought there would be burglaries, CEPTED techniques, etc. And, over a one year period the burglaries dropped 70% and crime did seem to disperse. Chairperson Dorado said as the Chair of the Maxwell Park NCPC he would be interested in this information particularly regarding the use of security cameras.

Regarding resources that would be needed to bring down crime in his beats, PSO Hernandez said there is not only resources in particular, but many including community support. (inaudible)

Regarding the impact of Occupy Oakland on PSOs coverage of the beat, Commander Alexander said that, in his opinion, it has taken a lot of time and drained their energy because they have more and longer shifts. The funds, however, do not come from Measure Y they come from the General Fund instead. Commander also said that received approval to spend around \$40K of Measure Y funds purchasing computers and sending officers to the community policing conference, and purchasing entry and breaching tools.

#### **Item #4: Report from Resource Development Associates on the Second Quarter 2011 Community Policing Evaluation**

Patricia Bennett, the CEO of Resource Development Associates introduced Brightstar Ohlson the primary investigator on the community policing component. She presented an overview of the Quarterly Report which covers the period April 1 – June 30, 2011. She showed a PowerPoint presentation of relevant findings, which include:

- Coverage and Turnover – Is there enough staff in place and adequately trained to do this job? Yes, and during this period all positions were staffed, and there were no vacancies. However, turnover of PSOs had been a problem in the past, but there were fewer turnovers in this report. OPD has made good progress in developing a plan to address coverage gaps.

- Problem Solving: Are PSOs opening SARA projects? Yes, all beats had at least one open project and the average was four. There was agreement from staff that the target is 3-5 projects per beat. Narcotics are the most common problem with abandoned houses and blight coming in second.
- Conditions: Were the conditions in place for the PSOs to be successful? Yes, as there is in-house training, tools like Forensic Logic for the PSOs to use, and support from the supervisors and managers.
- Morale. PSOs are engaged and interested and observations at NCPCs indicate there were effective engagement between residents and PSOs
- Tracking: the report provides two examples of problem-solving
- Updated the SARA database the PSOs are using.

#### Areas to improve

- Ongoing professional development
- Need to deploy PSO resources more strategically.
- Important for mid level management (Sergeants and Lieutenants) to understand the SARA process and be able to provide training and guidance to the PSO.
- Two command areas with different Lieutenants (Alexander and Hamilton) so you could end up with two separate PSO programs if there is not a conscious effort to align them across the two areas.
- Ensure that the funds set aside for training are, in fact, used for training.

Pat Bennett then provided a briefing on this year's plan for information gathering and evaluation:

- Going back to the single annual report format that will be released after July 2012.
- The SARA Database has been upgraded to 1.1 and we would like to go to 2.0. We are talking with the CAO's about getting a small contract in place to do that. We will be getting a data dump to see if 1.1 is being used appropriately. In 2.0 they hope the system will be upgraded so management could access it and use it as a management tool.
- There will be a PSO survey on problem solving and tracking progress in the database.
- Fields research will continue and will consist of observations, interviews, attending NCPC meetings, going on ride-a-longs, and having bi-monthly meeting with management.

In response to a question by Member Lee regarding the categories in the database which are: narcotics, blighted properties and suspicious persons. How is "suspicious persons" a project? Brightstar Ohlson responded that this refers to people who are related to a problem at a specific location who maybe a person of interest.

In response to a question as to why the Committee was getting the report now since it was turned-in in July, Pat Bennett said there were a lot of changes in the City Administrator's Office and the staff person they submitted the report to was

moved to another department. However, since a new staff person has been assigned and this was brought to her attention it was put on the agenda right away.

In response to a question as to what Ms. Ohlson would recommend regarding training for the officers, she responded that there are a number of things that officers would benefit from including going to conferences and being exposed to what other cities are doing. However, developing the skills of officers on an ongoing basis is most important and it does not have to be done from the outside. Doing it on a continual basis what is important.

For example, in doing the SARA process PSOs will often skip the “analysis” step and go straight to the “response” step. Training has to be ongoing and repeated, as in this case so officers learn why all steps are important and their supervisors can help them do this. Training is not just for people who are new. Chairperson Dorado said it was interesting to hear that many PSOs skip the “analysis” step. He will mention this to OPD as an important step not to be skipped over.

Pat Bennett added that in order to institutionalize community policing it needs to be department-wide. (Inaudible) Given the 3 years RDA has been doing the evaluations we have see an intentional increase in the training which is very good.

A Committee member commended that regarding the reports generated by the database, if they get to the place where they can be given to the command staff it would be good to see them in Committee members’ packet’s as well.

Member Barnett said it would be helpful if there was a standardized list that projects fit in to.

In response to a question regarding consistency in the quality of NCPCs, Ms. Ohlson said there is a range. Many have good turnouts and she sees that some are improving.

Ms. Ohlson also said, in her opinion, it is the role of the PSO to help build the capacity of NCPC members to make informed decision about their priorities.

When asked about the lack of language diversity at NCPC meetings Ms. Ohlson commented that PSOs often work with their NSC to increase participation and that there is a lot of informal translation at meetings given that that funding for translation has been cut.

When asked if the PSOs are being effectively utilized, Ms Ohlson said they are. They are working hard, she sees PSOs analyzing crime reports and crime data, talking to residents to gather data. Or, she sees them investigating issues that

may not be at the problem level that do make a difference to the quality of life in the beat.

In response to a question, Ms. Ohlson said that she does think that 3-5 projects is sufficient for a PSO given what it takes to address problems adequately. The beats with only one open project were due to staff transition. PSOs, she believes, are focusing on the right projects, however sometimes there is a need to be more strategic in choosing the priorities. This is true for both the PSO and the community. Education of the community about crime trends and other indicators is important and a role the Officers can play more effectively.

When asked if she thought OPD was paying attention to the RDA evolution reports – or does the Committee need to be more vocal, Ms. Ohlson responded that compared to 3 years ago this is the best position we have been in in-terms of access to OPD and sharing our results. OPD agrees with most of the findings, and feel the evaluation is fair. OPD has its resource constraints to deal with but there is a commitment to the program that wasn't there before. Pat Bennett added that OPD has been going through enormous leadership changes and RDA has access to the people at the highest level (inaudible).

Chairperson Dorado said he would like to see a protocol developed for how NCPD priorities are developed so they were consciously developed using a stepped process.

Public Speaker: Jeff Baker commented that it was inexcusable that this report is coming six months late and will be of no use whatsoever by the time it gets to the Council. Secondly, he appreciated the presentation by RDA, but he is sorry that they still have to promote obtaining the 2.0 version of the database. Without that, there is no accountability for the officers, and management does not know what officers are doing on their beats. Thirdly, in the officer's presentation, at no time did he mention any of the other Measure Y funded projects. It's as if he had no idea they existed. So there is no coordination between the PSOs and the DHS funded projects. \$63 million have been spent and we are still talking about the need to train the PSOs.

Public Speaker: Rashidah Grenache, Pueblo: The word she hasn't heard all night long is "violence prevention". Measure Y was intended to reduce violence and it is not clear to her what talking about "suspicious people" or the "number of people attending NCPDs" has to do with violence. So she's not sure what's being reported on, and if the core mission of Measure Y is being addressed. She would like to see more strategic planning to see a nexus between the programs and how they are directly reducing violence. There was no mention of officers getting out of their cars. There are basic questions that need to be asked and addressed. She wants to see the evaluation related to how it reduces violence and the current public safety initiative put forward by the Mayor's Office. How do the Measure Y strategies fit into that initiative? These programs are not

being measured by how they are meeting the mission of reducing violence and they should be.

**Item #5: Informational Report from the Department of Human Services on the Measure Y Request for Proposal (RFP) Process and Recommended Program**

Sara Bedford from Human Services outlined the proposal for the next RFP funding cycle. (Handouts were passed out because the computer was not working.) The City is in the second three-year funding cycle for Measure Y Violence Prevention Programs (2012 -2015) with \$5.7 available in prevention programming annually over the 3 years. The 2012-15 funding cycle will be the last for Measure Y, which sunsets in December 2016.

The guiding principals are:

- Focusing on the highest risk individuals - intervention programming for youth and young adults who, for the most part, are already in the system.
- Supporting more intensive interventions because of the focus on high risk individuals.
- Prioritized services in the neighborhoods most impacted by violence. We have always used the stressor analysis as a way to focus services in those neighborhoods. We have re-analyzed and as a result have re-ordered the stressor list and they overlap with the Mayor's 100 blocks.
- Emphasizing coordination among public and community service systems. We have made an effort to align with our public funding partners like the Probation Department as they fund complimentary programs such as youth employment and case management. In every case we have aligned the proposed strategies with those funds and we will share common outcomes and performance measures.
- Data driven analysis and outcome based evaluation.
- Integrating family and community into service plans.
- Programs are using evidenced-based work and best practices.

The planning process to prepare for the RFP process, will include the following:

- Comprehensive needs assessment
- Performance data and available evaluation results review
- Crime data analysis
- Focus groups to obtain client perspectives on potential gaps in services
- Reentry employment provider focus groups
- Key stakeholder input was collected from public institutions
- Information from key informants and national experts on violence prevention and reentry.

The RFP Process has the following elements:

- The majority of funds will be allocated through a competitive RFP.
- Proposals will be solicited from established non-profit community-based and public agencies.

- Leveraging will be required.
- There will be an on-line application, and a review process.
- The letter of intent allows for feedback.
- There will be a bidder's conference and on-going technical assistance.
- Subject matter experts will be required for the review panels.
- Review panels will use a standardized rating scale.
- DHS Director will make the final recommendations based on scores and geography.

The RFP Timeline is as follows:

<b>RFP Release</b>	<b>January 9, 2012</b>
Bidder's Conference	January 16, 2012
Letter of Intent Due	January 23, 2012
Proposals Due	February 28, 2012
Review Process	March 1 – 23, 2012
Notification of Recommendations	March 27, 2012
Appeals Due	April 2, 2012
Recommendations to Oversight Committee	April 16, 2012
Recommendations to Public Safety/City Council	May 8 and May 15, 2012
Contract Negotiations and Execution	June 1 – July 1, 2012
Contract Start Date	July 1, 2012

The recommended funding categories include four broad areas:

- Focused Youth Services
- Young Adult Reentry Services
- Family Violence Services
- Street Outreach and Crisis/Incident Response Services

#### Focused Youth Services

Services to specific populations of youth, who are most likely to be victims and/perpetrators of violence

- JJO Wraparound \$900,000
- Youth employment \$450,000
- OUR Kids \$200,000
- Restorative Justice \$150,000
- Gang Strategy \$125,000
- Subtotal* \$1,825,000

The changes to the Focused Youth Services category include the following:

- JJC:
  - Incorporate use of risk assessment in referral process of JJC
  - Incorporate Gang and CSEC populations into JJC Strategy
  - Include youth returning from Camp Sweeney
- Youth Employment:
  - Incentivize education
  - Combine afterschool and summer employment
- Restorative Justice
  - Incorporate trainings for grantees
- Gang Strategy
  - Case Management incorporated into JJC strategy
  - Incorporate trainings for OUSD

Services to youth and young adults on probation or parole who are returning or have returned to Oakland

• Project Choice	\$ 300,000
• Reentry Employment	\$ 1,200,000
<i>Subtotal</i>	<i>\$ 1,500,000</i>

Changed to the Adult Reentry Services Category include:

- Project Choice:
  - Include Santa Rita population
- Reentry Employment:
  - Prioritize education and family support
  - Require CBOs to have relationship with employers
  - Match federal OJJDP grant to support Outreach Developer/Call-In Case Manager

Family Violence Intervention Unit

Services and advocacy to address family violence, defined broadly as violence between family members, child abuse, and sexual abuse

Family Violence	\$ 500,000
Intervention Unit	
Outreach to Commercially	\$ 175,000
Sexually Exploited Children (CSEC)	
<i>Subtotal</i>	<i>\$ 675,000</i>

Changes to the Family Violence Intervention Unit include:

- Family Violence Intervention Unit:
  - Incorporate Mental Health for 0 to 5
  - Focus intensive follow-up on cases within Mayor's 100 blocks
- Outreach to Commercially Sexually Exploited Children (CSEC):
  - Case management of CSEC will be incorporated into JJC strategy

## Street Outreach and Crisis/Incident Response

Strategies designed to interrupt violence before it happens, mediate impact of violence when it does happen, and change the culture of violence

Street Outreach	\$ 1,050,000
Highland Intervention	\$ 125,000
Crisis Response	\$ 300,000
Late Night Live in the Park	\$ 250,000
<i>Subtotal</i>	<i>\$ 1,725,000</i>

Changes to Incident Response include:

- Street Outreach:
  - Match OJJDP grant to ensure street outreach teams remain at full force
  - More focus on intensive case management
- Highland Intervention:
  - Increase age range served up to 30
- Crisis Response:
  - No Changes proposed
- Late Night Live in the Park:
  - New Strategy proposed by Mayor
  - Previous strategies City County Neighborhood Initiative (CCNI) and Mayor's Public Safety District support will be incorporated into this strategy
  - Continuation of community engagement funded by OJJDP

Ms. Bedford acknowledged in response to a question/comment from Member Barnett that there are multiple components to each of the programs listed above and there might be multiple providers and the particular programs are reflected in the RDA reports. The prior annual reports are all available on the Measure Y website and the performance and evolution data will be available to the Measure Y Committee. She also said that the appendix of the RDA reports track the individual agency's performance over the period.

In response to a question asking if Mr. Taggers was still employed in the reentry program, Ms. Bedford responded that that position is the Mayor's Reentry Specialist positions and works out of the Department of Human Services in the areas of job development. This position works with employers to find people jobs since the economy has been so bad. This position is not recommended to be continued, but the work of job development is recommended to be continued through the open RFT process. It would be eliminated as a City position as of July 1, 2012.

Regarding the Late Night Live in the Park, it was asked how much that would possibly cost? Ms. Bedford said she doesn't have good figures but she believes

the \$250,000 proposed is enough to do 2 parks although additional funds would have to be raised. Regarding how the data for this project could be captured, she responded saying it could be called an "event" and tally how many people participated. For the pilot project they did this summer, when they compared crime data for this 6 block area on those Friday nights in 2009 and 2010, it showed a 48% reduction in crime in 2011. This is a dramatic decrease and gives us an idea of what you could do if you had a more intense program of working with high-risk families.

In response to a question from Member Ageel, Kevin Grant said the Outreach Teams work well with OPD and PSOs. There is a difference between what the PSOs do and what the Outreach Workers do. However, he wants to strengthen the relationship with OPD by working with the Lieutenant in charge to be sure that every violent incident that meets a certain criteria, is funneled to Kevin so the Outreach Teams can work on it. The Outreach Teams members focus on violence and work a "slow dance" in the community to reduce violence over time. Their goal is to work with high risk households to connect individuals with opportunities and programs.

Member Lee made two points: asking how does the SARA process work with violence? One PSO commented at a previous meeting that the SARA process is not conducive to homicides while it works well responding to blighted properties. Secondly, it seems clear that the PSOs do not know about and/or coordinate with the other Measure Y funded providers. One PSO when asked if he coordinated with MISSEY said he did not. There needs to be more consistency with how PSO works with the providers.

(Inaudible)

#### **Item #7: Agenda Building, Regular Meeting of December 19, 2011**

(Inaudible)

Member Lee asked that: 1) the budget be a standing item and 2) that the Measure Y provider report and PSO report be alternated.

Chairperson Dorado requested that: 1) City Manager Santana be invited to attend a meeting to discuss what support will be provided to the committee on a regular basis, and 2) the unresolved item from the Oct 13 City Attorney report on the settlement of the litigation vis a vis the Coliseum parking revenue, 3) invite OPD to discuss the retention of the realignment made under Chief Batts made.

It was also suggested that the December meeting be rescheduled due to the holidays. It was suggested that it was important to have a response from the Administration regarding the budget and the parking issues.

Chairperson Dorado suggested the next Measure Y Oversight meeting should be held on December 19<sup>th</sup> and that he be authorized to write separate letters on these issues

- City Administrator Santana/City Attorney regarding the parking surcharge revenue
- Chief Jordan regarding realignment and the questions about community policing
- Gil Garcia and the status of the budget

There was a general discussion about the Committee's lack of power and their frustration at asking for these items to be addressed with no response. There was general consensus that Chairperson Dorado should write the letters.

Public Comment: Sanjiv Handa made a variety of comments, including but not limited to the following:

- For years he has been telling the Committee how bad things are in the City. The Parking surcharge they are interested in, for example, is far down on the priority list given what the City is dealing with.
- The PSO program was set up to be a liaison between the community and City Hall. In the early 1990s there was community policing task set up through Oakland Sharing the Vision and the head of the task force was Dan Siegel. Two interesting things happened – 1) For someone to be a PSO they had to volunteer 2) There should be 19 NSCs and 2 supervisors. The funding for the supervisors only got approved 2-3 years ago and now the number of NSCs is reduced to 9.
- The NCPC are to set the priorities for the month. At the Rockridge NCPC, PSO Thompson told the group he spends approximately 2/3rds of his time dealing with domestic disturbances. In Piedmont they are more concerned about panhandling and the people who run the NCPC are in bed by 9pm.
- The NSCs get caught in the middle between the community, police officers, the Committee, and watchdogs groups all giving direction.
- Also there is no clear advancement route for the NSCs. Some have been there for 20 years and are burned out.
- There have been several staff changes in the city – including your former Measure Y staff person Anne Campbell Washington, who, as of today is the Mayor's Chief of Staff. Captain Joyner is on Special assignment and Brian Medeiros is not the Captain in BFO II.

#### **Item #8: Adjournment**

The meeting was adjourned at approximately 9:24pm

*Respectfully submitted by Claudia Albano, Measure Y Coordinator*