



MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: Arturo M. Sanchez
Interim Asst. City Administrator

SUBJECT: Safe Passages Report

DATE: April 1, 2014

City Administrator

Date

Approval /s/ Fred Blackwell

4/1/14

INFORMATION

The purpose of this Information Memo is to provide the Members of the Public Safety Committee and the Oakland City Council with a copy of the Safe Passages report that was referenced on the April 8, 2014 Public Safety Committee Agenda Item #7 as Attachment 1. The report was inadvertently excluded from the item provided for printing. The report contains much of the analysis upon which staff relied on to draft the report in the packet. We feel that having this additional synthesis material is important for the Council to have.

We apologize to Safe Passages because their stellar work facilitated staff's ability to distill several years of reports in a manner that we believe will provide Council a clear picture of current public safety investments. We will provide this attachment as an informational report at the April 29, 2014 Special Public Safety Committee meeting.

Respectfully submitted,

/s/

Arturo M. Sanchez

For questions, please contact Arturo M. Sanchez, at 238-7542.

Attachment 1: Safe Passages Summary of Oakland Public Safety Efforts and Reports

The City Administrator’s office requested Safe Passages, a nonprofit organization dedicated to violence prevention in Oakland, to review the multiple public safety consultant and evaluation reports to provide a summary of what’s currently working, main themes of recommended actions, and outcomes to provide additional background for the Council Report.

I. Methodology

Safe Passages, in review of the relevant documents, employed the flowing Logic Model to help organize their analysis. The synthesis of the wealth of data, expert analyses, evaluations, policy papers, and community input from the richly diverse stakeholder groups within the City of Oakland yields a clear Public Safety Approach. This framework is undergirded by the even clearer public mandate to “Do What Works.” This table translates the synthesis into a logic model-based Public Safety Framework.

Project: Oakland Public Safety Framework				
Goal: Increase Public Safety in Oakland				
INPUTS	ACTIVITIES		OUTCOMES	
What we invest	What we do	Who we reach	Why this project: short-term outcomes	Why this project: long-term outcomes
Funding Research Expertise Staff Public Safety Staff (OPD/Fire) Technology Public Partners Private Partners Community Partners and agencies Residents	Continuum of prevention, intervention and enforcement best practice strategies: <ul style="list-style-type: none"> • Community Policing Neighborhood Services • District Based Policing • District Investigative Units • Constitutional Policing • Ceasefire Program • CompStat (Crime Analysis and Problem Solving) • Community Engagement • Violence Prevention & Intervention Programs (reentry employment, street outreach and crisis response, domestic violence intervention, and juvenile justice and school prevention) • Fire and Medical Emergency Response 	Oakland Residents Businesses Pattern Criminals (Robberies and Burglaries) Perpetrators of Violence (Shootings and Homicides) Victims of Violence (Family and Community) Young children exposed to violence High-risk Youth Vulnerable Families, Children, and Youth Reentry Youth and Young Adults	Increased collaboration among police and community members Increased accountability of all public safety partners for outcomes Decreased number of shootings Decreased number of Homicides Decreased number of all major crimes, including Robberies and Burglaries Decreased number of incidents of family and community violence Decreased number of children and youth exposure to violence Increased number of effective reentry of juvenile & adult offenders	Increased safety among Oakland residents No tolerance for criminal behavior in Oakland Improved quality of life for all Oakland residents

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Assumptions: Oakland residents, business community, and visitors want to be safe in their homes, neighborhoods, and anywhere in the City of Oakland. Public safety framework must exist in a larger social justice context. The Oakland community is committed to principles of Equity, Fairness, Justice, Dignity, opportunity and Rehabilitation. No one strategy alone can create public safety. A continuum of prevention, intervention and enforcement strategies is needed to achieve a safe Oakland.	External Factors: Public safety is impacted by the economy (local, state and federal), economic development, public health, educational attainment, cynicism, and other socio-economic factors. Funding for public safety strategies is often fluid.
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II. What Is Working?

This section provides an overview and a summary of the strengths of Oakland Unite, violence prevention and intervention programming implemented as a result of the Measure Y legislation. Next, it outlines recent implemented reforms in the Oakland Police Department (OPD) and recent outcomes as a result of Oakland’s Ceasefire Strategy, and Measure Y’s Community Policing Neighborhood Services. Finally, it culminates with a summary of implemented reforms in Alameda County’s Juvenile Justice and Probation systems.

1. Measure Y/Violence Prevention and Public Safety Act of 2004

The City of Oakland’s Measure Y ballot measure and resolution provides approximately \$6 million annually for the City of Oakland to spend on violence prevention programs, with an emphasis on services for youth and young adults. The four service areas identified in the legislation and funded via Measure Y include: (1) Youth outreach counselors; (2) After and in-school programs for youth and children; (3) Domestic violence and child abuse counselors; and (4) Offender/parolee employment training.

The City’s Department of Human Services (DHS) holds the responsibility for implementing the violence prevention programs component of the Measure Y legislation and does so through the Oakland Unite Programs. In consultation with the Measure Y Oversight Committee (MYOC) and the City Council’s Public Safety Committee (PSC), DHS develops triennial funding strategies for services that align with the legislation and that meet the shifting needs of the City. DHS then administers and monitors grants to community-based organizations that provide these services across the City.

A report conducted by Resource Development Associates (2013) evaluated the Oakland Unite Initiative for FY 12-13, including its 13 violence prevention strategies, and individual programs within those strategies. The following list summarizes the report findings.

a) **The Initiative**

With the Measure Y legislation set to sunset in January 2015, the Resource Development Associates used the FY 12-13 evaluation as an opportunity to look back at the successes of the Oakland Unite initiative over the past decade. The major successes of the Oakland Unite initiative identified include:

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- Funding strategies have become increasingly responsive to the City’s changing violence prevention needs. In particular:
 - Oakland Unite shifted its focus to higher risk populations and violent crime.
 - Oakland Unite developed specialized strategies to fill service gaps not covered by existing programs or agencies.
- The initiative fostered the development of a coordinated infrastructure for violence prevention.
 - DHS built strong partnerships among Oakland Unite grantees and helped them build capacity to better serve Oakland residents.
 - The City of Oakland leveraged these partnerships to receive over \$15 million in external funding for Oakland Unite services.
 - DHS built on existing interagency partnerships and developed new ones to improve service coordination.
 - Oakland Unite prioritized a data-driven approach that focuses on funding high-quality providers and serving those most in need.

b) The Strategies

The four service areas (youth outreach counselors; after and in-school programs for youth and children; domestic violence and child abuse counselors; and offender/parolee employment training) are reflected in 13 Oakland Unite violence prevention strategies which provide a wide array of programs and services to a variety of populations that are at risk for being victims and perpetrators of violent crime:

- Youth Outreach Counselors: Juvenile Justice Center & OUSD Wraparound Services; Oakland Street Outreach; Crisis Response and Support Network; Highland Hospital Intervention;
- After and In-school Programs (most investments come from the Oakland Fund for Children and Youth (OFCY)): Restorative Justice, Gang Prevention; and Our Kids/Our Families Middle School Model;
- Domestic Violence and Child Abuse: Family Violence Intervention Unit; Outreach to Sexually Exploited Minors; and Mental Health Services for Ages 0-5; and
- Offender/Parolee Employment Training: Reentry Employment, Youth Employment; and Project Choice.

Despite the diversity of strategies, a few key findings span through all or most of them. The following key common takeaways show across multiple strategies, although they may not be relevant to all strategies.

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- Evidence-based practices (EBP):
 - Several Oakland Unite strategies are recognized as evidence based practices, including the Highland Hospital Intervention strategy, provided by YouthALIVE!'s Caught in the Crossfire program, and the Project Choice strategy, provided by The Mentoring Center and Volunteers of America Bay Area.
 - Restorative Justice, provided by Restorative Justice for Oakland Youth, is a promising practice, which means that preliminary evidence indicates its effectiveness although it has not been formally established as an EBP.
 - Beyond these strategies, a wide spectrum of knowledge exists about and use of evidence-based practices across different strategies and agencies.
 - All strategies and agencies demonstrated a commitment to promoting EBPs and to participating in ongoing EBP training and education.
 - Programs funded through Oakland Unite for several years tend to have greater proficiency in EBPs.

Key strengths of the Oakland Unite violence prevention strategies include:

- All of the violence prevention strategies provide intensive services to high risk/high need clients who might not receive services otherwise.
- Both within and across the violence prevention strategies, there is a high level of coordination and communication between different service providers, and between Oakland Unite providers and City and County agencies, including the Oakland Unified School District, Alameda County Probation Department, Oakland Police Department, and the Alameda County Health Care Services Agency.

Appendix A outlines the strengths of the 13 strategies.

Significant Outcome

An FY 12-13 analysis compared juvenile justice involvement for five years prior to Oakland Unite program enrollment and two years following program enrollment by tracking clients' arrests and delinquency adjudications during these time periods. The analysis also tracked whether clients' offenses were violent or nonviolent, or if they were technical violations of probation or parole. Out of all youth served across the Juvenile Justice, Youth Employment and Commercially Sexually Exploited Children (CSEC) Strategies 89% (n=405), had an arrest prior to program enrollment for violence or other serious crime within 5 years.

Following enrollment, the number of clients arrested for any offenses, including violent offenses, decreased by 71% across all programs. In addition, post-enrollment, there was an 83% reduction in arrests for violence. The recidivism rate at 2 years after program

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enrollment is 29%, whereas the recidivism rate for Alameda County Juvenile Probation overall is as much as 73%.ⁱ

Each year, between 700-1,100 Oakland youth are arrested for a violent or serious crime, usually more than once. Youth in Oakland Unite programs represent about a quarter of these. A gap analysis that further analyzes services relative to the scope of need is currently being planned by the City.

2. The Oakland Police Department

Within the larger effort to move the Oakland Police Department (OPD) to a Neighborhood Policing Planⁱⁱ, The Bratton Group, LLC, in conjunction with Strategic Policy Partnership, has been working with OPD on improving its CompStat crime management and command accountability system as well as reorganizing its investigative functions to respond more effectively to homicides, shootings, robberies, and burglaries. Refer to Appendix D for a complete list of OPD detailed recommendations. The following list summarizes some key recommendations.

a) An Enhanced CompStat Process

A Bratton Group report (May 2013) described the enhanced CompStat Process as a paradigm-shifting approach to police management and as an accountability, training, motivational, and crime analysis tool whose fundamental purpose is to keep key police managers, including chiefs, district captains, investigative supervisors, and special unit commanders, sharply focused on the central police responsibilities of responding to and controlling crime. According to the report, the heart of the enhanced CompStat process is a series of regularly scheduled crime strategy meetings where a police department's top management and its field managers engage in tough, probing sessions about current crimes and the plans and tactics to counter them.

b) Decentralized Investigations

The aforementioned Bratton Group report recommended the creation of District Investigation Units (DIUs) OPD's five districts, comprising an investigative sergeant, three experienced investigators, and three to five police officers, with the goal of decentralizing the investigation of most robberies, burglaries, and shootings. Investigative sergeants report to district captains, thus offering an investigative resource that can respond swiftly to crime victims and crime scenes as well as pursue investigations through to arrest. Another Bratton Group report (also conducted May 2013) outlined the plan to transition to DIUs and recommended, once established, DIUs as a training ground and career path for experienced investigators eventually moving up to centralized units and homicide cases.

c) Evidence Management

Per the Bratton reports and in an effort for DIUs to be optimally effective, OPD implemented reforms in the management of evidence (within and between various divisions of the DIUs and central office), changing some of the priorities and systems by which evidence is gathered and analyzed.

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Between March and May 2013, key components of the report and CompStat were implemented. As staffing increases the OPD will continue to implement the other recommendations in the reports.

d) The Organization, OPD Management, and OPD Operation

The Strategic Policy Partnership, LLC, in conjunction with The Bratton Group, conducted a best practice review of 15 areas of OPD related to its organization, management, and operation between September 2012 and April 2013. Appendix B summarizes the implemented recommendations in each of these areas as of the completion of the report (April 2013).

Appendix C details the recommendations in 12 Areas of OPD.

e) Ceasefire

Oakland's Ceasefire Strategy is a public safety strategy which focuses attention on reducing gang/group related shootings and homicides. Specifically, the goals include: reducing gang and group related shootings and homicides; decreasing the recidivism rate of participants and their networks; and improving community police relationships.

Currently and since May 2013, Oakland's Ceasefire Strategy has been in full implementation and entails weekly shooting review meetings and monthly Multi-Agency Law Enforcement Partners meetings focused on special assistance to gangs/groups most active and unresponsive to direct communication. Activities include: conduct two medium-scale joint law enforcement operations in August 2013 and December 2013; held two full scale call-ins in September 2013 and December 2013 in collaboration with DHS partners and in the faith-based community; conducted 21 custom notifications; provided stipends to Ceasefire clients who met certain individual based performance benchmarks; traveled to Chicago with community and social services partners to receive and build upon the Chicago Police Department Procedural Justice training; developed Oakland specific Procedural Justice Training curriculum; hired a permanent Ceasefire Program Director; and created and maintained a dedicated Ceasefire Crime Reduction Team. Outcomes included direct communications of 4 call-ins (October 2012, March 2013, September 2013, and December 2013); 31 custom notifications; 27 active gangs/groups represented in Direct Communications; 67 individuals signed up for services post direct communication; 60+ night walks; 500+ volunteer hours; and 300 medium to large scale multi-law enforcement operations.

The 2013 calendar year ended with a 28% reduction in homicides, and a 16% reduction in shootings, according to an Informational Report on the Status of the City's Public Safety Ceasefire Strategy to Reduce Violent Crime in Oakland to City Administrator Fred Blackwell (March 2014).

f) Measure Y Community Policing Neighborhood Services

Measure Y funding to the Oakland Police Department's Community Policing Neighborhood Services (CPNS) program covers the personnel costs of 63 problem solving and crime reduction team officers, as well as related training and equipment

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costs. Problem Solving Officers (PSOs) are the key agents of the Department's community policing program. Their primary role is to solve problems of concern to residents in their assigned neighborhood beats. Crime Reduction Teams (CRTs) are responsible for conducting violence suppression in areas experiencing high rates of shootings and other serious crime.

According to a recent Bright Research Group and Resource Development Associates report (2014) Oakland's Community Policing Neighborhood Services program includes many assets that are aligned with best practices in community policing. In terms of organizational transformation, Oakland's key strengths include the geographic organization of services, dedicated resources to support community policing efforts, and existing infrastructure to support community policing. In relation to the problem solving, Oakland uses the SARA approach, which is a best practice and has a database to track problem solving efforts. Established forums for developing partnership with community residents include regular PSO participation at NCPCs and coordination with Neighborhood Services Coordinators and other city agencies. OPD reported that the CPNS program was fully staffed during the 2012-13 fiscal year, and PSOs worked on over 200 projects during 2013.

3. Oakland, Alameda County's Juvenile Justice Reforms

Between 2005 and 2012, three phases of juvenile justice reforms were implemented and supported by Measure Y. Phase 3 was also partly funded by Measure Y and the U.S. Department of Justice's Second Chance Initiative as a demonstration project. Phases 1 and 2 of the juvenile justice reform focused on the creation of high-impact services and supports for juveniles and their families during detention and the immediate transition back into the community. Phase 1's goal was to design and build the Juvenile Justice Center (JJC) implementing innovative programming. Phase 2's goal was to create a Transition Center at this new JJC.

In 2011, Phase 3 began and expanded community support by developing an individualized reentry plan informed by the multi-disciplinary assessments upon JJC entry, and expanding provision of support services post-release, including community-based case management, restorative justice circles, civic advocacy, and transitioning back to schools. Building on the achievements of Phases 1 and 2, Phase 3 engaged in system changes to enable key partners to effectively integrate their agencies by creating a seamless system of community support. Specific strategies for Phase 3 ranged from community-based coordinated case management to cross-system training for all staff.

After Phase 3 funding, Oakland's Second Chance Initiative, with the goal to reduce juvenile recidivism and create a sustainable effective reentry system for Oakland youth, received continuation funding for an additional year, and subsequently was one of five initiatives from across the country selected to participate in a national Second Chance evaluation, with two years of additional funding.

According to a report that culminated in 2013 (Jain, Cohen, & Bassey), strengths of Oakland's juvenile reentry system include better assessment of youth needs and assets,

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creation of specialty collaborative courts, greater cross-agency collaboration, and increased data sharing.

4. Alameda County Probation Department

A recent report (Crosby, 2014) states that in 2013, Chief Probation Officer LaDonna Harris embarked upon a planning process with the goal of obtaining an Alameda County Board of Supervisors-adopted, county-wide reentry plan. Through broad, countywide participation (via Joint Reentry One Table members), the Alameda County Reentry Network Strategic Plan 2008-2012 was updated to reflect AB109 and AB117 mandates and was previewed by the staff of the five-member, Supervisors Board as well as the Alameda County Administrator's Office. The updated Alameda County Reentry Strategic Plan 2014 comprises the following goals:

- To promote community safety and improve the quality of lives of all people in the community by reducing recidivism defined as: “re-arrest, re-conviction, or return to incarceration/custody for people with conviction histories, with or without a new sentence within three years”;
- Reentry planning and response begins at the earliest possible point of contact with the criminal justice system and continues until “successful” reintegration, as defined by an individualized plan and the acquisition of positive services and social-based outcomes that are high-quality, peer-involved, and comprehensive, in the following areas: civic/community engagement; education; family reunification/stability; health; housing; social services; and workforce development and employment;
- Develop an effective, culturally responsive, well-coordinated system of services that promotes evidenced-based practices with and for those impacted by reentry, including reentry individuals, their families, victims, and community;
- Ensure transparency and accountability through outcome-based evaluations based on evidentiary practices and a supporting information system that has the ability to track individual services, provider and system outcomes and collect appropriate data/statistics.

Joint Reentry One Table members will meet on a consistent basis to review, monitor, update and discuss the performance measures and strategies outlined in the Alameda County Reentry Strategic Plan 2014. The members will outreach to targeted stakeholders needed for implementation and develop workgroups, when required, to further refine and address areas of the Plan, including the development of baseline data. The members will ensure the Plan is widely distributed throughout the County, State and Federal partners. This Plan will be reviewed and updated at specified intervals to ensure that it continues to address the needs of those impacted by the criminal justice system. It is expected that progress reports/updates noting the accomplishments and challenges will be developed and presented to the Alameda County Board of Supervisors, minimally every two years.

III. Themes and Recurring Recommendations

A. Overview of Source Documents

This section examines unifying themes and recurring recommendations among the expert analyses, evaluations, policy papers and diverse stakeholder groups contributing to the analysis of what works and what is needed to increase Public Safety in Oakland.

Source documents include efforts across a continuum of prevention, intervention, emergency response, and enforcement best practice strategies currently being implemented through multiple funding sources including Measure Y. These strategies include but are not limited to Community Policing, the Ceasefire Initiative and the host of Violence Prevention programs currently being funded under Oakland Unite/Measure Y.

1. Enforcement

Under Enforcement Practices, documents include what is often referred to as the “Wasserman Reports:”

- Best Practices Review – Oakland Police Department 2013, Strategic Policy Partnership, LLC.
- District-Based Investigations in Oakland – Rapid and Effective Response to Robberies, Burglaries and Shootings, May 2013, The Bratton Group, LLC.
- Addressing Crime in Oakland – Zeroing Out Crime, December 2013, A Strategy for Total Community Action, Strategic Policy Partnership, LLC.

These documents provide insight into efforts currently underway within the Oakland Police Department to improve practices, procedures, community engagement and training within the department. Robert Wasserman is the Chairman and Principal of the Strategic Policy Partnership, LLC that was commissioned by the City of Oakland to work with OPD and other city departments to make major adjustments and improvements in keeping with best practices tailored to meet the needs in Oakland. William Bratton of Bratton Group, LLC, is a former New York Police Commissioner, working with the Strategic Policy Partnership in this effort. The documents focus on ways OPD can enhance existing efforts, and implement best practices in Community Policing, District Based Policing, District Investigative Units, Constitutional Policing, CompStat and community engagement with an emphasis on utilizing a Ceasefire frame to reduce violence in Oakland neighborhoods.

2. Community Policing

These documents include:

- Community Policing and Violence Prevention In Oakland, Measure Y in Action, conducted jointly by RAND infrastructure, Safety and Environment, a division of the RAND Corporation, and the Berkeley Policy Associates for the City of Oakland, 2007.
- Measure Y 2012 – 2013, Community Policing Neighborhood Services Evaluation Annual Report conducted by Bright Research Group, January 2012.

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The first report conducted by RAND and Berkeley Policy Associates examines the progress of programs funded by Measure Y and presents findings and recommendations from the first year of implementation. The second report conducted by Bright Research Group more recently focuses specifically on the quality of implementation of the Problem Solving Officers' program, while also providing an assessment of the overall structure of Measure Y-funded community policing services in achieving public safety goals with recommendations to improve and enhance efforts.

3. Ceasefire Initiative

- Informational Report on the Status of the City's Public Safety Ceasefire Strategy to Reduce Violent Crime in Oakland, from Sean Whent, Interim Chief of Police to Fred Blackwell, City Administrator, March 2014.
- Understanding Serious Violence in Oakland, A Problem and Opportunity Analysis, from the California Partnership for Safe Communities, February 2014.

The informational report provides an update on the Ceasefire Strategy after 15 months of implementation and the adjustments that have been made while also outlining gaps and challenges. The second report developed by The California Partnership for Safe Communities provides a problem analysis that examines homicide and crime data, demographics, patterns and trends in Oakland; and findings. The California Partnership for Safe Communities, a group of policy and implementation academicians that provide technical assistance to cities throughout California that implement Ceasefire strategies, is currently working with OPD to enhance these efforts.

4. Oakland Unite/Measure Y Funded Programs

- Oakland Unite Summary, www.OaklandUnite.org, last accessed, March 11, 2012.
- City of Oakland Measure Y Evaluation 2012 Mid-Year Report, prepared by Resource Development Associates, April 2012.
- Systems Change Across Sectors: Collaborative Community-Based Approach to Improving Outcomes For Reentry Youth In Oakland, West Ed, April 2013.
- Alameda County Reentry Strategic Plan, prepared by Neola Crosby, Alameda County Probation Department, Chief Probation Officer LaDonna Harris, revised March 2014.

These documents reflect a rich array of public and private partnerships and joint efforts among the city, the county and community-based organizations to reduce recidivism and violent offenses among adjudicated youth and young adults as well as addressing the critical reentry needs of this population as they return to Oakland neighborhoods with an emphasis on best practices and implementing proven strategies. Evaluation findings suggest that efforts are working while also identifying gaps and challenges. For example, 60% of youth receiving Second Chance reentry services through services provided by 5 community-based organizations had no further involvement in the criminal justice system. Further, recipients of Oakland Unite, Measure Y funded programs showed great gains in terms of reducing violent behavior from before and after program participation:

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- Oakland Street Outreach: 24% with violent offense before participation reduced to 4% after program participation.
- OUSD Gang Intervention: 33% with violent offenses before participation reduced to 0 after program participation.
- Commercially Sexually Exploited Children: 26% with violent offenses before participation reduced to 5% after program participation.
- Youth Employment: 37% with violent offenses before participation reduced to 5% after program participation.
- Juvenile Justice Center Wraparound: 38% with violent offenses before participation reduced to 10% after program participation.
- Young Adult Reentry Employment: 20% with violent offenses before program participation reduced to 3% after program participation.
- Young Adult Reentry Project Choice: 31% with violent offenses reduced to 5% after program participation.

B. Unifying Themes

The following themes resonate across and within source documents toward increasing Oakland's Public Safety efforts:

- ***Need to involve diverse community constituencies in all phases of safety discussions and implementation of strategies.***
Throughout the source documents there is a sentiment that Oakland's Public Safety is a shared responsibility among law enforcement, residents, the business community, youth, community based organizations and city and county agencies. This is particularly emphasized in all three of the Wasserman reports and in the Ceasefire reports. The idea that no one system or program can tackle the issue of crime, violence and safety alone is echoed across all of the source documents.
- ***Need to improve Law Enforcement and Juvenile Justice practices, infrastructure, training, community policing efforts, and community engagement.***
The Wasserman reports, the Ceasefire reports and the Measure Y 2012 Community Policing Neighborhood Services Evaluation report outline the need for targeted neighborhood/district policing strategies and the need to engage youth and families with a focus on reducing incidents of violence, robberies and other crime in high need neighborhoods. Further there is consensus that police and community relationships are strained and efforts should be made to improve the way OPD interacts with community members.

Regarding reentry programs, Alameda County Reentry Strategic Plan also discusses a need to improve the Probation Department's infrastructure to be more responsive to youth, young adults and their families. Further the Systems Change Across Sectors Report emphasizes a need to engage families in their child's development and transition back to the community.

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- ***Need to provide a comprehensive and integrated approach across a continuum of prevention to suppression strategies.***

There is an explicit consensus that Public Safety efforts should be made across a graduated continuum starting with prevention to suppression and including reentry. Partnering public and private agencies are committed to this approach, as reflected in all of the source documents. The absence of arguments to promote one approach should be noted.
- ***Need for targeted youth, adult, and geographical focus***

In several of the reports, including those relating to the Police Department, Community Policing and Ceasefire, there is a suggestion to target resources within Police and City Districts with the highest incidences of Violent Crime such as East Oakland. In addition, according to data, at least 59% and up to 84% of homicides citywide are group member involved. Several reports identify 50 violent groups in Oakland, with active memberships of 1,000-2,000 people. There is a consensus that resources should be targeted toward this group as well. Out of the 21 homicides in 2014, one-third (1/3) of the victims have been between the ages of 18 and 24, and one-fourth (1/4) of the victims have been between the ages of 25 and 35.
- ***Need to continue to build out the Ceasefire Strategy***

The Wasserman, Ceasefire, and community policing reports as well as the Bright Research Group's Measure Y evaluation convey that the strategy of community policing works and continues the need to be built out, including the need to continue to improve relationships between police, community-based organizations, and community residents. Further, resources should be focused on districts with the highest incidences of violence, such as East Oakland.
- ***Need to build on and sustain what is working***

Across all of the reports, there is a consensus that efforts should be made to build on the work begun ten years ago under the voter approved Measure Y, the Violence Prevention Public Safety Act. The most current data on these programs indicates successful progress in reducing violence, improving school outcomes and providing positive alternatives for program participants. Oakland has received federal funding and recognition for street outreach and juvenile justice programs. Further recent gains in the reduction of murder and shootings, is noteworthy. Although it is always horrific to lose any one young person, particularly young African American and Latino men to violence, there has been a reduction of homicides and shootings most recently from 2012 to 2013.

As reflected in the Ceasefire Informational report, there were 126 murders in 2012 and 90 in 2013 (a 29% decline from 2012); and 557 shootings in 2012 and 469 shootings in 2013 (a 16% decline from 2012). In East Oakland, the neighborhood with the highest number of homicides in the city, the reduction has been noteworthy. There were 71 murders in 2012 reduced to 52 in 2013 (27% decline from 2012) and 341 shootings in 2012 reduced to 299 in 2013 (12% decline from 2012). The interim OPD Police Chief attributes this decline to the deepening Ceasefire partnerships and efforts across the city and within East Oakland.

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However this year alone as reflected in the crime data, 19 murders occurred between January 1, 2014 and March 9, 2014 compared to 16 for the same period in 2013 and 23 for the same period in 2012. As indicated in the California Partnership for Safe Communities Report, Oakland has experienced high rates of violence for several decades and continued progress will require intensive and sustained effort.

All reports referenced in this analysis argue for sustained and enhanced investments for existing programs that are showing progress and that utilize best practices and proven strategies. Also duly noted in the reports is the challenge of limited resources to meet the multiple needs of high need youth, young adults, and families who are often perpetrators as well as victims of the highest incidences of violence and crime in the city.

ⁱ Bennett, P. et al, Resource Development Associates, "City of Oakland: Evaluation of Oakland Violence Prevention Programs, FY 2012-2013."

ⁱⁱ The Neighborhood Policing Plan is a long-term effort to rebuild the service delivery and crime-fighting capabilities of the OPD after years of attrition that have reduced OPD headcount by about 25 percent.