

# SAFETY AND SERVICES OVERSIGHT COMMISSION REGULAR MEETING

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

**Monday, December 5, 2016**

**6:30-9:00 p.m.**

**Council Chambers**

**1 Frank H. Ogawa Plaza Oakland, California 94612**

**Oversight Commission Members:** Chairperson: Letitia Henderson Watts (At-Large), Vice-Chair: Jody Nunez (D-1), Rev. Curtis Flemming, Sr. (D-3), Tony Marks-Block (D-2), Natasha Middleton (D-4), Rebecca Alvarado (D-5), Melanie Shelby (D-6), Kevin McPherson (D-7), and Troy Williams (Mayoral).

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

- ✓ If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.
- ✓ If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- ✓ If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the Oversight Commission's jurisdictions may be addressed. Time limitations shall be at the discretion of the Chair.

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30pm	AD	
2. Roll Call	2 Minutes	AD	
3. Agenda Approval	3 Minutes	AD	
4. Open Forum	10 Minutes	I	
5. Coordinator's Announcements	5 Minutes	AD	
6. Approval of Minutes from Regular Meeting on October 24, 2016 and Retreat on October 29, 2016	5 Minutes	A	Attachment 1 & 2
7. OPD Quarterly Report continued from October 24, 2016 meeting (newer format)	20 Minutes	A	Attachment 3
8. OFD Quarterly Report	20 Minutes	A	Attachment 4
9. Scheduling Speakers for Regular Meetings	15 Minutes	I	
10. Site Visits Sign Ups	10 Minutes		
11. Schedule Planning and Pending Agenda Items	15 Minutes	A*	
12. Adjournment	1 Minute		

**A = Action Item**

**I = Informational Item**

**AD = Administrative Item**

**A\* = Action, if Needed**

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION SPECIAL MEETING MINUTES  
**Monday, October 24, 2016**  
City Hall, Hearing Room 1

**ITEM #1:      CALL TO ORDER**

The meeting was called to order at by Chairperson Rev. Curtis Flemming at 6:35pm

**ITEM #2        ROLL CALL**

Present:       Chairperson Rev. Curtis Flemming Sr.  
                  Commissioner Rebecca Alvarado  
                  Commissioner Tony Marks-Block  
                  Commissioner Kevin McPherson  
                  Commissioner Natasha Middleton  
                  Commissioner Jody Nunez

Excused:       Commissioner Melanie Shelby

Planned late arrivals: Commissioner Troy Williams  
                                  Commissioner Letitia Henderson-Watts

Quorum present

**ITEM #3:        AGENDA APPROVAL**

Approved by consensus

**ITEM #4:        OPEN FORUM**

No speakers present.

**ITEM #5:        COORDINATOR'S ANNOUNCEMENTS – Chantal Cotton Gaines**

1. Staff thanked the Commission for excusing the coordinator in support of her continued learning and professional development.
2. Retreat reminder: Staff rescheduled the July retreat based on availability. Based on Commissioner availability, the SSOC retreat will be held this Saturday, October 29<sup>th</sup> from 9am to 1pm. There will be continental breakfast for the Commissioners starting at 8.30am. This is a public meeting so the public is welcome to attend and the meeting will be formally noticed tomorrow.
3. Ms. Cotton Gaines received the following questions from the Chairperson as questions that came up at the previous meeting. Staff provided the following responses at the request of the Chairperson:
  - a. Quorum: Can the body meet without a quorum but is not allowed to take any action. The Chairperson can state "No quorum has been established therefore there is no meeting. However, if the commission wishes to stay and discuss items on the agenda,

they are welcome to do so. No action will be taken during this discussion.” Or the body is allowed to just say “due to a lack of quorum, the meeting is cancelled and thus everyone can leave.”

- b. Appointments: Measure Z explicitly relies upon the Oakland City Charter for the appointments. The Mayor makes the appointments and the Council confirms them. Since the language also states that there will be one member recommended by each Council member as well as the Mayor, the Mayor’s office works with the Council offices on the appointments. Each SSOC member has been properly appointed and each sitting commissioner has been sworn in by the City Clerk’s Office.
- c. Minutes: The requirement for minutes is that they show the actions taken by the commission. Staff provides a summary of commission discussions as an extra step because it is more transparent for the public and the commission who would like to know the discussions that led to certain actions. Staff does not annotate in the minutes the individual comments from public speakers because the video captures the speakers and it is an official public record. Staff has been informed by the City Clerk that if the SSOC desires to have certain details of the meeting included in the meeting minutes, the SSOC can include such requirements, by a vote, in the SSOC bylaws by amendment.

**ITEM #6:        APPROVAL OF MINUTES**

Motion made by Commissioner Nunez to approve the minutes with the correction on page 4 to change NSC to NCPC. Motion seconded by Commissioner McPherson. Approved by common consensus.

**ITEM #7:        APPOINTMENT OF NEW VICE CHAIRPERSON**

Chairperson Flemming remarked that we will have the chairperson role, an annual role, on the agenda at our next meeting.

As noted in last month’s minutes, Commissioner Nunez was nominated.

Chairperson Flemming noted, that based on a request, he will move this item to the end of this agenda today. Then the SSOC can decide whether to do the selection today or at the retreat.

**ITEM #8:        EVALUATION RFP CONTRACT RECOMMENDATIONS – Chantal Cotton Gaines**

Ms. Cotton Gaines explained that this is one of the most important duties of the commission is to have an evaluation of the programs and to see how they are performing. The SSOC worked hard on the scope of the RFP and it was sent out and we had a few responses. The contract before the SSOC today is for the performance evaluation of the programs and not for an annual audit. The annual audit is done by the Controller’s Office.

Measure Z requires that an annual evaluation be conducted of the programs provided by both Human Services and OPD be performed by an outside firm.

Given the timing of this contract as it will be going before Council in November, it will difficult to have a report ready to go before the SSOC will be doing contract renewals. Thus, it will be good to have a conversation about what will be useful for you to know prior to the renewals conversation. The action requested today is a motion to forward the staff recommendation to the Public Safety Committee for

November 15<sup>th</sup> meeting and then to City Council that will provide a contract to Mathematica Policy Research to perform annual evaluations of Oakland Unite Programs and a comprehensive evaluation of select strategies of Oakland Unite and lastly, a contract for Resource Development Associates to evaluate the OPD programming is also recommended.

The contracts are for one year with 3 annual options to renew. The details of the contracts were read from the Staff report.

The review panel consisted of staff from HSD, OPD, a member of the Ad Hoc Committee from the SSOC, a Professional evaluator and Ms. Paula Hawthorn represented the public as she has shown great concern with the evaluation process. Moving forward, this commission will be able to set how frequently it wants updates.

**SSOC Discussion:**

1. Why was Ceasefire removed from the evaluation?
  - a. Ms. Cotton Gaines explained that they are evaluated independently and underwent a similar RFP process and awarded a contract with North Eastern University with Yale University as a sub-consultant. However, the services provided through Ceasefire will be evaluated in this evaluation through the Oakland Unite evaluation being done by Mathematica.
2. What is the difference in annual dollar amounts?
  - a. Ms. Cotton Gained explained that the firms have proposed different levels of service for the reports by year. For example, RDA in the second year, will be conducting a survey, so this increase represents the additional costs associated with this tool in the evaluation.
3. It was proposed that the Evaluation Ad Hoc Committee stay in existence and meet with the evaluator and stay involved as much as possible.
4. What is possible to have before contract renewals?
  - a. Ms. Halpern noted staff will provide the SSOC with a report card on what information they have access to demographic, agency report card and any correction actions recommended, site visit and if the grantees were able to spend down their full contract.

Motion made by Commissioner McPherson supporting the staff recommendation as stated in Attachment 2 for the City Council adoption and to continue the evaluation ad hoc committee as a standing committee with the purpose to stay in contact with the Evaluators during the evaluation process. Seconded by Commissioner Nunez. Motion passed with 6 Ayes.

**ITEM #9: INTRODUCTIONS OF NEW COMMISSIONERS NATASHA MIDDLETON (D-4) AND TROY WILLIAMS (MAYORAL)**

Natasha Middleton gave the following remarks about herself. She currently works at Alameda County Probation doing policy work. She has a background in public policy. Has done a lot of community work. She has served on the Board of the League of Women Voters, the Family Violence Law Center and the Women's Day Time Drop in shelter for women. She is passionate about policy and public safety. She has lived in Oakland for over 20 years. She grew up bilingual in German and English. She used to work at the City of Oakland with then Councilmember Schaaf and with Councilmember Reid. She is interested in serving the people of Oakland.

Commissioner Troy Williams gave the following remarks about himself: I served time with Mr. Scott and he recommended me for this commission. This is my life walk to keep others from going through what I went through. I'm a restorative justice practitioner and I am here to be of service to the community.

**ITEM # 10:      CONTINUATION OF DISCUSSION OF POLICE CHIEF RECRUITMENT (SOLICITING FEEDBACK ON DESIRES IN THE NEW CHIEF**

Ms. Cotton Gaines noted that Mr. DeVries could not be in attendance tonight, but that all comments will be forwarded to him. The process now is actively open until November 11, 2016.

Ms. Cotton Gaines advised that there are multiple forums in which your comments can be heard.

- a. Survey online
- b. OPD Recruitment email account, which she personally checks and forwards information on
- c. Public Safety Committee Meeting on October 25, 2015
- d. Comments can be left at the City Administrator or Mayor's office

It was suggested that the SSOC use some of the team building time at the retreat to discuss this item. Staff will work on readjusting the timeline of the agenda to accommodate this item to be continued at the retreat.

Commissioner Flemming noted he will also look at that draft agenda and make sure it is not overloaded. The time at the retreat seems like a lot but it isn't.

**ITEM #11:      HUMAN SERVICES DEPARTMENT (HSD) QUARTERLY REPORT – Josie Halpern-Finnerty**

Ms. Halpern-Finnerty noted that this is the third quarterly report from HSD to this commission.

All of HSD staff except one has been filled to date.

She gave an overview of her report.

**SSOC Discussion:**

1. Please explain the 2 grant advances in April?  
Who sets the process for things to advance?

Ms. Halpern-Finnerty explained that every grantee has this built into their payment schedule. We have been in discussions with our Controller's Bureau about the process going forward. But in the meantime, this is how we do it so that we can help with startup since it is difficult for agencies to have money in the meantime.

2. Which agencies received advances?

Ms. Halpern-Finnerty noted all but one.

3. Why do the agencies location and sub-strategies seem to change?

Ms. Halpern-Finnerty explained that what you are seeing is what happened in that month. You will have in your retreat packet this weekend, a list of all agencies in all strategies. So you will see the agency name and the total contract in that. It will have the grantees listed by strategy.

4. How does HSD think that the agencies are doing overall?

Ms. Halpern-Finnerty noted that it is 9 months in and HSD just finished the first round of file reviews and field observations of all agencies. This is odd timing, but it is due to the timing of the contracts and the measure, etc. Things are good overall. HSD is working with agencies to fix anything that has been identified thus far.

5. How many site visits has HSD done thus far?

Ms. Halpern-Finnerty replied that HSD went to every agency. HSD has 32 contracts with 24 or 25 agencies.

Ms. Halpern-Finnerty distributed contact cards to the Commissioners that had been previously requested.

Also, HSD has started some work with the Technical Assistance Program. HSD hopes to have the contractor come back to the SSOC soon. HSD is also doing a life coaching certification fellowship with a national leader organization. HSD has agencies that do case management that volunteered some of their staff to participate this work. They started and were very excited. HSD is also excited about working with the evaluator.

Chair Flemming praised the work that the Ad Hoc Committee has done for the evaluation.

Motion to accept this report. Filed by common consent.

**ITEM #12: OPD QUARTERLY REPORT – Donneisha Nell Taylor & Deputy Chief Darren Allison**

Ms. Taylor walked the SSOC through the staff report.

She also stated that at the last meeting, the SSOC asked for implicit bias details. She noted that 720 sworn personnel participated in procedural justice training.

**SSOC Discussion:**

1. The SSOC asked for more details in future reports. Specifically, they would like the following:
  - a. Job description for the CROs and CRTs
  - b. More expenditure data per quarter included line items for the following:
    - **Contract Service:** Who you entered in a contract with and amount
    - **Travel & Education:** #of officers submitting travel authorization; # of officers at trainings, what the training was, instructor and location, etc.)
    - **Service Expenditures:** Itemize the larger purchases
    - **Equipment:** Itemize equipment purchased (larger items) and cluster smaller items together

Motion made by Commissioner Nunez to Table Agenda Item #12 for the next SSOC meeting and ask that OPD provide the SSOC with a much more detailed budget report of Measure Z expenditures that includes a monthly breakdown, the CRTs, CROs, and engagement with Ceasefire contacts, and more information on the 66 FTE funded by the measure. Motion seconded by Commissioner Henderson Watts.

Motion made by Commissioner McPherson to amend the motion to include information in the next report about job descriptions, trainings offered to these individuals and the selection process for CROs and CRTs. Amendment seconded by Commissioner Nunez.

Vote on Amendment: All approved.

Vote on Motion as Amended: All approved. Motion passes.

**ITEM #13:      ADOPTION OF 2017 REGULAR MEETING CALENDAR**

Ms. Cotton Gaines pointed out the calendar date for November can be moved as needed due to the holidays. Commissioner Nunez asked if the August date will be kept. Ms. Cotton Gaines said that it can be kept for now but also can be cancelled if needed.

Motion to approve the SSOC Meeting Calendar was made Commissioner Henderson Watts as presented. Seconded by Commissioner McPherson. All approved.

**ITEM #14:      SCHEDULE PLANNING AND PENDING AGENDA ITEMS**

Chairperson Flemming again encouraged the Commissioners to feel free to submit agenda items to himself or Ms. Cotton Gaines.

Commissioner Henderson Watts would like to see public testimony given quarterly, not just at times when they are requesting contract extensions or accept an RFP. Chair Flemming said to invite them in!!

**BACK TO ITEM #7: VICE CHAIR APPOINTMENT**

Commissioner Flemming opens the floor for Vice-Chair nominations. Nominations:

- Letitia Henderson Watts nominates herself
- Jody Nunez nominated by Chair Flemming

Nominations closed.

- Letitia Henderson Watts (seconded by Commissioner Middleton)
- Jody Nunez (seconded by Commissioner McPherson)

Could the commissioners state why they want to be the Vice Chairs at the retreat?

Commissioner Nunez moved to table this to the retreat and to add the chairperson item to the retreat as well. Seconded by Commissioner Marks-Block. All approved.

**ITEM 15:      ADJOURNMENT**

Commissioner Williams motioned to adjourn. Motion passed and meeting adjourned at 8:41pm.

## PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION SPECIAL MEETING MINUTES

**Saturday, October 29, 2016**

City Hall, Hearing Room 3

**ITEM 1:        CALL TO ORDER**

The retreat was called to order at 9:22AM with a quorum present. Meeting called to order by the SSOC Secretary due to an emergency for the Chair and a Vice Chairperson's position vacancy.

Commissioner McPherson moved to have Commissioner Nunez run the meeting; motion seconded by Commissioner Middleton; all present approved.

**ITEM 2:        ROLL CALL**

Present:        Commissioner Jody Nunez  
                  Commissioner Tony Marks-Block  
                  Commissioner Natasha Middleton  
                  Commissioner Rebecca Alvarado  
                  Commissioner Kevin McPherson  
                  Commissioner Letitia Henderson Watts  
                  Commissioner Troy Williams

Excused:        Chairperson Rev. Curtis Flemming  
                  Commissioner Melanie Shelby

**ITEM 3:        OPEN FORUM**

No speakers present.

**ITEM 4:        TEAM BUILDING**

Ms. Cotton Gaines explained the team building activity. If time allows, the SSOC can run through it later. The goal of the activity is to assess values important to each commissioner, both personally and as a member of this Commission.

**ITEM 6:        OVERVIEW OF OPD FULL SPENDING PLAN**

Ms. Cotton Gaines explained the attachment in the packet. She introduced the Ceasefire team of Cpt. Leronne Armstrong and Ceasefire Program Director, Reygan Harmon. This item was put on the agenda in order to explain the whole picture of what OPD is funded to do under Measure Z. There is \$13.2 million annually for Ceasefire funding for CROs, CRTs and Ceasefire personnel.

**SSOC Discussion:**

1. How are the CRTs spread out across the 5 police areas?
  - a. Cpt. Armstrong explained each area has a CRT. Not all CRTs are funded by Measure Z, just 28 sworn personnel. Additionally, there is a Ceasefire-specific CRT.
2. Are all the CROs are funded through Measure Z?

- a. Cpt. Armstrong stated there is a 1:8 sergeant-officer ratio for the CROs throughout the City. CROs focus on quality of life and crime in the area. Only 24 are funded through Measure Z.
3. Do the CROs and CRTs have particular or specific directives to focus on violent crime as opposed to robberies, etc.?
  - a. Cpt. Armstrong noted the City is divided into 5 areas and each area has different directives and goals. The Area Commander focuses on the crime reduction for the areas with a focus on violent crime reduction. E.G., one area in the City may have violent crime trends while another has property crimes.
4. Does the legislation say that the City has to go to violent crime in the City?
  - a. Cpt. Armstrong noted OPD uses those resources for violent crime; even some robberies are done with a firearm. Districts 1, 3, 4, and 5 concentrate on violent crime.
  - b. Ms. Cotton Gaines also read the 3 objectives for Measure Z (from page 3 of the legislation) as well as reading the language about Community Resource Officers (CROs) to help explain the basis of the OPD goals within Measure Z.
5. Are these officers trained in specific traits that will help them do this work?
  - a. Cpt. Armstrong stated the CROs are trained on how to interact with the community. They are trained in the SARA (Scanning, Analysis, Response, Assessment) process as well. CRTs get advanced training about surveillances, search warrants, arrest warrants, working with outside agencies, etc. They also receive the community policing training as well.
  - b. Ms. Harmon commented that all sworn members of the Department have been trained in procedural justice.
6. Can a CRO also act as a CRT?
  - a. Cpt. Armstrong: No, there is no crossover between CROs and CRTs as assignments; they are two separate assignments.
7. What is the selection process to become a CRO or CRT?
  - a. Cpt. Armstrong stated per the Oakland Police Officers Association (OPOA) MOU, OPD does a testing process for all of those who are interested. They advise officers that the testing process is happening and then the process goes from there. OPD requires a minimum of 3 years on the force before applying. Those who pass the test then go on to an oral interview, and then are placed on a ranking list. Then leadership selects in order on those ranking lists for the CRTs.
8. Who is on the oral board process for new officers?
  - a. Cpt. Armstrong: a combination of CRT supervisors and a community member.
9. Could you please provide a job description for the CRTs and CROs?
  - a. Cpt. Armstrong said he'd be happy to supply a copy of the job descriptions.
10. Do officers want these CRO and CRT jobs?
  - a. Cpt. Armstrong noted that most see them as desirable positions.
11. Is the 1 CRT that is dedicated to Ceasefire different from the Ceasefire 6 officers and 1 Sergeant?
  - a. Cpt. Armstrong replied yes.

**ITEM #7:        CEASEFIRE**

Ms. Harmon reviewed the overview sheet with the Commission.

Ceasefire came to Oakland via a result of members of the Community- OCO (Oakland Community Organization). They have heard of this program offered in Boston and Chicago. They went to the cities and studied the strategies. They came back and held community actions. The first iteration of Ceasefire in Oakland failed because there were not enough resources dedicated to it.

In 2012, with a very high number of homicides, it was agreed that Oakland needed a technical advisor for implementing Ceasefire strategies. The City partnered with California Partnership for Safe Communities. They came in and did a problem analysis for the City. Their analysis made the City look at the circumstances and motivations behind these homicides.

At the time, 59-84% of the homicides were gang and group related and primarily in East Oakland. The analysis identified 53 gangs and groups in Oakland although not all of them were active. The research found that only about 4-7 groups were active at any given time and within that only a few individuals were actively doing violence in Oakland at any given time.

With this data, the City formed the partnership committee comprised of faith leaders, the community, staff and law enforcement. The Committee came up with 3 goals:

1. Reduce gang and group related shootings and homicides.
2. Reducing recidivism rate.
3. Building community trust.

Ongoing analysis is key. At a recent retreat the Committee discussed how the dynamics have changed and the new need to reach out and bring in the business community. Overall, analysis gives you a good idea of where to focus as a snapshot in time. The analysis is ongoing with weekly shooting review meetings involving OPD, Alameda County Probation, US Marshalls, Berkeley PD, San Leandro PD, ATF, FBI and Oakland Housing Authority (other cities are involved because there are crossovers with other cities).

County Probation has taken the lead for the Custom Notification along with a community member to bring in the individual in to the city to talk about their involvement in violent behaviors. Explain to them services that are available and they want to work with them to keep them from repeating these behaviors.

Human Services does not participate in the custom notifications. Once a notification is given, if the individual gives permission for OPD to refer them to HSD for services OPD will pass on the information. If the Ceasefire participant doesn't want services, OPD doesn't force it.

**SSOC Discussion:**

1. When someone has been identified as a potential victim or shooter, do you tell them that there are other services if they want them?
  - a. Ms. Harmon stated that OPD disqualifies folks that actually have an open case. People who OPD knows will be arrested or have outstanding warrants are not called in at all. Custom notifications can be done for people who are in custody. After custom

notifications are done, then Ms. Harmon informs HSD of the person and that is the handoff.

2. Do you collect data on the number of individuals who take services?
  - a. Mr. Kim acknowledged that such information is tracked. Since January 1 of this year, of all notifications delivered, if you subtract those in custody, then you end up with about a 50% uptake rate. The call ins where they are invited in which is 63-64%. Note, these numbers are approximate.
3. Is there a stigma attached to taking the services? Or being concerned with being identified?
  - a. Ms. Harmon noted for call ins, there are feedback sessions without law enforcement in the room. Sometimes OPD has a hard time finding participants. Especially if they do violence here but they live in Antioch or Stockton as an example. Then there is a question of what can be offered to someone who lives out of county. There is also a struggle to get community members on the fly for the notifications.
  - b. Cpt. Armstrong has found that the individuals can use the notifications to their advantage as a way to go to their friends that OPD is on them and they need to take a step back.
4. Mr. Kim noted that some participants who reported at the feedback sessions that when OPD came to their home with 3-4 officers being parked around, other neighbors judge them and their housing situation. It also affects them on Section 8 vouchers. But since the feedback sessions, the City made some changes. The customs that are most successful are those with a good officer, a community member, a family member, and the person involved.
5. Ms. Harmon reiterated that the feedback sessions have been very helpful.
6. Are you using successful participants to assist you in providing information that the program works?
  - a. Mr. Kim stated only one participant has been willing to come out and talk about their experience; many others choose not to go public.
  - b. Ms. Harmon said for those that who have changed their lives, they may have relatives and friends that have not, so they just want to move about their lives and not raise any attention to themselves.
7. When the new problem analysis will be available?
  - a. Ms. Harmon predicted maybe around August 2017.
8. In building the community trust, there is a lot of skepticism. Some people still think that Ceasefire is just gang injunction. What other strategies are we considering for building community trust?
  - a. Cpt. Armstrong added there are a couple of things that we think can be done. OPD works to have professional conduct on behalf of the officer. People won't be happy of their situation of having to have arrested, etc. but they will feel like we were professional and fair. Officers in the community and interacting with the community more is also a good way to go. OPD now arrests far fewer people and also see a decrease in crime. OPD does it in a more logical way than before. The hope is that the community recognizes that OPD is sending less people to jail. It is hard to undo the past, but the City wants to make those relationships better.

Ms. Dickenson, Supervising Attorney of the Juvenile Division of the Public Defender's Office was introduced by Commissioner Nunez to speak for a moment.

Ms. Dickenson shared that a PowerPoint presentation was given during a brown bag session in Dept. 401 (not open to the public). In attendance were Public Defenders, district attorneys, and every judge

that deals with juvenile probation. They gave an overview of the program and talked about a success story and a failure story. His name, date of birth, and picture were on the PowerPoint. He was not only a juvenile offender; he also had a case in the building. The judge who was involved in the case heard all of the details. It became a logistical nightmare as there were no longer any of judges in the building who could hear the case. It is now being heard next week by a judge who was not in the building. The DA was easy to work with and they were all on board. The judge who can no longer hear the case explained why he could not.

We are not trying to knock Ceasefire in any way, but we want to make this be better in the future so this does not impact another person.

#### **SSOC Discussion:**

1. In order to keep this type of situation from occurring again, the following suggestions are being offered:
  - a. Use generic names instead of specific names.
  - b. Note that situations like this affect the trust in the program from the community.
  - c. In future requests for a presentation about Ceasefire, find out more details about the meeting, like who will be present and their involvement with the program.
  - d. Consider the opportunity for others to be involved on the Ceasefire team to help you follow the rule of law that you may not think about as the law enforcement community.
  - e. Only share information in the aggregate about any program participants. This helps ensure confidentiality.
2. Is there a way that the SSOC can give feedback for the problem analysis that Ms. Harmon is working on?
  - a. Ms. Harmon stated that OPD is trying to wait until a new chief comes in. But she expects to be able to start in or around January.

#### **10 minute break**

#### **ITEM 5: ELECTION OF CHAIR AND VICE CHAIR POSITIONS**

Commissioner Nunez nominated Letitia Henderson Watts to serve as Chairperson; Seconded by Commissioner Marks Block. Commissioner Henderson Watts accepted. Motion passed with 7 Ayes.

Commissioner Alvarado nominated Jody Nunez to serve as Vice-Chair; Seconded by Commissioner Marks-Block. Commissioner Nunez accepted. Motion passed with 7 Ayes.

The new Chair is Letitia Henderson Watts and the new Vice Chair is Jody Nunez.

#### **Back to Item #7: CEASEFIRE (HSD Services)**

Peter Kim reviewed the hand out of the Proposed Strategy Areas of services provided through Measure Z. He also provided an additional handout of the Oakland Unite Organizational Chart.

#### **Key Points:**

- The Life Coaching Strategy in the Oakland Unite staffing chart is the part of Oakland Unite that focuses on Ceasefire.
- Other areas are also used for Ceasefire if the participants want services.

- HSD does not have an involvement in who is really highest risk or not. The HSD role is to link them to services and make sure they are getting just treatment.
- HSD **does not** provide information back to OPD on clients. All we share with OPD is that of the total number of folks you sent over, and what percentage signed up for services. No names, no other personal data is ever shared.
- HSD would be open to funding to help do training and self-reflection funding for case managers and life coaching help.

#### **SSOC Discussion:**

1. Is HSD and Oakland Unite the same thing?
  - a. Mr. Kim explained that HSD (Human Services Department) has many divisions. Oakland Unite is just one of a few different divisions.
2. Does OPD ever say 'we have this person in Ceasefire; we don't know if they are taking services or not, but can you please follow up with them?'
  - a. Mr. Kim replied yes it can happen. HSD will then try to connect that person to services and **will not** tell OPD what services the participants take (or doesn't take).

Javier Jimenez, Case Manager with Oakland Unite shared some sample client situations.

Mr. Kim elaborated that they are working on the TA Capacity Building. They have contracted with Bright Research Group to help facilitate workshops around different areas on how to promote self-care amongst these providers and promote healthy practices. HSD has also enrolled in a Life Coaching certification program. The Challenge was all these funds are dedicated to providers. Internally, no Measure Z funds are available for such services for the City-staff case managers; staff will have to find additional funding through a grant for the 4 in house case managers.

#### **SSOC Discussion:**

1. The City needs to be the model here and to have staff covered and taken care of. The spending plan adopted did not balance that out enough. Support for Life Coaches should be factored into the next HSD spending plan.
2. How many life coaches does the City have in house?
  - a. Mr. Kim stated there are 10 life coaches in the community; 4 are in house; only 10 do Ceasefire work.

Retreat adjourned at 12:43pm.

## Memorandum

TO: Public Safety and Services Oversight Committee

FROM: Donneshia Nell Taylor, Fiscal Manager

SUBJECT: OPD FY15-16 Supplemental Report

DATE: November 22, 2016

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### **Background**

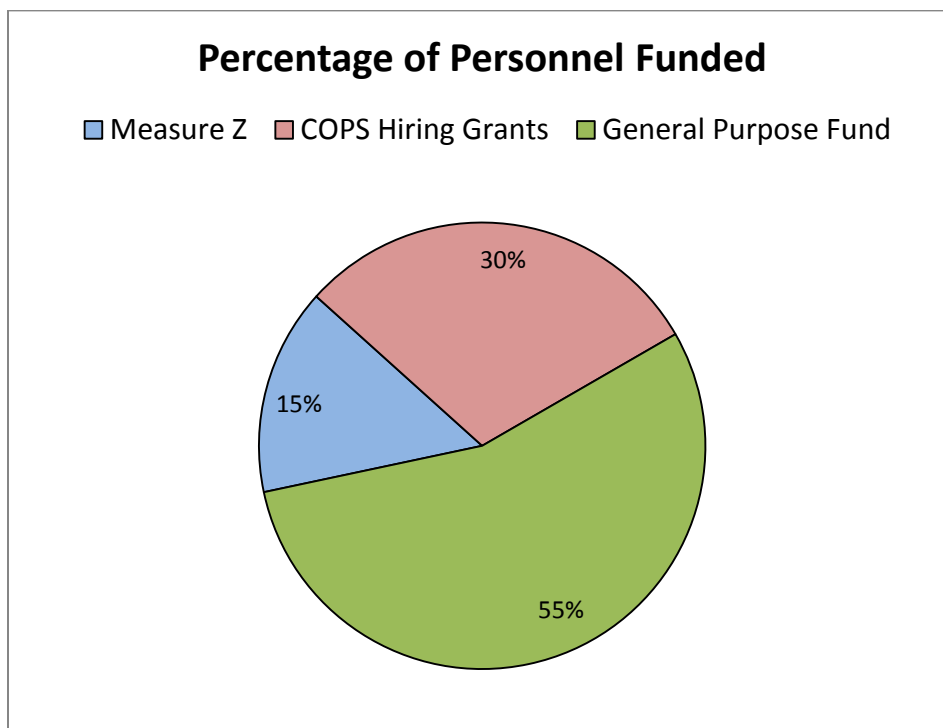
On July 1, 2015, the Oakland Police Department (OPD) began implementing “The 2014 Oakland Public Safety and Services Violence Prevention Act”, also known as Measure Z. Per the voter approved ordinance, police can use funds for the following:

- a) Crime Reduction Teams (CRTs): Strategically geographically deployed officers to investigate and respond to the commission of violent crimes in identified violence hot spots using intelligence-based policing.
- b) Community Resource Officers (CROs): Engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrol, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn personnel.
- c) Conduct intelligence-based violence suppression operations such as field interviews, surveillance, undercover operations, high visibility patrol, probation/parole compliance checks, search warrants, assist CROs projects, violent crime investigation and general follow-up.
- d) Domestic violence and child abuse intervention: Additional officers to team with social service providers to intervene in situations of domestic violence and child abuse, including sexual exploitation of children.
- e) Sustaining and strengthening of the City's Operation Ceasefire strategy, including project management and crime analysis positions.

In Fiscal Year (FY) 2015-16 (July 1, 2015 – June 30, 2016), Measure Z funded 66 full-time equivalent positions within OPD (35 CRTs, 22 CROs, 7 Ceasefire officers and 2 Ceasefire professional staff). A list of assigned personnel is included in Attachment A.

Measure Z is one of three funding sources that support CROs, CRTs and Ceasefire personnel. The graph below displays the percentage of CRO, CRT and Ceasefire

personnel funded via the three funding sources: Measure Z, the COPS Hiring Grants, and the City of Oakland General Purpose Fund.



### **Ceasefire**

Ceasefire sworn personnel focus their efforts on the most violent subsets of criminal street gangs in order to support the three Ceasefire goals: reduce gang/group-related shootings and homicides; decrease recidivism; and strengthen police-community relations. Ceasefire carries out this strategy in an ongoing cycle of intelligence building, enforcement, and courtroom testimony.

As far as hours dedicated to Ceasefire work, the Ceasefire Unit spends 100 percent of their time on Ceasefire strategy activities. The CRTs and CROs vary in the amount of time dedicated to Ceasefire. CRTs can spend 50 percent to 80+ percent on Ceasefire activities, depending on the Command Area. CROs main focus is community building and neighborhood projects, so they have minimum involvement in Ceasefire activities.

### **Process for CRT, Ceasefire Officer, and CRO Selection**

CRT and Ceasefire: The selection process is based on an Order of Merit List (OML). The list is developed based on a competitive selection process (per Department General Order (DGO) B-04). The OML process includes a performance matrix and an oral interview focusing on the applicant's documented work performance and her/her/his knowledge, skills, and abilities that qualify her/him for the vacant position. The applicants are scored and ranked. Selections are made off of the ranked list.

CRO: The selection process is based on a Transfer List (TL). The list is developed based on a “first-come, first-served” basis for sworn members who are interested. The assignment is not subject to a competitive selection process. However, the selection process includes a performance matrix.

The Chief of Police (or Assistant Chief of Police in her/his absence) has final authority for the transfer of all members to a TL or OML assignment. Unless waived by the Chief, members must have three years in patrol prior to transferring to a specialized assignment. The assignments have a five year cap.

### **Average Time Served**

OPD Command staff encourages members to remain in her/his assignment for the entire five years. However, with promotions, reassignments, resignations, and retirements, it can be a challenge to retain members in her/his assignment for the entire eligible time. Due to these challenges, officers’ time in an assignment can range from one to five years. There is no way to force officers to remain in their assignments.

### **Training**

OPD does not have a Department-required assignment-specific training for CRO, CRT, or Ceasefire. Much of the assignment-specific training is provided on the job by senior members. If there is a need within the squad for specific training, based on function, supervisors will send individual officers to the identified training (i.e., gang recognition, surveillance, search warrant preparation, bicycle patrol). Training on the use of databases (SARAnet, LEAP, etc.) is handled on the job. As an aside, the Department has provided noteworthy training to all sworn members, including procedural justice, implicit bias, and Ceasefire.

In Ceasefire, there is a development plan and progression within the assignment that include mentorship, internal training, and external training. Mentoring is accomplished by assigning new officers to senior officers who help with transition into the unit. Internal training is conducted bi-monthly, facilitated by members within Ceasefire; internal training focuses on the development of unit specific skills. External training is accomplished through the identification and attendance of vital courses that benefit the development of officers in their assignments.

### **Youth Focus**

The Ceasefire strategy and teams are data-driven. In the past, most of OPD’s efforts focused on adult violent offenders based on the data. Recently, Ceasefire has looked at addressing at-risk juveniles as well. In an effort to reach out to more juveniles, Ceasefire has provided training to Juvenile Hall staff to include the judges, district attorneys, defense attorneys, probation officers and social services personnel. If contacted in the field, Ceasefire teams will have the same focus on juveniles as with adults. Officers will

identify the most at-risk and tailor a response to the individual based on need. This includes outreach and custom notifications.

Although not funded through Measure Z, the Youth Services Section had a process to link advocates with at-risk youth who are victimized through child exploitation or abuse. Additionally, in Youth Services, OPD has the school mentorship program, Our Kids program, the Explorer program, and works closely with the Oakland Police Activities League (PAL) for youth outreach. The officers assigned to the programs have the capability to also link at-risk youth with services.

## **Financials**

The information provided only represents Measure Z expenditures for FY 2015-16. As of June 30, 2016, total FY 2015-16 Oakland Police Department expenditures in Measure Z were \$13,183,804, which was over budget by \$32,836. The overspending was attributed to personnel cost. A breakdown of personnel cost is included in Attachment B.

Below is a detailed breakdown of expenditures by quarter.

<b>Expenditure</b>	<b>Quarter 1*</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>FY15-16 Total</b>
Personnel	\$0	\$6,266,339	\$3,358,728	\$3,028,268	\$12,653,335
Equipment & Office Supplies	\$3,404	\$18,999	\$3,939	\$0	\$26,342
Vehicle Rentals	\$0	\$0	\$35,000	\$115,481	\$150,481
Cellphone & Wireless Services	\$2,923	\$796	\$3,160	\$130,480	\$137,359
Training	\$530	\$599	\$594	\$138	\$1,861
California Partnership for Safe Communities	\$0	\$8,134	\$10,166	\$36,699	\$55,000
Databases (SARAnet & Speedtrack)	\$0	\$0	\$61,500	\$5,871	\$67,371
Other Services	\$0	\$420	\$0	\$0	\$420
Radios	\$0	\$0	\$0	\$91,635	\$91,635

\*Project was still connected to Measure Y fund. Issue corrected in Quarter 2.

Measure Z funded the following trainings for CRT officers and Ceasefire personnel:

1. California Narcotics Officers Association (CNOA) Annual Training Institute & Law Enforcement Exposition
  - a. Two officers attended the four-day training in San Francisco, CA in November 2015
  - b. Per CNOA website, "At the 2015 Training Institute, CNOA hosted over 2000 attendees from local, state and federal agencies, along with out-of-state and international attendees. Over a 4 day period 37 unique workshops were offered covering topics such as Butane Hash Oil, Human Trafficking, Informant Management, Vehicle Search Techniques, Medical Marijuana, and more."

2. California Department of Justice Principled Policing Training - Procedural Justice & Implicit Bias
  - a. The Ceasefire Project Manager attended the one-day training in Sacramento, CA in November 2015
  - b. Per the *Stanford SPARQ and California Department of Justice White Paper on the Principled Policing Training Evaluation*, “A key initiative of the 21st Century Policing Working Group was to incorporate evidence-based strategies for building trust into police officer training. For many years, the Commission on Peace Officer Standards and Training (POST) has offered trainings aimed at equipping peace officers with the tools and strategies to successfully and effectively engage with members of the public. Emerging research now offers new, evidence-based approaches to building trust between law enforcement and communities. Thus, in partnership with Stanford SPARQ, the California Partnership for Safe Communities, and the Stockton and Oakland Police Departments, in November 2015 the Department of Justice offered the first POST-certified Implicit Bias and Procedural Justice training in the United States. Over 50 law enforcement leaders from across California participated in a one-day training held in Sacramento and Los Angeles.”

In FY 2016-17, OPD anticipates reducing Measure Z expenditures related to radios, cellphones/wireless services, and vehicle rentals and increasing expenditures for contract services (California Partnership for Safe Communities and Northeastern University). The next report brought to the SSOC will be the first quarter report for FY 2016-17 which represents expenditures from July 1 – September 30, 2016.

For questions regarding the information provided, please contact Deputy Chief Darren Allison at [dallison@oaklandnet.com](mailto:dallison@oaklandnet.com) or Fiscal Manager Donneshia “Nell” Taylor at [dtaylor@oaklandnet.com](mailto:dtaylor@oaklandnet.com).

Attachment A  
Personnel Assigned to Measure Z

Name of Employee	Assignment	Rank	Area	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
Allen, N.	CRO	OFC	2												
Amarant, J.	CRT	OFC	2												
Arriaza, E.	CRT	OFC	1												
Baker, L.	CRO	OFC	4												
Baker, L.	CRT	OFC	4												
Belligan, J.	CRO	OFC	5												
Belote, J.	CRO	OFC	3												
Bezner, S.	CRT	OFC	1												
Binder, R.	CRT	OFC	2												
Breden, J.	CRO	OFC	4												
Bui, K.	CRO	OFC	2												
Burch, C.	CRT	SGT	5												
Cach, J.	CRT	OFC	5												
Cameron, C.	CRO	OFC	2												
Cardana, K.	CRO	OFC	3												
Castro, H.	CRO	OFC	2												
Chung, M.	CRO	OFC	3												
De Salvo, B.	Ceasefire	Admin	C												
Delavega, T.	CRT	OFC	4												
Dickson, K.	Ceasefire	OFC	C												
Ernst, D.	Ceasefire	OFC	C												
Esparza, A.	CRO	OFC	3												
Espinoza Bermudez, L.	CRT	OFC	3												
Espinoza, P.	CRT	OFC	5												
Fajardo, M.	CRO	OFC	1												
Febel, W.	CRO	OFC	5												
Filice, D.	CRT	OFC	3												
Fowler, D.	CRT	OFC	1												
Gallinatti, R.	CRO	OFC	1												
Garcia, J.	CRT	OFC	3												
Garcia, W.	CRO	OFC	3												
Guzman, M.	CRT	OFC	5												
Harmon, R.	Ceasefire	PM	C												
Hewitt, S.	CRT	SGT	2												
Hutzol, A.	CRO	OFC	2												
Jochim, J.	CRO	OFC	1												
Johnson, C.	CRT	SGT	4												
Jurgens, K.	CRO	OFC	2												
Keating, J.	CRO	OFC	1												
Keden, C.	CRO	OFC	3												
Kim, E.	CRT	OFC	2												
Lane, D.	CRO	OFC	2												
Lawless, J.	CRT	CRT	4												
Lee, D.	CRT	OFC	2												
Lewis, S.	CRT	OFC	5												
Leyva Jr., E.	CRT	OFC	5												
Lindsey, K.	Ceasefire	OFC	C												
Lowe, B.	CRT	OFC	1												
Madlansacay Jr., M.	CRO	OFC	3												
Mai, C.	CRT	CRT	3												
Mangal, K.	CRO	OFC	3												
Manguy, A.	CRT	OFC	5												
Marie, C.	Ceasefire	OFC	C												
Matthews, B.	Ceasefire	OFC	C												
McGuinn, J.	CRT	SGT	3												
Meyer, S.	CRO	OFC	1												
Moore, R.	CRO	OFC	5												
Mullens, D.	CRT	OFC	1												
Muniz, J.	CRO	OFC	2												
Murphy, M.	Ceasefire	OFC	C												

Attachment A  
Personnel Assigned to Measure Z

Name of Employee	Assignment	Rank	Area	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
Nguyen, A.	CRO	OFC	3												
OConner, T.	CRT	OFC	5												
Palmer III, J.	CRT	OFC	3												
Perea, K.	CRO	OFC	1												
Pereda, J.	CRO	OFC	4												
Pereda, J.	CRT	OFC	4												
Perez Angeles, E.	CRT	OFC	4												
Petty, M.	Ceasefire	OFC	C												
Pollard, T.	CRO	OFC	2												
Pullen, D.	CRO	OFC	4												
Pulsipher, J.	CRT	OFC	4												
Quezada, T.	CRO	OFC	1												
Quezada-Garcia, D.	CRO	OFC	5												
Ramos, M.	CRO	OFC	4												
Ransom II, M.	CRO	OFC	2												
Razmilovic, K.	CRO	OFC	5												
Remo, C.	CRT	OFC	1												
Romero, J.	CRT	OFC	4												
Rosin, G.	CRT	OFC	5												
Rowbotham, J.	Ceasefire	OFC	C												
Ruiz Jr., R.	CRT	OFC	1												
Rutten, A.	CRT	OFC	5												
Shackford, J.	CRT	OFC	4												
Shavies, F.	Ceasefire	SGT	C												
Smoak, J.	Ceasefire	SGT	C												
Soriano, D.	CRO	OFC	3												
Stout, S.	CRT	OFC	3												
Tacchini, M.	CRO	OFC	5												
Taylor, B.	CRT	OFC	2												
Thaw, E.	CRO	OFC	5												
Tikkanen, K.	CRO	OFC	4												
Urbina Jr, L.	CRT	OFC	4												
Vierra, R.	CRT	SGT	1												
Walker III, N.	CRO	OFC	1												
Ward, R.	CRT	OFC	2												
Yslava, K.	CRO	OFC	3												

\*Approximate time in assignment per the BFO Admin tracker. Tracker received every other month or as significant changes occur.

	Assigned
	Not Assigned

Attachment B  
Personnel Cost Breakdown

Name Of Employee	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Grand Total
Alaura, B.		1,433		594									2,028
Allen, N.				12,637	11,182	4,082	5,936	7,258	1,433	1,441	2,460	17,167	63,596
Amarant, J.	1,212						7,690	17,509	8,718	11,534	16,340	8,651	71,655
Arriaza, E.	26,101	19,566	69	69	724								46,528
Baker, L.	15,639	15,673	15,466	13,309	10,557	10,280		386	150	12,126	17,020	15,236	125,842
Belligan, J.	22,632	13,095											35,727
Belote, J.	6,081	11,424	24,043	22,199	12,256	21,641	8,510						106,154
Bezner, S.	21,591	21,786	23,600	23,593	17,666	23,210	28,376	18,229	23,087	21,682	22,236	17,346	262,403
Binder, R.	21,761	16,133	13,929	17,413	13,796	18,294	20,725	18,582	20,964	17,335	16,163	19,175	214,270
Bowie, A.	16,195												16,195
Breden, J.	16,555	18,721	19,634	16,838	17,701	20,472	20,165	8,120	21,963	19,611	3,686	19,656	203,122
Bui, K.	2,700	1,348	1,991	862	607	613	4,836	646	656	882	649	17,144	32,933
Burch, C.	29,697	21,634	20,687	23,834	20,011	19,824	24,107	19,953	23,926	22,492	26,504	19,934	272,602
Cach, J.									300				300
Cameron, C.							314	7,653	628	4,620	22,093	16,596	51,904
Campos, M.								12,297	24,593	23,241	20,605	21,375	102,110
Cardana, K.									2,994	16,966	11,976	15,968	47,904
Carter, S.			4,068	2,260		742							7,070
Castro, H.	18,901	15,210	17,306	5,344									56,760
Chung, M.	19,403	15,307	19,012	17,475	12,587	20,743	20,531	15,964	18,475	17,587	17,309	9,482	203,876
Clark, N.	1,529												1,529
De La Vega, T.	19,421				81	681	6,213						26,397
DelMoral, R.	1,831	503	486	486	486	506	5,352	259					9,910
Denardi, V.					4,455								4,455
DeSalvo, B.	10,849	9,971	9,764	12,141	11,056	13,939	11,981	10,853	11,471	11,820	12,974	12,867	139,687
Dickson, K.		5,829	10,198	17,517	14,332	17,648	20,603	12,228	17,944	16,021	17,110	12,364	161,795
Ernst, D.	24,118	21,677	3,489	27,788	19,725	19,804	24,963	19,145	20,198	24,312	21,233	13,810	240,261
Esparza, A.							756	1,440	837	519	519	627	4,698
Espinoza Bermudez, L.	19,068	11,961	17,629	19,020	17,223	18,134	19,515	15,206	17,320	17,276	18,231	19,334	209,915
Espinoza, P.							7,700	16,404	17,276	15,038	13,924	6,535	76,876
Fajardo, M.					9,700	18,148	22,213	11,825	14,765	7,069	13,728	15,685	113,133
Farhang, P.												255	255
Febel, W.	21,008	9,594	877	633	390								32,502
Filice, D.	19,512	16,865	19,500	18,018	11,413	18,923	20,241	15,402	14,771	18,792	18,792	20,928	213,156
Fowler, D.	25,115	17,486	14,153	20,110	15,104	10,090						4,326	106,383
Gallinatti, R.	16,559	15,926	18,892	11,181	13,757	18,829	13,830	21,727	18,074	18,652	16,584	17,603	201,615
Garcia, J.	23,444	14,992	22,029	5,891	69	8,558	23,764	18,282	19,688	10,621	20,598	20,697	188,634
Garcia, W.	19,062	18,778	23,504	20,221	13,210	10,421	23,938	10,766	21,987	17,463	19,680	28,763	227,794
Guzman, G.	12,554	263											12,816
Guzman, M.		929	13,952	11,163	16,396	13,590	11,991						68,022
Harmon, R.	20,999	22,234	18,528	26,004	20,857	30,396	23,081	23,578	28,541	25,315	24,819	6,205	270,557
Hewitt, S.	34,686	27,691	24,105	26,536	25,071	26,964	30,023	22,640	29,445	25,092	18,038	1,820	292,111
Hubbard, B.	701												701
Hutzol, A.	17,876	15,344	7,376	5,192	561	584	12,301	616	608	636	618	4,903	66,614
Jochim, J.	19,502	17,228	18,297	13,856	16,416	18,325	24,693	18,386	22,401	20,702	20,951	20,144	230,902
Johnson, C.	28,291	22,749	17,437	22,022	19,706	23,168	30,001	20,850	24,944	20,866	23,753	25,214	278,999
Johnson, R.					8,789								8,789
Jones, A.	18,777	19,042	2,497	12,825	4,994								58,135
Jurgens, K.	18,267	11,859	18,139	5,379	1,440	460	4,385	471	638	649	1,614	17,144	80,446
Keaney, S.					18	36	4,564	334	56	54	18	1,654	6,733
Keating, J.	21,910	18,924	18,496	20,878	18,062	20,696	22,699	20,053	24,531	22,644	20,458	17,231	246,582
Keden, C.	23,549	18,932											42,481
Khem, M.			831	1,662									2,494
Kim, E.	21,878	19,393	20,643	21,231	16,816	21,651	23,472	17,278	18,683	20,363	21,357	21,944	244,707
Lane, D.	18,811	17,418	16,009	13,901	1,768	660	4,232						72,799
Lawless, J.	24,145	18,500	20,891	17,276	20,818	21,146	25,267	18,040	22,610	20,302	19,464	21,802	250,261
Lawson, N.	19,514	14,182	15,509	16,230	13,686	15,292	9,551						103,964
Lee, D.		1,311					7,358	15,235	19,634	18,213	17,371	16,272	95,395
Lee, M.						9,983							9,983
Lewis, S.								567					567
Leyva Jr., E.	23,810	19,106	18,188	18,061	16,924	17,439	14,047						127,575
Lindsey, K.		7,115	23,656	20,764	16,600	17,076	19,972	15,232	11,446	17,876	18,414	10,109	178,260
Lowe, B.	20,798	14,051	8,217	561	1,438	584	4,466	598	608	11,080	18,184	19,175	99,760
Madlansacay Jr., M.	21,471	18,529	10,452	1,956	17,788	16,425	14,891						101,512
Mai, C.	12,794	16,562	17,291	13,506	1,043	750	5,576	766	18,183	16,331	18,313	20,621	141,736
Mangal, K.	13,877	563	15,797	16,562	11,762	10,065	18,521	13,783	17,503	15,118	17,107	19,121	169,779
Manguy, A.	25,237	7,677	21,657	17,412	22,282	22,010	26,175	23,410	10,826	19,319	24,121	25,079	245,206
Marie, C.	24,878	16,728	18,080	973	11,345	20,402	24,542	18,319	22,318	16,768	10,671	20,765	205,789
Martin, T.								3,837	15,348	19,185	5,116		43,486
Matthews, B.	20,088	17,512	20,397	19,948	16,463	17,246	23,363	9,687	4,307	6,399	819	907	157,137
McDonell, J.			810	1,472									2,282
McGuinn, J.	4,896	636	561	561	561	584	6,288	637	598	598	598	598	17,117
Meyer, S.	4,275	17,527	16,461	6,832	15,552	4,679	12,698	16,422	22,100	18,684	10,924	18,729	164,882
Moore, R.	15,845	13,067	13,977	15,052	9,399								67,341
Mullens, D.						Page 1				12,495	2,884	Pkt Pg 21	15,379

Attachment B  
Personnel Cost Breakdown

Name Of Employee	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Grand Total
Muniz, J.	12,648	8,762	8,030	1,004	478	241	3,683						34,846
Murphy, M.	17,512	19,688	16,315	14,711	15,693	16,153	12,256						112,329
Nelson, B.				292									292
Nguyen, A.					9,139	18,027	20,406	11,286	18,863	17,455	14,612	18,597	128,386
Nuon, M.							2,965	9,093					12,058
O'Connor, T.							9,561	23,352	26,645	23,718	18,499	21,058	122,833
Palmer III, J.	13,556	614	643	3,353	1,623	763	4,211	8,404	19,379	13,086	5,316	19,660	90,607
Perea, K.	17,503	17,315	16,071	15,277	14,285	592	4,897	3,641			13,888	18,547	122,017
Pereda, J.	23,765	17,430	20,472	18,765	16,963	12,424	8,241	242	242	242	242	242	119,268
Perez Angeles, E.	25,059	18,012	27,251	13,448	36	72	4,409						88,286
Pertoso, Jr., G.	12,618												12,618
Petty, M.		278	1,361	874	4,109	18,879	21,934	14,088	19,857	16,597	17,896	19,455	135,328
Plasencia, G.									56				56
Pollard, T.	22,930	18,420	20,064	19,516	7,653	18,348	22,030	18,618	18,768	19,380	19,643	21,057	226,426
Pong, B.	18,570	15,083	16,184	5,617									55,455
Pullen, D.	21,041	19,049	18,918	15,070	17,540	21,625	17,349	18,457	20,855	19,611	9,579	17,439	216,533
Pulsipher, J.	3,304	7,318	3,762	2,689	2,411	8,975	4,192	3,205	881	2,664	4,039	3,404	46,843
Quezada, T.	17,002	12,012	18,075	5,828	956		36	972	478	108	647	326	56,439
Quezada-Garcia, D.	17,299	10,451	12,005	16,230	9,052								65,038
Ramos, M.	34	14,915	16,016	16,230	12,648	17,112	8,627						85,583
Ransom II, M.	11,498	15,627	16,090	5,617	2,061	2,959	4,060	1,447	19,334	15,138	14,482	12,996	121,310
Razmilovic, K.	21,293	19,265	17,045	15,277	13,298			9,364	17,394	18,457	10,427	16,330	158,151
Recendez, R.		541	429										971
Remo, C.	15,355	19,047	19,009	5,892	2,170	4,040	4,100	150	152	11,575	18,176	14,749	114,415
Rivera, B.					497								497
Rodriguez, R.	21,613	16,300	14,335	16,230	16,509	17,058	4,032						106,078
Romero, J.	2,074	649	1,060	649	1,023	1,421	6,006	1,219	2,067	1,037	1,575	1,037	19,816
Rosin, G.	22,494	15,485	16,292	18,860	17,676	17,260	20,451	17,645	19,561	16,693	18,616	13,171	214,204
Rowbotham, J.	23,117	11,111											34,228
Rowe, D.	386												386
Ruiz Jr., R.	23,763	13,906	19,653	8,256	2,419	4,495	4,815	263	173	13,839	19,899	20,702	132,181
Rutten, A.	22,114	21,722	14,830	16,014	16,970	21,609	13,874	(410)					126,723
Shackford, J.	1,304	135			7,827								9,266
Shavies, F.	29,065	16,026											45,091
Smitheram, D.		1,483											1,483
Smoak, J.	19,640	19,952	561	1,543	1,858	1,167	6,778	1,297	1,197	1,197	1,197	1,197	57,582
Snyder, J.	3,290												3,290
Soriano, D.	20,069	9,642	19,833	18,530	831	1,013	4,591	9,402	22,264	19,957	19,347	21,155	166,634
Spring, R.		624											624
Stout, S.	19,036	15,474	14,626	15,054	3,869		3,332	14,826	15,157	18,152	17,867	20,709	158,100
Tacchini, M.	19,653	12,929	8,039	16,672	11,520	7,025	15,392						91,229
Taylor, B.	18,625	19,617	17,403	17,271	17,837	22,266	24,512	18,185	21,971	20,182	21,555	20,495	239,919
Tellez, D.	18,775	3,586	1,509		869	18							24,756
Thaw, E.	24,236	12,509											36,745
Tikkanen, K.	18,975	9,207			5,844	7,321							41,347
Trode, J.	2,857	7,488	16,691	15,599	14,517	19,240							76,393
Turner, J.	1,102	22	811	22			4,267	519	519	519	519	519	8,815
Urbina, L.							216	432	513	449	449	449	2,507
Vierra, R.	4,073						4,248						8,321
Walker III, N.	22,362	13,155	18,463	19,968	16,144	17,380	21,548	12,570	17,646	20,029	19,611	17,439	216,315
Ward, R.	13,340	20,753	20,201	21,563	19,155	24,035	26,175	16,941	23,425	18,951	20,875	16,540	241,954
Warford, J.	(331)												(331)
Wingate III, J.			722										722
Yslava, K.	22,347	17,601	21,914	11,336	15,182	20,401	27,098	17,355	21,041	14,153	19,494	20,102	228,023
Zhou, Y.		784											784
<b>Grand Total</b>	<b>1,554,376</b>	<b>1,203,967</b>	<b>1,153,266</b>	<b>1,030,509</b>	<b>875,304</b>	<b>947,711</b>	<b>1,086,711</b>	<b>773,433</b>	<b>945,982</b>	<b>958,976</b>	<b>954,472</b>	<b>998,334</b>	<b>12,483,039</b>

\*Only represents costs charged to a project associated with Measure Z. Non-project costs are not included.



# AGENDA REPORT

**TO:** Public Safety and Services Oversight Committee

**FROM:** Teresa Deloach Reed  
Fire Chief

**SUBJECT:** OFD Quarterly Update

**DATE:** November 22, 2016

Approval

Date:

## **RECOMMENDATION**

**Staff recommends the Public Safety Services Oversight Committee (SSOC) accept an Informational Report providing an update on activities funded by the 3-year Spending Plan for the Oakland Fire Department for FY 15-16, FY 16-17 And FY 17-18**

## **BACKGROUND / LEGISLATIVE HISTORY**

In 2014, voters approved funding to augment basic police and fire services and funded violence prevention and intervention programs. The tax proceeds raised by Measure Z special taxes may only be used to pay for any costs or expenses relating to or arising from efforts to achieve the following objectives and desired outcomes:

1. Reduce homicides, robberies, burglaries, and gun-related violence;
2. Improve police and fire emergency 9-1-1 response times and other police services; and
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.

Authorized uses of the proceeds include:

- **Maintain adequate personnel resources** through the hiring of sworn personnel, reduction of overtime and maintaining of staffing as identified in the IAFF Memorandum of Understanding (MOU).
- **Improve fire 9-1-1 response times** through the monitoring of turnout times, the review and revision of Fire Dispatch policies and practices and improvement of district familiarization within the fire companies.
- **Reduce homicides** through the training of personnel in areas such as Mass Casualty Incidents, Active Shooter, unified response with OPD to violent incidents, medical training centered on treatments to stop the bleeding i.e. tourniquets, sucking chest wound seals, and TXA intravenous drugs.

At your October 26, 2015 meeting, your Committee requested the Fire Department report quarterly on the status of fire department sworn vacancies, turnout times of each fire company, policies and practice changes within Fire Dispatch and the training of personnel .

## **QUARTERLY UPDATE**

In this memorandum, I would like to highlight the following activities:

- The status of OFD sworn vacancies.
- Recent discussions with the Oakland Police Department (OPD) on how to best reduce staging times for our personnel.
- The development of a draft Policy and Procedure which will be used toward ensuring our personnel are prepared to respond to violent incidents with OPD personnel.
- OFD Turnout and Total response times for the third quarter of fiscal year 2015-16.
- A report which summarizes OFD's training for its sworn members.
- The OFD Communities Advancing through Reading, Education and Safety (CARES) program and our outreach to Oakland Public Schools during the calendar year.

## **Status of Fire Department Sworn Vacancies**

As part of the Measure Z goals, the Fire Department is charged with the responsibility to provide fire services such as maintaining adequate personnel resources to respond to fire and medical emergencies including, but not limited to, response to homicides and gun related violence and investigate fire causes. The Fire Department continues its efforts to maintain adequate personnel resources through the recruitment and hiring of sworn personnel. The 2015-16 quarterly status data of fire department sworn filled and vacant positions is below:

<b>RANK</b>	<b>FUNDED SWORN STAFFING FY 2015-16</b>	<b>ACTUAL SWORN STAFFING AS OF 12/31/15</b>	<b>ACTUAL SWORN STAFFING AS OF 3/31/16</b>	<b>ACTUAL SWORN STAFFING AS OF 6/30/16</b>
Chief	1	1	1	1
Deputy Chief	2	2	2	2
Assistant Chief*	1	0	0	0
Battalion Chief	12	12	12	11
Captain	56	45	45	44
Lieutenant	67	61	60	60
Engineer	84	66	64	64
Fire Investigator	3	3	3	3
Firefighter Paramedic	93	78	78	85
Firefighter	187	164	159	159
Total Funded	506			
<i>Total Filled</i>		432	424	429
<i>Total Vacant</i>		74	82	77

The 2016-17 first quarter monthly status data of fire department sworn filled and vacant positions is below:

<b>RANK</b>	<b>FUNDED SWORN STAFFING FY 2016-17</b>	<b>ACTUAL SWORN STAFFING AS OF 7/31/16</b>	<b>ACTUAL SWORN STAFFING AS OF 8/31/16</b>	<b>ACTUAL SWORN STAFFING AS OF 9/30/16</b>
Chief	1	1	1	1
Deputy Chief	2	2	2	2
Assistant Chief*	1	0	0	0
Assistant Fire Marshal	1	0	0	0
Battalion Chief	12	11	11	12
Captain	57	44	43	41
Lieutenant	67	65	65	65
Engineer	85	77	77	77
Fire Investigator	3	3	3	3
Firefighter Paramedic	93	76	76	79
Firefighter	187	147	147	141
Total Funded	509			
<i>Total Filled</i>		426	425	421
<i>Total Vacant</i>		83	84	88

Academy Class 1-2016 graduated twenty-seven (27) trainees on October 7, 2016, which included nine (9) Firefighter Paramedics and eighteen (18) Firefighters. This reduces the total number of sworn vacancies, in October 2016, to sixty-one (61).

A selection process is in progress for Academy Class 2-2016 with a projected class size of thirty-eight (38). Academy 2-2016 is tentatively scheduled to begin on December 19, 2016.

#### Reducing Staging Times

When violence occurs within the community, the OFD staff receives a call for assistance and responds with the ambulance transport provider and OPD personnel to provide emergency medical service. In the case of OFD and the ambulance transport provider, personnel and apparatus stage outside of the so called “hot and warm zones”. OFD staff relies upon communication from OPD before entering the hot zone; and in some instances information sharing has been less than optimal, leading to lengthy staging periods that may have not been necessary. The staging of apparatus for extended periods of time may impact our ability to provide a rapid response to other events in the vicinity. As a result, we have discussed ways to improve communication between OFD and OPD officers on scene in order to expedite delivery of emergency medical response services to those in need.

#### Proposed Policy and Procedures – Unified Response to Violent Incidents

In addition, to the effort mentioned above, OFD has drafted a Policy and Procedure to ensure that OFD personnel are better prepared to respond to violent incidents such as those caused by

an “active shooter”. The policy and procedure will provide guidance that protects first responders and expedites response into the ‘warm zone’ for removal and treatment of injured civilians. This policy and procedure has been reviewed by key OPD staff and will serve as guidance in our planned multi-discipline exercise involving OPD, OFD, Paramedics Plus and OUSD staff in Spring 2017.

#### Turnout Times of Each Fire Company

The importance of responding immediately and safely to each medical emergency, fire, or other call for service is a fundamental part of OFD’s duties. Overall, the department is striving to improve its turnout and total response times. The department is exploring a modified notification to its members that is anticipated to further improve turn out and total response time.

The attached report provides a summary of the response times for each truck and engine company for the prior quarter.

#### Oakland Fire Department Training for Sworn Personnel

Training is the cornerstone of the fire service. Training mandates are a collection of laws, regulations, and their interpretations that define what training a fire department is legally required to deliver to its personnel. Most of these mandates are regulations of the California Occupational Safety and Health Administration (Cal OSHA). Compliance with these mandates has three goals: worker safety, performance to recognized standards, and reduction of liability for the city and its employees.

OFD is interested in seeking additional training on the following topics: reducing staging times, active shooter response, rapid intervention and “stop the bleeding”. In order to train all sworn personnel, at a minimum, there would need to be 8 training modules to train all sworn personnel while on regular duty, and not incurring overtime costs. The modules will likely vary from 4-8 hours in length. In addition, there will be costs for trainers and materials. Instructor costs vary based upon the length of training, and whether or not the training is provided by OFD staff or external consultants.

The attached report addresses how OFD trains its sworn personnel, so that it can provide fire and emergency response to Oakland’s residents and visitors.

#### Oakland Fire Department CARES

OFD CARES is the umbrella for all community outreach programs of the Oakland Fire Department. Currently OFD Stations 8, 17, and 23 have partnered with three local public schools for the Fall/Winter sessions of this school year’s “On Fire for Reading” program. The Oakland Unified School District sites we have selected (1)Glenview Elementary 915 54th Street– Station 8 (2) Laurel Elementary 3750 Brown Ave – Station 17 and (3) Markham elementary 7220 Krause Ave – Station 23, are within the Measure Z map stressor map risk areas. Firefighters at these stations spend one hour per week aiding classroom teachers in English/Language Arts instruction.

In the elementary and high schools we will emphasize the importance of scholastic achievement, violence prevention, literacy, and reading comprehension. This year's high school involvement will include Oakland High, McClymonds High, and Castlemont High Schools for 1-hour. These sessions will focus on providing mentorship and support to participants in Manhood Development Initiative Classes. Individual firefighters lead one class per week on topics such as interview skills, goal setting, and life skills.

For questions about this memorandum, please contact Darin White, Deputy Chief, at (510) 238-4052.

Respectfully submitted,

/s/  
Teresa Deloach Reed  
Fire Chief

Attachment

- A. Turnout and Total Response Times – July through September 2016
- B. Oakland Fire Department Training for Sworn Personnel



# Oakland Fire - 90th Percentile Response Time Compliance

By Battalion / Company, Measured in Minutes

Period: 1/1/2016 thru 3/31/2016

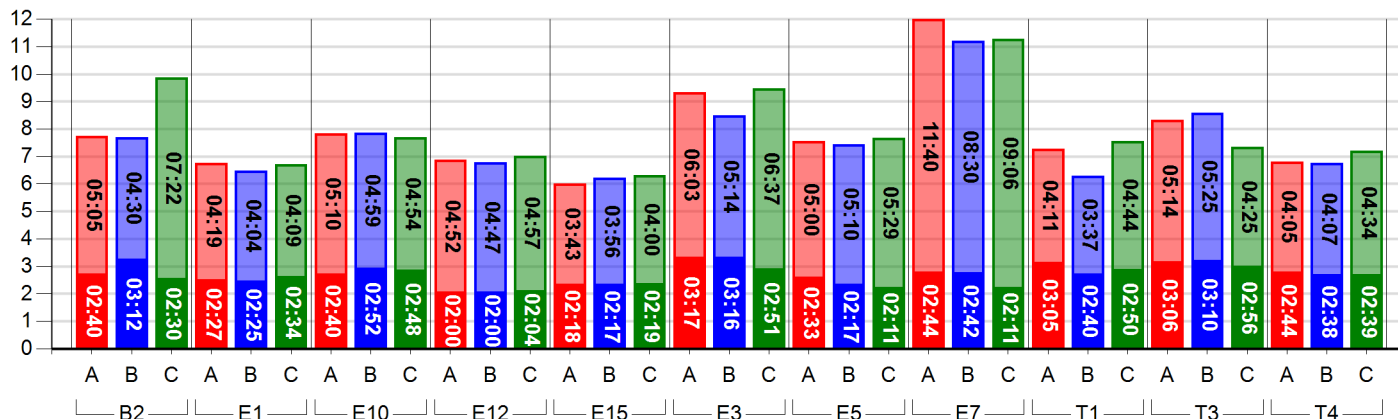
Overall 90% Turnout Time

00:02:47

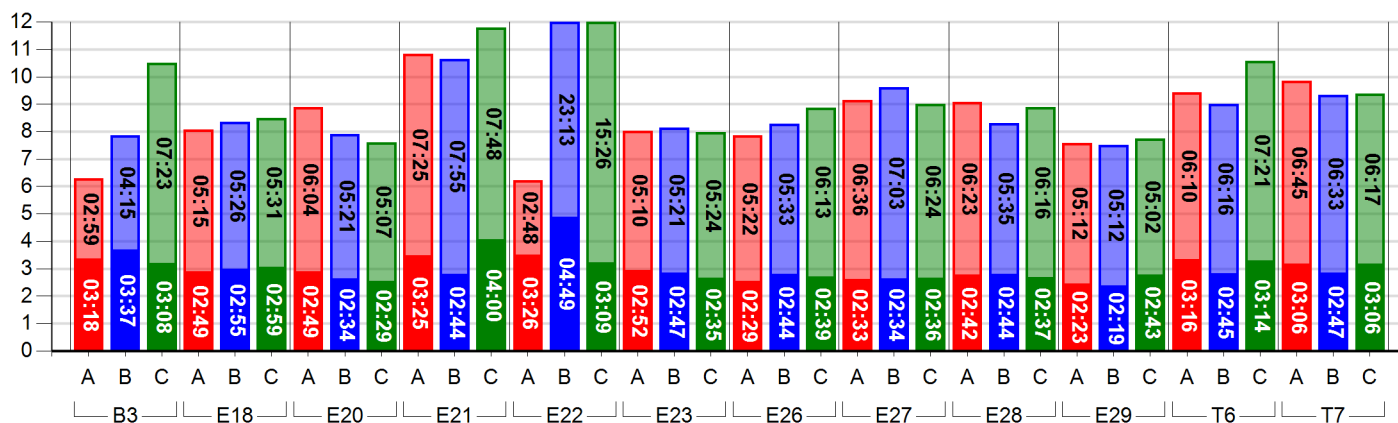
Overall 90% Travel Time

00:05:29

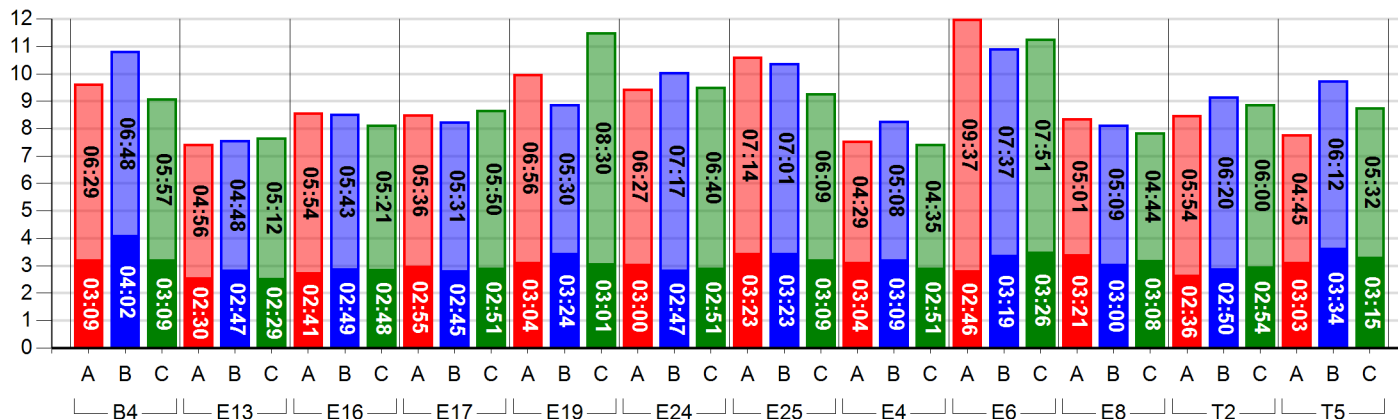
Battalion 2



Battalion 3



Battalion 4





# Oakland Fire - 90th Percentile Response Time Compliance

By Battalion / Company, Measured in Minutes

Period: 4/1/2016 thru 6/30/2016

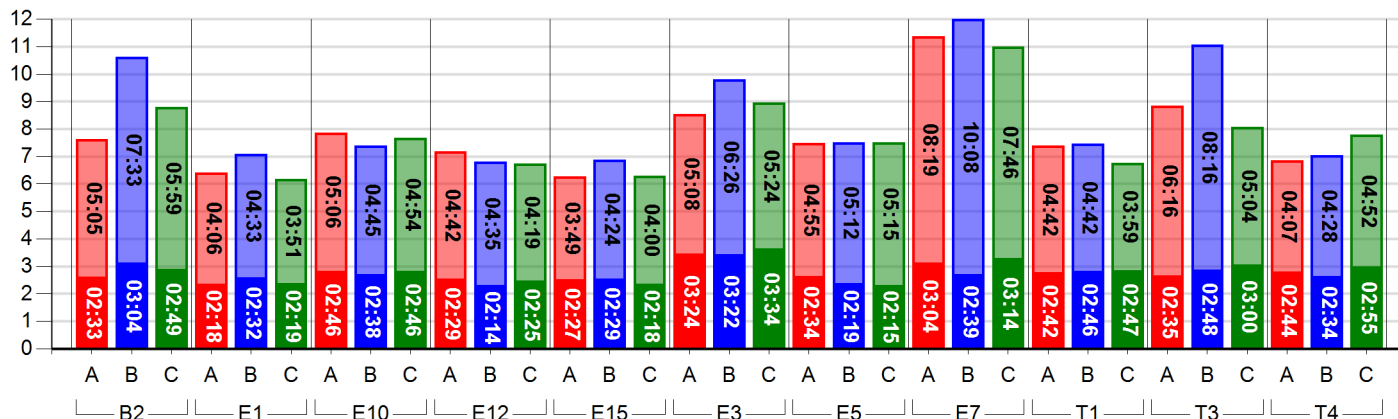
## Overall 90% Turnout Time

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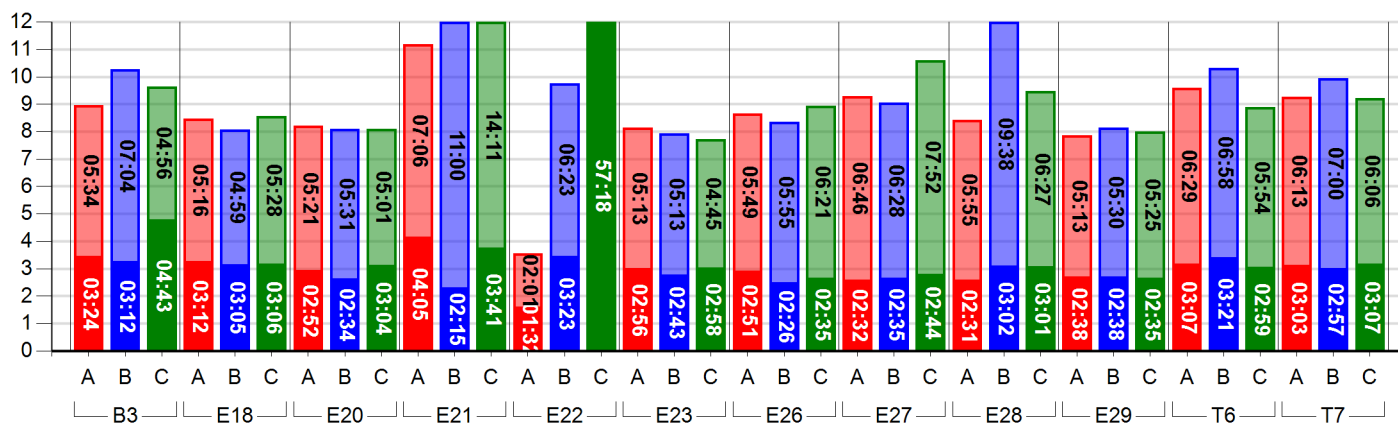
## Overall 90% Travel Time

00:05:34

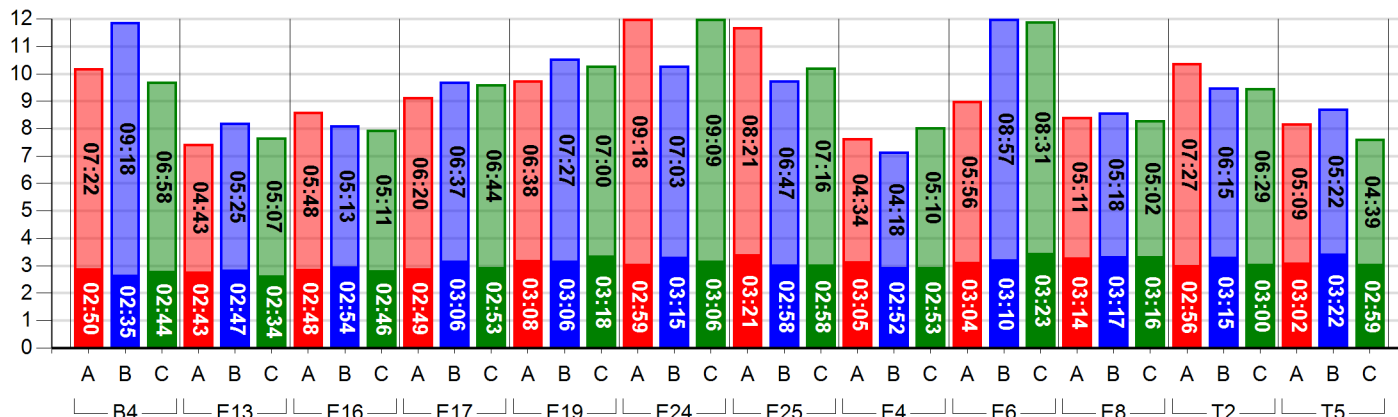
Battalion 2



Battalion 3



Battalion 4



# OAKLAND FIRE DEPARTMENT TRAINING FOR SWORN PERSONNEL

## Executive Summary

Training is the cornerstone of the fire service. Training mandates are a collection of laws, regulations, and their interpretations that define what training a fire department is legally required to deliver to its personnel. Most of these mandates are regulations of the California Occupational Safety and Health Administration (Cal OSHA). Compliance with these mandates has three goals: worker safety, performance to recognized standards, and reduction of liability for the city and its employees.

All Fire Departments are required to comply with state and federal laws and regulations, just as any other employer. These laws regulate certain operations, administrative procedures, and training within the organization, and are commonly referred to as “mandates”. The attached report focuses primarily on sworn personnel, so references to “all personnel” should be considered to mean uniformed firefighters and officers.

The majority of the regulations are those adopted by the Cal OSHA to meet national standards developed by the federal OSHA. The goal of most of these regulations is worker safety, although some address a professional performance standard. Many of the standards were developed as a direct result of workplace accidents resulting in injury or death.

The rationale for any employer to comply is three-fold:

- Worker safety;
- Professional performance to recognized standards; and
- Reduced exposure to liability.

The Oakland Fire Department (OFD) has long recognized this, and has strived to provide adequate, applicable, and realistic training to its members. In addition, OFD, as is customary in the fire service, requires that its sworn members achieve certain professional development milestones in order to receive consideration for promotion. There is a long list of specific mandates for training of fire personnel. There is also a broad, underlying, and nebulous mandate contained in the General Duty Clause and in the General Industry Safety Orders of the California Code of Regulations (CCR). Every interpretation of these regulations points to the conclusion that the Department is required to train all its personnel in every aspect of their job which involves risk or hazard.

In 2016, there have been over 1,000 trainings entered into the OFD’s Master Calendar. This number includes training received by OFD staff, and does not include the numerous trainings and public education events that sworn and non-sworn personnel participate in such as Communities of Oakland Responding to Emergencies (CORE), Fire Safety day, and many more. Furthermore, this number does not include training that individual company officers may conduct at any given time, or trainings that an individual has voluntarily selected as part of their own personal, professional development. Training for sworn personnel is coordinated by the Training and Support Services Division (TSSD) which is managed by a Deputy Fire Chief. Training is tracked using the TargetSolutions system. Training activities of the Division are supported by both the Medical Services and Emergency Management Services Divisions.

## Training and Support Services Division (TSSD)

The Training and Support Services Division (TSSD) provides training in four main divisions: recruit/probationary, incumbent, professional development, and special operations. The TSSD strives to develop a comprehensive and balanced all hazards approach that meets, or exceeds federal, state, and local regulations, complies with industry standards, and meets the needs of the OFD stakeholders now and in the future. Additionally, the Training Division will continue to provide professional development opportunities to increase the number of uniformed personnel with the certifications of firefighter,

driver/operator and fire officer; as well as the number of special operations certifications. The benchmarks in each discipline are:

Rank/Position	Requirement(s)
All personnel	Alameda County Emergency Medical Services, Office of the State Fire Marshal (OSFM) and National Fire Protection Agency (NFPA) standards
Equipment Operators and Acting Equipment Operators	Driver/Operator
Officers & Chief Officer	OSFM Certifications
Special Operations	Rope, Confined Space, Trench, Vehicle, Building Collapse, Water Rescue, ARFF, Hazardous Materials (HazMat), and Technical Rescue

Training topics for sworn personnel may be grouped into the following categories:

- Policy and Procedures/Standard Operating Guidelines (SOGs)
- Driver/Operator
- Hose, Nozzles, and Appliances
- Officer Training
- Ground Ladders
- Fireground Safety & Survival
- Apparatus Fire Pumps
- Fire Behavior
- Apparatus Familiarization
- Building Construction
- Foam Equipment and Use
- Size Up
- District Familiarization
- Fireground Strategy
- Communications and Alarm Systems
- Exposure Protection
- Water Supply
- Fire Attack
- Hazardous Materials (HazMat)
- SCBA
- Ventilation
- Ropes and Knots
- Aerial Ladders and Platforms
- Forcible Entry
- Technical Rescue
- Salvage and Overhaul

The training topics cited above does not include trainings required for all City of Oakland employees such as Diversity in Action, and New Employee Orientation.

In addition, to the Deputy Chief, the TSSD consists of the Director of Training (Battalion Chief), the Battalion Chief of Safety/Special Operations, and other administrative staff. Also, the TSSD utilizes numerous well trained subject matter experts from within the ranks of our department, the region, and the state. All training will be delivered in varying formats. Classroom presentations, quick drills, practical evolutions, or web-based training will all be utilized as appropriate.

## OFD Training Center

The TSSD oversees the operation of OFD's Training Center. The Training Center is managed by a Battalion Chief (Director of Training), and contains the following:

- several classrooms,
- administrative offices,
- a drill tower, and
- drill grounds.

The drill grounds include areas for:

- fire operations,
- extrication,
- hazardous materials response,
- confined space,
- technical rescue, and
- hose and ladder evolutions.

When not in use classrooms, and drill grounds are available to public safety agencies.

The Director of Training also facilitates Department of Motor Vehicles Class B testing and monitors new engineer and manipulative testing.

## **Training Center Activities**

### ***Facilitate and Track In-Service Training***

- Weekly drills,
- Monthly Officer Training sessions,
- Probationary Firefighter phase checks,
- Yearly state-required certifications (EMT & HazMat), and
- Required drills to maintain top firefighting performance levels.

### ***Coordinate OFD Recruit Academies***

Recruit Academies are conducted at OFD's Training Center. Recruit Academies are led by the Director of Training and members of a Training Cadre that coach recruits during a 18-week Academy with 640 hours of instruction in basic firefighting skills. New recruits (or probationary firefighters and firefighter paramedics) receive certification for:

- State Firefighter I and II,
- Hazardous Materials First Responder Operational (FRO),
- Wildland firefighting
- Low Angle Rope Rescue Operational (LARRO), and
- Incident Command System (ICS) 100 and 200 certification.

Following the completion of an OFD Recruit Academy, the now Probationary Firefighters and Probationary Firefighter Paramedics begin their 18 month probation within the Department. They complete a rotation through each of OFD's Battalions, and must pass three examinations that are intended to evaluate probationary candidates' knowledge and mastery of the skills necessary for their position.

## **Safety Officer/Specialized Operations**

A Battalion Chief serves both as an Incident Safety Officer at all Multiple Alarm incidents; and coordinates programs, training, and continuing education for:

- Airport Rescue Fire Fighting (ARFF)
- Hazardous Materials,
- Technical Rescue (i.e. Swift Water and Dive, Trench, Building Collapse, Rope, and Confined Space Rescue)
- Rescue Systems I and II,
- Trench Rescue, and
- Confined Space Rescue certification.

## **Medical Services Division (MSD)**

The Medical Services Division (MSD) manages the clinical training of Fire Department personnel and ensures that licensure, certifications such as: Cardiopulmonary resuscitation (CPR), Pediatric Advanced Life Support (PALS), Advanced Cardiac Life Support (ACLS), and skills are maintained to provide high quality emergency medical care. MSD also manages Emergency Medical Services (EMS) equipment, personnel safety, and documentation for Fire Department personnel. Annually, 12 hours of continuing education units (CEUs) is required to maintain Emergency Medical Technician (EMT) certification, 24 hours of CEUs is required to maintain paramedic licensure.

## **Emergency Management Services Division (EMSD)**

The Emergency Management Services Division (EMSD) coordinates the activities of all City agencies relating to planning, preparation and implementation of the City's Emergency Plan. EMSD coordinates the response efforts of Oakland's Police, Fire and other first responders in the City's Emergency Operations Center. Additionally, EMSD ensures integration of federal, state and private resources into local response and recovery operations.

## **Planned Incumbent, Recruit/Probationary, Special Operations, and Professional Development for 2017**

### ***Incumbent Training***

Incumbent training will be the bulk of the training provided by the TSSD. Fire suppression, EMS, and general safety will make up the majority of the incumbent training. Incumbent training may be in a classroom setting, in the form of a drill, web based, or in a practical environment.

### ***Recruit/Probationary***

As indicated in the section titled "Coordinate OFD Recruit Academies", OFD's Recruit Academies include 16 weeks of training, which incorporates the state mandated Firefighter I and II curricula. The Recruit Academy will consist of physical fitness, classroom instruction, practical application, and evaluation periods. Prior to acceptance into the OFD Recruit Academy, at a minimum candidates must possess an Emergency Medical Technician (EMT)-I or EMT-B certification. Driver training is also a requirement of probationary candidates. Recruit Academy Class 2-16 will begin in December, 2016 and end in April, 2017. The number of recruits in Class 2-16 is being finalized, but it is expected that there will be more than 30 individuals will participate.

A Recruit Academy 1-17 is anticipated in Spring/Summer.

### ***Special Operations***

Periodic refresher training is crucial for the effective and efficient handling of calls that crews may encounter. Hazardous materials awareness and operations, water rescue operations, and technical rescue refreshers is part of the annual training calendar for line personnel.

Training topics will be determined by team leaders and the Battalion Chief of Special Operations. The Battalion Chief of Special Operations is charged with furthering relationships with other public entities to assist in providing realistic training opportunities.

### ***Professional Development***

Professional development is time used to prepare an individual for the next step in their career. Moreover, individuals wishing to promote or transfer to other positions will have the opportunity to spend time and train with personnel in those positions they are interested in.

As part of personnel evaluations, incumbents and their supervisors can specify an individual training plan, so that they may be eligible for promotional or transfer opportunities as they arise. Requests for outside training will be forwarded through the chain of command. Classes will be approved based on staffing, need, budget, and the professional development goal of the individual. All applicable City and Departmental policies will apply, such as travel and sanctioned training. Individuals are always encouraged to attend training on their own, and the Training Division will assist in the appropriate manner, whether it is time off, or assisting with travel accommodations. Crews may be permitted to attend on duty training within the city of Oakland as a crew with their vehicle, staffing/service levels permitting.

Staff are encouraged to forward any suggested topics, delivery methods, courses, or general suggestions to Training Division staff.

### **Training Challenges and Opportunities**

Enhancing a Department's ability to deliver mandated training is expensive, including costs for personnel, equipment, training programs, and physical resources such as a training center and a driver training course. OFD is always seeking funding to support its training efforts. Examples of the training topics that OFD is interested in includes: victims of violence and multiple casualty incident scenarios.