



**Oakland Public Safety Planning and Oversight Commission
Regular Meeting Agenda**

**Oakland City Hall, Council Chambers
1 Frank H. Ogawa Plaza**

**Monday, April 20, 2026
6:00 PM**

PUBLIC PARTICIPATION

The Oakland Public Safety Planning and Oversight Commission encourages public participation in its meetings. Members of the public may observe and/or provide public comment in the following ways:

OBSERVE THE MEETING

By Zoom:

To observe the meeting via video conference, please click the following link at the noticed meeting time:
<https://oaklandca-gov.zoom.us/j/82139474544>

By Phone:

Call the number below:

+1 669 444 9171

Instructions for joining by phone are available at:

<https://support.zoom.us/hc/en-us/articles/201362663>

PROVIDE PUBLIC COMMENT

Public comment may be submitted in the following ways, within the time allotted for each eligible agenda item:

- Submit written comment in advance:
Email your comment, full name, and the agenda item number to Felicia Verdin at Fverdina@oaklandca.gov no later than one (1) hour before the posted meeting time. All timely submissions will be shared with the Oakland Public Safety Planning and Oversight Commission prior to the meeting.
- Complete a speaker card during the meeting.
- Raise your hand on Zoom during public comment or open forum and staff will call on you to speak for the time allotted by the Chair.

For questions regarding these procedures, please contact Felicia Verdin at Fverdina@oaklandca.gov.



**Oakland Public Safety Planning and Oversight Commission
Regular Meeting Agenda**

**Oakland City Hall, Council Chambers
1 Frank H. Ogawa Plaza**

**Monday, April 20, 2026
6:00 PM**

I. CALL TO ORDER

The Chair opens the meeting and officially begins proceedings.

II. ROLL CALL

The Clerk Calls roll to confirm member attendance to determine if there is a quorum (4 members) to conduct business.

Commissioners: Yoana Tchoukleva, Chair; Julia Owens, Vice Chair; Billy Dixon, Caheri Guitierrez and Rowneé Winn

III. PUBLIC COMMENT

During Public Comment, members of the public may comment on any **agendized items** within the Oakland Public Safety Planning and Oversight Commission’s jurisdiction when called.

IV. APPROVAL OF MINUTES (ACTION ITEM)

The Panel reviews the draft minutes from a prior meeting and may take action to approve them as presented or with revisions.

1. Approve draft meeting minutes for 4-2-2026

V. REPORTS

Committees and officers provide informational updates on ongoing work, policy development, and related matters. These reports will include both Action Items and Informational Items.

Informational Items

- a. **Presentation on the Draft Four-Year Community Violence Reduction Plan** (45 minutes)
The OPSPOC will make their final presentation of the Plan for public comment.
- b. **Summary of the OPSPOC Public Comment Sessions and Themes** (20 minutes)
The OPSPOC will provide a summary of community feedback.



**Oakland Public Safety Planning and Oversight Commission
Regular Meeting Agenda**

**Oakland City Hall, Council Chambers
1 Frank H. Ogawa Plaza**

**Monday, April 20, 2026
6:00 PM**

Action Items

a. Review of the Draft Four-Year Community Violence Reduction Plan (60 minutes)

The Commission will take action to advance the updated Four-Year Community Violence Reduction Plan to the Oakland City Council, Public Safety Committee.

VI. Open Forum

Members of the public may speak on **non-agendized** items within the OPSPOCs jurisdiction.

ADJOURNMENT

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email Felicia Verdin at Fverdina@oaklandca.gov or call (510) 238-3128 or (510) 238-2007 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico a Felicia Verdin at Fverdina@oaklandca.gov o llame al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

你需要手語, 西班牙語, 粵語或國語翻譯服務嗎? 請在會議前五個工作天電郵 Felicia Verdin at Fverdina@oaklandca.gov 或 致電 (510) 238-2007



**Oakland Public Safety Planning and Oversight Commission
Meeting Minutes**

**Oakland City Hall, Hearing Room 2
1 Frank H. Ogawa Plaza**

**Monday, April 2, 2026
6:00 PM**

I. CALL TO ORDER

The Chair opens the meeting and officially begins proceedings.

II. ROLL CALL

In attendance: Yoana Tchoukleva, Chair; Julia Owens, Vice Chair; Billy Dixon, Caheri Guitierrez and Rowneé Winn

III. PUBLIC COMMENT

During Public Comment, members of the public may comment on any **agendized items** within the Oakland Public Safety Planning and Oversight Commission’s jurisdiction when called.

The Commission took public comment.

V. REPORTS

Committees and officers provide informational updates on ongoing work, policy development, and related matters. These reports will include both Action Items and Informational Items.

Informational Item

- a. **Promotion of Community Presentations on the Draft Four-Year Community Violence Reduction Plan** (15 minutes)

The OPSPOC will discuss commission responsibilities to promote and participate in community presentations.

The OPSPOC discussed the schedule for community listening sessions

Action Items

- a. **Review of the Oakland Police Department Priority Spending Plan** (30 minutes)

The OPSPOC will take action on the Oakland Police Department’s spending plan.

The Commission discussed the item in detail and heard comment from the public.



**Oakland Public Safety Planning and Oversight Commission
Meeting Minutes**

**Oakland City Hall, Hearing Room 2
1 Frank H. Ogawa Plaza**

**Monday, April 2, 2026
6:00 PM**

Chair Tchoukleva made a motion to accept the OPD Spending Plan for 2026-2027. Second by Vice Chair Owens. Chair Tchoukleva withdrew her motion to allow additional comment from the Commission.

Chair Tchoukleva moved to receive the priority spending plan that OPD submitted to the OPSPOC received for 2026-27. Second by Vice Chair Owens. The motion passed unanimously.

b. Review of the Draft Four-Year Community Violence Reduction Plan (60 minutes)

The Commission will take action to advance the Four-Year Community Violence Reduction Plan for the public comment period.

The Commission discussed the item in detail and heard comment from the public.

Chair Tchoukleva moved to advance the draft plan to the public comment period. Second by Vice Chair Owens. The item passed unanimously.

VI. Open Forum

Members of the public may speak on **non-agendized** items within the OPSPOCs jurisdiction.

The Commission took comment from the public on this item.

ADJOURNMENT

Meeting adjourned at 8:55pm.



SUMMARY OF FEEDBACK FROM COMMUNITY LISTENING SESSIONS AND STAKEHOLDER ENGAGEMENT

April 7 Webinar Key Takeaways

13 attendees, many representing community advocacy and CBO orgs

- Strong support for the CVRP and appreciation to the commission, chiefs, and other partners for developing a comprehensive plan to improve public safety in Oakland. No significant concerns expressed by participants on contents of the plan.
- Desire to see more investment in prevention and parent-engagement; ensure that community trust and accountability is funded, and that OPD collaborates with CBOs.
- Desire to see more OPD positions civilianized

Suggestions:

- Add parent engagement to commission priorities
- Add race/ethnicity breakdown to homicides

April 9: West Oakland Key Takeaways

7 attendees; 5 in person; 2 on zoom

- Concerned about privacy and surveillance with Drone First Technology
- Support for equipment upgrades to OPD and CEPTED approaches

Most of the discussion focused on clarifying questions regarding NN funding:

- Why does OPD receive so much funding given that crime is down, they have trouble with recruitment and can't retain staff? Could it be inverted with DVP receiving 60%?
- Is there a minimum floor for funding of each strategy? How are budgets determined?
- Is the source of low staffing in OPD a loss or lack of funding? What about dispatch? Why is recruitment low?
- Is a majority of the funding dedicated to equipment?

April 13 East Oakland Key Takeaways

16 in-person attendees; 6 online

- Significant feedback from the audience on a range of topics related to public safety
- OPD Recruitment & Retention: Concerns about staffing shortage and what OPD is doing to retain existing staff
- OPD Fund Development: Recommended that the shared fund development team raise money for CBOs; concern about the percentage of the resource that was going to OPD.
- GBV: Strong sentiment that there is not enough being done to address commercial sexual exploitation (CBOs don't have enough funding, not getting enough support from DVP, not enough resources for housing and emergency response). The Blade is a crisis that is not getting the resources it needs. Desire for greater OPD intervention.

April 13 East Oakland Key Takeaways (Cont'd)

- Concern about OPD Investment in Community Trust & Relationship Building
 - Question about the training that OPD receives and if it is informed by the lived experience of Oakland communities.
 - What is OPD doing regarding community trust and relationship-building? With the dissolution of the Neighborhood Services Division and the reassignment of CROs, residents and neighborhood councils are frustrated. OPD is only committing 0-3% of funds in the next 3 years; what can they do in the short-term?
- Criticism of MACRO and confusion about MACRO's mandate

Suggestions:

- Continue to push OPD on adding resources to strategies 6 and 9 (GBV & CROs / Community Accountability strategies)



CITY OF OAKLAND

City of Oakland Violence Reduction Plan 2026-30

2026-30



TABLE OF CONTENTS

ACKNOWLEDGEMENTS	2
INTRODUCTION	4
ABOUT MEASURE NN.....	4
ABOUT THE OAKLAND PUBLIC SAFETY PLANNING AND OVERSIGHT COMMISSION	5
ABOUT LEAD IMPLEMENTATION AGENCIES FOR MEASURE NN RESOURCES	6
SUMMARY OF STRATEGIC PLANNING PROCESS	7
PUBLIC SAFETY IN OAKLAND.....	11
HISTORICAL TRENDS IN VIOLENCE AND CRIME	12
TRENDS IN EMERGENCY RESPONSE TIMES.....	18
STRATEGY SUMMARY AND RATIONALE.....	19
SELECTED CVRP STRATEGIES FOR 2026-2030	19
JUSTIFICATION FOR SELECTED STRATEGIES.....	21
GOALS & STRATEGIES	24
4-YEAR COMMUNITY VIOLENCE REDUCTION PLAN GOALS	25
DIRECT INTERVENTIONS FOR PEOPLE IMPACTED BY VIOLENCE	25
<i>Strategy 1: Community Violence Intervention Services.....</i>	25
<i>Strategy 2: Implementation of Ceasefire</i>	29
<i>Strategy 3: Crime Reduction Teams and Investigations Improvements.....</i>	32
<i>Strategy 4: Trauma-Informed Services for Survivors of Gender Based Violence</i>	34
STRENGTHENING OAKLAND PUBLIC SAFETY SYSTEMS	38
<i>Strategy 5: Recruitment of New Police Officers</i>	38
<i>Strategy 6: Community Accountability & Trust.....</i>	42
<i>Strategy 7: Fund Development for Crime Prevention.....</i>	46
<i>Strategy 8: Capacity Building for the Community Violence Intervention and Gender-Based Violence Ecosystem.....</i>	47
<i>Strategy 9: Coordination & Response to Human Trafficking.....</i>	50
IMPROVING EMERGENCY RESPONSE	52
<i>Strategy 10: Behavioral Health Response</i>	52
<i>Strategy 11: Capacity Building and Training to OFD and Community Partners</i>	56
<i>Strategy 12: Equipment Upgrades</i>	58
STRATEGIC PRIORITIES FOR THE OPSPOC.....	62
APPENDIX	65

ACKNOWLEDGEMENTS

The Oakland Public Safety Planning & Oversight Commission would like to extend our deepest appreciation to the residents of Oakland—particularly survivors of violence, youth leaders, and community members most impacted—whose voices, experiences, and vision shaped the development of this plan. Your contributions ensure that this work remains grounded in equity, accountability, and the realities of those most affected by violence.

The OPSPOC would also like to recognize the leadership within the City of Oakland, including Mayor Lee, Public Safety Director Rev. Damita Davis-Howard, City Administrator Jestin Johnson, Assistant City Administrator Michelle Phillips, and Assistant to the City Administrator Felicia Verdin, for their stewardship and commitment to the effective implementation of Measure NN. The OPSPOC is also grateful to the dedicated staff and senior leaders within NN-funded City departments, especially Chief Covington at the Oakland Fire Department, Deputy Chief Tedesco at the Oakland Police Department, and Chief Joshi at the Department of Violence Prevention. Their expertise and partnership with OPSPOC were essential to creating a comprehensive plan that takes a coordinated, public health-informed approach to violence reduction.

The OPSPOC extends special thanks to Anne Marks, Mona Cadena, David Kakishiba, John Jones III, Gabriel Garcia, Michele Clark, and other members of the Measure NN Coalition, whose sustained engagement has been instrumental in shaping priorities, elevating community voice, and ensuring transparency and accountability in the use of Measure NN resources. The OPSPOC would also like to recognize the Violence Prevention Coalition, specifically the work of Paula Hawthorn, Brenda Grisham and the late Bridget Cook, among others. These coalitions continue to strengthen the alignment between community priorities and City action.

This plan is further informed by the expertise and partnership of community-based organizations, faith leaders, service providers, and regional partners, including Alameda County agencies and behavioral health and healthcare providers. Their ongoing work to prevent violence, support healing, and create pathways to stability is foundational to this effort. Together, we affirm our shared commitment to building a safer, more just Oakland.



This plan was written by Bright Research Group in collaboration with the Oakland Public Safety Planning & Oversight Commission, the Oakland Police Department, the Department of Violence Prevention, and the Oakland Fire Department.

Oakland Public Safety Planning and Oversight Commission

Yoana Tchoukleva, Chair

Julia Ownes, Vice Chair

Billy Dixon, Commissioner

Caheri Gutierrez, Commissioner

Rowneé Winn, Commissioner



INTRODUCTION

About Measure NN

The Oakland Community Violence and Emergency Response Act of 2024, or Measure NN, was approved by voters in 2024 to provide a stable funding source to reduce violent crime and improve public safety. Through parcel and parking taxes, Measure NN is estimated to provide \$47 million annually to support violence intervention and crime reduction efforts, improve 911 response, and ensure minimum police and fire staffing levels. Measure NN builds on previous public safety legislation, Measure Y (2004) and Measure Z (2014), which provided funding for police, fire, and violence prevention. The measure mandates that funds be used for direct services, programs, and strategies that advance the following goals:

- 1) Reduce homicides, robberies, carjackings, break-ins, domestic violence, and other gun-related violence.
- 2) Improve emergency 911 response times and the quality of response.
- 3) Reduce the incidence of human trafficking, including the sexual exploitation of minors.



Three implementing agencies—the Department of Violence Prevention (DVP), the Oakland Police Department (OPD), and the Oakland Fire Department (OFD)—are responsible for developing priority spending plans that articulate how they will use Measure NN resources to advance these goals. These agencies collaborate with community-based organizations (CBOs), other city agencies vested in improving public safety, and key stakeholders in Oakland. The measure requires that their spending priorities be incorporated into a four-year Community Violence Reduction Plan (CVRP). Measure NN also created the Oakland Public Safety Planning and Oversight Commission (OPSPOC) to ensure accountability for taxpayer dollars and to develop a strategic plan for community violence reduction. In 2025, the OPSPOC initiated strategic planning in collaboration with community stakeholders and the three city agencies that receive the bulk of Measure NN funding.

The CVRP is organized as follows:

- **About the Commission & Planning Process:** The plan begins with background information about the OPSPOC and the planning process with implementing agencies.
- **Public Safety in Oakland:** The plan also provides an analysis of crime trends to establish a baseline of community needs and identifies four-year violence reduction goals to guide collective efforts and future investments.
- **Selected Strategies & Rationale:** The plan describes the key strategies that Oakland will implement and advance through Measure NN funding from 2026 to 2030, including estimated funding allocation and justification for how this set of strategies will achieve the violence reduction goals for Oakland. This section also includes detailed descriptions of each strategy, the role of lead agencies, activities supported through each strategy, a rationale, and outcomes and performance metrics demonstrating how the OPSPOC will measure progress toward these goals. Each strategy includes how implementing agencies will coordinate with other agencies, partners, and funding sources to achieve the four-year goals.
- **Appendix:** The appendix provides more detailed estimates for how Measure NN resources will be spent across the four years by lead implementing agency and more details on Measure NN funding.

About The Oakland Public Safety Planning and Oversight Commission

The OPSPOC is a five-member citizen oversight commission appointed by the mayor, whose role is to provide oversight of Measure NN funding, develop the CVRP, evaluate the implementation and impact of the plan, and make policy recommendations to Oakland City Council. The commissioners are all volunteers, appointed for their diverse lived experiences and professional expertise on the topic of public safety. Three percent of Measure NN funding is used to support administrative costs associated with oversight functions of the OPSPOC. The OPSPOC is responsible for ensuring that funds are used in accordance with the goals of the measure, evaluating progress and impact, reviewing reports from the lead implementing agencies and the Budget Auditor and submitting reports to the public. The OPSPOC is guided by the following Vision, Mission, Values, and Racial Equity Statement.

VISION

The four-year 2026–2030 CVRP aims to create an Oakland where residents are safe, connected, and cared for. Through community-informed violence intervention and prevention services, improved 911 response and dispatch, and ensuring that minimum police and fire department staffing levels are met and sustained, the OPSPOC envisions a thriving Oakland where people can live, visit, work, go to school, and enjoy life free from violence and crime.

MISSION

The OPSPOC provides oversight, accountability, and transparency to Oakland residents about how Measure NN funds are spent in order to achieve the goals and metrics outlined in the CVRP. The OPSPOC seeks guidance from the public and collaborates with the DVP, OPD, and OFD to achieve our vision.

VALUES AND GUIDING PRINCIPLES

To fulfill our mission, the OPSPOC will:

- **Collaborate with community and key stakeholders:** Work in partnership with community members, nonprofit organizations, city agencies, law enforcement, and other members of Oakland’s public safety ecosystem.
- **Prioritize solutions from communities most impacted by violence:** Seek and elevate solutions from communities and neighborhoods most impacted by gun violence, robberies, burglaries, carjackings, and human trafficking.
- **Use a balanced approach to safety:** Support a multipronged approach that addresses both the root causes and the immediate harms of violence and crime, including prevention, direct intervention, accountability, and systems improvement.
- **Promote accountability to the public:** Track progress toward public safety goals, demonstrate positive impact, and steward taxpayer dollars responsibly and in alignment with Measure NN.
- **Use data-driven, evidence-based practices:** Base strategies on qualitative and quantitative data, as well as research and best practices from Oakland and other jurisdictions.
- **Lead with love and practice respect:** In alignment with Oakland’s “Love Life” motto, foster a culture in which commissioners, city staff, and community members treat one another with love, respect, and care, even amid disagreements.

RACIAL EQUITY STATEMENT

The OPSPOC supports community violence intervention and public safety solutions that work to eradicate racial disparities, address historical root causes of inequities in the public safety response system, and aim to improve the material conditions of those neighborhoods most impacted by violence and crime. The OPSPOC recognizes that in order to make Oakland safe for everyone, we must center those most likely to be at risk of harm.

About Lead Implementation Agencies for Measure NN Resources

Three agencies, the Department of Violence Prevention (DVP), the Oakland Police Department, and the Oakland Fire Department are responsible for developing priority spending plans and leading the implementation of the strategies included in the CVRP.



DEPARTMENT OF VIOLENCE PREVENTION

As the City of Oakland’s violence prevention entity delivering direct services to individuals at the highest risk of violence as well as the city’s primary funder of community violence intervention services, the Department of Violence Prevention (DVP) has a responsibility to build and maintain a robust and effective community-centered approach to public safety. To this end, the DVP coordinates across city departments and collaborates with cross-sector partners to ensure that investments in and approaches to public safety are comprehensive, holistic, and aligned with best and promising practices. The DVP plays a critical role in achieving the Measure NN goals of reducing homicides and gun-related violence, as well as reducing the incidence of domestic violence and commercial and sexual exploitation. Approximately 40% of resources are allocated to the DVP annually; 75% of which go to contracts to CBO partners.



OAKLAND POLICE DEPARTMENT

The Oakland Police Department (OPD) is committed to reducing crime and serving the community through fair, quality policing. OPD’s mission is to provide police service focused on public safety and the sanctity of life; to hold the agency accountable to a high standard of conduct, efficiency, and efficacy; and to promote mutual respect between the department and the communities of Oakland. OPD advances impact toward all three Measure NN goals, including reducing shootings, homicides, and other violent crime; interrupting human trafficking and domestic violence; and improving 911 response times and quality. The majority of Measure NN funds, approximately 60%, are allocated to police services.



OAKLAND FIRE DEPARTMENT

The proud members of the Oakland Fire Department (OFD) are committed to providing the highest quality and highest level of courteous and responsive services to the residents, businesses, and visitors of Oakland. This is accomplished by implementing comprehensive strategies and training in fire prevention, fire suppression, emergency medical services, and all risk mitigation, including human-caused and natural disasters, emergency preparedness, 911 services, and community-based fire services. OFD is responsible for improving 911 response times and quality. Three million dollars are allocated to the Oakland Fire Department annually.

Summary of Strategic Planning Process

To develop the CVRP, OPSPOC undertook a comprehensive strategic planning process that included collaboration with the three implementing agencies and engagement with community partners and

stakeholders. The commission's planning work began in the fall of 2025. The key phases of this work consisted of Initial Planning, Stakeholder Engagement, Strategy Development, Drafting of CVRP, and Public Comment.

INITIAL PLANNING

Relationship Building and Initial Outreach: The OPSPOC met with city leadership, including Mayor Lee, the City Administrator, and the public safety director within the mayor’s office, to align their approach with the city’s vision for community violence reduction.

Background Research: The commission conducted best practices research, public safety plans from other cities and local and county reports. They consulted with public safety experts from Baltimore and Philadelphia to learn about their approaches to community violence reduction.

Field Observations and Ride-Alongs: To gain firsthand knowledge of how public safety agencies engage with the community and to better understand staff training, the OPSPOC Vice Chair participated in a sit-along with OPD Dispatch and a ride-along with the OPD Mobile Evaluation Team.

STAKEHOLDER ENGAGEMENT

The OPSPOC sought insights from Oakland’s network of providers and agencies vested in community violence reduction by hosting a series of focus groups. These included sessions with CBOs that serve survivors of gender-based violence; the Measure NN coalition, which was responsible for drafting the measure; and DVP staff. They also gathered community input through standing agenda items at regular public meetings. A consultant was brought on to document information from these input sessions. Table 1 summarizes the key stakeholders engaged.

Table 1. Summary of Stakeholders Engaged by OPSPOC

Key Stakeholders	Groups Represented
DVP Leadership and Staff	The DVP’s direct practice staff and program officers as well as managers and leadership staff for CVI services
Human Trafficking and Gender-Based Violence CBOs	CBOs vested in meeting the needs of human trafficking survivors, commercially sexually exploited children, domestic violence survivors, and marginalized youth
Measure NN Coalition and Violence Prevention CBOs	CBOs and leaders vested in community-based alternatives, violence prevention, and CVI. The group was responsible for drafting Measure NN

Key Stakeholders	Groups Represented
OFD Leadership	Agency leadership, deputy chiefs, and battalion chiefs overseeing fire and emergency medical services
OPD Leadership and Units	Leadership, the investigations team, Ceasefire, and the deputy chief responsible for overseeing law enforcement priorities, including criminal investigations, 911 dispatch operations, human trafficking and domestic violence enforcement, and the Ceasefire strategy
Alameda County Behavioral Health	Staff from the county-level crisis system of care, specifically focusing on the Mobile Evaluation Team (MET) and behavioral health co-response models

STRATEGY DEVELOPMENT

Collaborative Workshops and Meetings with DVP, OPD, and OFD: The CVRP draws on the spending plans and priorities developed by the lead implementing agencies. Beginning in October, the OPSPOC met with the department heads and their staff to begin the collaborative work of strategy development. In the fall of 2025, OPSPOC leadership facilitated dedicated goal and strategy development sessions with leadership from OPD, OFD, and DVP. During these sessions, they drafted vision statements, defined short- and long-term goals, and identified specific strategies and metrics for success.

Draft Strategies by Department: The process for developing and prioritizing strategies was led by OPSPOC co-chairs and varied by department. The DVP had already developed a spending plan to inform an RFP for the provision of CVI and GBV services by CBOs. The OPSPOC worked with leadership from the OFD and OPD to refine spending plans in alignment with the goals of the measure. Commission co-chairs worked with each department to develop a set of strategies by goal area. Following the workshops, the OPSPOC entered a drafting and asynchronous review phase with department leadership. This involved ongoing meetings to troubleshoot, discuss the feasibility of various strategies, and clarify implementation costs. They then surveyed each department regarding the feasibility of the proposed strategies. At monthly meetings, the OPSPOC shared draft strategies, received public comment, and heard from department leadership about the rationale behind each strategy.

OPSPOC Criteria for Prioritizing Strategies

Equity: The OPSPOC prioritized strategies that center people, neighborhoods, and communities disproportionately harmed by violence. The commission supports existing efforts that focus on people at the center of community violence—including those that reach racial and ethnic groups and neighborhoods with high rates of violence.

Community and Stakeholder Support: The commission considered strategies that received support during the community and stakeholder input process and responded to community-identified needs.

Centering Commissioner and Department Expertise: OPSPoC commissioners leveraged their lived experience and professional expertise to develop strategy recommendations that advance the goals of Measure NN. Department leaders collaborated with the commission on strategy development and selection.

Addressing Systemic Barriers and Building Infrastructure: The OPSPoC prioritized strategies that address key infrastructure challenges that hamper response time or negatively impact worker safety, especially for OPD and OFD. The OPSPoC believes that improving existing systems can enhance public safety and reduce violence in the long term.

Community and Ecosystem Capacity Building: The OPSPoC prioritized strategies that build the capacity of community members and nonprofits to respond to and intervene in violence, improve community preparedness for emergencies, and improve collaboration and coordination across agencies working toward the goals articulated in Measure NN.

DRAFTING THE CVRP

The commission secured consulting support to assist with drafting the CVRP. Bright Research Group (BRG) analyzed crime trends, drafted the plan, met with department leadership, and refined a set of draft strategies for the commission to review and approve. This synthesis drew from a review of each department’s spending plan, the draft strategies for each department developed by the OPSPoC, and the Measure NN legislation. BRG also worked with the OPSPoC to refine the mission, vision, and values, as well as other required sections of the CVRP. The OPSPoC reviewed and approved the draft strategies during the March 2026 public meeting, and the consultant used this set of strategies to draft the CVRP.



PUBLIC SAFETY IN OAKLAND

This section provides a snapshot of violence, crime, and emergency response over the last 10 years and provides an estimation of the community needs that the Community Violence Reduction Plan (CVRP) seeks to address. All data shared in this section were sourced from Oakland Police Department's (OPD) website and through public information requests.

Improving public safety through significant reductions in violence is a long-standing, key community concern. Violence threatens the health and well-being of Oakland residents, causing injury, trauma, and loss to individuals, families, and communities. Oakland benefits from a rich network of nonprofits, government agencies, and community leaders who share love for the Town and a deep commitment to ending violence through community-driven and evidence-based strategies. In 2025, Oakland saw a historic drop in homicides—its lowest number in 25 years, and rates of violent and nonviolent crimes have declined since 2023. Despite these promising trends, violence persists, and its impact disproportionately impacts communities of color and residents of East and West Oakland. Among the notable trends illustrated in this analysis:

Significant Declines in Violence Since 2023: All reported violent crime has declined since 2023. Assault with a firearm and homicides have markedly declined, as have rapes and nonviolent crimes.

Gender-Based Violence Trends Difficult to Measure; Available Data Show Little Change: Publicly available data do not allow for consistent trend analysis of gender-based violence (GBV) in Oakland, as domestic violence is not disaggregated from other assaults; human trafficking and sexual exploitation of minors are not reported annually; and rape is the only GBV offense tracked over time. Data obtained through a data request from OPD indicate that reports of rape and human trafficking have decreased from 2022 to 2025. Domestic violence crimes saw a slight increase between 2023 and 2025. Furthermore, as gender-based violence is frequently underreported, these data should be considered underestimates of the true scale of the problem.¹

1. World Health Organization. (2021). *Violence against women prevalence estimates 2018: Global, regional and national prevalence estimates for intimate partner violence against women and global and regional prevalence estimates for non-partner sexual violence against women* (1st ed.). <https://www.who.int/publications/i/item/9789240022256>

Oakland Is Out of Compliance with 911 Response Times: The City Auditor’s assessment of emergency response times found that OPD has been out of compliance with state standards for answering 911 calls in a timely manner for 10 of the past 11 years. The problem for non-English speakers is more acute, with a higher likelihood of delays. East Oakland residents experience the greatest delays in response from OPD.



Historical Trends in Violence and Crime

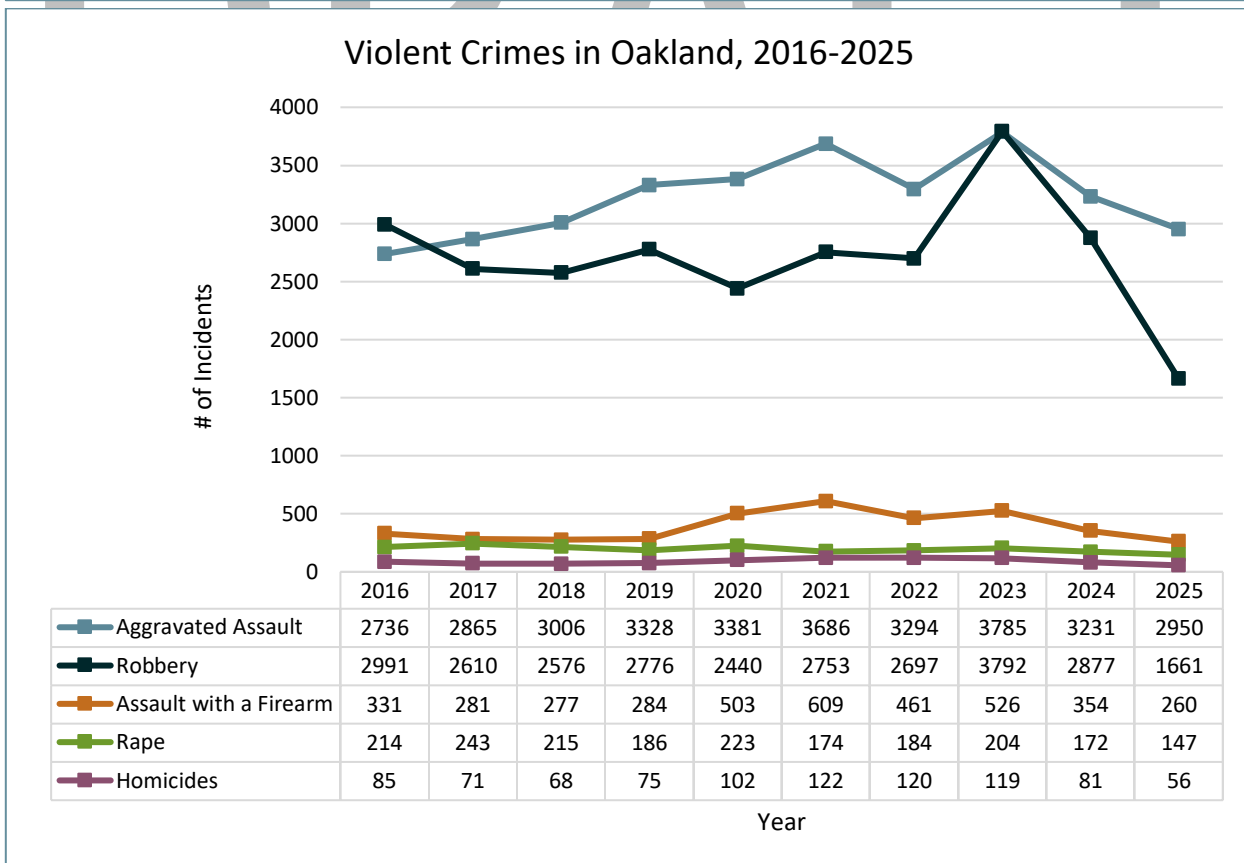
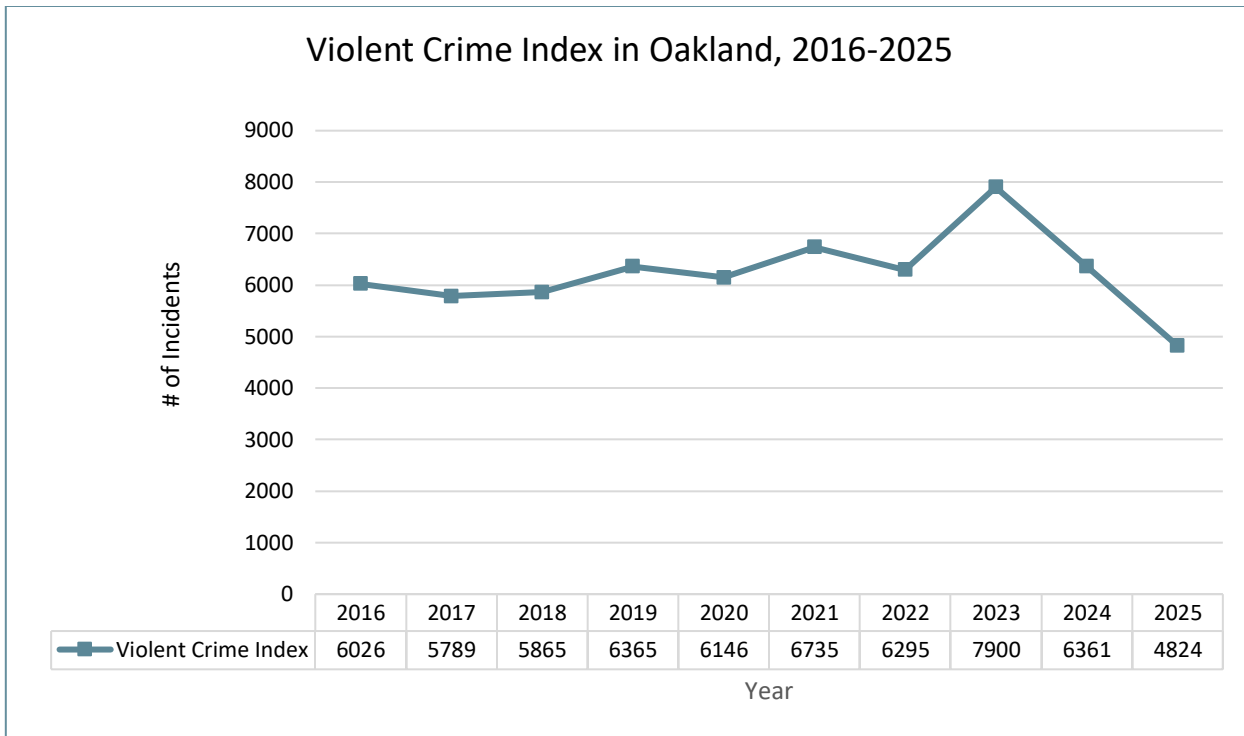
VIOLENT CRIME INDEX

Publicly available crime data accessible through the City of Oakland show that the overall violent crime index, which includes homicide, aggravated assault, rape, and robbery, remained fairly steady for years until 2020, when it began to climb, peaking in 2023.² A sharp increase in robberies in 2023 appears to drive a substantial portion of the peak of the violent crime index that year. All violent crime has seen a notable decline since 2023. City of Oakland leaders attribute this substantial decline to the city’s multipronged approach to violence prevention and intervention, which includes the dedicated work of the network of city staff’s and CBOs’ frontline efforts to implement evidence-based and community-informed interventions to disrupt violence, as well as the relaunch of Ceasefire-Lifeline, the mayor’s focused deterrence effort.

2. Oakland’s annual crime figures can be found here:

<https://cityofoakland2.app.box.com/s/sjiq7usfy27gy9dfe51hp8arz51ixad/folder/126124687343>. Note: Publicly available crime statistics differ from those provided by the Oakland Police Department. Homicide figures exclude accidental, justified, fetal, and manslaughter charges.

Figure 1. Violent Crime in Oakland, 2016-2025



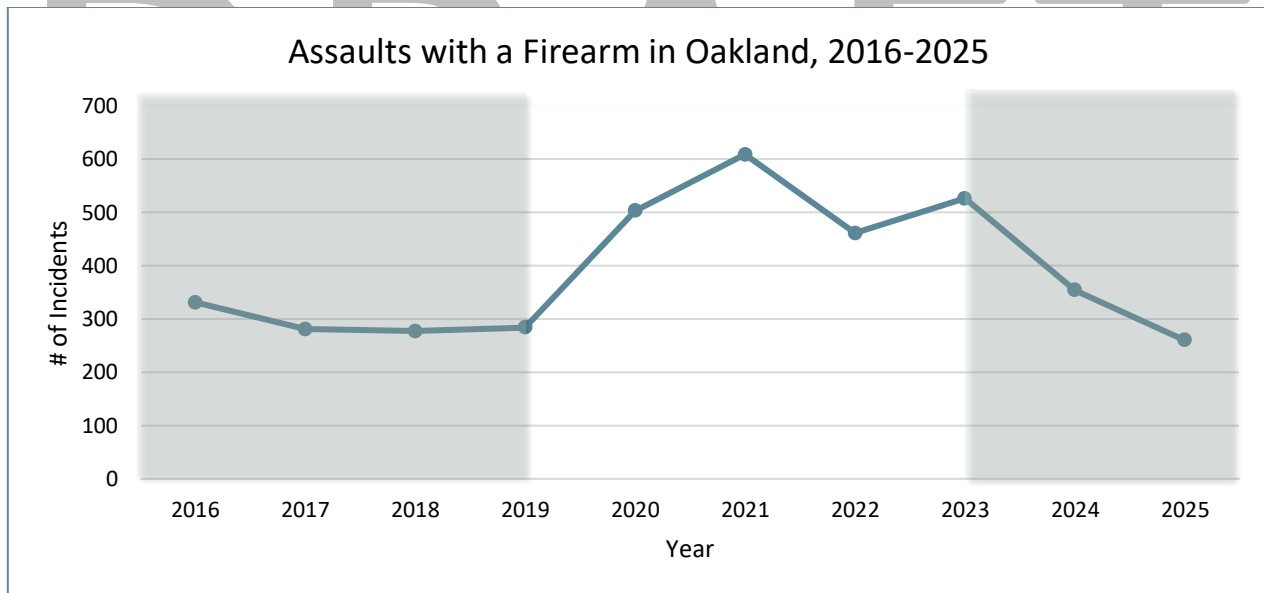
HOMICIDES AND GUN VIOLENCE REDUCTIONS SINCE 2023

Group and network-involved gun violence and homicide cause lasting harm to individuals, families, and communities in Oakland. According to a report from the California Partnership for Safe Communities and the National Institute for Criminal Justice Reform, in 2023, Oakland had 48 active street groups comprised of 1,232–1,755 individuals. Although these individuals represent only approximately 0.4% of Oakland’s total population, they are responsible for one-third of all homicides and shootings in Oakland.³

NONFATAL SHOOTINGS AND HOMICIDES

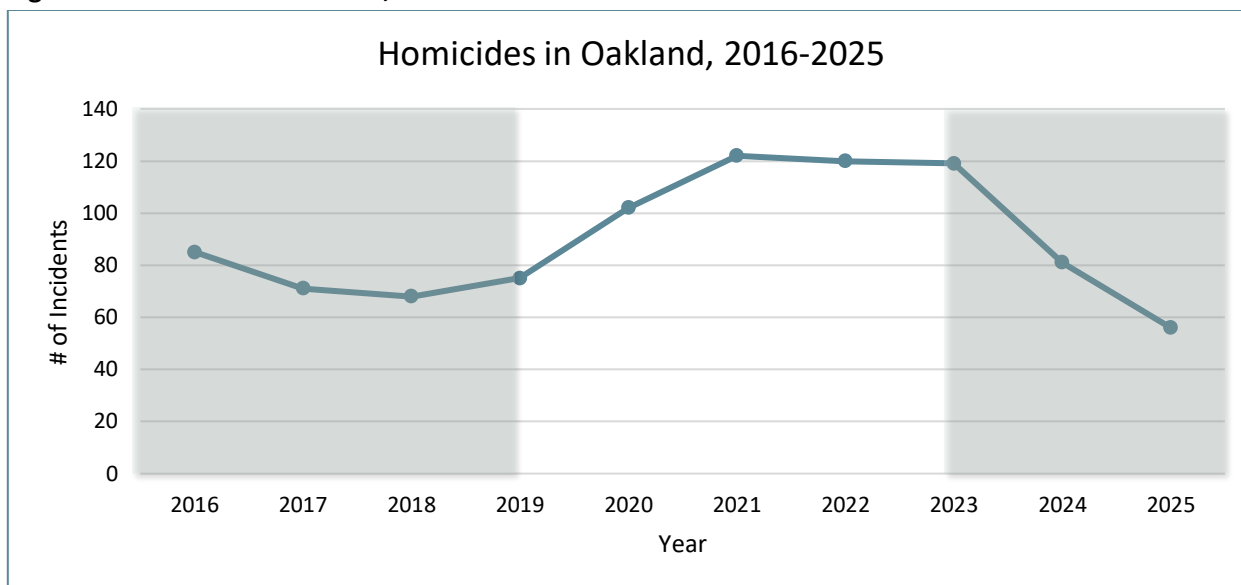
Mirroring violent crime trends overall, nonfatal shootings and homicides declined from 2016 to 2019. Beginning in 2020, gun violence rose sharply in Oakland, exceeding national trends. But recent years have seen improvement: By the end of 2024, homicides and nonfatal shootings declined by 34%, and in 2025, the city recorded its lowest homicide count in decades, representing a 22% decrease from the prior year.

Figure 2. Assaults with a Firearm in Oakland, 2016-2025



3. California Partnership for Safe Communities, & National Institute for Criminal Justice Reform. (2023, December). [Oakland Ceasefire assessment final report](#).

Figure 3. Homicides in Oakland, 2016-2025



To explain the recent trends in nonfatal shootings and homicides, some analysts suggest that the increase between 2020 and 2023 and the more recent declines beginning in 2023 correlate directly with the city’s decision to divest from and then reinstate the city’s primary violence intervention, the Ceasefire-Lifeline strategy. Ceasefire is an evidence-based approach that specifically targets retaliatory group-affiliated gun violence and has shown promise in communities across the country.^{4 5 6 7} Looking more closely at nonfatal shootings (assault with a firearm) and homicides, the data show decreases during the years when Oakland prioritized, resourced, and implemented its local Ceasefire initiative with fidelity, and increases during the years when it was not. The shaded areas in the two charts below represent the time periods when Ceasefire was not prioritized or adequately implemented in the city.

These trends cannot be entirely attributed to the pause and relaunch of Ceasefire. Similar spikes in violence occurred in at least 24 other US cities in 2020 and 2021 as the pandemic unfolded. However, Oakland experienced a larger increase than peer cities: Violent crime rose by 62% in Oakland during that

4. Romero, R. (2025, July 25). New report links crime to Oakland’s budget crisis. *The Oaklandside*. <https://oaklandside.org/2025/07/25/new-report-links-crime-to-oaklands-budget-crisis/>

5. Romero, R. (2024, September 9). Oakland’s violence prevention chief Holly Joshi talks about restoring Ceasefire. *The Oaklandside*. <https://oaklandside.org/2024/09/09/oaklands-violence-prevention-chief-holly-joshi-talks-about-restoring-ceasefire/>

6. Romero, R. (2025, December 3). Violent crime in Oakland is way down for the second year in a row. *The Oaklandside*. <https://oaklandside.org/2025/12/03/violent-crime-in-oakland-is-way-down-for-the-second-year-in-a-row/>

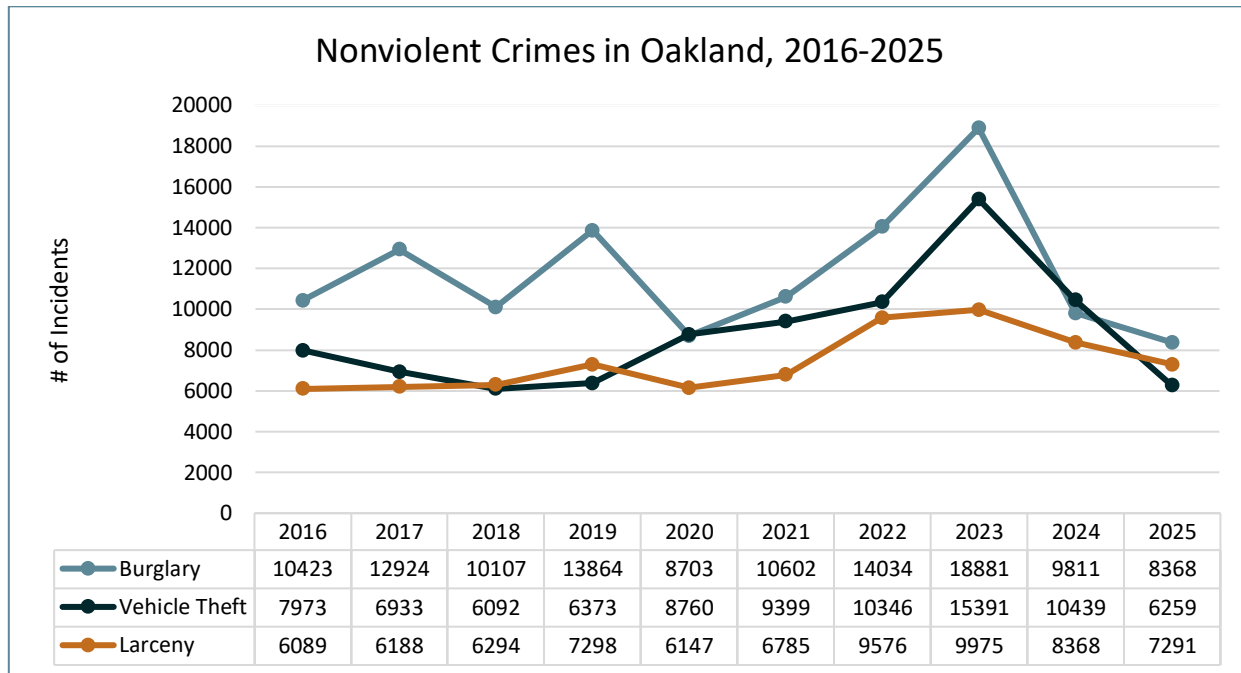
7. Muhammad, D. (2026, January 16). Oakland has cut its homicide rate by 52% in just two years. This program deserves credit. *San Francisco Chronicle*. <https://www.sfchronicle.com/opinion/openforum/article/oakland-homicide-rate-ceasefire-18610234.php>

time, compared to a 49% percent increase across the 24-city sample.⁸ Increases in gun violence and homicides during the pandemic have also been attributed to a surge in gun purchases—a 63% increase nationally in 2020 compared to average annual gun purchases during the prior decade.⁹ Social-distancing mandates that prevented the critical work of in-person relationship building between frontline violence practitioners and youth and adults at risk of violence are believed to have also contributed to rises in violence during the pandemic.¹⁰

NONVIOLENT CRIMES

The trends in nonviolent offenses in Oakland show more variance in pre-COVID years, a decline during the early years of the pandemic, and increases in the latter half of the COVID crisis. By contrast, there were declines in larceny and residential burglary during the pandemic in other US cities,¹¹ suggesting that the increases seen in Oakland in 2021 may be a result of circumstances specific to our city. But since 2023, nonviolent crime has declined to pre-pandemic levels.

Figure 4. Nonviolent Crimes in Oakland, 2016-2025



8. Rosenfeld, R., & Lopez, E. (2021, May). *Pandemic, social unrest, and crime in U.S. cities: March 2021 update*. Council on Criminal Justice. <https://counciloncj.org/pandemic-social-unrest-and-crime-in-u-s-cities-march-2021-update/>

9. Hall, C. (2025, March 13). *COVID-19's impact on gun violence in America*. Center for American Progress. <https://www.americanprogress.org/article/covid-19s-impact-on-gun-violence-in-america/>

10. Phillips, J. R. (2023, July 25). Oakland, other Bay Area cities see spike in violent crime. *San Francisco Chronicle*. <https://www.sfchronicle.com/crime/article/bay-area-crime-spike-18204642.php>

11. Rosenfeld, R., & Lopez, E. (2021, May). *Pandemic, social unrest, and crime in U.S. cities: March 2021 update*. Council on Criminal Justice. <https://counciloncj.org/pandemic-social-unrest-and-crime-in-u-s-cities-march-2021-update/>

GENDER-BASED VIOLENCE

The city lacks clear and consistent publicly available data regarding crime trends for GBV offenses. While domestic violence is one of the most prevalent forms of violent crime in Oakland, the city's annual trend data reports do not disaggregate domestic violence from other types of assault. Crimes related to human trafficking and the sexual exploitation of minors are also not reported in the publicly available annual crime data, despite widespread acknowledgement that human trafficking is an ongoing crisis in Oakland.^{12 13 14} Rape is the only type of GBV that is available in annual crime trend reports to the public.¹⁵

To assess trends in GBV, a public information request was submitted, and OPD provided the following figures for reports of GBV from 2019 to 2025. Domestic violence is the most prevalent form of GBV reported by Oakland residents, followed by generalized sex offenses, rape, and then human trafficking.¹⁶ While sexual offenses, rape, and human trafficking trends align with those found across other violent and nonviolent crimes (i.e., reductions after 2023), domestic violence data do not follow this pattern. Domestic violence crimes saw a slight increase between 2023 and 2025. This suggests a need for specific and sustained attention and investment in efforts to interrupt and prevent domestic violence. Furthermore, as gender-based violence is frequently underreported, these data should be considered underestimates of the true scale of the problem.¹⁷

12. Alameda County Board of Supervisors. (2026, January). *National human trafficking month proclamation*. Office of the District Attorney of Alameda County. <https://www.alcoda.org/>

13. Perry, D. T., & Basson, D. (2022). *Commercial sexual exploitation of children in Alameda County: Estimating the scope of the problem*. WestCoast Children's Clinic. <https://www.westcoastcc.org/publications/>

14. Romero, R. (2026, January 30). Oakland has a sex trafficking problem. Young people have ideas to solve it. *The Oaklandside*. <https://oaklandside.org/2026/01/30/oakland-sex-trafficking-youth-solutions/>

15. Please note that the rape figures in the table below are based on reports, while those found in Oakland's annual crime reports are based on crimes, which is why the two sets of figures differ.

16. The tables below show reports to OPD for the following penal codes: For domestic violence: 243 (battery) and 273.5 PC violations (intimate partner violence); For sex offenses: 243.4 (sexual battery), 220 (assault with intent to commit a sex crime), 286 (forced penetration), 287 (oral sex crimes), 288 sections (lewd acts with child under 14), and 289 (forced penetration); For rape: 261 (rape); For sex trafficking: 266h (pimping), 266i (pandering), and loitering with the intent to supervise 653.23 (prostitution-related activities).

17. World Health Organization. (2021). *Violence against women prevalence estimates 2018: Global, regional and national prevalence estimates for intimate partner violence against women and global and regional prevalence estimates for non-partner sexual violence against women*. <https://www.who.int/publications/i/item/9789240022256>

Figure 5. Domestic Violence in Oakland, 2019-2025

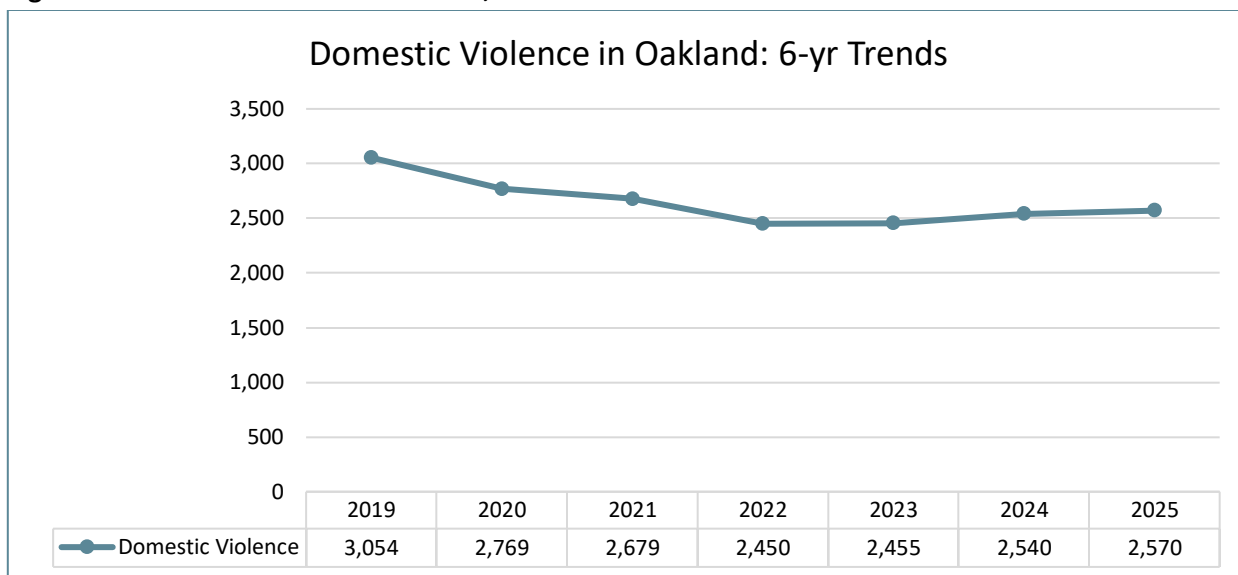
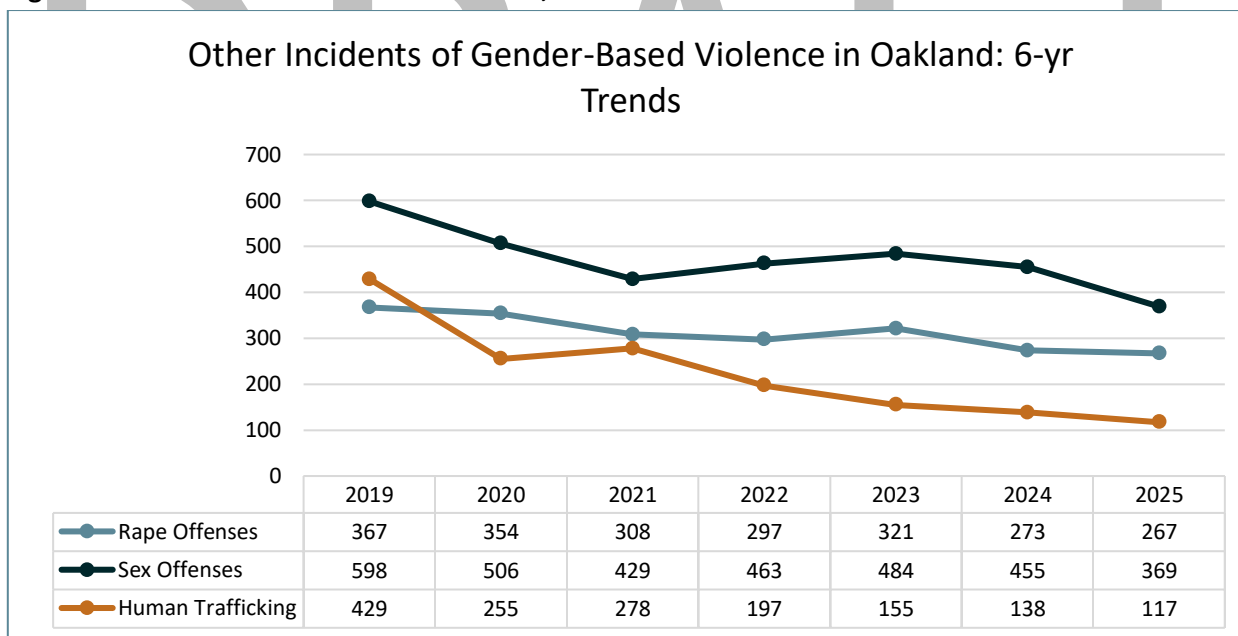


Figure 6. Gender-Based Violence in Oakland, 2019-2025



Trends in Emergency Response Times

California state emergency response performance standards require that 90% of 911 calls are answered within 15 seconds and that 95% are answered within 20 seconds. Oakland falls far short of these benchmarks. According to a 2024 independent audit conducted by Oakland’s City Auditor, the city’s 911 center answered 54% of calls within 15 seconds and 57% within 20 seconds. Nearly one-third of calls

were not answered within a full 60 seconds.¹⁸ The problem is not new: The audit found that OPD has been out of compliance with state standards for 10 of the past 11 years. Delays are particularly acute for residents who don’t speak English and for residents residing in East Oakland.

The audit concluded that staffing shortages are a major contributing factor, calling for an increase in the number of dispatch operators and more bilingual staff specifically. It also urged updates to beat boundaries so that OPD staffing meets the needs of the districts with the highest call volumes.¹⁹

STRATEGY SUMMARY AND RATIONALE

Based on the results of the strategic planning process led by the OPSPOC and the spending priority plans developed by the DVP, OPD, and OFD, the 2026–2030 Community Violence Reduction Plan contains twelve strategies in support of the Measure NN goals. This set of strategies will reduce violent crime, improve 911 response time, and reduce human trafficking.

Selected CVRP Strategies for 2026-2030

Table 2. Summary of CVRP Strategies

Area	Strategy	Lead Agency	Est. % of 26-30 NN Fund
Direct Interventions for People Impacted by Violence	1. Community Violence Intervention Services: Supports direct delivery of core interventions to people at the center of violence, including Lifeline clients or other individuals at high risk of perpetrating or being victimized by gun violence.	DVP	22–26%
	2. Implementation of Ceasefire: Funds police personnel responsible for implementing the mayor’s primary gun-violence reduction strategy, Ceasefire-Lifeline.	OPD	30–34%
	3. Crime Reduction Teams and Investigations Improvements: Funds the deployment of Crime Reduction Teams to investigate and respond to violent crimes in the hardest hit areas of the city.	OPD	10–15%
	4. Trauma-Informed Services for Survivors of GBV: Provides funding for the provision of direct services to victims and survivors of domestic violence and commercial sexual exploitation through crisis	DVP	11–15%

18. Houston, M. (2025, October 8). *Audit report: Inadequate 9-1-1 staffing and outdated beat boundaries lead to slow and inequitable police emergency response times*. Office of the City Auditor,

19. Oakland. https://www.oaklandauditor.com/wp-content/uploads/2025/10/20251008_9-1-1-Emergency-Response-Times-Audit.pdf



Area	Strategy	Lead Agency	Est. % of 26-30 NN Fund
	intervention, life coaching and other supportive services.		
Strengthening Oakland Public Safety Systems, Partnerships, and Network Capacity to Reduce Violence	5. Recruitment and Retention of OPD Staff: Supports multipronged recruitment and retention efforts to achieve and maintain the minimum staffing levels of sworn officers required of OPD by Measure NN.	OPD	3–7%
	6. Community Accountability and Trust: Ensures that OPD complies with oversight agreements and implements activities designed to foster and sustain trust with the residents of Oakland.	OPD	0–3%
	7. Fund Development for Public Safety: Funds the creation of a grant-writing and fund-development team within OPD.	OPD	1–4%
	8. Capacity Building for CVI and GBV Ecosystem: Ensures that the ecosystem of nonprofit providers and DVP frontline staff are coordinated and have the capacity to deliver evidence-based CVI and GBV services.	DVP	0–2%
	9. Coordination and Response to Human Trafficking: Supports OPD’s efforts to strengthen the department’s collaboration between city, county, and regional stakeholders to interrupt and prevent commercial sexual exploitation, including the sexual exploitation of minors.	OPD	0–3%
Improving Emergency Response	10. Behavioral Health Response: Improves the quality and efficiency of Oakland’s emergency response by investing in specialized, non-law-enforcement mobile crisis teams and co-responder models, which pair a sworn officer with a mental health clinician.	OPD, OFD	1-6%
	11. Capacity Building and Training to OFD and Community Partners: Funds new OFD staff positions, supports personnel to maintain full OFD staffing, and provides a range of trainings for staff and community members.	OFD	2–4%
	12. Equipment Upgrades: This strategy funds equipment upgrades for OPD and OFD that improve the speed, quality, and equity of emergency response and protect the health and well-being of Oakland’s first responders.	OPD, OFD	4-8%

Justification for Selected Strategies

The work of creating a healthy, thriving, and safe community is collective work. Oakland benefits from a rich network of community partners, public agencies, leaders, and residents who recognize that a multipronged approach that leverages the strengths of each partner and fosters cross-sector collaboration is critical to achieving the City's public safety goals. The violence reduction efforts funded through Measure NN build on decades of investments to address the root causes of violence and strengthen the capacity of Oakland's public safety ecosystem to implement evidence-based and community-informed practices.

Oakland leads in the fields of community and gender-based violence interventions and has seen significant reductions in shootings, homicides, and other violent crimes since 2023. At the same time, the work is not done. The prevalence of gender-based violent crimes demands attention; Oakland's emergency response times are out of compliance with state standards; and many violent crimes still go unreported or unsolved. Funding to strengthen residents' trust in the Oakland Police Department and to support prevention efforts has been significantly reduced due to budget cuts.

The set of strategies supported by Measure NN builds on the strategies previously funded through Measure Y and Measure Z and prioritizes investments in direct services and public safety infrastructure to create a safe and thriving Oakland.

SUSTAINING DIRECT INTERVENTIONS FOR PEOPLE AT THE CENTER OF VIOLENCE IN OAKLAND

Over the next four years, the bulk of Measure NN investments (80%) will be directed toward interventions that aim to directly engage people at the center of violence in Oakland, including those likely to perpetrate or be victimized by gun violence and survivors of GBV. Community Violence Intervention (CVI) is a growing national field of practice that aims to disrupt cycles of violence through evidence-based strategies, including life coaching, hospital-based interventions, focused deterrence, and cognitive behavioral therapy.²⁰ The CVI and GBV strategies led by the DVP provide access to participant-centered services and opportunities that disrupt cycles of violence and harm, prevent retaliatory violence, and reduce re-traumatization.^{21 22} Services are delivered by CBO providers and DVP staff.

20. Department of Violence Prevention. (2025). *Measure NN 2026–29 spending plan*. City of Oakland. https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/documents/dvp_measure-nn-spendingplan_2026-2029_final.pdf

21. Jannetta, J., Oglesby-Neal, A., & Urban Institute. (2025). *A process and outcome evaluation of Oakland's Measure Z-funded group violence response services: July 2022 to December 2024*. Urban Institute. <https://www.urban.org/research/publication/process-and-outcome-evaluation-oaklands-measure-z-funded-group-violence-response-services>

22. Mathematica Policy Research. (2021). *Oakland Unite 2016–2020 comprehensive evaluation: Implementation and impacts of youth and adult life coaching*. <https://www.mathematica.org/publications/oakland-unite-2016-2020-comprehensive-evaluation-implementation-and-impacts-of-youth-and-adult-life-coaching>

Ceasefire-Lifeline, the mayor's core strategy to reduce group violence, and OPD's Crime Reduction Teams employ targeted deterrence and enforcement to interrupt group-related violence, deter violent crime, and improve investigations. Expanded capacity within OPD to support investigations will also improve clearance rates for violent crimes. This set of strategies builds on Oakland's progress toward reducing shootings and homicides by focusing services and deterrence efforts on the individuals who are at the center of group and network-related shootings and homicides and those individuals most likely to be victims of commercial sexual exploitation and domestic violence offenses.



STRENGTHENING OAKLAND PUBLIC SAFETY SYSTEMS

Approximately 10% of Measure NN funding will support strategies designed to strengthen public safety systems, partnerships, and the capacity of the network of CBOs and DVP staff to deliver CVI. Community violence reduction efforts are most effective when CBOs, agencies, and key partners are aligned, coordinated, and working toward shared goals. This CVRP also includes several strategies designed to build the internal capacity of lead agencies to improve their systems, staffing, and deployment, particularly for OPD. OPD's priority spending plan includes a multiphase effort to recruit and retain sworn and non-sworn staff, with the goal of improving and rebuilding investigations, special victims, and dispatch units and meeting the minimum of 700 sworn positions. OPD recognizes the importance of strengthening Oakland residents' trust in the Department, improving coordination with other agencies to end human trafficking, and rebuilding its Special Victims Unit to hold traffickers accountable. At the same time, the Department has prioritized achieving minimum staffing levels and assessing the Department's staffing needs during the first couple of years of this CVRP. Current OPD staffing levels are insufficient to meet the city's emergency response and investigative needs. Recruiting and retaining sworn and non-sworn staff can improve response times and clearance rates.²³ OPD believes better

23. Mourtgos, S. M., Adams, I. T., & Nix, J. (2024). Staffing levels are the most important factor influencing police response times. *Policing: A Journal of Policy and Practice*, 18. <https://doi.org/10.1093/police/paae001>

response times, targeted law enforcement interventions and more advanced technologies will strengthen residents' trust over time.

The plan also includes strategies that aim to improve the capacity of CVI and GBV providers to reach the DVP's target population and achieve impact. Training and capacity-building support for DVP staff, CBOs, and the frontline workforce will strengthen alignment across the provider ecosystem, improve the skill set of the frontline workforce, and support innovations in serving survivors of GBV. Investing in the ecosystem will ensure that Oakland remains a leader in holistically addressing community and gender-based violence.



IMPROVING EMERGENCY RESPONSE

OFD and OPD play a critical role in responding to emergencies, and timely response saves lives, prevents escalation of violence, builds community trust, and deters future violent crime. Response times in Oakland, particularly for OPD, are out of compliance with state standards. Slightly less than 10% of Measure NN funds will be used for strategies that improve emergency response. The CVRP includes three primary approaches to improving emergency response: strengthening behavioral health emergency response systems and programs that enable alternatives to traditional law enforcement response; upgrading equipment to support faster response and ensure the safety of first responders; and enhancing capacity within OFD and the community to respond to emergencies.

The behavioral health strategy increases the effectiveness of OFD and OPD programs, including MET and MACRO, thereby offering effective alternative response options, diverting nonviolent emergencies to a more appropriate response, and freeing up police to respond to high-priority calls. The integration of new technologies and upgrades to equipment will enable faster response to life-threatening

emergencies, more equitable service to residents who do not speak English, and a first responder workforce that is healthier and better equipped to stay on the job. Finally, new positions within OFD will ensure that new partnerships are developed to expand the emergency response system, ensure full deployment and deliver trainings to OFD staff and community members. These infrastructure and capacity-building investments will improve the quality and timeliness of emergency response.



ABOUT MEASURE NN FUNDING

The Measure NN legislation allocates specific funding amounts to each lead implementation agency and an administrative budget to the OPSPOC. The appendix includes additional information on strategies and funding allocation by Department. Each Department is responsible for developing a priority spending plan and annual budgets for the use of Measure NN funds in accordance with the guidelines and allowable uses outlined in the Measure. The City of Oakland has a two-year budget cycle; Measure NN budgets will be developed each year in coordination with the Finance Department. Not all strategies will be funded each year. The percentages and allocations outlined here may vary from year to year, depending on external funding sources, one-time expenses, and the fiscal climate in the City.

GOALS & STRATEGIES

This section includes the four-year 2026-2030 violence reduction goals for Oakland and a detailed description of each of the twelve strategies.

4-Year Community Violence Reduction Plan Goals

This plan supports the attainment of the following goals for community violence reduction by 2030:

1. Reduce homicides and nonfatal shootings by 10%.
2. Reduce domestic violence, sexual assault, and commercial sexual exploitation crimes by 10%.
3. Improve clearance rates for violent crimes named in Measure NN, including homicides, robberies, carjackings, domestic violence, and gun-related violence, by 10%.
4. Improve feelings of safety and resilience and reduce trauma among people served through direct services funded by Measure NN.
5. Improve 911 answering speeds so that 90% of all 911 calls are answered within 15 seconds.
6. Improve OPD response times to meet the state average of 5 minutes for violent crimes.
7. Maintain a sworn police force of at least 700 police personnel and at least 480 firefighters.

OPSPOC will track progress towards goals and evaluate collective impact at the end of the four-year plan.

Direct Interventions for People Impacted by Violence

The bulk of Measure NN resources will be directed towards interventions that aim to directly engage people at the center of violence in Oakland, including those likely to perpetrate or be victimized by gun violence and survivors of GBV.

STRATEGY 1: COMMUNITY VIOLENCE INTERVENTION SERVICES

Lead Implementing Agency: Department of Violence Prevention

Strategy 1 Description

This strategy supports direct delivery of core interventions to people at the center of violence, including Lifeline clients or other individuals at high risk of perpetrating or being victimized by group or network-related gun violence. The Department of Violence Prevention (DVP) and experts in the field estimate that a significant amount of gun violence is driven by about 350 individuals. This strategy funds DVP staff and community-based organization (CBO) providers to deliver evidence-based violence interruption, hospital-based violence intervention, life coaching, and youth diversion services, as well as supportive services to address the immediate needs of individuals at the center of gun violence. Supportive services, such as housing, employment readiness and navigation, and behavioral healthcare, improve participants' safety, stability, and sense of connection to resources. Through intensive and wraparound programming, community violence intervention (CVI) participants change their behavior, interrupt intergenerational cycles of trauma, and ultimately stop participating in group violence. Target populations who meet eligibility criteria receive the following interventions:

Violence Interruption: Violence interruption is a flexible and responsive approach where trained individuals with lived experience engage people involved in potentially violent situations to de-escalate interactions before gun violence erupts. These credible messengers identify conflicts before they begin and use their influence to prevent violence from occurring. They conduct proactive outreach with group-involved individuals to mediate conflicts and prevent violence. They also support families and work to prevent retaliation after a shooting/homicide occurs in order to interrupt cycles of violence.

Hospital-Based Intervention: Frontline providers meet gunshot victims in the hospital and encourage enrollment in intensive life coaching, provide them with short-term transition care and case management, and help them access victims of crime benefits.

Intensive Life Coaching: Life coaches work with participants one-on-one to reduce risks of violence, build support systems, and increase protective factors.

Youth Diversion Services: These services include restorative justice between the person who caused harm and the person who was harmed, as well as a plan to repair that harm.

Strategy 1: Supported Activities

Through DVP staff and funding to CBO providers, this strategy supports the following CVI services and programs:

- Lifeline interventions
- Violence interruption
- Hospital-based violence intervention
- Life coaching
- Youth diversion
- Emergency relocation
- Housing
- Employment navigation
- Workforce development cohorts
- Healing services (counseling, group therapy, culturally rooted health practices)
- Family and victim support

Strategy 1: Rationale

Gun violence negatively impacts the health and safety of Oakland residents. Public health strategies that provide supports for communities where systemic racism, disinvestment, and intergenerational trauma

are highly concentrated and can help stem gun violence and homicides.^{24 25 26 27 28 29} CVI is a growing national field of practice that aims to disrupt cycles of violence through evidence-based strategies, including life coaching, hospital-based interventions, focused deterrence, street outreach/violence interruption, and cognitive behavioral therapy.³⁰ Evaluations of life coaching services delivered to Oakland adult residents at risk of violence found that participants were half as likely to be arrested and 22% less likely to be arrested for a gun offense than individuals in similar circumstances who did not receive life coaching.^{31 32} Interventions utilizing Cognitive Behavioral Therapy (CBT) are recognized as highly effective approaches with the DVP's target population, reducing re-offense rates and group violence.³³

Violence interruption also has a strong evidence base, including a multicity review of the Cure Violence model, which follows the same principles that inform Oakland's violence interruption program. This study found marked decreases in homicides in New York City, Chicago, Philadelphia, Charlotte, and some international sites.³⁴

24. Webster, D. W., Tilchin, C. G., & Doucette, M. L. (2023). *Estimating the effects of Safe Streets Baltimore on gun violence*. Johns Hopkins Center for Gun Violence Solutions & Johns Hopkins Bloomberg School of Public Health.

Buggs, S. A. L., Webster, D. W., & Crifasi, C. K. (2022). Using synthetic control methodology to estimate effects of a Cure Violence intervention in Baltimore, Maryland. *Injury Prevention*, 28(1), 61–67. <http://dx.doi.org/10.1136/injuryprev-2021-044234>

25. South, E. C., Hemenway, D., & Webster, D. W. (2022). Gun violence research is surging to inform solutions to a devastating public health crisis. *Preventive Medicine*, 158, Article 107034. <https://doi.org/10.1016/j.ypmed.2022.107034>

26. Crifasi, C. K., Williams, R. G., Booty, M. D., Owens-Young, J. L., Webster, D. W., & Buggs, S. A. L. (2022). Community perspectives on gun violence and safety: The role of policing in Baltimore City. *Journal of Criminal Justice*, 82, Article 101915. <https://doi.org/10.1016/j.jcrimjus.2022.101915>

27. Ward, J. A., McGinty, E. E., Hudson, T., Stone, E. M., Barry, C. L., Webster, D. W., & Crifasi, C. K. (2022). Reimagining public safety: Public opinion on police reform and gun violence prevention by race and gun ownership in the United States. *Preventive Medicine*, 165, Article 107180. <https://doi.org/10.1016/j.ypmed.2022.107180>

28. Webster, D. W., Richardson, J., Meyerson, N., Vil, C., & Topazian, R. (2022). Research on the effects of hospital-based violence intervention programs: Observations and recommendations. *The Annals of the American Academy of Political and Social Science*, 701(1), 114–131. <https://doi.org/10.1177/00027162221106813>

29. Buggs, S. A. L., Webster, D. W., & Crifasi, C. K. (2022). Using synthetic control methodology to estimate effects of a Cure Violence intervention in Baltimore, Maryland. *Injury Prevention*, 28(1), 61–67. <http://dx.doi.org/10.1136/injuryprev-2021-044234>

30. Department of Violence Prevention. (2025). *Measure NN 2026–29 spending plan*. City of Oakland. https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/documents/dvp_measure-nn-spendingplan_2026-2029_final.pdf

31. Jannetta, J., Oglesby-Neal, A., Birdsall, C., Gearing, H., & Kim, K. (2025). *A process and outcome evaluation of Oakland's Measure Z-funded group violence response services: July 2022 to December 2024*. Urban Institute.

32. Mathematica. (2021). *Oakland Unite 2016–2020 comprehensive evaluation: Implementation and impacts of youth and adult life coaching*.

33. Lipsey, M. W., Landenberger, N. A., & Wilson, S. J. (2007). Effects of cognitive-behavioral programs for criminal offenders. *Campbell Systematic Reviews*, 3(1), 1–141. <https://doi.org/10.4073/csr.2007.6>

34. Ransford, C., Williams, M., & Slutkin, G. (2025). A systematic review on the effectiveness of the Cure Violence approach. *Inquiry: The Journal of Health Care Organization, Provision, and Financing*, 62. <https://doi.org/10.1177/0046958025XXXXX>

Evidence for the effectiveness of hospital-based violence intervention is robust and growing.^{35 36} Control-group studies consistently demonstrate that patients admitted for violent injury who receive hospital-based violence intervention services are twice as likely as control group members to attend follow-up appointments and avoid future violent injury.^{37 38}

The evidence also shows a consistent correlation between high-quality employment and improved public safety, both on the community and client levels. For example, an 18-month workforce development program that included CBT provision for adults at acute risk of violence effectively prevented shootings and homicides (a 65% reduction versus the control group over the 20-month follow-up period).³⁹

Diversion programs designed for mid-to-high-risk juvenile justice system-involved youth have also been shown to significantly reduce recidivism—these programs prevent further incarceration and provide participants with wraparound and/or restorative supports while they are in the community. For example, a randomized control trial of the Make It Right program, a pre-charge restorative justice diversion program for minors in San Francisco, found that youth who completed the program were 44% less likely to be rearrested within six months and 30% less likely to be rearrested within four years than youth who went through traditional prosecution.⁴⁰

Strategy 1: Impact on Measure NN Objectives

- Reduce homicides, robberies, carjackings, break-ins, domestic violence, and gun-related violence

Strategy 1: Performance Metrics

- Number and percentage of CVI participants served who meet program eligibility criteria

35. Cheng, T. L., Wright, J. L., Markakis, D., Copeland-Linder, N., & Harris, K. L. (2008). Effectiveness of a mentor-implemented, violence prevention intervention for assault-injured youths presenting to the emergency department: Results of a randomized trial. *Pediatrics*, 122(5), 938–944. <https://doi.org/10.1542/peds.2007-2096>

36. Gomez, G., Simons, C., St. John, W., Creager, L., Joy, A. L., & Justice, C. (2012). Project Prescription for Hope (RxH): Trauma surgeons and community aligned to reduce injury recidivism caused by violence. *The American Surgeon*, 78(9), 1000–1004. <https://doi.org/10.1177/000313481207800931>

37. Julliard, C., Cooperman, L., Sathyadev, N., Pirrotta, L., Thai-Paquette, K., & Sidelinger, D. E. (2016). A decade of hospital-based violence intervention: Benefits and shortcomings. *Journal of Trauma and Acute Care Surgery*, 81(6), 1156–1161. <https://doi.org/10.1097/TA.0000000000001261>

38. Romo, N. D., Castillo, C., Hernandez, J., & Cheng, T. L. (2023). Improving adolescent violent trauma outcomes with a hospital-based violence prevention initiative. *Hospital Pediatrics*, 13(2), 153–158. <https://doi.org/10.1542/hpeds.2022-006840>

39. Bhatt, M. P., Heller, S. B., Kapustin, M., Ludwig, J., & Mullainathan, S. (2024). Predicting and preventing gun violence: An experimental evaluation of READI Chicago. *The Quarterly Journal of Economics*, 139(1), 1–56. <https://doi.org/10.1093/qje/qjad042>

40. San Francisco District Attorney’s Office, Shem-Tov, Y., Raphael, S., & Skog, A. (2022, January). *The impacts of the Make-it-Right program on recidivism*. California Policy Lab. <https://www.capolicylab.org/the-impacts-of-the-make-it-right-program-on-recidivism/>

- Improved feelings of safety, resilience, and reduced trauma among participants served with CVI services
- Reduced recidivism among participants served with CVI services
- Percentage and amount of Measure NN funding disbursed to CBOs

Strategy 1: Estimated Funding Allocation

22% - 26% of Measure NN funding from 2026-2030

STRATEGY 2: IMPLEMENTATION OF CEASEFIRE

Lead Implementing Agency: Oakland Police Department

Strategy 2 Description

This strategy funds police personnel responsible for implementing the mayor's primary gun-violence reduction strategy, Ceasefire-Lifeline. Launched in 2012, Oakland's Ceasefire has three goals: to reduce street-group and network-related shootings and homicides; decrease recidivism and incarceration rates for individuals engaged in violence; and strengthen trust between communities and public safety partners.⁴¹ Ceasefire achieves these goals through four core components: (1) identifying individuals at the highest risk of being involved in a shooting; (2) outreach to those individuals to communicate concern for their well-being and the consequences of continued involvement in violence; (3) offering services and supports that address these individuals' needs, including housing, life coaching, and employment navigation through city and community partnerships; and (4) narrowly focused police enforcement for those individuals who continue to engage in violence.

OPD's Ceasefire unit plays an essential role in this strategy by leading weekly Shooting Review meetings to identify individuals at imminent risk of violence, coordinating and participating in direct communication with high-risk individuals, and conducting enforcement efforts as needed when engagement in violence persists. The unit operates in close coordination with City of Oakland agencies, nonprofits, and faith-based organizations to offer services and alternatives to street-group involvement. Services are provided by a strong network of credible messengers, ensuring that accountability is paired with wraparound support. This strategy supports Strategy 6, Community Accountability and Trust by strengthening collaboration with CBOs and reducing shootings and homicides in neighborhoods most impacted by violence.

Strategy 2: Supported Activities

The Ceasefire strategy supports targeted deterrence activities, including but not limited to:

41. City of Oakland. (n.d.). *Oakland Ceasefire strategy*. <https://www.oaklandca.gov/topics/oakland-ceasefire-strategy>

- Fund Ceasefire officers, sergeants and lieutenants to conduct Ceasefire operations
- Conduct ongoing data analysis to identify individuals most likely to engage in violence
- Lead weekly Shooting Review meetings to identify and respond to emerging violence
- Conduct direct communication with individuals at the highest risk of violence
- Coordinate with city agencies, nonprofits, and faith-based organizations to ensure that high-risk individuals are connected with life coaching, employment navigation, and other support services
- Maintain focused, narrowly targeted enforcement responses for individuals who continue to engage in gun violence



Credit: Roselyn Romero, The Oaklandside

Strategy 2 Rationale

Historically, law enforcement responses to gun violence in Oakland and across the United States have relied on punitive enforcement approaches that have caused harm to communities, strained police-community trust, and failed to deliver lasting reductions in violence. In the early 2010s, when Oakland's homicide rate was nearly seven times the national average,⁴² Oakland's community leaders, activists, and residents demanded a different approach—one that concentrates resources on the individuals most likely to be involved in gun violence; one that leads with respect, dignity, and the belief that individuals engaged in violence do so out of survival and as a result of prior trauma; and one that pairs law enforcement accountability with authentic community collaboration.

Central to Ceasefire is the practice of focused deterrence, or the recognition that a small number of individuals drive a disproportionate share of gun violence and that concentrating resources on this group is the most effective way to reduce harm. In Oakland, this amounts to approximately 350

42. California Partnership for Safe Communities. (2025). *City of Oakland Ceasefire evaluation: Progress update and 2025 strategic recommendations*. City of Oakland Department of Violence Prevention. <https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/cpsc-audit-update-2025.pdf>

individuals.⁴³ The evidence base for focused deterrence is among the strongest in violence prevention, showing consistent, statistically significant reductions in shootings and homicides documented across dozens of US cities utilizing this strategy, including Oakland.⁴⁴

Another pillar of Ceasefire’s approach is procedural justice, the principle that every interaction with community members must be led with dignity and respect. Ceasefire’s commitment to treating individuals with genuine care and a belief that most individuals want a way out of violence is what distinguishes it from past punitive enforcement approaches and makes community partners willing to stand behind it. It’s also effective. Research shows that when law enforcement treats community members with fairness and respect, trust builds, and people are more likely to comply with the law and cooperate with authorities.⁴⁵

Ceasefire’s impact also depends on a strong partnership with city agencies and a network of community-based partners who deliver wraparound supports that address immediate needs and offer opportunities for a life free from violence. Credible messengers co-create strategies to reduce harm and strengthen supportive networks that promote safety and stability.⁴⁶

Oakland’s own history tells a compelling story about Ceasefire’s effectiveness. Following the launch of Ceasefire between 2012 and 2019, Oakland saw a 43% citywide decline in homicides.⁴⁷ A rigorous quasi-experimental evaluation attributed a 31.5% reduction in citywide gun homicides during that time period directly to Ceasefire, earning it an “Effective” rating from the National Institute of Justice’s CrimeSolutions database.⁴⁸ When city leaders began gradually moving away from Ceasefire in 2016 and redirecting resources from its core focus of individuals at imminent risk of violence in 2019, gun violence surged.⁴⁹ Although many cities across the US saw an increase in violence during this time, Oakland’s

43. California Partnership for Safe Communities. (2025). *City of Oakland Ceasefire evaluation: Progress update and 2025 strategic recommendations*. City of Oakland Department of Violence

Prevention. <https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/cpsc-audit-update-2025.pdf>

44. Braga, A. A., Weisburd, D. L., & Turchan, B. (2018). Focused deterrence strategies and crime control: An updated systematic review and meta-analysis of the empirical evidence. *Criminology & Public Policy*, 17(1), 205–250. <https://doi.org/10.1111/1745-9133.12353>

45. Mazerolle, L., Bennett, S., Davis, J., Sargeant, E., & Manning, M. (2013). *Legitimacy in policing: A systematic review*. The Campbell Collaboration. <https://doi.org/10.4073/csr.2013.1>

46. Department of Violence Prevention. (2025). *Measure NN 2026–2029 spending plan*. City of Oakland. https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/documents/dvp_measure-nn-spendingplan_2026-2029_final.pdf

47. Braga, A. A., Barao, L., Zimmerman, G. M., Brunson, R. K., Papachristos, A. V., Wood, G., & Farrell, C. (2019). *Oakland Ceasefire evaluation: Final report to the City of Oakland*. Northeastern University. <https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/oakland-ceasefire-evaluation-final-report-may-2019.pdf>

48. National Institute of Justice. (n.d.). *Program profile: Ceasefire (Oakland, Calif.)*. CrimeSolutions. <https://crimesolutions.ojp.gov/ratedprograms/ceasefire-oakland-calif#5-0>

49. California Partnership for Safe Communities, & National Institute for Criminal Justice Reform. (2023, December). *Oakland Ceasefire assessment final report*. <https://cao-94612.s3.us-west-2.amazonaws.com/documents/Final-CF-Report-Oakland-01.24.pdf>

pandemic-era increase outpaced the national average.⁵⁰ Then, in 2024, Oakland reinstated Ceasefire. By the year's end, Oakland had seen a 34% reduction in both homicides and nonfatal shootings and, in 2025, recorded its lowest homicide count in decades—a 22% decrease from the prior year.⁵¹

Strategy 2: Impact on Measure NN Objectives

- Reduce homicides, robberies, carjackings, break-ins, domestic violence, and gun-related violence

Strategy 2: Performance Metrics

- Number of staff in the Ceasefire unit
- Number of individuals at high risk of violence who are reached through direct communication
- Number of Shooting Review meetings
- Improved resident perceptions of police

Strategy 2: Estimated Funding Allocation

30% - 34% of Measure NN funding from 2026-2030

STRATEGY 3: CRIME REDUCTION TEAMS AND INVESTIGATIONS IMPROVEMENTS

Lead Implementing Agency: Oakland Police Department

Strategy 3 Description

This strategy funds the deployment of Crime Reduction Teams (CRTs). CRTs aim to investigate and respond to violent crimes in areas of the city that are hit the hardest by violence and crime, using proactive and intelligence-based policing. To ensure that policing is fair and just, the CRTs' focus is narrow, targeted and data driven. By concentrating investigative resources in areas of greatest need, CRTs interrupt cycles of violence, disrupt criminal networks, and increase accountability for those who perpetrate serious crimes.

CRTs operate as a cross-functional resource within OPD, leading complex, high-risk operations and providing essential support to Ceasefire, the Special Victims Unit, Homicide, Robbery, and local and federal task forces. Investments in CRTs strengthen OPD's overall investigative capacity, leading to improved clearance rates—a critical public safety outcome. This strategy supports Strategy 6, Community Accountability and Trust. Solving crimes improves community trust, holds perpetrators accountable, and improves a sense of safety among residents. Through targeted operations to disrupt

50. Rosenfeld, R., & Lopez, E. (2021, May). *Pandemic, social unrest, and crime in U.S. cities: March 2021 update*. Council on Criminal Justice. <https://counciloncj.org/pandemic-social-unrest-and-crime-in-u-s-cities-march-2021-update/>

51. City of Oakland. (2024). *Ceasefire strategy: Professional services agreement with California Partnership for Safe Communities*. <https://cityofoakland2.app.box.com/s/sjiq7usfy27gy9dfe51hp8arz51ixad/file/2093487790831>

gender-based violence, this strategy also contributes to Strategy 9, Coordination and Response to Human Trafficking.

Strategy 3: Supported Activities

- Deploy CRTs to conduct targeted enforcement activities, such as, but not limited to:
- Respond to crime in regions of the city most impacted by violence
- Provide law enforcement responses in support of Ceasefire
- Support investigations
- Conduct human trafficking operations and enforcement
- Conduct operations and proactive policing

Strategy 3: Rationale

The deployment of CRTs reflects an evolution in Oakland’s public safety approaches, one that began under Measure Z⁵² and continues as a core priority under Measure NN. While earlier policing models relied on broad neighborhood patrols, CRTs represent a more precise and accountable approach by concentrating investigative and enforcement resources on the specific locations and criminal networks driving the greatest harm. This strategic focus on the places, patterns, and individuals most responsible for shootings, homicides, and commercial burglaries is designed to deliver meaningful reductions in violence where Oakland residents most urgently need them.

Underlying the deployment of CRTs is the premise that violent crime is clustered and that a subset of neighborhoods bears the brunt of the city’s shootings, robberies, and assaults. Concentrating police resources on those regions of the city that experience disproportionate levels of crime and violence has been shown to reduce crime without displacing it to nearby areas.⁵³ CRTs use systematic data analysis to continually update and prioritize hot spots, adapting as crime trends shift and evolve. This dynamic data-informed approach distinguishes CRTs from traditional patrol models and is central to their success.

Improving OPD’s ability to solve violent crimes is a strategic community safety priority for the department. Unsolved crimes fail to hold perpetrators accountable, enabling repeated violence, eroding trust in law enforcement, and diminishing residents’ sense of safety.⁵⁴ CRT investments strengthen investigative capacity across the department while also freeing up bandwidth, which supports a faster, more robust response to emergencies across the city.

52. City of Oakland. (2014). *The 2014 Oakland Public Safety and Services Violence Reduction Act (Measure Z)*. <https://www.oaklandca.gov/files/assets/city/v/1/city-administrator/documents/measure-z/measure-z-2014-85149-c.m.s.pdf>

53. Braga, A. A., Papachristos, A. V., & Hureau, D. M. (2012). Hot spots policing effects on crime. *Campbell Systematic Reviews*, 8(1), 1–96. <https://doi.org/10.4073/csr.2012.8>

54. Mourtgos, S. M., & Adams, I. T. (2020). *Assessing the impact of police officer de-policing on crime*. Social Science Research Network. <https://doi.org/10.2139/ssrn.3618573>

Strategy 3: Impact on Measure NN Objectives

- Reduce homicides, robberies, carjackings, break-ins, domestic violence, and gun-related violence
- Improve emergency 911 response times and the quality of response
- Reduce the incidence of human trafficking, including the sexual exploitation of minors

Strategy 3: Performance Metrics

- Improved clearance rates for violent crimes
- Improved perceptions of safety among residents
- Increased investigations of human trafficking
- Reductions in homicides and shootings in areas disproportionately impacted by violence

Strategy 3: Estimated Funding Allocation

10% - 15% of Measure NN funding from 2026-2030

STRATEGY 4: TRAUMA-INFORMED SERVICES FOR SURVIVORS OF GENDER BASED VIOLENCE

Implementation Lead: Department of Violence Prevention

Strategy 4 Description

This strategy provides funding for the provision of direct services to victims and survivors of domestic violence and commercial sexual exploitation through crisis intervention, life coaching, housing, legal assistance, and other supportive services. Through services provided by DVP staff and CBO providers, individuals victimized by gender-based violence (GBV) will have access to both immediate and long-term support. Survivors have complex needs and therefore require a combined suite of supports that are integrated and accessible.

Funding will establish and maintain a 24-hour crisis response system. Crisis navigation connects survivors of both domestic violence and commercial sexual exploitation to rapid trauma-informed safety supports after a crisis has occurred. Crisis navigators are available around the clock and meet clients where they are to address their most pressing safety concerns, such as housing, legal assistance, etc. Through timely and responsive services, crisis navigators can connect participants to life coaching and case management services.



Life coaching services funded through this strategy prioritize safety, healing, and stability for participants. Life coaching services are trauma-informed, culturally relevant, and intensive, providing daily contact and brokering to additional resources. Transitional and long-term housing supports enable survivors to leave unsafe living situations. Healing services help participants recover from trauma and abuse through group therapy, cognitive behavioral interventions, and other healing modalities. GBV services ensure that participants' safety needs are met, mitigate immediate harm, and support healing from trauma. Together, these services reduce revictimization and empower survivors.

Strategy 4 Supported Activities

- Crisis navigation
- Life coaching and case management
- Emergency and transitional housing
- Healing services (counseling, group therapy, culturally rooted health practices)
- Legal assistance
- Other supportive services

Strategy 4 Rationale

Domestic violence—the most common form of GBV—and commercial sexual exploitation, including of children, is visible on the streets of Oakland. Black women, children, and gender-nonconforming people are more likely to be victims of commercial sexual exploitation. While city agencies, CBOs, and residents agree that Oakland is facing a crisis, the city lacks reliable data on commercial sexual exploitation. When

it comes to domestic violence, incidents often go underreported to law enforcement, and reporting mechanisms do not disaggregate domestic violence from other types of assaults.⁵⁵

Similarly, the body of literature on evidence-based practices to intervene and interrupt domestic violence is limited. There is emerging research on revictimization among survivors of domestic violence. Research suggests that psychological distress (particularly trauma-related/PTSD symptoms) can contribute to revictimization.⁵⁶ This implies that programs that specifically support trauma recovery should be prioritized in survivor services. Accessing crisis services where safety is the guiding principle is associated with more self-efficacy, coping skills, and safety.⁵⁷ There is also evidence that providing holistic, wraparound services (rather than services exclusively focused on one or another need, like housing or psychological support alone) as soon as possible after a DV survivor's case comes to light is associated with fewer subsequent domestic violence incidents.⁵⁸

Crisis advocacy has been shown to have a significant impact on reducing the likelihood of revictimization.⁵⁹ Evidence suggests that survivor-focused programs are more effective if they include psychoeducation about the causes and consequences of domestic violence; attention to ongoing safety, cognitive, and emotional skill development to mediate trauma-related symptoms; and a focus on empowerment and survivors' strengths.⁶⁰

DRAFT

55. Department of Violence Prevention. (2025). *Measure NN 2026–29 spending plan*. City of Oakland. https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/documents/dvp_measure-nn-spendingplan_2026-2029_final.pdf

56. Bellot, A., Muñoz-Rivas, M. J., Botella, J., & Montorio, I. (2024). Factors associated with revictimization in intimate partner violence: A systematic review and meta-analysis. *Behavioral Sciences*, *14*(2), Article 103. <https://doi.org/10.3390/bs14020103>

57. Bennett, L., Riger, S., Schewe, P., Howard, A., & Wasco, S. (2004). Effectiveness of hotline, advocacy, counseling, and shelter services for victims of domestic violence: A statewide evaluation. *Journal of Interpersonal Violence*, *19*(7), 815–829. <https://doi.org/10.1177/0886260504265687>

58. Seivwright, A., Lester, L., & Flatau, P. (2025). Service pathways and outcomes of holistic programs supporting women experiencing intimate partner violence. *Australian Social Work*. <https://doi.org/10.1080/0312407X.2024.2435678>

59. Messing, J. T., Campbell, J., Sullivan Wilson, J., Brown, S., Patchell, B., & Shall, C. (2015). The Oklahoma Lethality Assessment Study: A quasi-experimental evaluation of the Lethality Assessment Program. *Social Service Review*, *89*(3), 499–530. <https://doi.org/10.1086/683190>

60. Warshaw, C., Rivera, E. A., & Sullivan, C. M. (2013). *A systematic review of trauma-focused interventions for domestic violence survivors*. National Center on Domestic Violence, Trauma & Mental Health. http://www.nationalcenterdvtraumamh.org/wp-content/uploads/2013/03/NCDVTMH_EBPs-Summary_Final_Revised_May2013.pdf

The research on how to prevent revictimization of human trafficking survivors is neither rigorous nor extensive.^{61 62} A recent meta-analysis considering multiple studies points to the importance of providing holistic, wraparound services combined with a secure residential care component. This meta-analysis suggests that while physical health care, mental health support, economic empowerment, and a safe place to stay are each important in their own right, they will most likely be successful in preventing revictimization if they are integrated.⁶³



Impact on Measure NN Objectives

- Reduce the incidence of human trafficking, including the sexual exploitation of minors

Strategy 4 Performance Metrics

- Number and percentage of participants experiencing GBV who received crisis intervention, life coaching, and supportive services
- Number and percentage of participants who experienced domestic violence and/or commercial sexual exploitation, including of minors
- Improved feelings of safety, resilience, and reduced trauma among people served with GBV services
- Reduced revictimization among participants served with GBV services

62. Knight, L., Xin, Y., & Mengo, C. (2022). A scoping review of resilience in survivors of human trafficking. *Trauma, Violence, & Abuse*, 23(3), 1048–1062. <https://doi.org/10.1177/1524838020985536>

62. Wright, N., Jordan, M., & Lazzarino, R. (2021). Interventions to support the mental health of survivors of modern slavery and human trafficking: A systematic review. *International Journal of Social Psychiatry*, 67(8), 1026–1034. <https://doi.org/10.1177/00207640211003630>

63. Schroeder, E., Yi, H., Okech, D., Bolton, C., Aletraris, L., & Cody, A. (2023). Do social service interventions for human trafficking survivors work? A systematic review and meta-analysis. *Trauma, Violence, & Abuse*, 25(1), 164–179. <https://doi.org/10.1177/15248380221143213>

- Percentage and amount of Measure NN funding disbursed to CBOs

Strategy 4: Estimated Funding Allocation

11% - 15% of Measure NN funding from 2026-2030

Strengthening Oakland Public Safety Systems

Approximately 10% of Measure NN funding will support strategies designed to strengthen public safety systems, partnerships, and the capacity of the network of CBOs and DVP staff to deliver CVI. Community violence reduction efforts are most effective when CBOs, agencies, and key partners are aligned, coordinated, and working toward shared goals.

STRATEGY 5: RECRUITMENT OF NEW POLICE OFFICERS

Lead Implementing Agency: Oakland Police Department

Strategy Description

This strategy supports multipronged recruitment and retention efforts to achieve and maintain the minimum staffing levels of sworn officers required of OPD by Measure NN. This includes a comprehensive analysis of the level of staffing and deployment necessary to ensure adequate and equitable distribution of sworn and non-sworn staff to meet community needs. Measure NN requires that the city hire and maintain no fewer than 700 sworn police officers. Currently, OPD has a shortfall of approximately 20 sworn officers. Meeting Measure NN's staffing-level goals will require a comprehensive approach to recruitment and staffing—one that creates conditions for robust, sustained hiring and improved staff retention.

In the early stage of implementation, OPD plans to launch recruitment campaigns for sworn officers with the support of new professional staff and outside recruitment firms through three approaches:

1. External recruitment to fill and hold additional academies to recruit new police officers
2. Lateral recruitment to attract experienced officers and accelerate the growth of investigative staffing
3. Expanding and sustaining the cadet program to build the pipeline for the next generation of officers from within Oakland.



OPD will also commission a Workforce Staffing Study to support a data-driven approach to the recruitment, retention, and staffing of OPD units. By building upon the department's 2024 study,⁶⁴ this research will establish updated minimum staffing targets across the department and for each of its divisions. It will also assess the existing beat structure and officer deployment, as well as set goals for team structures and coverage. The study will also examine the staffing and recruitment needs of dispatch, an area of OPD that has faced chronic staff shortages, which have profoundly affected 911 response times.⁶⁵

In years 2–4 of the CVRP, OPD will implement changes based on the results of the Workforce Staffing Study. Activities in this phase will include optimizing staffing across OPD divisions, including rebuilding the Special Victims Unit (which has also faced chronic understaffing⁶⁶), the Investigations Unit, and Dispatch. OPD will also implement new beat structures and deployment strategies to improve overall

64. PFM Group Consulting. (2024). *Oakland Police Department staffing study*. Office of the Inspector General, City of Oakland. <https://www.oaklandca.gov/files/assets/city/v/1/inspector-general/documents/published-reports/pfm-llc-opd-staffing-study.pdf>

65. Houston, M. (2025, October 8). *Audit report: Inadequate 9-1-1 staffing and outdated beat boundaries lead to slow and inequitable police emergency response times*. Office of the City Auditor, Oakland. https://www.oaklandauditor.com/wp-content/uploads/2025/10/20251008_9-1-1-Emergency-Response-Times-Audit.pdf

66. PFM Group Consulting. (2024). *Oakland Police Department staffing study*. Office of the Inspector General, City of Oakland. <https://www.oaklandca.gov/files/assets/city/v/1/inspector-general/documents/published-reports/pfm-llc-opd-staffing-study.pdf>

response times and specifically address the inequities in response times experienced by the residents of East Oakland.

A fully staffed department will have positive effects across the city, leading to reduced overtime costs, improved investigative capacity and clearance rates, faster emergency response times, reductions in crime, and—ultimately—a department that’s better able to serve Oakland communities and advance public safety.



Strategy 5: Supported Activities

The recruitment strategy supports activities, including but not limited to:

- Hire professional staff and consultants to support recruitment efforts
- Conduct external recruitment campaigns to fill academies
- Conduct lateral recruitment to attract experienced officers
- Expand and sustain the cadet program to recruit Oakland residents
- Commission a Workforce Staffing Study
- Improve deployment and expand capacity for solving crimes and improving clearance rates
- Develop and implement officer-retention strategies
- Expand the investigations team, including the Special Victims Unit
- Analyze dispatch and deployment resources and protocols; work to improve them
- Revise beat structures to reflect call volume, call types, and officer capacity
- Implement strategies to improve staffing and the retention of dispatch operators
- Maintain and expand the OPD Wellness Unit

Strategy 5: Rationale

OPD's robust recruitment strategy is a direct response to residents' concerns and demands for action. In a February 2026 poll of 700 registered voters, respondents signaled that crime is a lived reality for many Oakland residents: 61% of respondents personally experienced or knew someone who had been a victim of theft or petty crime in the past year, and 24% had experienced or knew a victim of violent crime. According to that same poll, there is broad support for more police—70% of respondents believe police presence should increase. Support was highest in districts 2, 4, 6, and 7, exceeding 75%; it was lowest (51%) in district 1.⁶⁷

The recruitment strategy is also a response to the department's chronic staffing shortfall. OPD estimates that it loses at least 60 officers per year. OPD's approach is designed to meet staffing needs at different experience levels and timelines. External academies build the long-term pipeline; lateral hires provide faster relief for specialized units like investigations and the Special Victims Unit, which require experienced officers; and the cadet program invests in creating a pathway for young Oakland residents to pursue a career in OPD, deepening community ties and building a police force that reflects the city it serves.

Retention is equally critical. Recruitment gains are undermined if officers leave at high rates, making staffing and deployment optimization central to this strategy's long-term success. Strategically expanding teams that face entrenched vacancies but are responsible for addressing and solving the city's violent crimes, including the Special Victims Unit and the Investigations Unit, is necessary to improve outcomes for survivors, increase the department's ability to solve serious cases, and create the working conditions that make it possible to recruit and retain skilled investigators over the long term. Rewriting beat boundaries to reflect call volumes and officer capacity is another strategic staffing change that could improve officer effectiveness and workload and drastically improve response in East Oakland, where fewer officers have to respond to greater call volumes.⁶⁸ Improvements to OPD's Wellness Unit will also support officer retention.

Special attention to the recruitment and retention of dispatch operators is central to this strategy. Oakland's 911 response times fall far short of state standards and rank among the worst of comparable California cities. According to the Oakland City Auditor, in 2024, the city answered just 54% of calls within the state-required 15-second threshold. Disparities were especially acute for the 10% of Oakland households without an adult English speaker and for residents in East Oakland, where response times significantly lag those of the rest of the city. The audit attributes the chronic underperformance primarily to dispatcher staffing shortages. Evidence suggests that staffing is the most important factor in

67. East Bay Polling Institute. (2026). *Oakland Q1 2026 public opinion survey*. <https://www.eastbaypollinginstitute.org/polls/oakland-q1-2026>

68. Houston, M. (2025, October 8). *Audit report: Inadequate 9-1-1 staffing and outdated beat boundaries lead to slow and inequitable police emergency response times*. Office of the City Auditor, Oakland. https://www.oaklandauditor.com/wp-content/uploads/2025/10/20251008_9-1-1-Emergency-Response-Times-Audit.pdf

emergency response times above and beyond overtime, call volume, and the level of proactive police work that has taken place.⁶⁹ Achieving minimum staffing, supporting the recruitment and retention of dispatchers, and optimizing officer and dispatch deployment are all critically needed.

Strategy 5: Impact on Measure NN Objectives

- Reduce homicides, robberies, carjackings, break-ins, domestic violence, and gun-related violence
- Improve emergency 911 response times and the quality of response
- Reduce the incidence of human trafficking, including the sexual exploitation of minors

Strategy 5: Performance Metrics

- Number of sworn officers
- Improved sworn officer retention rate
- Improved dispatch retention rate
- Reductions in overtime costs as a proportion of total personnel costs
- Improved residents' perceptions of safety and responsiveness
- Reduced disparities in emergency response times in East Oakland compared to the rest of the city
- Reduced disparities in emergency response times among residents who speak a language other than English compared to residents who speak English

Strategy 5: Estimated Funding Allocation

3% - 7% of Measure NN funding from 2026-2030

STRATEGY 6: COMMUNITY ACCOUNTABILITY & TRUST

Lead Implementing Agency: Oakland Police Department

Strategy Description

This strategy ensures that OPD complies with oversight agreements and implements activities designed to foster and sustain trust with the residents of Oakland. By implementing proactive strategies to communicate with Oakland residents and through collaboration with Neighborhood Crime Prevention Councils and the Community Policing Advisory Board, OPD will lay the groundwork for reestablishing the city's robust Community Resource Officer program and improve community perceptions of the police. Compliance with the Negotiated Settlement Agreement and collaboration with other oversight bodies

69. Mourtgos, S. M., Adams, I. T., & Nix, J. (2024). Staffing levels are the most important factor influencing police response times. *Policing: A Journal of Policy and Practice*, 18, Article paae001. <https://doi.org/10.1093/police/paae001>

can prevent abuses of power and repair historical mistrust between OPD and the residents of Oakland, especially those who have experienced disparate police response, over-policing, and abuse at the hands of police. This strategy also supports activities and initiatives within OPD that increase communication, transparency, and accountability; strengthen bidirectional information sharing; and solicit community feedback on their perception of and satisfaction with the services provided by OPD.



Strategy 6: Supported Activities

- Advance initiatives needed to achieve full compliance with the Negotiated Settlement Agreement
- Collaborate with the Community Policing Advisory Board and Neighborhood Councils to develop the infrastructure for a comprehensive Community Resource Officer Program, ensuring readiness as staffing levels rise
- Develop and implement an expanded community information-sharing strategy so that residents can stay up to date, engage in dialogue, and provide feedback to OPD
- Other improvements and changes to internal practices that strengthen transparency, accountability, and department response to community feedback

Strategy 6: Rationale

Distrust of the police varies by race⁷⁰ as a result of persistent and historical disparities in treatment by law enforcement and judicial processes.^{71 72} Deliberate positive contact with police can substantially improve community members' attitudes toward police, leading to improved perceptions of police legitimacy and willingness to cooperate.⁷³ Earlier studies of community policing show that it improves citizen satisfaction, police legitimacy, and trust between residents and law enforcement.⁷⁴ A recent evaluation of the Comprehensive Safety Model implementation in Los Angeles, which works by building trust and relationships between officers, community residents, and stakeholders, resulted in reductions in crime in targeted low-income areas, including network/group violence.⁷⁵ Strengthened trust can contribute to an improved sense of safety among residents and ultimately reduce crime.

Compliance with the Negotiated Settlement Agreement can reduce racial disparities in policing, prevent abuse and police misconduct, and strengthen trust in the department. The Negotiated Settlement Agreement resulted from a civil rights lawsuit against OPD (*Delphine Allen et al. v. City of Oakland*), which was also known as the Riders Case⁷⁶—the largest police misconduct case in the city's history. The City of Oakland and OPD have been under the oversight of an independent monitor since 2003; the sustainability period began in May 2022. The court has extended the sustainability period due to “the failure of leadership.” In its most recent report, the independent monitor cited significant concerns with the Internal Affairs Bureau, its ability to resolve complaints in a timely fashion, and the need to restructure the organizational chart so that the Internal Affairs Bureau reports to a Deputy Chief.⁷⁷

71. Kuen, K., Appleton, C. J., Weisburd, D., & Uding, C. V. (2025). Do White and Black people truly view the police differently? Findings from a study of crime hot spots in Baltimore, Maryland. *American Journal of Criminal Justice*, 50(3), 541–564. <https://doi.org/10.1007/s12103-024-09765-w>

72. Lofstrom, M., Hayes, J., Grogger, J., MacDonald, J. M., & Raphael, S. (2021). *Racial disparities in law enforcement stops*. Public Policy Institute of California. <https://www.ppic.org/publication/racial-disparities-in-law-enforcement-stops/>

73. Widra, E. (2024, December 19). *Despite fewer people experiencing police contact, racial disparities in arrests, police misconduct, and police use of force continue*. Prison Policy Initiative. https://www.prisonpolicy.org/blog/2024/12/19/police_contact/

74. Peyton, K., Sierra-Arévalo, M., & Rand, D. G. (2019). A field experiment on community policing and police legitimacy. *Proceedings of the National Academy of Sciences*, 116(40), 19894–19898. <https://doi.org/10.1073/pnas.1910157116>

75. Gill, C., Weisburd, D., Telep, C. W., Vitter, Z., & Bennett, T. (2014). Community-oriented policing to reduce crime, disorder and fear and increase satisfaction and legitimacy among citizens: A systematic review. *Journal of Experimental Criminology*, 10(4), 399–428. <https://doi.org/10.1007/s11292-014-9210-y>

76. Leap, J., Franke, T., Christie, C. A., & Bonis, S. (2020). *Evaluation of the LAPD Community Safety Partnership*. UCLA Luskin Social Justice Research Report. <https://ca-times.brightspotcdn.com/f7/60/c89013b04c00996f014e6b72a095/csp-evaluation-report-2020.pdf>

77. Winston, A., & BondGraham, D. (2023). *The riders come out at night: Brutality, corruption, and cover-up in Oakland*. Atria Books.

78. Warshaw, R. (2025, November). *Eleventh NSA sustainability period report of the independent monitor for the Oakland Police Department*. Office of the Independent Monitor. <https://www.oaklandca.gov/departments/police-independent-monitor>

Collaboration with the Community Policing Advisory Board can improve police/community relationships and lay the groundwork for relaunching the Community Resource Officer role when staffing levels within OPD improve. The Community Policing Advisory Board is responsible for supporting public safety at the neighborhood and community levels through collaboration and problem-solving.⁷⁸

Strategy 6: Impact on Measure NN Objectives

- Reduce homicides, robberies, carjackings, break-ins, domestic violence, and gun-related violence
- Improve emergency 911 response times and the quality of response
- Reduce the incidence of human trafficking, including the sexual exploitation of minors

Strategy 6: Performance Metrics

- Improved progress and compliance with Negotiated Settlement Agreement based on annual reports and presentations by OPD and the independent monitor; reduction in the number of tasks out of compliance (number and type)
- Improved resident perceptions of police; reductions in disparities in resident perceptions on the basis of race and zip code
- Increase in policy and practice changes within OPD to strengthen transparency, communication, and accountability (number and type)

Strategy 6: Estimated Funding Allocation

0% - 3% of Measure NN funding from 2026-2030



79. City of Oakland. (n.d.). *Community Policing Advisory Board*. <https://www.oaklandca.gov/boards-commissions/community-policing-advisory-board>

STRATEGY 7: FUND DEVELOPMENT FOR CRIME PREVENTION

Lead Implementing Agency: Oakland Police Department

STRATEGY DESCRIPTION

This strategy funds the creation of a grant-writing and fund-development team within OPD. Four new staff positions will support the pursuit of future funding for upstream and downstream crime prevention and violence intervention strategies. OPD's grant-writing team will proactively seek funding opportunities that enable collaborations with other departments and city agencies to support collective efforts to improve public safety. It will also develop a system for tracking grant opportunities and will circulate funding opportunities related to violence prevention with community and city partners. OPD does not currently have dedicated grant writers, so this team will grow the city's capacity to expand and sustain public safety and violence reduction initiatives.

Strategy 7: Supported Activities

The strategy supports activities, including but not limited to:

- Create a grant-writing team and support fund development, including opportunities for:
 - Partnerships with DVP, OFD, and other city partners
 - Upstream efforts to prevent crime (such as environmental design)
- Creating systems for tracking and managing new opportunities
- Disseminating funding opportunities among violence prevention and intervention partners and other city departments to strengthen collective impact

Strategy 7: Rationale

OPD does not currently have a dedicated grant-writing team and, as a result, cannot always pursue available funding opportunities to improve public safety. While the City Administrator's office has resources for grant identification and proposal writing support, this resource supports many departments throughout the city. Creating a dedicated team positioned inside OPD enables the department to pursue new opportunities to grow and sustain Oakland's work in violence prevention and intervention as well as cross-sector initiatives to improve public safety. Additional funding will increase investments in violence prevention and intervention and deepen the impact of existing efforts.

In addition to strengthening OPD's own capacity to pursue new federal, state, and philanthropic dollars, this new grant-writing team will enhance the fundraising capabilities of Oakland's broader violence prevention ecosystem. By proactively circulating new funding opportunities and intentionally pursuing collaborative grants with community and city partners who often lack the internal capacity to regularly monitor for them, OPD can serve as a central resource for and amplifier of newly available public safety funds.

A well-resourced grant-writing team positions OPD and its partners to continue to build and sustain its violence reduction work. New funds can scale the effective strategies currently supported by Measure NN dollars and scale the impact, leading to further reductions in violence over the long term.

Strategy 7: Impact on Measure NN Objectives

- Reduce homicides, robberies, carjackings, break-ins, domestic violence, and gun-related violence
- Improve emergency 911 response times and the quality of response
- Reduce the incidence of human trafficking, including the sexual exploitation of minors

Strategy 7: Performance Metrics

- Number of grants submitted
- Total funds secured for public safety improvement
- Number of staff hired for the grant-making team
- Number of collaborative grants pursued between OPD and DVP or OFD
- Number of grants shared with DVP and OFD

Strategy 7: Estimated Funding Allocation

1% - 4% of Measure NN funding from 2026-2030

STRATEGY 8: CAPACITY BUILDING FOR THE COMMUNITY VIOLENCE INTERVENTION AND GENDER-BASED VIOLENCE ECOSYSTEM

Implementation Lead: Department of Violence Prevention

STRATEGY DESCRIPTION

This strategy ensures that the ecosystem of nonprofit providers and DVP frontline staff are coordinated and have the capacity to achieve impact with participants. Oakland benefits from a strong network of CBOs and DVP staff who are deeply committed to improving community health and safety. Capacity-building activities will enhance the network's ability to deliver high-touch, intensive services to people who are at the center of gun violence and survivors of gender-based violence. This strategy will fund training, coaching, and organizational development to DVP staff, CBOs, and the frontline workforce that engages participants in direct services. Oakland relies on a credible-messenger model and is a leader in the field of CVI in developing training and certification opportunities for the frontline-provider workforce. Credible messengers are people with lived experience of community violence who come from the communities most impacted by violence. The Oakland Peace Academy will strengthen the CVI ecosystem through fellowship and certification opportunities for violence interrupters, life coaches, and other frontline roles.

The DVP recognizes the intersectional nature of violence, particularly gender-based and street violence, as women make up a quarter of the city’s shooting victims.⁷⁹ Oakland’s approach to CVI incorporates gender-based violence and aims to build the network’s capacity to recognize, interrupt, and intervene against multiple forms of violence through trainings, learning communities, and workshops.

This strategy also supports innovations in program design for interventions in GBV, such as conducting formative research, the design of new interventions, and activities that support adoption of new modalities across the network of DVP staff and providers.



Strategy 8: Supported Activities

- Activities to support the launch and implementation of the Oakland Peace Academy
- Network-wide assessment of training needs related to CVI and GBV interventions, evidence-based practices, and organizational capacity
- Trainings, workshops, and certification opportunities for frontline, supervisors, and managers on evidence-based CVI approaches for DVP staff and CBO providers
- Learning communities for the CBO network and DVP staff on key topics related to community violence and gender-based violence and the intersections between these forms of violence
- Organizational development, executive coaching, and leadership development for the CBO network and DVP staff
- Network-wide convenings to facilitate cross-agency collaboration
- Participant working groups and advisory boards to inform practice
- Launch a service directory of GBV providers
- Research and landscape analysis to identify lethality assessments for domestic violence and other forms of GBV

80. Department of Violence Prevention. (2025). *Measure NN 2026–2029 spending plan*. City of Oakland. https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/documents/dvp_measure-nn-spendingplan_2026-2029_final.pdf

- Program model design focused on disrupting the perpetration of GBV, supporting healthy masculinity, and improving interventions for survivors

Strategy 8: Rationale

Community violence interventions are most effective when the efforts of nonprofits, providers, and government agencies are coordinated and aligned. For more than a decade, Oakland has invested in efforts to strengthen the capacity of DVP staff and CBO providers to impact the health and well-being of participants, their families, and communities. This strategy ensures that Oakland remains on the cutting edge of violence intervention by reinvigorating Oakland’s investment in its frontline workforce and network of providers. The capacity-building strategy will achieve the following goals:

1. Expand access to certification and fellowship opportunities for credible messengers working in frontline roles through the Oakland Peace Academy and other training opportunities.
2. Strengthen capacity across the network to implement evidence-based practices in community violence intervention through learning communities, trainings, and workshops.
3. Improve collaborative relationships and referral pathways across the ecosystem of providers.

DVP will select providers of community violence intervention and services for gender-based violence through an RFP in 2026. Oakland’s network of violence intervention providers will need to be oriented to Oakland’s strategic approach to reducing shootings and homicides and interrupting gender-based violence, as articulated in the department’s 2026 Measure NN spending plan.⁸⁰ Providers will need to learn about the focused approach to gun-violence reduction, including targeting service delivery to the individuals who are most at risk of perpetrating or being victimized by gun violence, to address intersections between gun- and gender-based violence, as well as the integration of evidence-based CVI practices into program design and delivery. Training and capacity-building services are most impactful when they respond to frontline-provider needs, encourage collaboration and coordination among CVI services, and incorporate the principles of adult learning theory.⁸¹

Strategy 8: Impact on Measure NN Objectives

- Reduce homicides, robberies, carjackings, break-ins, domestic violence, and gun-related violence
- Reduce the incidence of human trafficking, including the sexual exploitation of minors

81. Department of Violence Prevention. (2025). *Measure NN 2026–2029 spending plan*. City of Oakland. https://www.oaklandca.gov/files/assets/city/v/1/violence-prevention/documents/dvp_measure-nn-spendingplan_2026-2029_final.pdf

82. Knowles, M. S., Holton, E. F., & Swanson, R. A. (2015). *The adult learner: The definitive classic in adult education and human resource development* (8th ed.). Routledge.

Strategy 8: Performance Metrics

- Number and type of trainings delivered
- Number of graduates of the Oakland Peace Academy and other certification opportunities
- Number of organizations receiving capacity-building support by type of support received
- Improved capacity to implement evidence-based practices among DVP staff and CBO providers

Strategy 8: Estimated Funding Allocation

0% - 2% of Measure NN funding from 2026-2030

STRATEGY 9: COORDINATION & RESPONSE TO HUMAN TRAFFICKING

Lead Implementing Agency: Oakland Police Department

STRATEGY DESCRIPTION

This strategy supports OPD's efforts to strengthen the department's collaboration between city, county, and regional stakeholders to interrupt and prevent commercial sexual exploitation, including the sexual exploitation of minors. Through formalized partnerships with CBO providers, other city agencies working to end human trafficking, and other criminal justice agencies in Alameda County, OPD can deepen the impact of its existing and planned investments to interrupt and prevent commercial sexual exploitation. OPD will formalize its collaboration with city, county, and state partners, as well as with CBOs that serve survivors, building a more survivor-centered approach to trafficking intervention in Oakland.

OPD will increase its staffing of the Special Victims Unit, which is responsible for investigating commercial sexual exploitation. Additionally, OPD will support the implementation of all applicable laws related to human trafficking. Together, these activities build a system that pairs enforcement accountability with survivor-centered responses and durable interagency partnerships. CRT activities, funded through Strategy 3, will also support this strategy by expanding enforcement activities and investigative capacity to hold traffickers and perpetrators accountable.

Strategy 9: Supported Activities

This strategy supports activities, including but not limited to:

- Formalize OPD's collaboration with city departments, the county, and the state
- Establish partnerships to improve response to human trafficking
- Establish and maintain relationships and MOUs with CBOs to respond to commercial sexual exploitation
- Implement all applicable laws designed to deter perpetrators and hold traffickers accountable
- Staff and expand the Special Victims Unit
- Conduct enforcement activities for reducing commercial sexual exploitation

Strategy 9: Rationale

Human trafficking is challenging to track given that many cases go unreported. Survivors often do not come forward for fear of retribution and the stigma associated with victimization. As a result, data often underestimates the true scope of harm. Although the full scale of the problem in Oakland is unknown, commercial sexual exploitation is a visible crisis in this city, one that demands a stronger, better coordinated response. Law enforcement plays a primary role in the trafficking response, and OPD's Special Victims Unit carries that responsibility in Oakland. However, current Special Victims Unit investigators are able to address only a fraction of the cases that come to their attention. With a fully rebuilt unit, OPD can better identify victims, link them to supportive services in the community, and hold perpetrators accountable.

However, increasing OPD's enforcement of human trafficking laws and investigative capacity won't result in marked improvements in human trafficking on its own. Evidence shows that an effective response requires collaboration. One study showed that law enforcement agencies working within formal task forces were significantly more likely to identify victims and prosecute perpetrators than agencies acting independently.⁸² Coordination across city departments and with county- and state-level partners diversifies available strategies, improves information flows, and helps close resource gaps needed to solve complex cases. Partnerships with CBOs are equally important. Agencies with strong, formalized ties to community-based service providers are better positioned to offer survivors immediate referrals to housing, counseling, and legal services, and to conduct field responses that are both trauma-informed and survivor-centered.⁸³

Strategy 9: Impact on Measure NN Objectives

- Reduce the incidence of human trafficking, including the sexual exploitation of minors

Strategy 9: Performance Metrics

- Number of investigations of commercial sexual exploitation
- Number of survivors of trafficking referred to CBO services
- Number of trafficking perpetrators arrested and convicted
- Number of formal interagency partnerships established

Strategy 9: Estimated Funding Allocation

0% - 3% of total Measure NN funding from 2026-2030

83. Roe-Sepowitz, S., Gallagher, J. J., & Hickle, K. E. (2008). *The Phoenix Prostitution Project: Research on the domestic minor sex trafficking of girls in Arizona* (Final Report No. 222752). U.S. Department of Justice, Office of Justice Programs. <https://www.ojp.gov/pdffiles1/nij/grants/222752.pdf>

84. Okech, D., Morreau, W., & Benson, K. (2011). Human trafficking: Improving victim identification and service provision. *International Social Work*, 55(4), 488–503. <https://doi.org/10.1177/0020872811425805>

Improving Emergency Response

OFD and OPD play a critical role in responding to emergencies, and timely response saves lives, prevents escalation of violence, builds community trust, and deters future violent crime. Slightly less than 10% of Measure NN funds will be used for strategies that improve emergency response.

STRATEGY 10: BEHAVIORAL HEALTH RESPONSE

Lead Implementing Agencies: Oakland Police Department and Oakland Fire Department

STRATEGY DESCRIPTION

This strategy improves the quality and efficiency of Oakland’s emergency response by investing in specialized, non-law-enforcement mobile crisis teams and co-responder models, which pair a sworn officer with a mental health clinician. These alternatives to law enforcement are often better equipped to serve individuals experiencing a behavioral health crisis. OPD and OFD will implement strategies to strengthen and coordinate existing alternative response systems, including the Mobile Evaluation Team (MET) and the Mobile Assistance Community Responders of Oakland (MACRO).

OPD

OPD’s role centers on efforts to improve how behavioral health calls are triaged and dispatched so that lower-acuity behavioral health calls are routed away from patrol and toward appropriate responders. This includes developing clear dispatch criteria in coordination with OFD to identify which calls can be transferred to MACRO. OPD will also lead the expansion of its Mobile Evaluation Team (MET), a co-responder model that pairs a dedicated OPD officer with an Alameda County Behavioral Health clinician. The goal and objectives of the MET are to avoid the use of involuntary psychiatric hospitalization when appropriate by providing alternative treatment resources; increase the city’s capacity to address calls related to mental health; reduce the amount of time a cover officer has to be on the scene; and provide alternative resources to individuals in crisis. On-scene, MET provides immediate de-escalation, conducts mental health assessments, and offers to connect the individual to the appropriate services. Expanding MET’s coverage and capacity allows OPD to more effectively manage the volume of behavioral health calls it receives.

OFD

This strategy also funds OFD efforts to strengthen MACRO so it can fulfill its mandate as Oakland’s primary alternative response to nonviolent, nonemergency requests for service. Launched in April 2022 in response to community advocacy for alternative public safety response, and housed within OFD, MACRO deploys civilian teams consisting of a Community Intervention Specialist and an EMT to respond to nonemergency calls involving behavioral health concerns, individual wellness, and nonviolent community disturbances. These investments reduce the burden on an already-strained 911 system, free up officers for violent crime response, and ensure that residents experiencing behavioral health challenges receive an appropriate response, minimizing law enforcement contact.



Strategy 10: Supported Activities

This strategy supports the following activities, including but not limited to:

OPD

- Efforts to improve dispatch and response to behavioral health calls, such as creating dispatch criteria to send low- and moderate-acuity behavioral health calls to mobile crisis response teams
- Capacity building activities that expand MET coverage and other behavioral health alternatives

OFD

- Planning activities that support the growth, integration, and program improvement of MACRO
- Evaluation, learning and reporting efforts that assess and strengthen MACRO’s performance, equity outcomes, and progress
- Development of community resources for individuals with complex medical and mental health needs

Strategy 10: Rationale

Oakland’s emergency response system is under significant strain. The city averages 52 calls per hour across its emergency lines—an increase of roughly 10% annually from 2020 to 2024. Its ability to respond swiftly is mired by chronic staffing shortages.⁸⁴ Research suggests that as many as two-thirds of

85. Houston, M. (2025, October 8). *Audit report: Inadequate 9-1-1 staffing and outdated beat boundaries lead to slow and inequitable police emergency response times*. Office of the City Auditor, Oakland. https://www.oaklandauditor.com/wp-content/uploads/2025/10/20251008_9-1-1-Emergency-Response-Times-Audit.pdf

emergency calls to which police respond involve incidents that do not require law enforcement and would be better served by a different approach.^{85,86} Every nonemergency call routed to OPD contributes to dispatch delays for calls that do require police. Rerouting nonemergency calls to alternative resources frees up police-response bandwidth, improving response times for emergency calls that require law enforcement.

There is widespread recognition that law enforcement personnel are generally not well equipped to serve as the primary responders to many behavioral health calls, such as mental health crises.^{87 88} Police encounters with individuals in acute behavioral health distress carry an elevated risk of harm for people who need care, not criminalization.⁸⁹ A quasi-experimental study of an alternative response system that deploys healthcare professionals in lieu of law enforcement in instances of mental health or substance abuse crisis showed a 34% reduction in reports of crimes associated with these incidents (e.g., trespassing, public disorder, and resisting arrest).⁹⁰ The literature consistently underscores that effective crisis responders must be equipped to engage individuals in a compassionate, skillful, and nonjudgmental manner.^{91 92}

OPD

Oakland has the highest volume of mental health calls for service in Alameda County.⁹³ As a result, OPD partnered with Alameda County Behavioral Health Department to form the MET in 2014. The co-responder MET model, which pairs a clinician with a crisis-trained officer, is designed to respond to calls involving higher behavioral health acuity, where clinical expertise is essential but law enforcement

86. Vera Institute of Justice. (2023). *Understanding police enforcement: A 911 analysis*. <https://vera-institute.files.svcdcn.com/production/downloads/publications/understanding-police-enforcement-911-analysis.pdf>

87. Koziarski, J. (2021). Mental health resource utilization and the police: A descriptive analysis. *The Police Journal: Theory, Practice and Principles*, 95(4), 543–561. <https://doi.org/10.1177/00313483211035002>

88. Lindenfeld, Z., Mauri, A. I., Rouhani, S., & Willison, C. E. (2026). Specialized mental health crisis response activities within US law enforcement agencies. *Community Mental Health Journal*, 62(1), 127–134. <https://doi.org/10.1007/s10597-025-01421-2>

89. Xanthopoulou, P., Thomas, C., & Dooley, J. (2022). Subjective experiences of the first response to mental health crises in the community: A qualitative systematic review. *BMJ Open*, 12(2), Article e055171. <https://doi.org/10.1136/bmjopen-2021-055171>

90. IACP Law Enforcement Policy Center. (2018). *Responding to persons experiencing a mental health crisis*. International Association of Chiefs of Police. <https://www.theiacp.org/resources/policy-center-resource/mental-illness>

91. Dee, T. S., & Pyne, J. (2022). A community response approach to mental health and substance abuse crises reduced crime. *Science Advances*, 8(23), Article eabm2106. <https://doi.org/10.1126/sciadv.abm2106>

92. Ghelani, A. (2021). Knowledge and skills for social workers on mobile crisis intervention teams. *Clinical Social Work Journal*, 50, 414–425. <https://doi.org/10.1007/s10615-021-00823-y>

93. Holgersen, K. H., Pedersen, S. A., Brattland, H., & Hynnekleiv, T. (2022). A scoping review of studies into crisis resolution teams in community mental health services. *Nordic Journal of Psychiatry*, 76(8), 565–574. <https://doi.org/10.1080/08039488.2022.2036814>

94. Alameda County Behavioral Health Care Services. (2016, September 26). *Evaluation of the Oakland Police Department mobile evaluation team*. https://www.acgov.org/board/bos_calendar/documents/DocsAgendaReg_9_26_16/HEALTH%20CARE%20SERVICES/Regular%20Calendar/BHCS_Oakland_Policy_Dept_Mobile_Evaluation_Team_9_26_16.pdf

presence may also be warranted. Historically, MET has operated on a limited daytime schedule. Expanding daytime coverage and offering this service on nights and weekends would provide a needed expansion of critical resources.



OFD

MACRO aims to unburden OPD of 911 calls for nonemergency services, increase access to supportive services, and improve health and safety outcomes for Oakland’s residents, especially among Black, Indigenous, and people of color.^{94,95} In 2024, MACRO responded to 6,309 incidents.⁹⁶ Almost all those responses (98%) were resolved on-site without requiring police intervention.⁹⁷ MACRO’s growth has surfaced challenges that this strategy is designed to address.⁹⁸ It is well documented that MACRO’s current dispatch protocols, staff capacity, and operational constraints limit its reach. For example, on average, only 3–4 calls to 911 per day are currently dispatched to MACRO, which represents a fraction of

95. City of Oakland. (n.d.). *Mobile Assistance Community Responders of Oakland*

(MACRO). <https://www.oaklandca.gov/topics/mobile-assistance-community-responders-of-oakland-macro>

96. Oakland Fire Department. (2025, March 10). *MACRO output summary report 2024 (Version 3.10.25)*. City of Oakland. <https://www.oaklandca.gov/files/assets/city/v/2/fire/documents/macro/impact-reports/macro-output-summary-report-2024-version-3.10.25.pdf>

97. Oakland Fire Department. (2025, May 27). *MACRO informational report*. City of Oakland. [https://www.oaklandca.gov/files/assets/city/v/3/fire/documents/macro/impact-reports/macro informational-report may-27 psc.v2 cp jd.ej.mh.vfinal%5B58%5D.pdf](https://www.oaklandca.gov/files/assets/city/v/3/fire/documents/macro/impact-reports/macro%20informational-report%20may-27%20psc.v2%20cp%20jd.ej.mh.vfinal%5B58%5D.pdf)

98. Oakland Fire Department. (2025, September). *September 2025 MACRO NN report*. City of Oakland. <https://www.oaklandca.gov/files/assets/city/v/1/fire/documents/macro/impact-reports/september-2025-macro-nn-report.pdf>

99. Oakland Fire Department. (2025). *MACRO Q2 2025 output response report*. City of Oakland. <https://www.oaklandca.gov/files/assets/city/v/2/fire/documents/macro/impact-reports/new-folder/macro-q2-2025-output-response-report.pdf>

the estimated calls that fall within the program’s scope.⁹⁹ There have also been calls for robust and regular evaluation.¹⁰⁰ This strategy will fund activities that improve MACRO.

Strategy 10: Impact on Measure NN Objectives

- Improve emergency 911 response times and the quality of response

Strategy 10: Performance Metrics

OPD

- Increase in behavioral health 911 calls diverted to MACRO or MET
- Increase in behavioral health calls responded to by MET
- Decrease in behavioral health calls that result in arrest
- Decrease in behavioral health calls that result in involuntary psychiatric holds

OFD

- Increase in calls received from OPD’s 911 dispatch to MACRO
- Increase in the percentage of MACRO responses that are coordinated with or referred through the broader crisis response system
- Public release of findings from MACRO evaluation reports, plans and other documents produced through Measure NN funding

Strategy 10: Estimated Funding Allocations

1% - 6% of Measure NN funding from 2026-2030

STRATEGY 11: CAPACITY BUILDING AND TRAINING TO OFD AND COMMUNITY PARTNERS

Lead Implementing Agency: Oakland Fire Department

STRATEGY DESCRIPTION

This strategy funds new OFD staff positions, supports personnel to maintain full OFD staffing, and provides a range of trainings for OFD staff and community members. Together, these investments

100. Orenstein, N. (2025, May 28). What we learned from MACRO’s first full year of data. *The Oaklandside*. <https://oaklandside.org/2025/05/28/macro-oakland-program-report-2024/>

101. Orenstein, N. (2025, May 28). What we learned from MACRO’s first full year of data. *The Oaklandside*. <https://oaklandside.org/2025/05/28/macro-oakland-program-report-2024/>

strengthen OFD’s capacity to manage the full range of emergencies Oakland faces and extend first-responder skills into the community.

Under this strategy, a leadership position will be created to oversee all Measure NN–funded OFD activities and to manage external partnerships that enhance and expand Oakland’s capacity to respond to emergencies. It also creates a new training position responsible for building and sustaining training programs for OFD personnel and community partners. On the training side, this strategy will support community skill-building related to emergency response. OFD personnel will also receive training to enhance preparedness for crises, including mass casualties and situations that require deftness and care. This strategy also supports OFD’s commitment to strengthening community partnership through the expansion of career pathway and leadership development opportunities for Oakland youth.

Strategy 11: Supported Activities

This strategy supports activities, including but not limited to:

- Expand training and leadership staffing to manage capacity-building and partnership activities, including the expansion of available ambulances in Oakland
- Fund personnel costs to ensure full deployment to maintain the current level of emergency medical response
- Provide training to OFD personnel and community partners. Topics may cover:
 - (For OFD personnel): responding to mass casualties, identifying victims of trafficking, and behavioral health response
 - (For Community Partners): community emergency response
 - Emergency-preparedness medical equipment for personal and community use
- Expand community partnerships, including the Explorers and SFARY programs



Strategy 11: Rationale

OFD's ability to respond to Oakland's emergencies quickly and effectively depends on a workforce that is adequately staffed and well trained. The two new positions this strategy funds, the Assistant Chief position and a Training Specialist, provide the management and capacity OFD needs to execute this work well. Supporting existing personnel is also critical to maintaining a full force of firefighters to respond to the city's emergencies.

Regular training for OFD personnel keeps skills current, prepares staff for the full range of emergencies Oakland faces, and supports the working conditions that make it possible to recruit and retain qualified firefighters and paramedics. Community training extends this investment to residents so that they have the skills to respond to unexpected emergencies. Bystander intervention saves lives, especially when emergency response is facing delays.

Pipeline and career exposure programs are also important community investments. Both programs serve youth from East Oakland and other communities most affected by violence, providing career exploration, leadership development, and hands-on experience with the fire department. Supporting these programs builds community trust in OFD and creates a pathway for young Oakland residents to enter the department in the future.

Strategy 11: Impact on Measure NN Objectives

- Improve emergency 911 response times and the quality of response

Strategy 11: Performance Metrics

- Staffing positions filled
- Number of trainings to OFD completed
- Number of trainings to community partners completed
- Number of youth engaged through Explorers and SFARY

Strategy 11: Estimated Funding Allocation

2% - 4% of Measure NN funding from 2026-2030

STRATEGY 12: EQUIPMENT UPGRADES

Lead Implementing Agencies: Oakland Police Department and Oakland Fire Department

STRATEGY DESCRIPTION

This strategy funds equipment upgrades for OPD and OFD that improve the speed, quality, and equity of emergency response and protect the health and well-being of Oakland’s first responders. Investments are focused on the integration of new technologies and upgrades to equipment that will enable faster response to life-threatening emergencies, quicker resolution of violent crime investigations, more equitable service to residents who do not speak English, and a first-responder workforce that is healthier and better equipped to stay on the job.

OPD

OPD’s equipment upgrades focus on four areas: modernizing the Real Time Operations Center (RTOC) to improve evidence processing and investigative coordination for violent crime cases; deploying Drone First Responder (DFR) technology to place eyes on emergency scenes before officers arrive; upgrading body-worn cameras with real-time language translation to improve communication with non-English-speaking residents; and improving the physical dispatch workspace and conducting a health and wellness evaluation of the communications center to better support dispatch operators’ well-being and retention.

OFD

Similarly, OFD’s equipment upgrades focus on four areas: upgrading Advanced Life Support equipment to improve the quality of emergency medical response; deploying Drone First Responder technology for aerial assessment of fire and medical scenes; and replacing expired helmets and turnout gear with PFAS-free protective equipment to reduce occupational exposure to harmful chemicals and protect the long-term health of firefighters.



Strategy 12 Supported Activities

This strategy supports activities, including but not limited to:

OPD

- Modernization and facility upgrades to the RTOC
- Utilize DFR technology (in coordination with other oversight bodies and commissions)
- Upgrade body-worn camera systems for translation
- Improve the dispatch workspace and conduct a health and wellness evaluation of the physical site / communications center for dispatch
- Other equipment upgrades in support of Measure NN goals

OFD

- Replace expired firefighter helmets and turnouts with PFAS-free protective gear
- Upgrade Advance Life Support equipment
- Utilize DFR technology
- Other equipment upgrades in support of Measure NN goals

Strategy 12 Rationale

Outdated equipment and resistance to new technologies related to emergency response can create and sustain inefficiencies, compromise the quality of response, and—in some cases—pose risks to the health and well-being of first responders. This strategy is built on the belief that investments in technology and equipment upgrades will improve the quality and speed of emergency response over the long term.

OPD

For OPD, one of the most pressing operational challenges is the time it takes to investigate and solve violent crime. Modernizing the RTOC creates a dedicated, upgraded infrastructure for centralized evidence analysis and investigative coordination, which will reduce the time it takes to process evidence and improve clearance rates for serious crimes. Research shows that the likelihood of solving a violent crime declines as time passes and that communities with unresolved violent crimes experience ongoing fear, distrust, and secondary harm.¹⁰¹ DFR technology complements these investments by providing officers with real-time intelligence, enabling a faster, tailored emergency response. Oakland is among a growing number of cities deploying DFR programs with documented reductions in response times for Priority 1 calls.^{102 103} OPD will work with other commissions and oversight bodies to ensure that DFR

102. Mourtgos, S. M., & Adams, I. T. (2020). *Assessing the impact of police officer de-policing on crime*. Social Science Research Network. <https://doi.org/10.2139/ssrn.3618573>

103. Priority 1 calls are incidents which involve immediate threats to life.

104. International Association of Chiefs of Police. (2024). *Smarter response, safer cities: Real results from DFR programs*. IACP Blog. <https://www.theiacp.org/news/blog-post/sponsored-content-smarter-response-safer-cities-real-results-from-dfr-programs>

adoption complies with existing laws and policies regarding privacy and technology use by law enforcement.

Oakland is one of the most linguistically diverse cities in California, with approximately one in ten households having no adult who speaks English proficiently.¹⁰⁴ The city's own audit of emergency response found that 911 calls requiring third-party interpretation averaged five minutes longer than English-language calls.¹⁰⁵ Upgrading body-worn cameras to support real-time translation extends language access during the field encounter, helping officers communicate directly with residents, gather accurate information, and improve situations that might otherwise be complicated by a language barrier. It also improves response times by resolving issues more efficiently, freeing up staff to respond to the next emergency. Improving the physical dispatch workspace addresses a different but equally important workforce issue that affects 911 response. Dispatch vacancies and burnout are documented contributors to Oakland's chronically lagged 911 answer times,¹⁰⁶ and a workspace that supports staff health and well-being, as well as one that improves efficiency, is a foundation for improved working conditions that enable recruitment and retention.

OFD

For OFD, equipment upgrades will enable higher-quality emergency response, quicker response times, and better patient outcomes. Investing in modern, reliable Advanced Life Support (ALS) equipment ensures that OFD personnel have the tools necessary to deliver high-quality, life-saving medical care during emergency responses. This strategy, a commission priority, replaces aging EKG monitors/defibrillators and mechanical CPR devices with state-of-the-art technology that improves patient assessment, resuscitation effectiveness, and data capture for clinical quality improvement. Drone deployment for OFD extends the same situational-awareness benefits as the OPD program to fire and medical scenes, enabling better pre-arrival incident assessment and quicker response times. OFD will work with other commissions and oversight bodies to ensure that DFR adoption complies with existing laws and policies regarding privacy and technology use by emergency response systems.

The replacement of firefighter protective gear with PFAS-free equipment addresses a well-documented occupational health hazard for firefighters. Research has found elevated rates of cancer among firefighters with PFAS exposure from expired turnout gear,¹⁰⁷ and several California jurisdictions have

105. U.S. Census Bureau. (2023). *American Community Survey 1-year estimates*. <https://data.census.gov/>

106. Houston, M. (2025, October 8). *Audit report: Inadequate 9-1-1 staffing and outdated beat boundaries lead to slow and inequitable police emergency response times*. Office of the City Auditor, Oakland. https://www.oaklandauditor.com/wp-content/uploads/2025/10/20251008_9-1-1-Emergency-Response-Times-Audit.pdf

107. Houston, M. (2025, October 8). *Audit report: Inadequate 9-1-1 staffing and outdated beat boundaries lead to slow and inequitable police emergency response times*. Office of the City Auditor, Oakland. https://www.oaklandauditor.com/wp-content/uploads/2025/10/20251008_9-1-1-Emergency-Response-Times-Audit.pdf

108. Sampson, R. J., & Lanfear, C. C. (2023). The collective lineage of social organization: Reviving and revising a classic theory for the study of crime and the city. *Criminology*, 61(4), 784–817. <https://doi.org/10.1111/1745-9125.12351>

moved to phase out gear containing PFAS as a result.¹⁰⁸ Protecting the health of firefighters is a direct investment in Oakland's emergency response capacity. Healthier firefighters are better positioned to respond quickly and effectively to emergencies, require fewer medical leaves, and stay on the job longer into their careers, preserving the staffing levels necessary to meet the needs of the city.

Impact on Measure NN Objectives

- Improves emergency 911 response times and quality of response

Strategy 12 Performance Metrics

OPD

- Improvements in dispatch operator retention
- Improvements in clearance rates for crimes processed by the RTOC
- Construction of the RTOC

OFD

- First-responder satisfaction and confidence with the ALS equipment
- Number of firefighters equipped with the PFAS-free turnouts

Strategy 12: Estimated Funding Allocations

4% - 8% of Measure NN funding from 2026-2030

STRATEGIC PRIORITIES FOR THE OPSPOC

The OPSPOC believes that significant reductions in violence in Oakland will require funding that both supports the key strategies laid out in the CVRP and the integration of violence prevention strategies that currently fall outside the scope of the three departments that receive Measure NN funds. OPSPOC has developed a set of priorities to advance over the 4-year CVRP. These priorities are based on the premise that Oakland needs more resources to effectively reduce violence and that new investments should be directed towards upstream and long-term prevention and improvements in community conditions.

109. Venton, D. (2025, May 20). All SF firefighters will soon have equipment free of toxic 'forever chemicals.' *KQED*. <https://www.kqed.org/news/12066755/all-sf-firefighters-will-soon-have-equipment-free-of-toxic-forever-chemicals>

OPSPOC ROLE IN ADVOCACY AND OVERSIGHT

As a newly established commission, the OPSPOC is exploring and receiving guidance from the City Attorney regarding the scope of its authority, use of their 3% administrative fund resources, and its ability to advocate for additional investments. The OPSPOC role in advocating for these priorities may include:

- Commissioning a scan or conducting an analysis of current or potential funding sources for each of the two strategic priorities listed below
- Supporting the development of city, county or non-profit grant proposals that advance these priorities
- Exploring the use of the OPSPOC administrative budget for direct service micro grants
- Collaborating with and educating other city agencies, nonprofits and key decision-makers about the role of the commission and its strategic priorities



ENSURE FUNDING FOR 2026-30 CVRP STRATEGIES

Each of the strategies laid out in this plan are critical to the reduction of violence and the improvement of emergency response in Oakland. Approaches that directly impact individuals at the center of violence, strengthen existing public safety infrastructure, and improve emergency response are essential. Not all strategies will be funded each year; however, the OPSPOC will advocate for funding of Strategies 6 and 9 to ensure implementation over the four-year period.

Strategy 6: Community Accountability and Trust: Sustainable violence reduction must be rooted in trust between communities and the institutions responsible for public safety. In Oakland, rebuilding and maintaining that trust requires ongoing transparency, accountability, and consistent engagement, particularly between law enforcement and residents. Prioritizing initiatives that create regular opportunities for dialogue, collaboration, and shared problem-solving—such as Community Resource Officers— will help strengthen these relationships and sustain long-term safety of this city.

Strategy 9: Coordination and Response to Human Trafficking: Coordination between OPD and other agencies working to interrupt and prevent gender-based violence should be prioritized. Domestic violence is the most common form of violent crime reported in Oakland, and sex trafficking is a visible crisis in this city. OPD plays a critical role in coordination with other law enforcement agencies and CBOs

who provide trauma-informed services to survivors. GBV will remain an intractable problem without added attention and investment from the city.

IDENTIFY OPTIONS FOR FUNDING VIOLENCE PREVENTION EFFORTS

The DVP's targeted deterrence model focuses on individuals at the highest risk for being involved in group-related gun violence. OPSPOC would like to expand access to community-based violence prevention, healing, and stabilization services for individuals not currently eligible for services through DVP's high-risk intervention model. This includes advocating for funding for prevention work, employment pathways, and other supportive programming for young people. Potential approaches the OPSPOC has identified include:

- Identifying funding pathways for organizations committed to violence prevention who do not qualify for funding through DVP or whose funding is sunseting.
- Mapping Oakland's public safety ecosystem, inclusive of DVP and non-DVP funded CBOs and other agencies
- Advocating for increased funding to education, job training, employment pipelines, and safe third spaces

IDENTIFY OPTIONS FOR FUNDING CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

The OPSPOC believes that comprehensive improvements to Oakland's built environment and targeted social media campaigns for violence prevention could strengthen public safety across all of the Measure NN goals. OPSPOC will advocate for efforts that support crime prevention through environmental design (CPTED), so that positive activity is encouraged and crime and violence are deterred. OPSPOC will also advocate for violence intervention, public education, and narrative change campaigns that promote conflict resolution and prevent violence. OPSPOC will coordinate with other city agencies, elected officials, and Alameda County to promote community campaigns and disseminate the impact of Measure NN funded programs. These efforts will increase public understanding of Measure NN investments, governance, and outcomes through coordinated communication, reporting, and storytelling.

APPENDIX

This section provides additional detail on funding for each strategy by Department.

Measure NN Allocations

Measure NN allocates approximately \$47 million annually to the Oakland Police Department (OPD), the Department of Violence Prevention (DVP) and the Oakland Fire Department (OFD).

- The OPSPOC receives a 3% administrative budget
- OFD receives approximately \$3 million annually
- OPD receives approximately 60% of remaining funding after administrative and OFD allocations are made
- DVP receives approximately 40% of remaining funding after administrative and OFD allocations are made.

Priority Spending Plans

Each department is required to develop a priority spending plan every three years. The spending plan includes proposed expenditures, a strategic rationale for those expenditures, and expected outcomes/performance metrics. These plans are reflected in this CVRP.

City Budgeting

The City of Oakland operates on a two-year budget cycle, with a mid-year update. Each department develops an annual budget for Measure NN resources in coordination with the Finance Department in the City Administrator’s Office. The actual use of Measure NN funding towards each strategy may vary by year; not all strategies will be funded with Measure NN resources each year. Factors such as external grants, the availability of one time resources from other funds, and changes in the external funding landscape or city fiscal outlook can all influence the final approved budget for Measure NN resources by Department. Actual funding may fall outside of the funding ranges included below. The strategies included in the CVRP reflect the priorities of the OPSPOC and lead implementing agencies for reducing violence in Oakland over the next four years.

Table 3. Summary of Estimated OPD Measure NN Funding Allocations

CVRP Strategy	Est. % of OPD 26-30 Measure NN Funding*
Strategy 2: Implementation of Ceasefire	55% - 70%
Strategy 3: Crime Reduction Teams & Investigations Improvements	15% - 30%
Strategy 5: Recruitment and Retention of OPD Staff	5% - 20%
Strategy 6: Community Accountability & Trust	0% - 6%

CVRP Strategy	Est. % of OPD 26-30 Measure NN Funding*
Strategy 7: Fund Development for Public Safety	2% - 8%
Strategy 9: Coordination and Response to Human Trafficking	0% - 6%
Strategy 10: Behavioral Health Responses	0% - 6%
Strategy 12: Equipment Upgrades	2% - 8%

**OPD's estimated Measure NN funding is ~\$23M annually, or \$92M over the four-year 2026-2030 period.*

Table 4. Summary of Estimated DVP Measure NN Funding Allocations

CVRP Strategy	Est. % of DVP 26-30 Measure NN Funding
Strategy 1: Community Violence Intervention Services	55% - 70%
Strategy 4: Trauma-Informed Services for Survivors of GBV	25% - 40%
Strategy 8: Capacity Building for CVI and GBV Ecosystem	0% - 5%
Admin (grant management and contracts/fiscal staff who manage CBO contracts)	0% - 5%

**DVP's estimated Measure NN funding is ~\$17M annually, or \$68M over the four-year 2026-2030 period.*

Table 5. Summary of Estimated OFD Measure NN Funding Allocations

CVRP Strategy	Est. % of OFD 26-30 Measure NN Funding
Strategy 10: Behavioral Health Responses	5% - 35%
Strategy 11: Capacity Building and Training to OFD and Community Partners	30% - 60%
Strategy 12: Equipment Upgrades	20% - 50%

**OFD's estimated Measure NN funding is \$3M annually, or \$12M over the four-year 2026-2030 period.*

Table 6. Summary of CVRP Strategies Organized by Measure NN Objective

Measure NN Objective	CVRP Strategies
(1) Reduce homicides, robberies, car jackings and break-ins, domestic violence, and other gun-related violence	<ul style="list-style-type: none"> • Strategy 1: Community Violence Intervention Services • Strategy 2: Implementation of Ceasefire • Strategy 3: Crime Reduction Teams & Investigations Improvements • Strategy 5: Recruitment and Retention of OPD Staff • Strategy 6: Community Accountability & Trust • Strategy 7: Fund Development for Public Safety • Strategy 8: Capacity Building for CVI and GBV Ecosystem
(2) Reduce response time for 911 emergency calls for service, and improve the quality of response	<ul style="list-style-type: none"> • Strategy 3: Crime Reduction Teams & Investigations Improvements • Strategy 5: Recruitment and Retention of OPD Staff • Strategy 6: Community Accountability & Trust • Strategy 7: Fund Development for Public Safety • Strategy 10: Behavioral Health Responses • Strategy 11: Capacity Building and Training to OFD and Community Partners • Strategy 12: Equipment Upgrades
(3) Reduce the incidence of human trafficking, including the sexual exploitation of minors	<ul style="list-style-type: none"> • Strategy 3: Crime Reduction Teams & Investigations Improvements • Strategy 4: Trauma-Informed Services for Survivors of GBV • Strategy 5: Recruitment and Retention of OPD Staff • Strategy 6: Community Accountability & Trust • Strategy 7: Fund Development for Public Safety • Strategy 8: Capacity Building for CVI and GBV Ecosystem • Strategy 9: Coordination and Response to Human Trafficking

CONTACT US



City of Oakland
1 Frank H. Ogawa Plaza
Suite: 00000
Oakland, CA 94612



510-00-0000 Main Office
510-00-0000 Fax



Email: namehere@oaklandca.gov
Web: www.oaklandca.gov



CITY OF OAKLAND