

MANAGING TOWARDS A TRIPLE BOTTOM LINE

PERFORMANCE MANAGEMENT AND LESSONS LEARNED FROM OAKLAND'S CEASEFIRE EFFORT

**NNSC National Conference
June 2017**

OVERVIEW

1. IMPORTANT OAKLAND CONTEXT

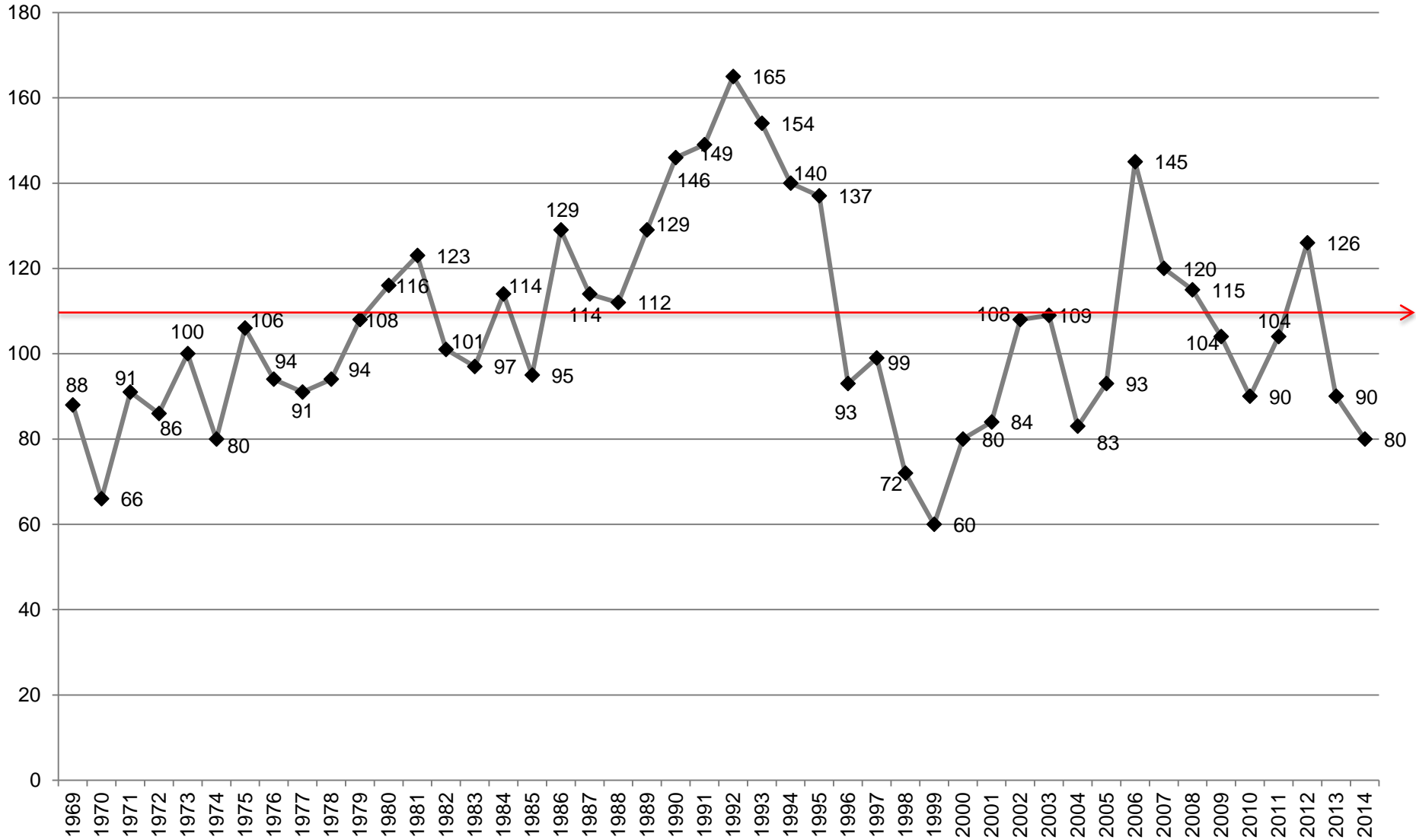
**2. OVERVIEW OF CEASEFIRE PERFORMANCE
MANAGEMENT MECHANICS**

1. IMPACT, LESSONS LEARNED

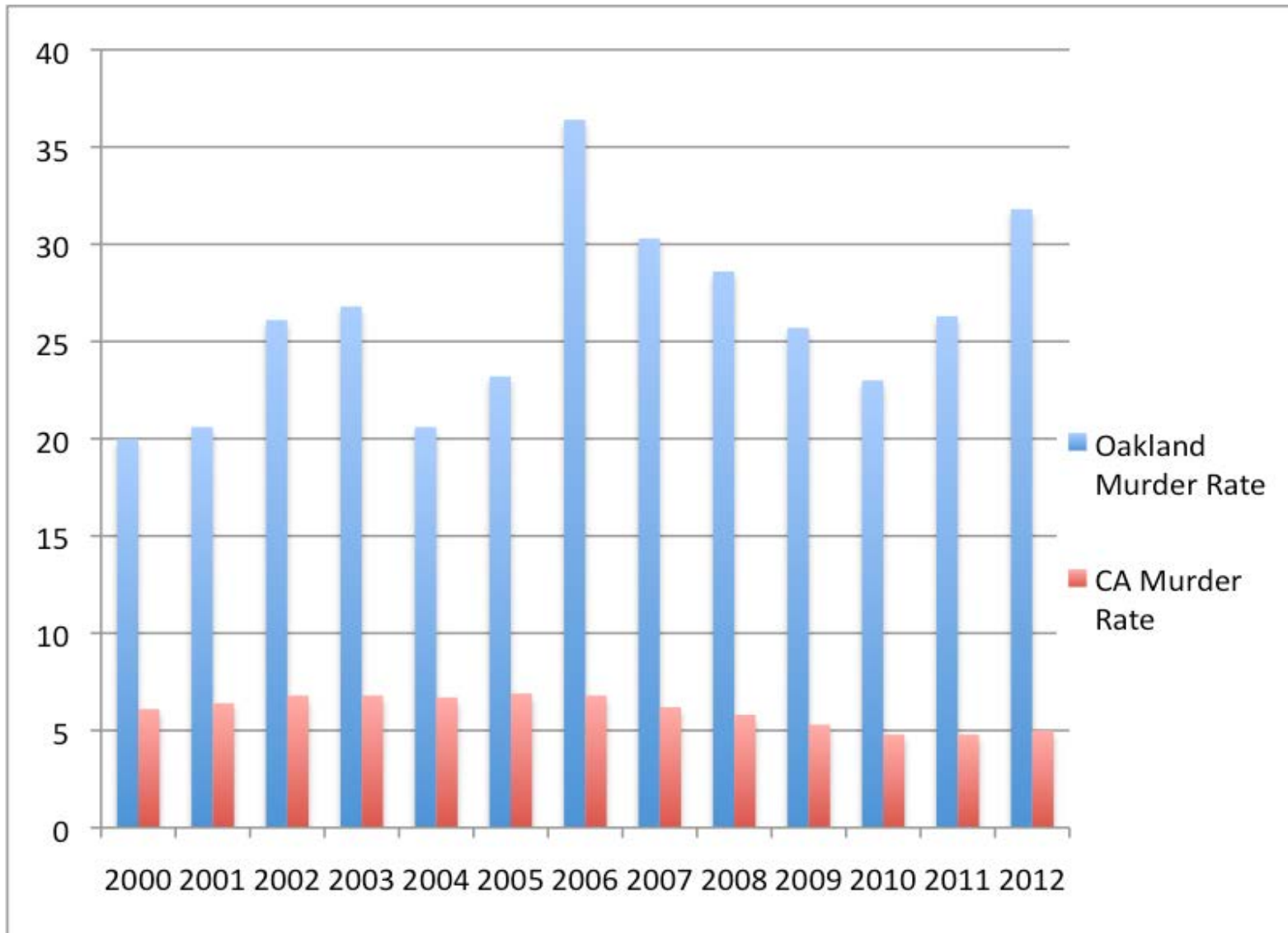
Oakland's Challenging History of Violence

1. Oakland's problem with violence has stubbornly resisted the national downtrend (prior to 2015).
2. Since 1985, Oakland's murder rate has been 4-6 times the national rate. Oakland has historically been among the 10 most dangerous cities in the country and consistently the most dangerous in California.
3. From 2005-2012, despite a very large local investment in both violence prevention services and police resources (Measure Y), murders in Oakland increased by 37% while the national rate went down by -16%.
4. Prior to 2012, over the past 40+ years, Oakland has only had one period with consecutive years of fewer than 90 homicides.

OAKLAND HOMICIDES 1969-2014



Murder Rate per 100,000: Oakland v. California



Oakland's Very Difficult History of Police-Community Relations

- Long history of police brutality towards communities of color. Oakland is the birth place of the Black Panther Party, which was in part a direct response to police violence.
- Oakland Riders case in late 1990s (corruption and brutality) resulted in Negotiated Settlement agreement still in place today (14 years).
- In 2004, four OPD officers are murdered in the same day/incident by a parolee at large. In some circles he is celebrated as a resistance fighter.
- Most recently, Sex Scandal involving OPD and other Bay Area officers involvement with an underage sex worker. This occurs in context of current national discussion on police reform.
- **Severe political and civic crisis are frequent and ongoing – true of many cities with chronic violence problems.**

Oakland Ceasefire Goals

1. **Reduce** shootings and homicides citywide.
1. **Decrease** recidivism and improve outcomes for those at highest risk of violence.
2. **Strengthen** police-community relations and trust.

THIS IS THE “TRIPLE BOTTOM LINE” – GOALS BUT ALSO REFLECT A UNIFYING SET OF VALUES.

Why Performance Management?

1. **Can't manage to what you don't measure.**
2. **Need clear indicators for “doing CF/GVI right” that partnerships can use to manage performance.**
 - a. I.e. are we working with the right focus, at the right scale and with the right quality to reduce violence citywide?
3. **This creates transparency and fluency with key stakeholders about actual mechanics of CF and actual work (or not) of partners.**
4. **Ensures community leaders have seat at decision and policy table – city and community hold each other accountable to agreed upon goals, values and best practice.**
5. **[Btw, TA advisors have little leverage or power].**

Ceasefire Performance Management: Overview

1. **Shooting Reviews – identify VHR people, hottest conflicts, enforcement priorities.**



1. **Coordination Meetings – HSD, OPD, community partners develop near term strategy for these particular people and conflicts – mobilizes life coaches, outreach, crisis response staff and contractors**



1. **Performance Review Meetings – Partners review citywide shootings trends; direct communication; service uptake and caseload; relative to annual and two-month benchmarks**

(1) Oakland PD Shooting Reviews*

Examines all fatal, non-fatal and non-injury shootings in Oakland. Convened by Chief Kirkpatrick; run by Ceasefire commander; attended by executive staff and broad cross-section of key units, managers and line staff, enforcement partners, CPSC.

Goals/Agenda:

1. **Review Prior Deliverables** (often info gathering)
2. **Review All Shootings:** Understand current violence dynamic – what people and networks are at greatest risk of violence in the near term
3. **Develop or refine near-term strategy** to reduce likelihood of future shootings – mobilize range of justice system, outreach/support and community partners towards the current priority issues/conflicts.
4. **Assign New Tasks & Deliverables:** Ensure clarity on near-term plan (can include info. Gathering) for accountability purposes within and outside of PD.

(2) OPD-HSD-Community Coordination Meeting

- **Bi-Weekly meetings to refine joint strategy for reducing violence in Oakland.**
- Attended by CF Director, OPD D/C, Oakland Unite Manager and senior staff, CBO partners, Mayor's Public Safety Director, Community Partners, CPSC

Goals/Agenda:

1. **Review Shootings and Discuss Assessment of Risk:** Based on PD shooting review, what people and networks are at greatest risk of violence in the near term?*
2. **Refine near-term strategy to reduce likelihood of future shootings** – custom notifications; hospital response; family support; life coach follow-up; conflict mediation/violence interruption; jail/prison “in reach,” street outreach; etc.
3. **Refine strategy for chronically high risk individuals.**
4. **Partnership health:** Address issues re coordination, boundaries, client concerns re LE, program strategy, resources needs.

(3) Bi-Monthly Performance Review

- **Attendees**: convened by Mayor, attended by Agency heads, CF management leads, Community partners, CPSC.
- **Outcome and Activity indicators** are assembled into a worksheet that tracks progress towards **bi-monthly and annual benchmarks** to ensure quality implementation.

Agenda: The meeting has 3 parts:

1. Review of **outcome indicators** - shooting trends - relative to CF benchmarks
2. Review of key **activity indicators** (direct communication, outreach and support, enforcement, coordination)
3. **A running conversation on what's needed to ensure quality implementation** – operational issues, resource needs, political challenges, etc. -- **summarized as “next steps” at meeting conclusion.**

CEASEFIRE VIOLENCE REDUCTION MANAGEMENT INDICATORS WORKSHEETS: FEBRUARY - MARCH 2017

PURPOSE: TO SUPPORT QUALITY ASSURANCE, PROBLEM-SOLVING AND STRATEGY FORMULATION IN SUPPORT OF SAVING LIVES AND ACHIEVING “SAFE CITY” STATUS.¹

WORKSHEET 1: OUTCOME INDICATORS

GOAL: 10% ANNUAL REDUCTION IN SHOOTINGS AS MEASURED BY HOMICIDES & NONFATAL INJURY SHOOTINGS	BENCHMARKS² (YTD & FEB-MAR)	2017	2016	3 -YEAR AVERAGE (2014-2016)	NOTES RE TRENDS
2017 HOMICIDES BENCHMARK: 72	YTD: 18 FEB-MAR: 12	YTD: 16 – MEETS BENCHMARK FEB-MAR: 14 – DOES NOT MEET BENCHMARK. 14% OVER.	YTD: 12 FEB-MAR: 11	YTD: 18 FEB-MAR: 12	
2016 NON-FATAL INJURY SHOOTING BENCHMARK: 307	YTD: 77 FEB-MAR: 51	YTD: 63 – MEETS BENCHMARK FEB-MAR: 45 – MEETS BENCHMARK	YTD: 72 FEB-MAR: 52	YTD: 80 FEB-MAR: 50	

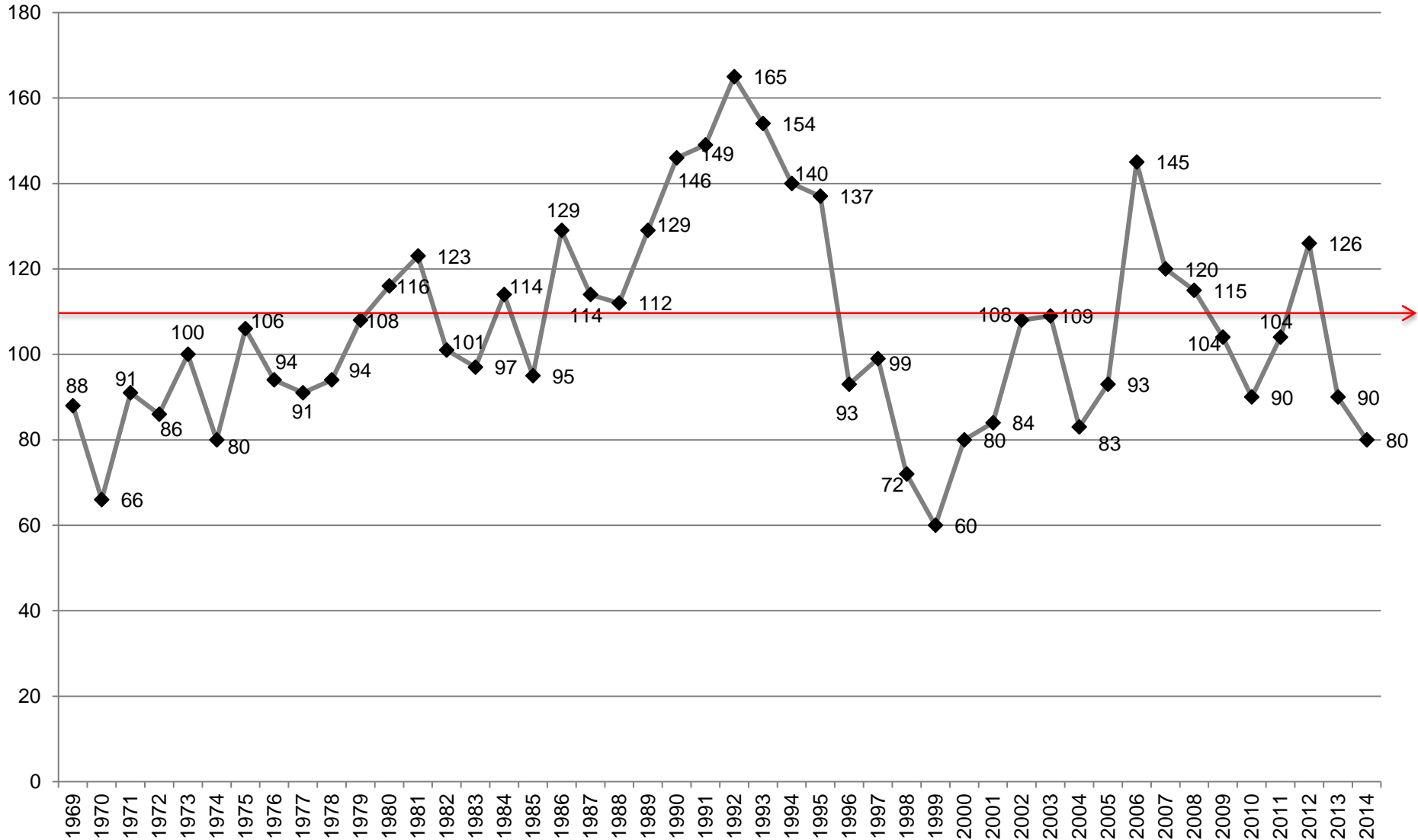
¹ “SAFE CITY” STATUS CALLS FOR REDUCING SHOOTINGS 10% PER YEAR FOR NEXT FIVE YEARS, REVERSING OAKLAND’S LONG HISTORY OF SHORT-LIVED REDUCTIONS IN HOMICIDE AND NON-FATAL INJURY SHOOTINGS.

² BY “BENCHMARK” WE MEAN A NEAR-TERM MILESTONE OR TARGET USEFUL IN ASSESSING PROGRESS TOWARD IMPORTANT LONG-TERM GOALS.

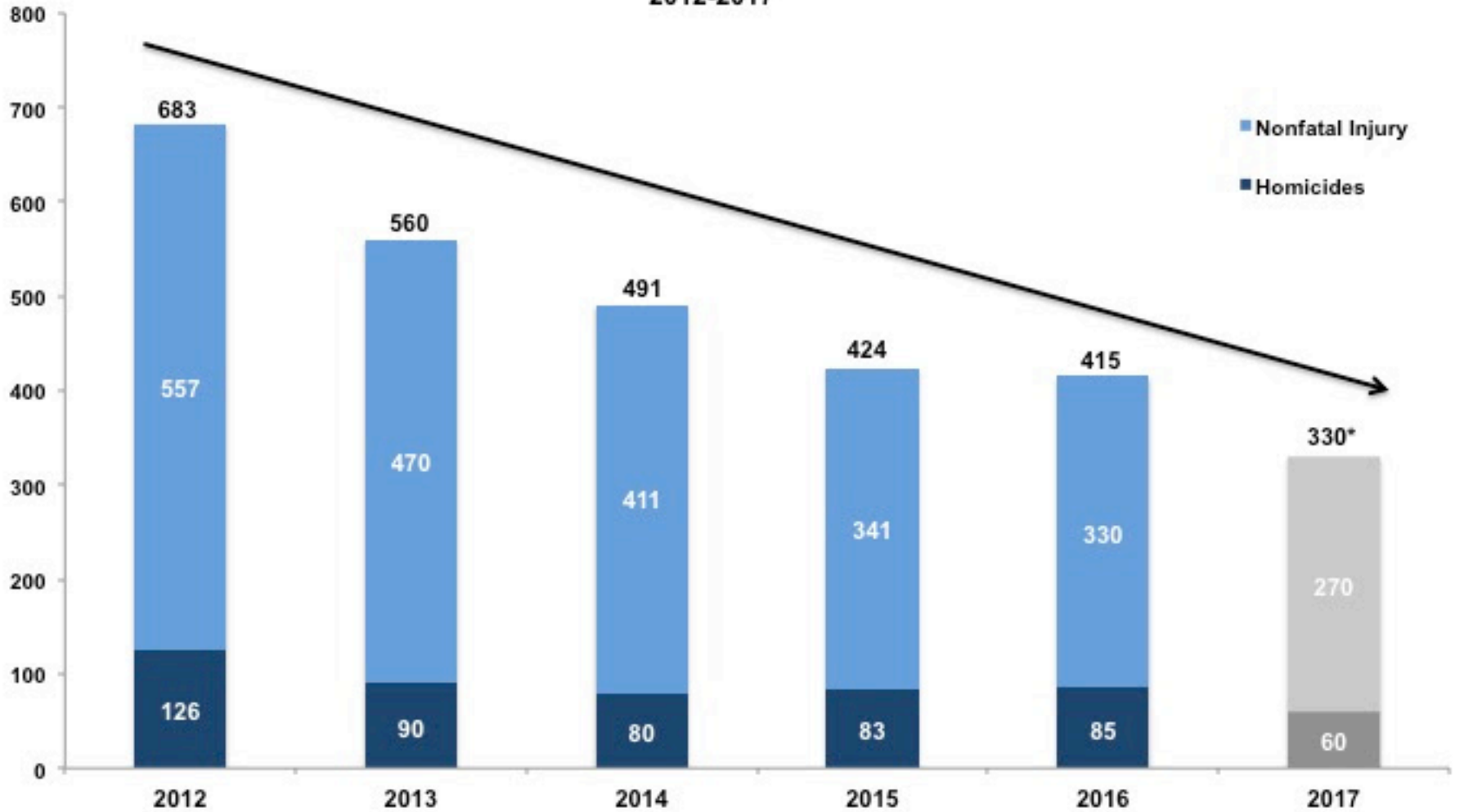
ANNUAL OBJECTIVES/BENCHMARKS	YTD & FEB-MAR BENCHMARKS	SCALE INDICATOR	SCALE INDICATOR	RISK OF VIOLENCE INDICATOR	NOTES RE TRENDS (IMPROVABLES/PROGRESS ON PRIORITIES)
1. COMMUNICATION BENCHMARK: <u>300 VERY HIGHEST RISK (VHR) INDIVIDUALS AS PER PROBLEM ANALYSIS & SHOOTING REVIEWS</u>	1. YTD: 75 2. FEB-MAR: 50	<u>TOTAL PARTICIPANTS</u> 1. YTD: 73 2. FEB-MAR: 51	<u>SUBCATEGORIES</u> 1. YTD CALL-INS: 14 2. FEB-MAR: CALL-INS: 14 3. YTD CUSTOMS: 59 FEB-MAR CUSTOMS: 37	90-100% OF PARTICIPANTS AT HIGHEST RISK OF VIOLENCE	CUSTOM NOTIFICATION TRAINING CONVENED ON 3.17.17
2. RELATIONSHIP-FOCUSED CASE MANAGEMENT BENCHMARK: <u>250 VHR INDIVIDUALS AS PER PROBLEM ANALYSIS & SHOOTING REVIEWS: 200 IS CURRENT CAPACITY</u>	1. YTD: 50 2. FEB-MAR: 33	<u>TOTAL CASELOAD</u> 1. Total Active: 183 2. FEB-MAR: 49 3. YTD 2017: 54*	<u>SUBCATEGORIES (YTD/FEB-MAR)</u> 1. CALL-INS: 38/* 2. CUSTOMS: 13/* 3. CF OTHER: 14/* 4. OUTREACH: 35/* 5. Non-CF OTHER: 83/*	YTD % OF PARTICIPANTS ID BY OPD AS AT HIGHEST RISK OF VIOLENCE 28%. (TARGET IS 75%)	MEETING SCHEDULED FOR 5-9 TO ALIGN/RECONCILE RISK DEFINITIONS REGARDING RISK PROFILE FOR CLIENT POOL.
3. TARGETED ENFORCEMENT BENCHMARK: <u>FULLY STAFFED & FOCUSED ON HIGHEST RISK GROUPS/INDIVIDUALS</u>	1. CRTS FULLY STAFFED 2. ENFORCEMENT PLANS UP-TO-DATE 3. CRT'S FOCUSED ON VHR: 50% (AREA); 90% (SPECIALIZED)	<u>CRT STAFFING:</u> 1. CEASEFIRE: 88% 2. SIU UNITS (2): 75% 3. GANG UNIT: 88% 4. AREAS (5): 92%	<u>RISK OF VIOLENCE INDICATOR</u> 1. ACTIVITIES FOCUSED ON HIGHEST RISK: YES, SEE NOTES. 2. ENFORCEMENT PLANS: PLANS IN PLACE.		"OML" PROCESS TO FILL THESE OPENINGS NEARING COMPLETION.
4. PARTNERSHIP: <u>CITY PARTNERS MEET ON A REGULAR BASIS TO DEVELOP JOINT STRATEGY FOCUSED ON VHR</u>	1. OPD-HSD 2X MONTHLY COORDINATION MEETINGS (6/4).	<u>COORDINATION MEETINGS:</u> 1. YTD: 5 2. FEB-MAR: 3	<u>COORDINATION MEETINGS ATTENDED BY OPD & HSD PROJECT LEADS:</u> YTD: 4 FEB-MAR: 3	<u>MEETINGS W/ AGENDA FOCUS ON RISK ALIGNMENT</u> 1. YTD: 5 2. FEB-MAR: 3	EARLY FEBRUARY COORDINATION MEETING CANCELLED TO ATTEND NNSC OUTREACH AND SUPPORT WORKSHOP.

SUSTAINING IMPACT

OAKLAND HOMICIDES 1969-2014

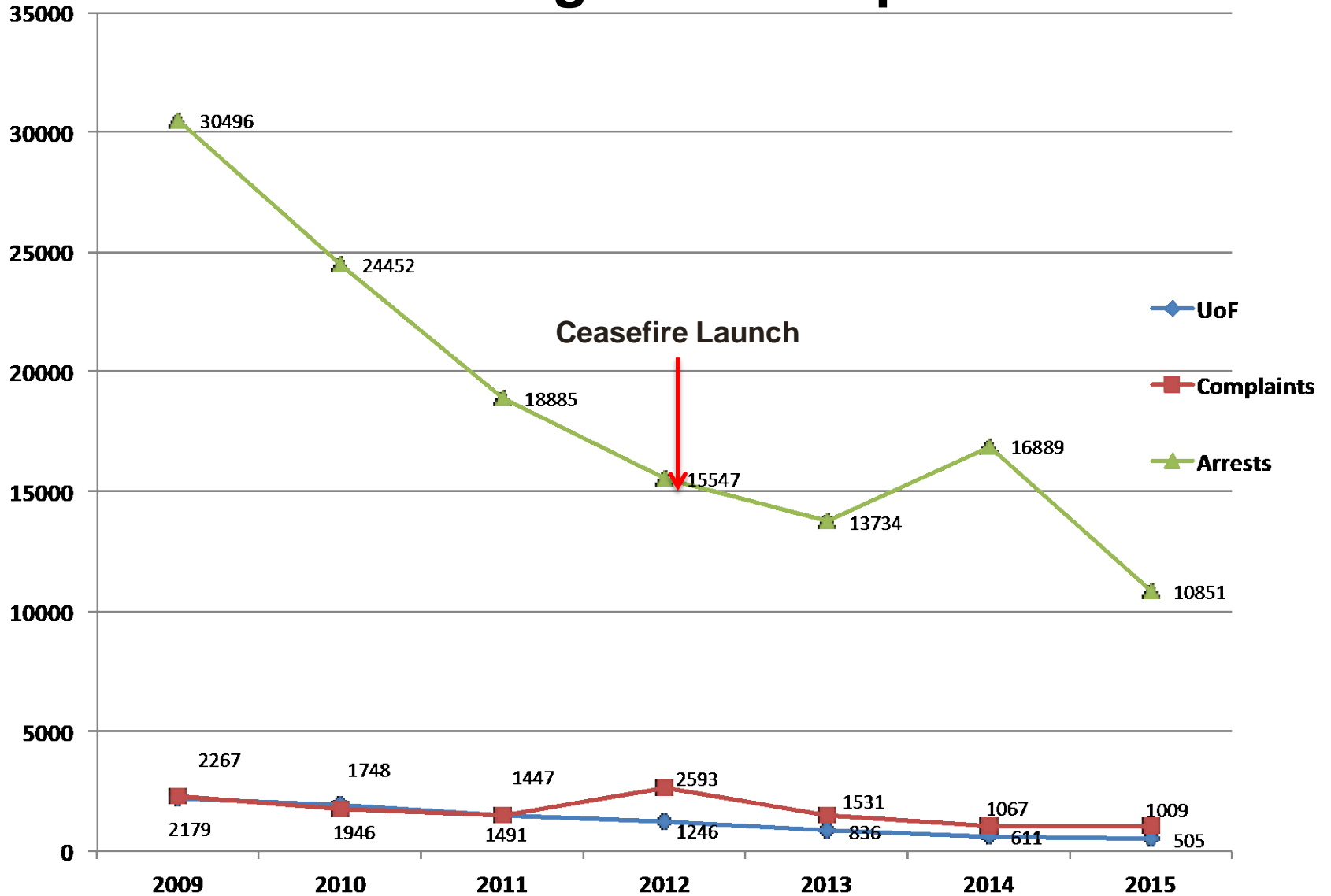


Oakland Injury Shootings 2012-2017



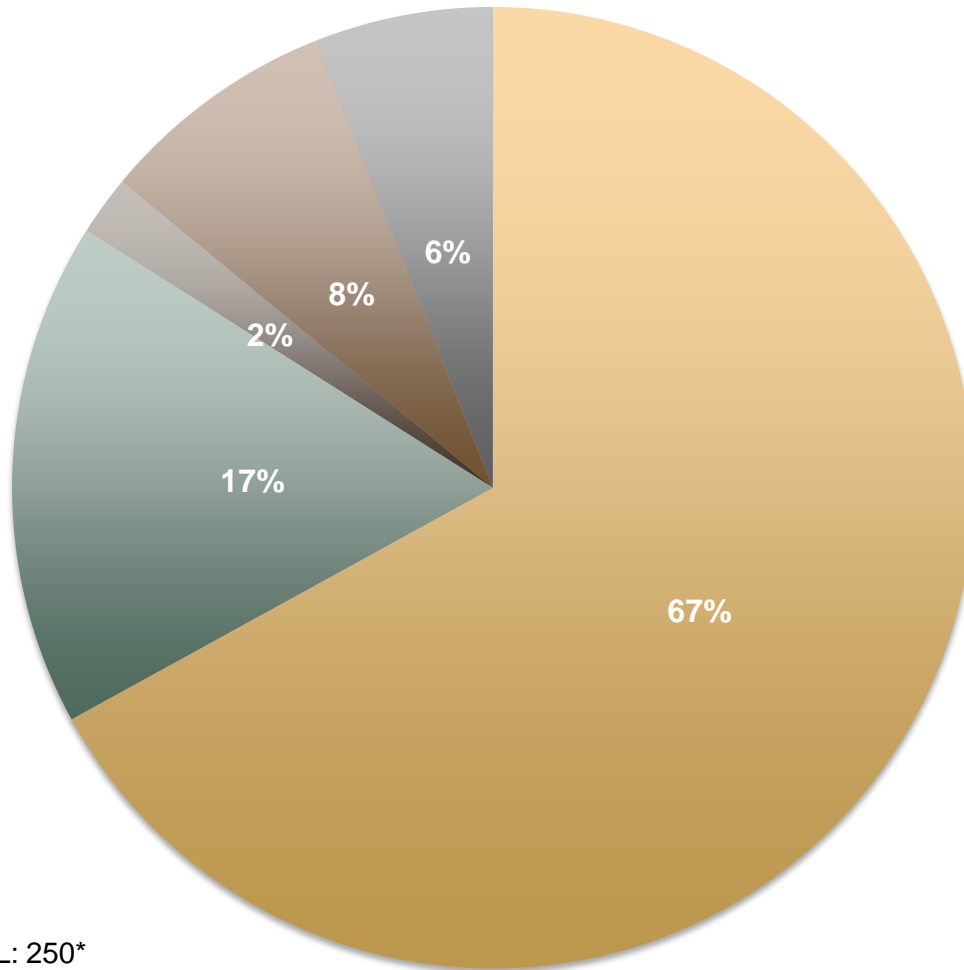
*Projected based on shootings through 4.30.17

Shrinking OPD Footprint



Individual CJ Outcomes: Post Call-in

*As of Q1 2017



- No Action/No Arrest for Violent Offense
- Arrest for Violent/Gun Offense
- Murder Victim
- Victim of a Shooting/Homicide
- Suspect in a Violent Offense but not Arrested

Note: This data should **NOT** be used for scientific or research purposes. A formal evaluation with an appropriate control group will need to be used to accurately analyze and evaluate participant outcomes. This evaluation is just beginning and expected to be completed in 2018.

*Violent offenses include: Murder, Aggravated Assaults (shootings), Rape and Robbery.

TOTAL: 250*

Sustainability Lessons Learned

- 1. A dedicated team of senior managers – working together from across sectors – is essential to build and execute a coherent strategy.**
- 2. Coordination amongst law enforcement, social services, and community takes consistency, commitment, and transparency, and requires explicit agreement to shared goals, values and boundaries.**
- 3. A management system that holds partners to the work on a weekly and monthly basis, and ties into clear performance indicators and benchmarks, is necessary to:**
 - a. Keep diverse stakeholders focused on a shared strategy, and
 - b. make near-term progress (i.e. two months) towards long-term goals (i.e. safe city status over 5-7 years).
- 4. Local investment dedicated to reducing violence should be long term and stable to give any strategy the time and resources needed to make an impact.**