




Oakland Measure Z Policing Services 2019 Annual Evaluation (Year 3)



February 25, 2020

Agenda

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- 
- Introduction of RDA
 - Overview of Measure Z
 - Overview of Evaluation
 - Key Findings
 - Recommendations
 - Questions & Discussion

About Resource Development Associates

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- RDA is a mission-driven consulting firm founded in 1984 in Oakland
- We offer cross-systems support across the spectrum of social services:
 - Justice Systems
 - Behavioral Health
 - Public Health
 - Housing & Homelessness
 - Adult Education and Workforce Development



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Overview of Measure Z

- About Measure Z
- Measure Z Policing Services
- OPD Staffing Areas and Beats

About Measure Z



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- **Measure Z (2014)**
Oakland voters approved to continue many of the services funded under the Measure Y Violence Prevention and Intervention Initiative
- **Three goals** aimed at reducing violent crime in Oakland and outlines four strategies to address these goals.

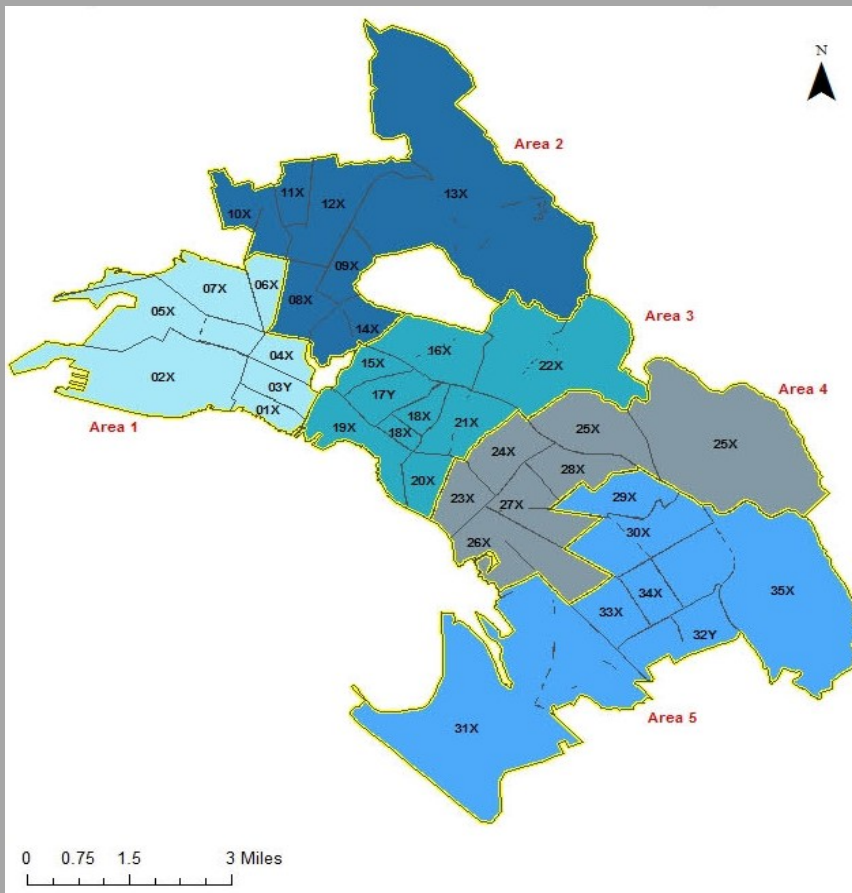
Measure Z Goals

1.  **Reduce homicides, robberies, burglaries, and gun-related violence**
2.  **Invest in violence intervention and prevention to support at-risk youth to interrupt cycles of violence and recidivism**
3.  **Improve police and fire emergency 911 response times and other police services**

OPD Staffing Areas and Beats

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35 beats across 5 areas



CROs are assigned across beats and CRTs are assigned areas, made up of multiple beats.

- 1 Downtown and West Oakland**
- 2 Uptown and North Oakland**
- 3 San Antonio, Fruitvale, Lower Hills**
- 4 Northern part of East Oakland, Mills, and Leona**
- 5 Southern part of East Oakland and Knowland Park**

Measure Z Policing Services: CROs & CRTs

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Community Resource Officers (CROs)

- Engage in problem solving projects
- Attend Neighborhood Crime Prevention Council meetings
- Serve as liaison with city service teams
- Answer calls for service if needed
- Lead targeted enforcement projects
- Coordinate projects with CRTs, patrol units, and other sworn personnel

Crime Reduction Teams (CRTs)

- Investigate and respond to violent crimes in identified hot spots
- Use intelligence-based policing
- Are deployed strategically and geographically
- Coordinate projects with CROs, patrol units, and other sworn personnel

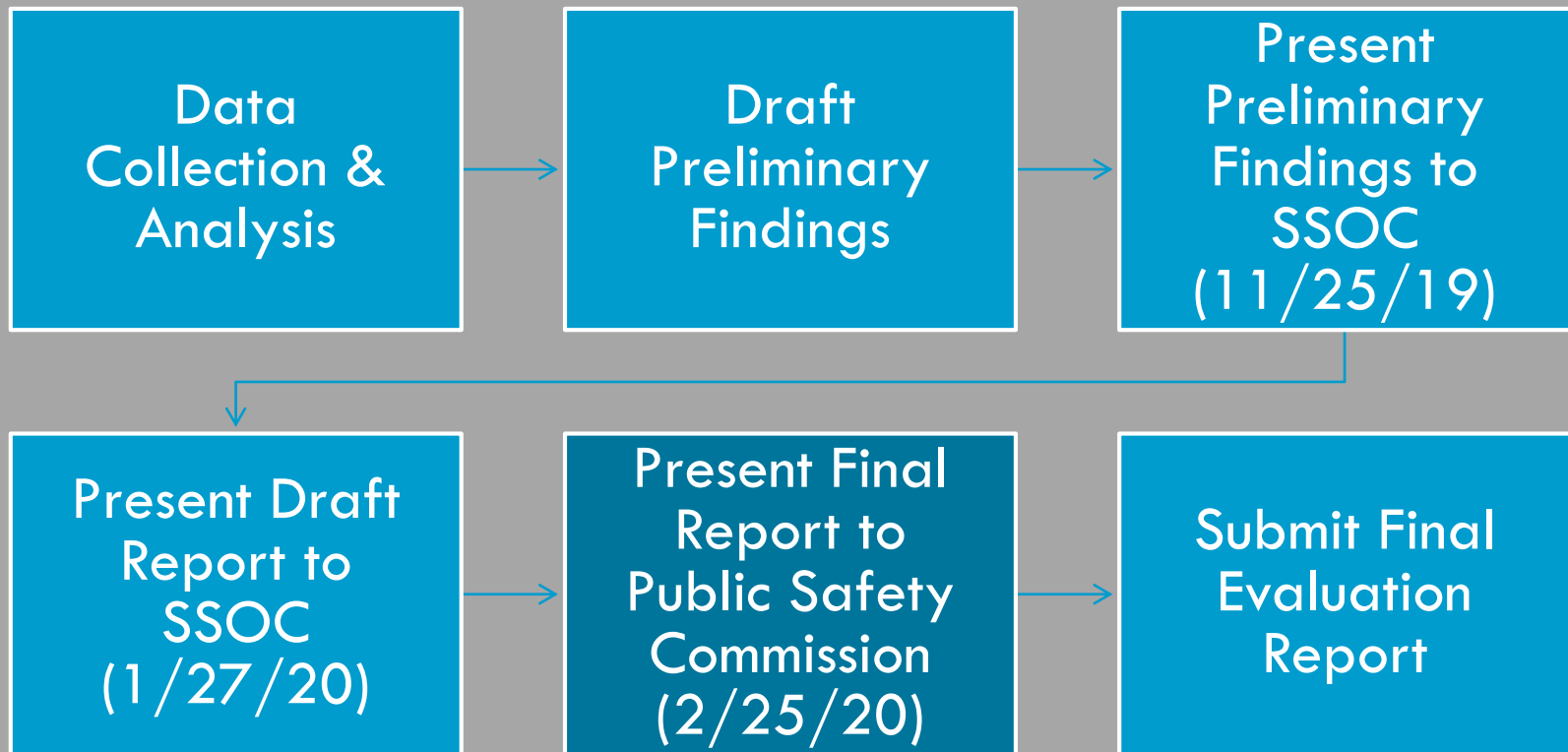
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Overview of Evaluation: Year 3

- Evaluation Overview
- Data Collection Activities

MZ Year 3 Evaluation

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Evaluation Questions

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Question 1

- **What are CRO and CRT staffing levels? Do staffing levels support Measure Z Objectives?**

Question 2

- **What activities do CRO and CRT officers engage in? How do Officer activities correspond to Measure Z Objectives?**

Question 3

- **How have crime trends in Oakland changed over time and how do these trends correspond to Measure Z Objectives?**

Mixed-method Design



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- **Mixed-methods evaluation design**
- **Analyzed quantitative data alongside qualitative data to triangulate & deepen data-driven findings**



Data Sources: Quantitative



Sources	Purpose
OPD SARANet database	<ul style="list-style-type: none">• Explain how CROs collect and track information regarding their beat projects• Describe what activities and projects CROs engage in
OPD administrative data (CRT & CRO personnel)	<ul style="list-style-type: none">• Provide CRO & CRT demographics by area• Provide data on CRO and CRT staffing levels• Describe CRO and CRT retention and turnover rates
OPD crime data (Part 1)	<ul style="list-style-type: none">• Describe the key crime trends in Oakland and how they change over time
Pilot Time Study	<ul style="list-style-type: none">• Examine the types of activities CRO and CRT officers engage in over the course of a week

Data Sources: Qualitative



Qualitative Sources		Purpose	Quantity
Leadership Interviews	OPD Leadership	<ul style="list-style-type: none"> • Understand the facilitators and barriers in Measure Z implementation • Understand OPD priorities • Describe any changes related to previous evaluations 	5 interviews
Focus Groups	CRT & CRO Sgts	<ul style="list-style-type: none"> • Describe coordination and support among the CROs and CRTs 	1 Sgt group (9)
	CRO & CRT Staff	<ul style="list-style-type: none"> • Understand more of the day to day operations of CROs and CRTs • Describe any changes related to previous evaluations • Understand responsibilities, challenges and opportunities, and levels of job satisfaction. 	1 CRT group (10) 1 CRO group (10)
Neighborhood Meeting Observations	Community Members & CRO Officers	<ul style="list-style-type: none"> • Understand topics, nature of discussion, and progress towards Measure Z objectives 	

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Findings

Finding 1. Staffing Level

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OPD met the staffing level objective of Measure Z, but staffing is below OPD authorized staffing level

- **749 sworn officers** as of June 2019 (versus 678 specified in Measure Z)
- OPD has 792 authorized positions –
5% vacancy
- Staffing an important factor in CRO/CRT assignments that influence success of implementing Measure Z objectives

Finding 2. Recruitment/Retention

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OPD's staffing issues are a barrier to keeping CRO and CRT positions filled and CRO and CRT officers focused on Measure Z priorities

- **Impacts day-to-day activities**
- **Recruitment and retention of CROs & CRTs**

Finding 3. Support from OPD Leadership

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Measure Z retains high-level support from OPD Leadership

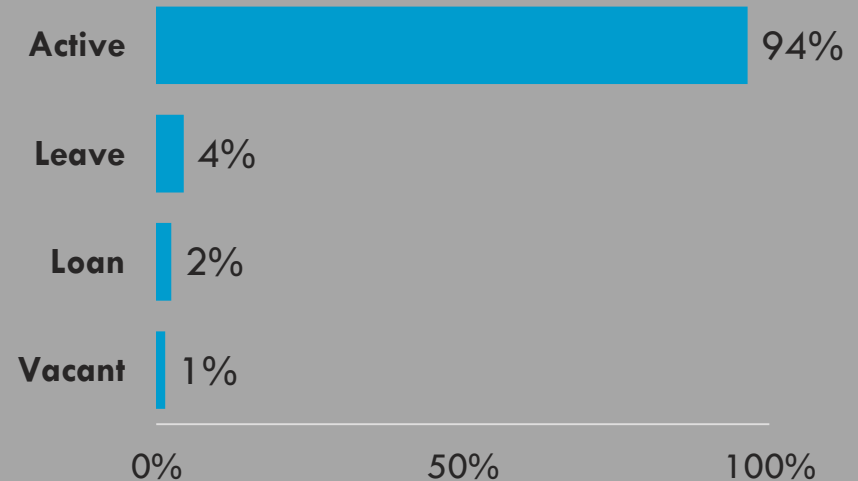
- **Understands the key role of community policing in meeting public safety objectives**
- **Sustained over time from prior evaluation**

Finding 4. CRO Staffing

CRO staffing is a clear OPD priority

- Position staffed 94% of the time (Jan '16 – Jun '19)
- Leadership interviews stressed importance of keeping CRO positions staffed
- Vacancy 1% of time

Weekly CRO Availability
(January 2016 – May 2019)

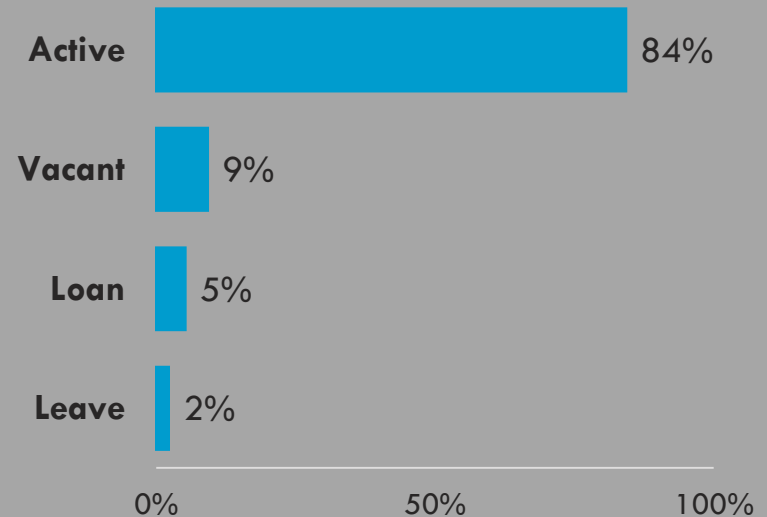


Finding 5. CRT Staffing

CRT vacancies are modest yet consistent in nature

- Position staffed 84% of the time (Jan '16 – Jun '19)
- Vacancy 9% of the time
- At least 1 vacancy for 93% of the weeks

Weekly CRT Availability
(January 2016 – May 2019)



Finding 6. Limited Tenures

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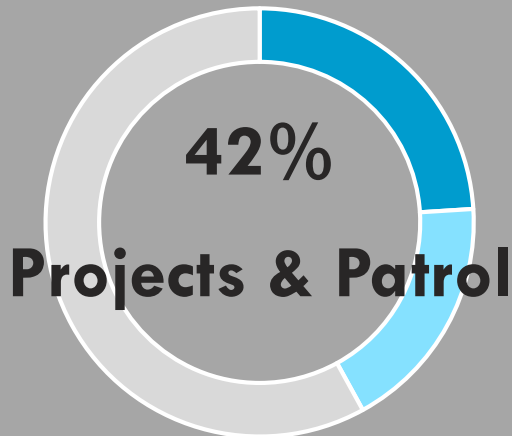
CROs and CRTs have an average tenure of two years.

- Challenges in the development of position-specific skills and knowledge of community
- Loss of institutional knowledge and experience
- Tenure helps build consistency central to community policing

Finding 7. CRO & CRT Activities

CRO and CRT activities are aligned with the stated objectives of Measure Z, both directly and indirectly

CRO Time Study

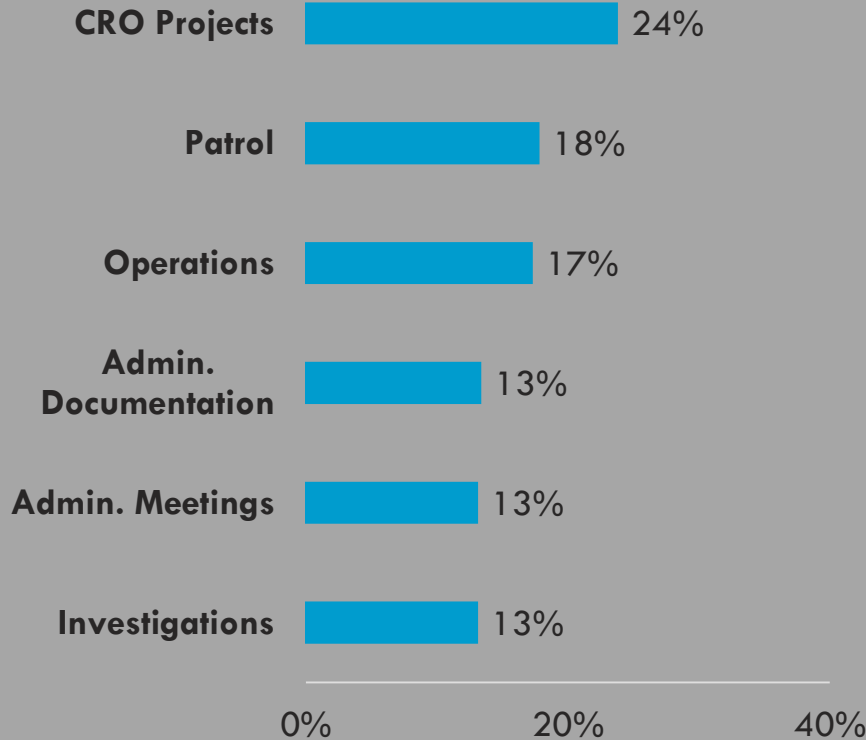


CRT Time Study

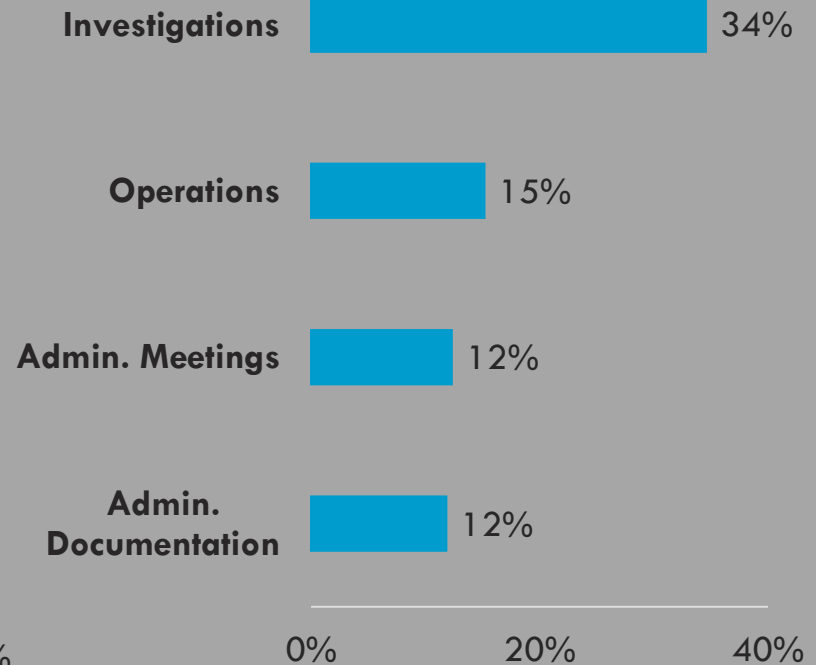


CRO and CRT Activities: Pilot Time Study

Percentage of CRO Time, by Activity, August 19th – 26th



Percentage of CRT Time, by Activity, August 19th – 26th



SARAnet: Project Counts by Category, January 2018 – July 2019

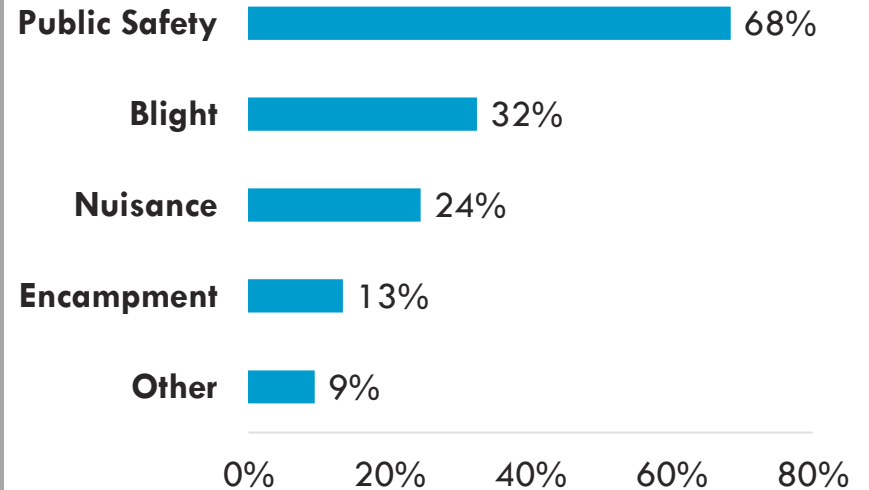
CRO Projects, all Areas and Beats

Total Projects: 275

Average Projects per Area:
55

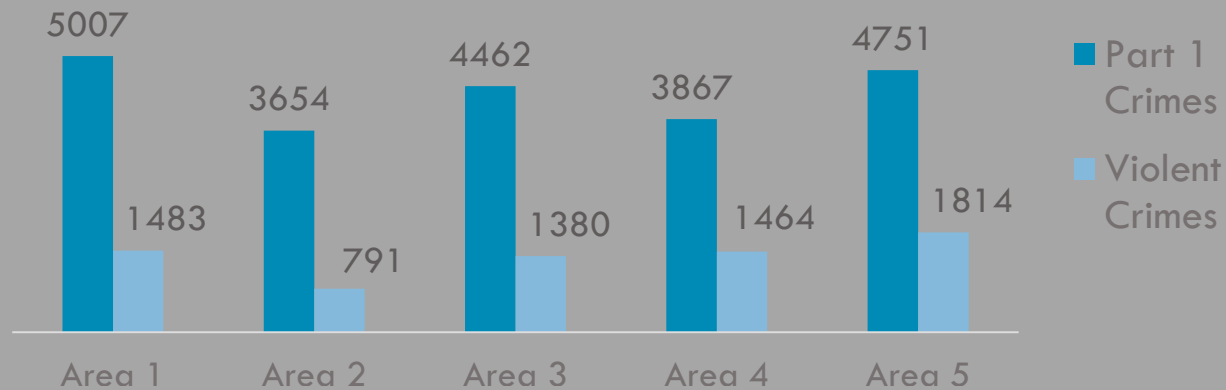
Average Projects per
Beat: 8

CRO Projects, by Category

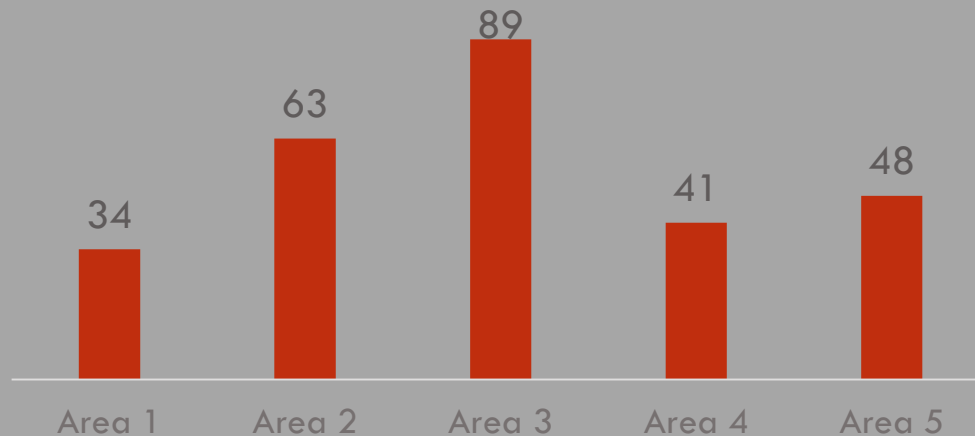


CRO Projects and Crime in Oakland

Crime in Oakland, by Area January 2018 – June 2019



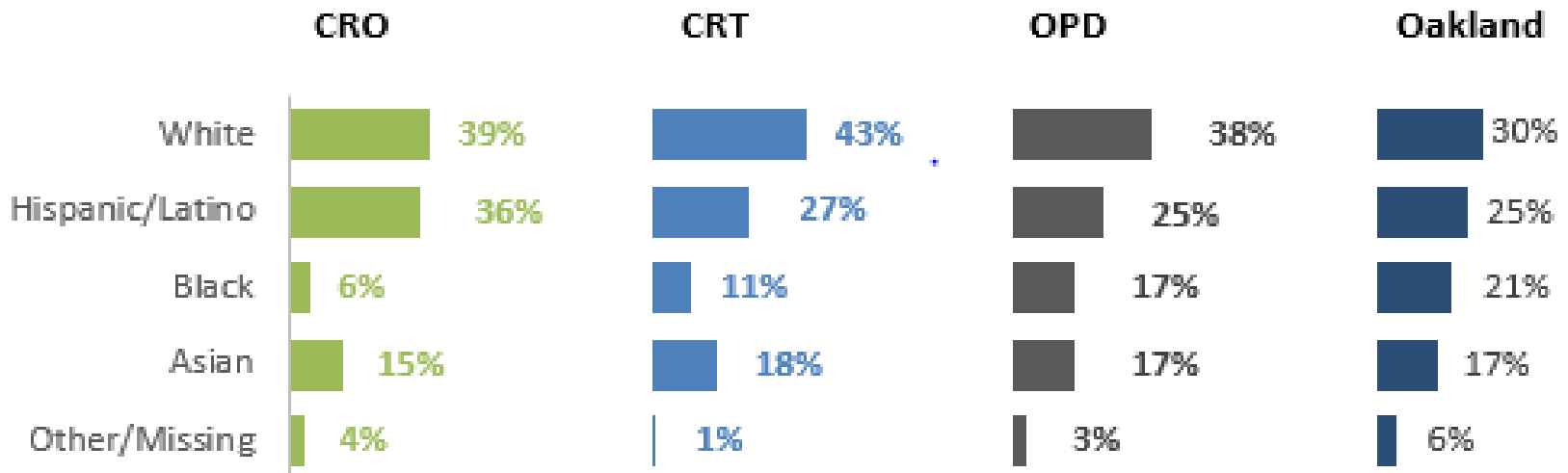
CRO Projects, by Area January 2018 – June 2019



Finding 8. Racial/Ethnic Composition

The racial composition of CROs and CRTs vary by sub-group

- CRO and CRT officers rely on relationships across the community to effectively serve Oakland's racially and ethnically diverse population



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Recommendations

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Recommendation 1

Conduct a staffing study to assess appropriate OPD staffing levels.

Recommendation 2

Continue to prioritize CRO and CRT staffing and reduce the number of CRT position vacancies.

Recommendations

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Recommendation 3

Continue to decrease the amount of time CROs and CRTs spend supporting patrol officer activities.

Recommendation 4

Continue to explore opportunities to increase retention and reduce turnover among CROs and CRTs.

Recommendations

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Recommendation 5

Continue to explore opportunities to measure CRT activities.

Recommendation 6

Examine mechanisms to make CRO and CRT Units, and OPD overall, more representative of the communities they serve.

Next Steps

1. Submit Final Report
2. Develop Year 4 Evaluation Scope of Work

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THANK YOU!

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