



**CITY OF OAKLAND  
PUBLIC SAFETY AND SERVICES  
OVERSIGHT COMMISSION**

**REGULAR MEETING**

**Meeting Agenda  
MONDAY, November 16, 2020  
6:30 PM  
Via Teleconference**

**Oversight Commission Members:**

Sydney Thomas (D-1), **Vice Chairperson:** Dayna Rose (D-2), Paula Hawthorn (D-3),  
Edwillis Wright (D-4), Nikki Uyen T. Dinh (D-5), **Chairperson:** Carlotta Brown (D-6),  
Billy G. Dixon (D-7), Jo Robinson (Mayoral), Beth H. Hodess (At-Large)

**Pursuant to the Governor's Executive Order N-29-20, members of the Police Commission Selection Panel, as well as City staff, will participate via phone/video conference, and no physical teleconference locations are required.**

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**PROVIDE PUBLIC COMMENT:** There are three ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- Comment in advance. To send your comment directly to the Selection Panel and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Tonya Gilmore @ [tgilmore@oakland.ca.gov](mailto:tgilmore@oakland.ca.gov). Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Selection Panel prior to the meeting.

- By Video Conference. To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” are available at: <https://support.zoom.us/hc/en-us/articles/205566129>, which is a webpage entitled “Raise Hand In Webinar.”

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If you have any questions about these protocols,  
please e-mail Tonya Gilmore, at [tgilmore@oaklandca.gov](mailto:tgilmore@oaklandca.gov).

**CITY OF OAKLAND  
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**REGULAR MEETING AGENDA  
MONDAY, NOVEMBER 16, 2020  
6:30 PM  
Via Teleconference**

*Each person wishing to speak on items must raise their hands via ZOOM  
Persons addressing the Community Policing Advisory Board shall state their names and the organization they are representing, if any.*

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30 PM	AD	
2. Roll Call	5 Minutes	AD	
3. Open Forum	10 Minutes	I	
4. Proposed amendments to the SSOC 2020 Calendar	15 Minutes	A	Attachment 1
5. California Partnership for Safe Communities (CPSC) Transition and Recommendations – Reygan Cunningham - CPSC	20 Minutes	I	Attachment 2
6. Ceasefire Overview – Rev. Damita Davis-Howard, Ceasefire Director and Captain Jones, OPD	20 Minutes	I	Attachment 3
7. Oakland Police Department a. Measure Z Year 4 Evaluation – RDA	45 Minutes	A	Attachment 4
8. Department of Violence Prevention a. Update on Spending Plan for FY 21-23 b. Measure Z FY19-20 Q2 and Q3 Report	45 Minutes	A	Attachment 5 Attachment 6 A & B
9. Schedule Planning and Pending Agenda Items	15 Minutes	I	
10. Adjournment	1 Minute	A	

**A = Action Item    I = Informational Item    AD = Administrative Item  
A\* = Action, if Needed**

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email [tgilmore@oaklandca.gov](mailto:tgilmore@oaklandca.gov) or call (510) 238-7587 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 [tgilmore@oaklandca.gov](mailto:tgilmore@oaklandca.gov) o llame al (510) 238-7587 o 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 [tgilmore@oaklandca.gov](mailto:tgilmore@oaklandca.gov) 或 致電 (510) 238-4756 或 (510) 238-2007 TDD/TTY.

**MEMORANDUM**

**TO:** Public Safety and Services Oversight Commission (SSOC)  
**FROM:** Tonya Gilmore, City Administrator's Office  
**DATE:** November 10, 2020  
**SUBJECT:** Proposed Amended SSOC 2020 Meeting Calendar

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**SUMMARY:**

The proposed amended 2020 calendar is attached to this memo. The dates for discussion are the December regular meeting dates in light of the New Year holiday for your review and discussion.

Staff recommends Monday, December 14, 2020 @ 6:30pm

The SSOC should discuss the change in meeting date, choose a meeting date, and approve the calendar as amended.

**NEXT STEPS:**

Adoption of Amended calendar by the SSOC.

**ATTACHMENTS:**

Amended SSOC 2020 Meeting Calendar

## AMENDED SSOC 2020 Meeting Calendar

*January 27, 2020 \**

*February 24, 2020*

*March 23, 2020*

*April 20, 2020*

*(Special Meeting) May 18, 2020 (due to holiday)*

*June 22, 2020*

*July 27, 2020*

*August 24, 2020*

*September 28, 2020*

*October 26, 2020*

~~November 23, 2020~~ Recommendation: November 16, 2020

~~December 21, 2020~~ Recommendation: December 14, 2020

# CALIFORNIA PARTNERSHIP FOR SAFE COMMUNITIES

11/16/20

Re: CPSC Transition & Recommendations Memo

Members of the Safety & Services Oversight Committee,

The Safety & Services Oversight Committee (SSOC) through its policy and funding recommendations to Oakland Unite, the Public Safety Committee, and the Oakland City Council have provided tremendous support to the California Partnership for Safe Communities (CPSC) to implement the Ceasefire strategy over the years. Without those policy and funding recommendations from the SSOC the City of Oakland and its partners would have had great difficulty implementing the Ceasefire strategy and achieving the dramatic reductions in violence between 2012-2018 that has been largely attributed to this collective work per the evaluation conducted by Northeastern.

As the CPSC transitions out of our role as technical advisors to the City of Oakland, we wanted to come back to the SSOC to say thank you and to leave you with some recommendations based upon our experience working with the City of Oakland and its partners over these past 8yrs. These recommendations are discussed in the attached memo.

If you have additional questions please email us at [reygan@thecapartnership.org](mailto:reygan@thecapartnership.org) . Otherwise, we look forward to discussing the transition letter and recommendations with you at the meeting on November 16th.

Sincerely,

**Reygan E. Cunningham, Vaughn Crandall, & David Muhammad**

California Partnership for Safe Communities

825 Washington St., Suite 200

Oakland, CA 94607

To: Oakland City and Community Leaders  
From: Vaughn Crandall and Reygan Cunningham, California Partnership for Safe Communities  
David Muhammad  
Re: Our Role Transition and Recommendations for Sustaining Reductions in Violence  
Date: October 13, 2020

This memorandum describes the role transition of the California Partnership for Safe Communities (CPSC) as we complete our contract with the City of Oakland to support the Ceasefire strategy. It also includes our final recommendations to city and community leaders for sustaining Oakland's historic reductions in gun violence.

## **Our Role and Scope of Work**

In 2012, The City of Oakland entered into contract with CPSC to retain our technical support in the design and implementation of an effective violence reduction strategy. The City had previously invested significant funding in violence prevention efforts, attempted a variety of related policies including youth curfews and gang injunctions and attempted to mount "Operation Ceasefire" strategies on at least two previous occasions. These efforts did not achieve the quality, scale or focus necessary to impact violence at the city level.

As we approach the end of 2020, we have completed the objectives and tasks associated with our technical support commitment to the City of Oakland and your community partners, most notably Faith in Action (previously Oakland Community Organizations).

It is worth summarizing the outcomes of this collective work: The City of Oakland was able to mount an effective citywide violence reduction strategy that mobilized law enforcement, community actors and social service providers to work together to reduce gun violence at the community level. This partnership focused specifically on people and networks at the very highest risk of violence, and worked together to reduce their risk.

The impact evaluation completed by Northeastern University found that from 2012 through 2017, the Oakland Ceasefire strategy could specifically be credited with reducing citywide homicides by 32%, reduced gang-involved shootings by 43%, and reduced violent victimization and arrest among Ceasefire participants.<sup>[1]</sup> It is worth noting that that during this time period, The Oakland Police Department also made over 60% fewer arrests than in the late 2000s.

While much work remains in terms of reducing serious violence in Oakland, adapting this work to the new COVID environment and in terms of building community-policy trust, the City and its community partners have the capacity to sustain and evolve the strategy that we collaboratively developed. As technical assistance providers, our goal is to help a city develop an effective strategy, build capacity to implement and sustain that strategy and then exit. We believe that time has come. We are grateful to have had the opportunity to work with all of you to develop the Oakland Ceasefire strategy.

Oakland Ceasefire has also not been without controversy and criticism. As the evaluation indicates, questions persist about the work and role of law enforcement and the ability of

intervention workers to maintain street credibility while being connected to the Oakland Police through the larger umbrella of the strategy. While there are good ways to both respect and respond to these concerns, ultimately they are questions of goals and values that the City of Oakland and Oakland communities will have to answer for themselves.

Through the Reimagining Public Safety Task Force and the Department of Violence Prevention, these questions of goals, values and priorities will be revisited. New efforts and ways of working will emerge. It is our hope that while you continue to improve and evolve your violence reduction work, you retain certain core elements that are supported by a national body of evidence and a track record of local impact.

### **Recommendations:**

1. **Continue to ground the city's violence reduction strategies and investments in ongoing analysis of shootings and homicides.** Specifically, conduct a semi-annual update of the problem analysis of homicide (as per 2012-2013 and 2016-2017). These analyses have consistently revealed that Oakland's violence problem is primarily driven by a very small number of very highest risk people connected by identifiable social networks. Maintaining an updated analysis of the problem is essential to drive an effective strategy.
2. **Sustain OPD's shooting review management meeting.** The shooting review has served a critical role in helping OPD and justice system partners focus on responding to gun violence more effectively in real-time; as well as preventing retaliation and cultivating intelligence that is critical for effective intervention and enforcement work. It has also served as a template for police agencies across the United States.
3. **Maintain the OPD Ceasefire Section** as a direct report to the Office of the Chief of Police. Maintain its focus on progressive skill development and the use of procedural justice; it's central mission of reducing shootings and homicides; utilize it to build proactive investigations skills within the Department and value it as a promotional pathway to prepare talented officers for leadership roles. The Ceasefire Section has made a significant impact on the way OPD addresses serious violence; OPD's ability to work in strategic partnerships and OPD's overall reduction in low-level arrests.
4. **Strengthen the City's commitment and investment in supporting community members at the very highest risk of violence.** It is our perspective that High Intensity Life Coaching, and the range of related support resources, should be *primarily* focused on those at the very highest risk of violence as identified by the Oakland Police Department through their ongoing analysis of shootings and high-risk networks. We remain concerned that the majority of those currently receiving life coaching support are lower-risk clients from non-Ceasefire referral sources.

*Our rationale:* The Mayor's Executive Directives of 2015 and 2017, which established Ceasefire as city policy, emphasized the need to focus the city's service resources on this very highest risk of violence population. The spirit and language of Measure Z also



directs those funds towards the highest risk of violence population and specifically names the Ceasefire strategy. Finally, the Ceasefire impact evaluation indicated that the strategy reduced the odds of victimization for participants in call-in meetings; while the preliminary life coaching evaluation indicated that it reduced the odds of near-term recidivism. If the city's and community's goal is to reduce violence *and* reduce the use of arrest, fully aligning these two efforts makes sense.

*The need:* In 2019, Oakland experienced 383 fatal and non-fatal shootings. Based on both problem analyses of violence, about 60% - or 230 - of these shootings involve someone who is socially connected to a high risk street group or social network. Retaliations shootings are highly concentrated within these networks. Individuals connected to each of these "high risk of retaliation" shootings are at the very highest risk of involvement in subsequent shootings, and should be the priority for life coaching services.

So, our overall recommendation is to **retain a primary focus on specific people at the highest risk of violence now and resist the temptation to return to a primary prevention focus with younger, lower risk populations or a place-based outreach approach, as was the case under Measure Y.**

5. **Maintain a regular, formal "violence reduction coordination meeting,"** where OPD and DVP leaders and community intervention partners coordinate their violence reduction efforts to ensure a shared focus on engaging very highest risk people and holding each other mutually accountable for results. This relationship has inherent tension, but the City of Oakland is better off with these actors working together, systematically, than not. Without this, our experience is that opportunities to intervene and prevent violence will be missed; these efforts will become silos; and these actors will retreat to positions of mutual distrust and blame.

6. **Continue and evolve a quarterly executive-level "violence reduction" performance review meeting.** The Mayor's Ceasefire Performance Review meeting, held four to six times per year since 2015 until early this year, was the only regular venue where OPD, DVP and community actors are held jointly accountable for violence reduction *outcomes*, and for working collaboratively on a shared strategy. Measuring and managing to performance indicators helps keep all partners accountable and focused and creates a space for necessary problem solving with the Mayor or City Administrator. This meeting can and should evolve under the direction of new leadership and the evolution of the City's strategy; but performance management of this type, focused on agreed upon outcomes (e.g. reductions in shootings), is essential to manage any durable and complex public problem.

7. **Maintain the Ceasefire Director as a dual report to the Mayor and the Assistant Chief of Police.** Given that Oakland has a history of rapid and significant transitions in the police department, having a dual report to the Mayor's Office will keep the strategy intact despite major changes in personnel. This reporting relationship is also referenced in the Mayor's Executive Directive. Additionally, this reporting arrangement

equips the director to mobilize a variety of city agencies and community partners to the difficult work of reducing violence.

**8. Develop and implement a robust strategy for building trust between the Oakland Police Department and communities most impacted by violence and incarceration.** Through the efforts of OPD, the City, Oakland Unite and Faith in Action, some progress was made on this issue through various trainings in procedural justice and implicit bias for OPD staff and managers; regular focus groups with Ceasefire clients and other efforts under the Collective Healing Initiative and the Stanford Report and Recommendations. The ability of Ceasefire partners to make larger progress on this issue was limited by a necessary focus on responding to violence in real-time and a limited scope of influence as one of many units within an entire department.

An effective trust-building strategy (as opposed to one-time events or siloed activities) would share many similar elements to Ceasefire. It would be based in a detailed understanding of the problem; it would align various city and community stakeholders around a shared strategy; it would use a cycle of analysis-action-reflection to test and refine approaches and it would measure progress against a concrete set of outcome measures (community perceptions of trust, clearance rates; crime stoppers tips; formal complaints; and other measures). It would also be intentional, ongoing, with dedicated specialized staff at the highest levels in the Department.

**9. Develop a Homicide Scene Response Protocol.** As part of the City's efforts to build police-community trust and reduce violence; the City should strongly consider a joint homicide scene response protocol. In 2017, OPD engaged in a year-long project with The Urban Institute, Urban Peace Institute and CPSC that looked at implementing procedural justice at shooting and homicide scenes. The final reports identify a strong need for a more intentional, partnership-based response at these scenes and afterward. The consulting team recommended the Triangle Response Strategy out of Los Angeles as a potential option that could help to build trust and improve officers' ability to apply procedural justice. Recent evaluation evidence also suggests that the Triangle Response helps prevent retaliation shootings.

We offer these recommendations humbly, and with the awareness that they are more easily said than done. Yet, what they represent are the basic principles of national best practice in our experience. Focus on people at the highest risk of violence now; work together; use performance management to hold yourselves accountable for results; invest in building police-community trust. To the extent that a recipe for reducing gun violence exists, this is it.

In conclusion, we care deeply about this community. Our door is always open if we can be of service to any of you in the future. We applaud you in your commitment to this community, we wish you the very best and we look forward to learning from your life saving efforts as they continue.

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<sup>[1]</sup> [https://www.eastbayexpress.com/media/pdf/oakland\\_ceasefire\\_impact\\_evaluation\\_key\\_findings.pdf](https://www.eastbayexpress.com/media/pdf/oakland_ceasefire_impact_evaluation_key_findings.pdf)

# CEASEFIRE OAKLAND



SEPTEMBER 2020

# What is Ceasefire Oakland???

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Ceasefire Oakland is a **partnership**-based, **intelligence** led, and **data-driven strategy** designed to:



- ▶ Reduce Gang/Group related shootings and homicides
- ▶ Reduce the recidivism rate amongst participants
- ▶ Improve community police relationships

\*Implementation of the Ceasefire strategy was specifically **demande**d by community members to address gun violence. In direct response, the City of Oakland and its partners began implementation of the strategy in 2012 after years of community pressure.





# Ceasefire is a Strategy

- ▶ Ceasefire:  
A proven data-based violence reduction strategy that uses direct, respectful communication of a powerful anti-violence message to groups and individuals at highest risk of violence.



# Ceasefire is a Partnership

Working in partnership to achieve the goals of Ceasefire:



- COMMUNITY
- LAW ENFORCEMENT
- SUPPORT AND SERVICE PROVIDERS

# Building Trust through Relationships

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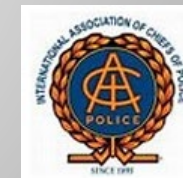
## Community Outreach

- ▶ Collaboration with Mayor/City Officials & Departments
- ▶ Partnering with community, health and Faith leaders
- ▶ Engaging those at **highest** risk of violence



## ▶ Collective Healing

- ▶ Focusing on Trauma-Informed Policing
- ▶ Conducting Listening Sessions and Focus Groups
- ▶ Providing Trauma Training and Policy Review





# Focused Deterrence (“Ceasefire”) Strategies

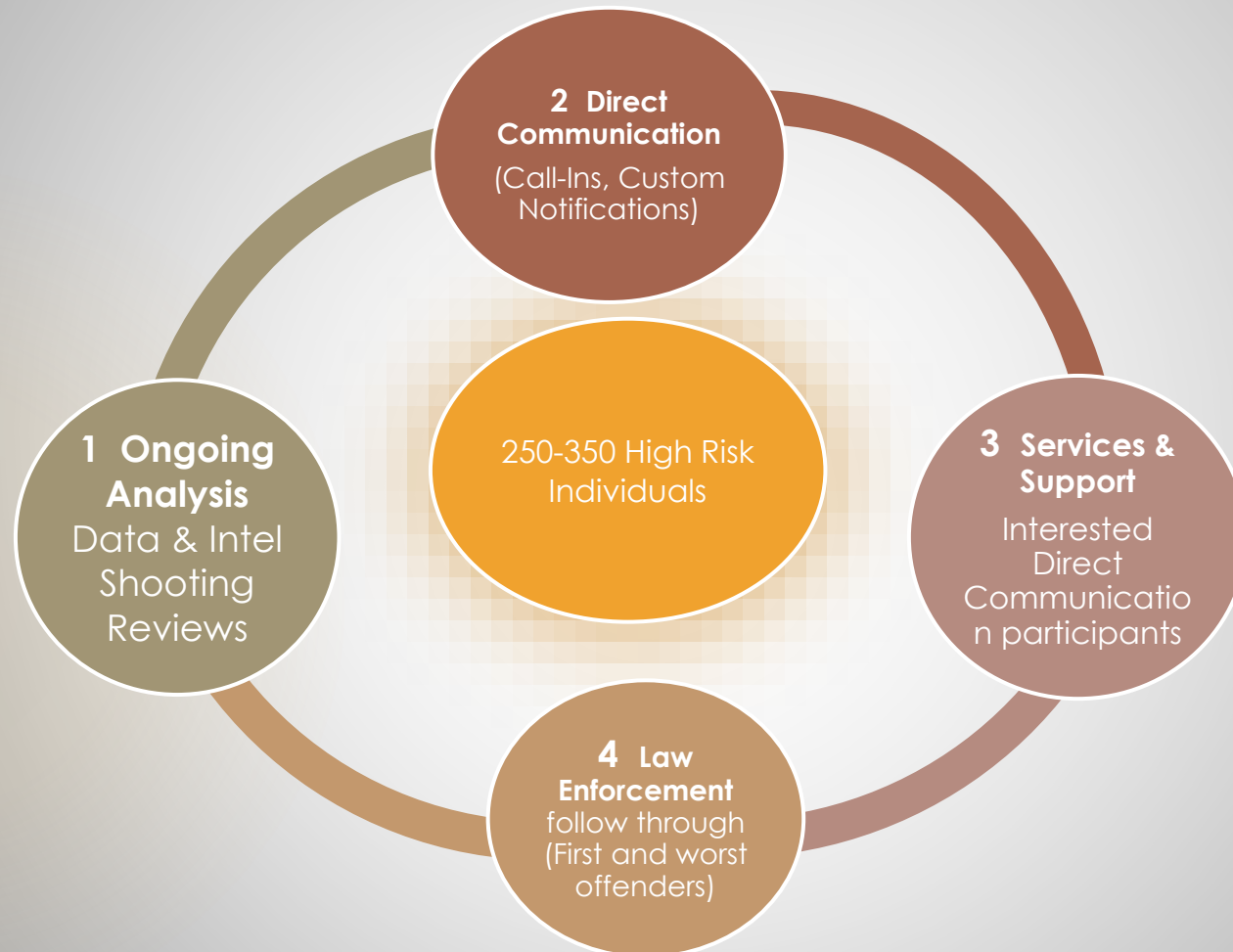
- ▶ Partnership between criminal justice, social service, and community groups
- ▶ Problem analysis to understand underlying crime dynamics
  - ▶ Concentration in high-risk groups
- ▶ Partners communicate directly with those at very highest risk of violence
  - ▶ Moral engagement, legitimacy
  - ▶ Change norms and decisions of those most likely to commit violence
  - ▶ Credibility, deliver on promises
- ▶ Pair information about care, concern and risk with the provision of special help and assistance



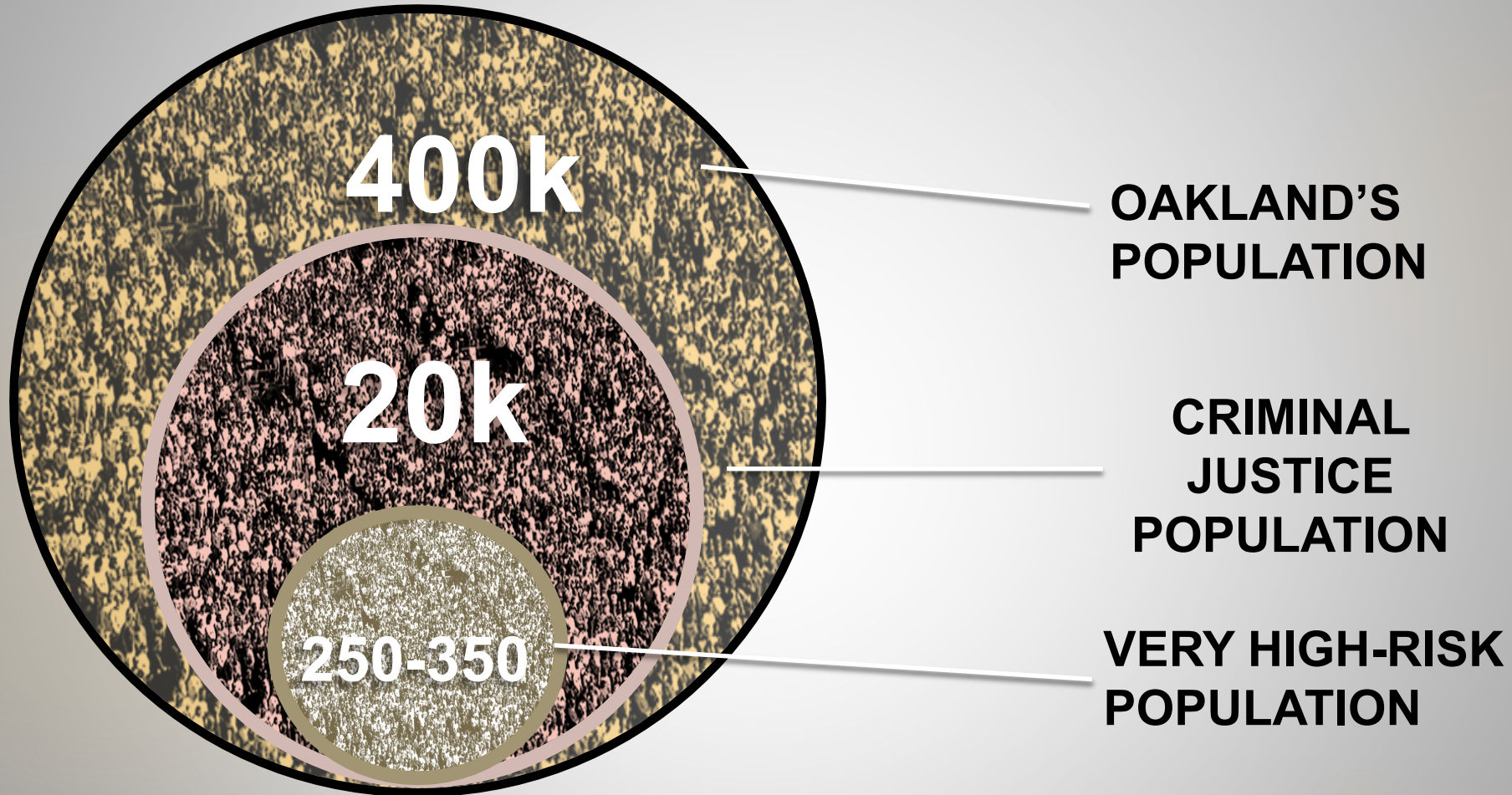
# Focused Deterrence (“Ceasefire”) Strategies

- ▶ As last resort, creative enforcement focused on changing behavior
  - ▶ Swift, certainty of sanctions for very specific behavior (getting deterrence “right”)
  - ▶ Only as harsh as needed
  - ▶ Not a deal, not a gang/group elimination strategy

# How Does This Actually Work?



# Focus on the Very High-Risk Individuals





# Direct Communication

Call-Ins: *group* meetings with 8-15 individuals at highest risk of shooting and/or being shot

Interventions: interactive engagement w/ *small group* of high-risk individuals

Custom Notification: *individual* interaction with those *most at risk*, and/or loved ones and influencers



# CEASEFIRE 2018 EVALUATION

Evaluation Team: Northeastern, Northwestern and Rutgers Universities

Purpose: Complete an evaluation of the Oakland Ceasefire Strategy (Supported by Measure Z-OPD funds) Results were presented in February 2020 to the Safety Committee.

Data: During the five-year period between 2012 and 2017, Oakland realized a:

- 42% reduction in homicides
- 49 % reduction in shootings.

## ***Were Reductions due to the Strategy?***

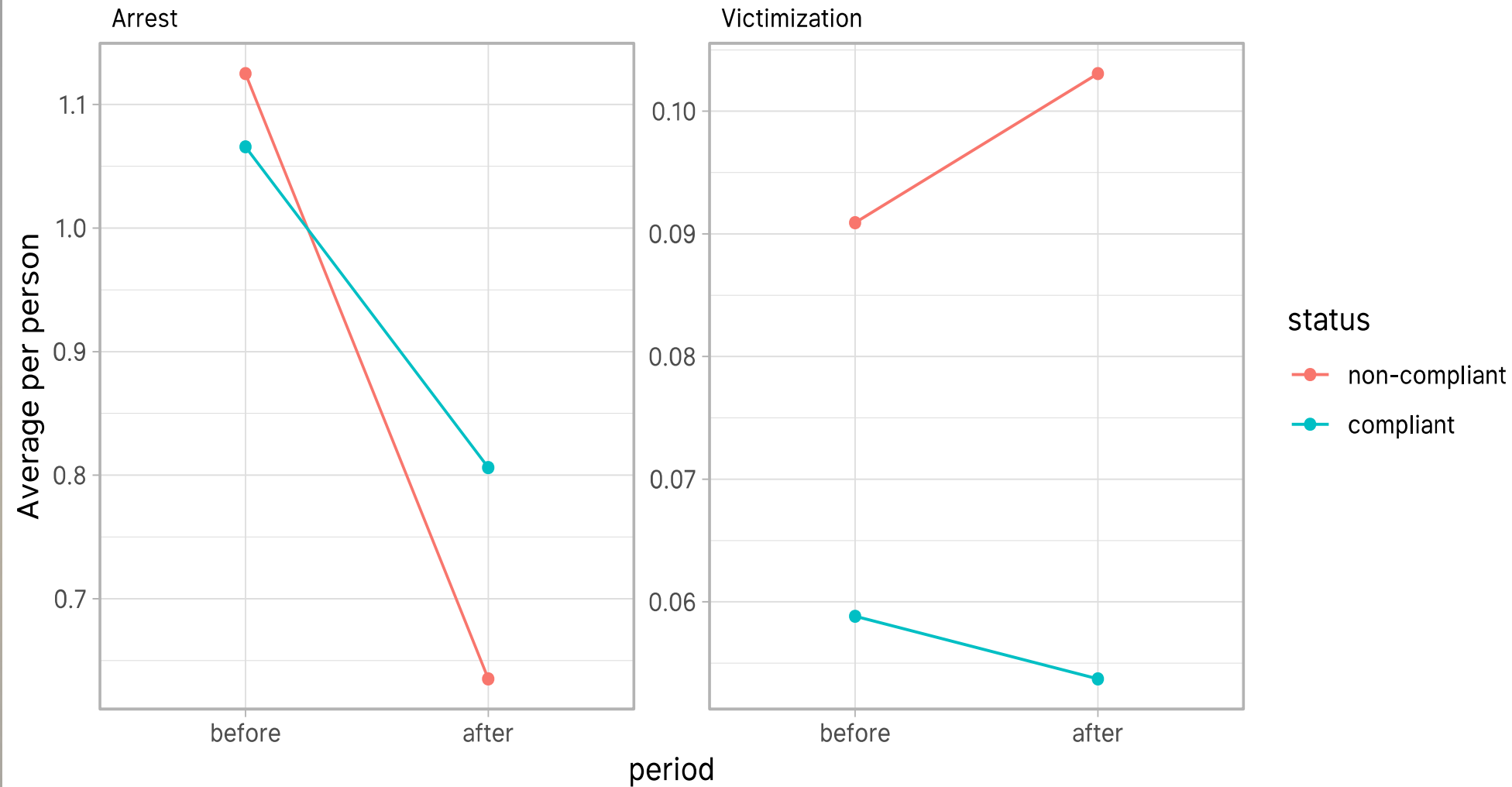
Process and Impact Evaluation by the Evaluation Team determined that reductions could be attributed to the Ceasefire strategy.

Key Findings of the evaluation indicated that Ceasefire intervention was associated with:

- ▶ 31.5 percent reduction in Oakland gun homicides and
- ▶ 20% reduction in shootings.

## Pre- and post-Ceasefire outcomes for compliant and non-compliant participants in the program.

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**Individual Outcomes:** The *rate of re-arrest* was reduced for *both* Ceasefire call-in participants and non-attendees. The *rate of victimization* was reduced for call-in attendees while the rate of victimization *increased* for non-attendees.

# *Evaluation Qualitative Recommendations*

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- ▶ **The Ceasefire Strategy should better involve participants' romantic partners and family members to reduce program stigma and increase community support.**
- ▶ Be more inclusive and strategic regarding the public messaging (and face) of Ceasefire.

# DIRECT COMMUNICATIONS 2019

- ▶ **47 Call-ins/Intervention participants**

  - 15% were Partners, friends and family members

  - 57% were referred for services

- ▶ **257 Custom Notifications**

  - 24% were Partners, friends and family members

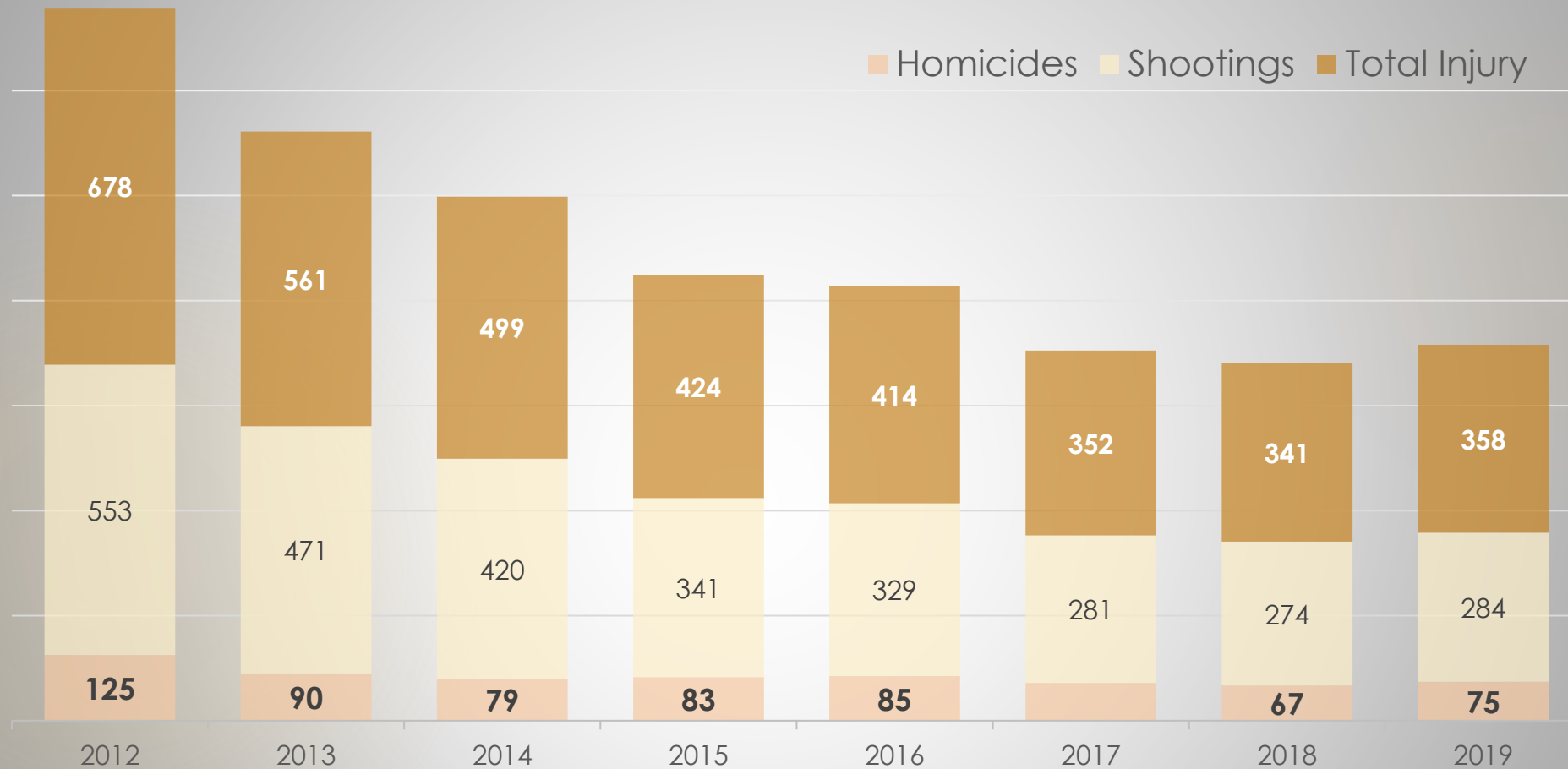
  - 68% were referred for services

  - 92% involved a faith and or community leader



# CEASEFIRE Strategy

## Progress in Oakland 2012-2019



\*Ceasefire Partnership began on October 18, 2012

Source: OPD End of Year Crime Report 2019

# 2020 COVID-19 Shelter-in-Place

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## Gunfire Year-to-Year Comparison — 16 Mar to 13 Sep — 26 Weeks

Shooting Type	2019	2020	% Change
Assault with a Firearm - 245(a)(2)	162	244	51%
Occupied Home or Car - 246	126	192	52%
Unoccupied Home or Car - 247(b)	70	105	50%
Subtotal	358	541	51%

# 2020 COVID-19 Shelter-in-Place

## Weekly Crime Report - March 16 - 22, 2020

Crime	YTD 2019	YTD 2020	YTD % Change
Homicides	16	10	-38%
Assault with firearm	56	59	5%
Other homicides	1	0	-100%
Subtotal	73	69	-5%

## Weekly Crime Report - September 14 - 20, 2020

Crime	YTD 2019	YTD 2020	YTD % Change
Homicides	52	66	27%
Assault with firearm	219	309	41%
Other homicides	3	5	67%
Subtotal	274	380	39%

# Pandemic-related stressors may be leading to more gun violence

By Jason deBruyn, WUNC (Guns & America) July 25, 2020 6 a.m.

The pandemic has not stopped our other epidemic: Gun violence

Washington Post June 29, 2020 at 3:02 p.m. PDT

Philly's gun violence has hit startling levels: 'This is a real pandemic in itself'

by [Chris Palmer](#), Posted: September 5, 2020

## Gun violence spike and pandemic gun-buying boom may be linked: Research

*More guns tend to be associated with more gun violence.*

By [Erin Schumaker](#) August 21, 2020, 8:00 AM

# COVID 19 Direct Communications

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- March 12, 2020 Direct Communications Suspended
- Mid-April 2020 - Start Phone Custom Notifications
- May 2020 – Start Physical Distancing Custom Notifications
  - Everyone is masked
  - Everyone is 6 feet apart
  - The custom occurs outdoors - i.e. front porches, sidewalks in front of family residence, mall parking lots and open garages
- August 2020 – Start small call-ins
  - Call in occurs outdoors -Off Street Church parking lots and under tents
  - Sanitized tables are 6 feet apart
  - Everyone is masked
  - 4-5 individuals
  - PPE is distributed

# DIRECT COMMUNICATIONS 2020

- ▶ **17 Call-ins/Intervention participants**

  - 35% were Partners, friends and family members

  - 76% were referred for services

- ▶ **64 Custom Notifications**

  - 29% were Partners, friends and family members

  - 68% were referred for services

  - 92% involved a faith and or community leader



# QUESTIONS?

## MEMORANDUM

**TO:** Public Safety and Services Oversight Commission (SSOC)  
**FROM:** Tonya Gilmore, City Administrator's Office  
**DATE:** November 10, 2020  
**SUBJECT:** Oakland Police Department: Year 4 Evaluation Report by  
Resource Development Associates (RDA)

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### **SUMMARY AND BACKGROUND:**

The attached report represents the fourth evaluation of the Oakland Police Department's Community Policing program funded through the Safety and Services Act of 2014 (Measure Z).

The purpose of this report is to inform City of Oakland stakeholders of the ongoing progress of Measure Z-funded policing services. The primary focus is on the specialized units within OPD – Community Resource Officers (CROs) and Crime Reduction Teams (CRTs) – that are central to Measure Z's community-focused violence prevention model.

This is RDA's fourth and final annual evaluation report on Measure Z policing services under the current contract. The Year 4 Evaluation builds on the Year One, Year Two, and Year Three Evaluations and summarizes findings and recommendations from all four years.

### **NEXT STEPS:**

The report is presented for SSOC discussion. Thereafter, an Information Memo will be provided to the Public Safety Committee of the City Council.

**ATTACHMENTS:** Oakland Police Department: Year 4 Evaluation Report by  
Resource Development Associates (RDA)



# Oakland Measure Z Policing Services

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## 2020 Annual Evaluation



Prepared by:

Resource Development Associates

November 2020





# **Oakland Measure Z Policing Services**

## **2020 Annual Evaluation**

This report was developed by Resource Development Associates under contract with Oakland City Administrator’s Office.  
Resource Development Associates, 2020

### **About Resource Development Associates**

Resource Development Associates (RDA) is a consulting firm based in Oakland, California, that serves government and nonprofit organizations throughout California as well as other states. Our mission is to strengthen public and non-profit efforts to promote social and economic justice for vulnerable populations. RDA supports its clients through an integrated approach to planning, grant writing, organizational development, and evaluation.



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## I. Introduction

In 2014, City of Oakland voters overwhelmingly approved the Measure Z ballot initiative to continue many of the services funded under the City’s Violence Prevention and Intervention Initiative, Measure Y. In its efforts to monitor and improve implementation of the policing services funded through Measure Z, the Oakland City Administrator’s Office commissioned Resource Development Associates (RDA) to conduct four annual evaluations of Oakland Police Department’s (OPD’s) Measure Z activities in relation to the initiative’s objectives and the larger violence prevention and intervention goals of the City.

Measure Z describes three goals aimed at reducing violent crime in Oakland and outlines four strategies to address these goals. As shown in Figure 1 below, the legislation’s goals are to 1) reduce violent crime, including homicides, robberies, burglaries, and gun-related violence; 2) improve emergency response times for police, fire, and other emergency services; and, 3) interrupt the cycle of violence and recidivism by investing in violence prevention and intervention strategies that support at-risk youth and young adults.

**Figure 1. Measure Z Goals & Strategies**

Goals	Strategies	
1) Reduce homicides, robberies, burglaries, and gun-related violence.	<b>Using <i>intelligence-led policing</i> through Crime Reduction Teams (CRTs)</b>	CRTs are sworn officers who are strategically and geographically deployed. They investigate and respond to the commission of violent crimes in violence hotspots using intelligence-led policing.
2) Improve police and fire emergency 911 response times and other police services.	<b>Engaging Community Resource Officers (CROs) in <i>problem-solving projects</i></b>	CROs are sworn officers who engage in problem-solving projects, attend Neighborhood Council meetings, serve as liaisons with city service teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects, and coordinate these projects with other sworn personnel.
3) Interrupt the cycle of violence and recidivism by investing in violence intervention and prevention strategies that promote support for at-risk youth and young adults.	<b>Preventing domestic violence and child abuse</b>	Investigators in the Special Victims Section, within the Criminal Investigation Division, are tasked with addressing domestic violence, child abuse crimes, and the commercial sexual exploitation of children.
	<b>Sustaining and strengthening Ceasefire</b>	Ceasefire officers are sworn officers who are strategically deployed to reduce shootings and homicides related to gangs/groups through intelligence-led policing initiatives. Officers communicate directly with individuals through large group meetings (“call-ins”) or through one-on-one “custom notifications.” Officers collaborate with community and law enforcement agencies.



## Evaluation Overview

This is RDA's fourth and final annual evaluation report on Measure Z policing services under the current contract. The Year 4 Evaluation builds on the Year One, Year Two, and Year Three Evaluations and summarizes findings and recommendations from all four years.

In the Year One Evaluation report (2017), RDA reported on the progress of Measure Z-funded policing services, highlighting: (1) OPD's commitment to the goals and objectives of Measure Z; (2) the activities conducted by Community Resource Officers (CROs) and Crime Reduction Teams (CRTs); and (3) progress toward implementing geographic policing and engaging the community in local problem-solving projects. The 2017 report also identified challenges the department faced, including staff retention, concerns about internal and external awareness of OPD's community policing efforts, and unclear departmental expectations around the role of CROs and CRTs.

In the Year Two Evaluation report (2018), RDA built upon the year-one evaluation findings through an in-depth observation and analysis of CRO and CRT activities and role expectations. Among other findings, the report highlighted: (1) CROs/CRTs and OPD leadership are committed to a proactive policing approach aimed at preventing and responding to crime without compromising the trust of the public; and (2) OPD has limited visibility on the perceived retention/turnover challenges due to lack of data.

The Year Three Evaluation report (2019) addressed questions raised in prior years by collecting data from new sources that were previously unavailable, as well as analyzing updated data from existing sources. RDA drew from reported crimes data and CRO project data from the SARANet database (existing data sources), as well as retention and turnover data collected from personnel records, and pilot time study data tracking CRO and CRT officer activities (newly developed data sources). Findings from the Year Three Evaluation highlighted that Measure Z retains high-level support from leadership and that CRO staffing levels demonstrate this. However, OPD staffing issues more generally are a barrier to keeping all CRT positions filled and keeping CROs focused on problem-solving projects within their assigned beats. Notably, comments from the Public Safety and Services Oversight Commission (SSOC), the City Council Public Safety Committee, and community members highlighted a need to better understand the nature of problem-solving projects, including how they can help support violent crime reduction.

### Year Four Evaluation

The Year 4 Evaluation continues to build on previous years' findings, integrating and summarizing findings and recommendations across years into a final report. The evaluation questions focused on in this report are highlighted below:

#### Year 4 Measure Z Evaluation Questions

- ❖ **To what extent do CRO and CRT staffing levels support Measure Z goals and strategies?**



- ❖ **To what extent do CRO and CRT activities align with Measure Z goals and strategies?**
  
- ❖ **How, if at all, have CROS and CRTS helped to build community trust in support of reducing violent crime across Oakland?**

### Organization of the Report

The purpose of this report is to inform City of Oakland stakeholders of the ongoing progress of Measure Z-funded policing services. The primary focus is on the specialized units within OPD – Community Resource Officers (CROs) and Crime Reduction Teams (CRTs) – that are central to Measure Z’s community-focused violence prevention model. Table 1 below provides an overview of the report:

**Table 1. Overview of the 2020 Evaluation Report**

I. Introduction	The purpose of the evaluation, along with a summary of the Measure Z initiative, its history, and a brief description of Measure Z policing services.
II. Evaluation Design & Methodology	The scope of the current mixed-methods evaluation design as well as a description of the utilized data sources.
III. Background	Brief description of current OPD staffing levels and crime patterns in Oakland.
III. OPD Staffing & Measure Z Objectives	In-depth discussion of OPD staffing, including CRO and CRT staffing, as well as retention and turnover and officer diversity, and the impacts of these factors on Measure Z objectives.
IV. CRO & CRT Officer Activity	Discussion of CRO and CRT activities, particularly CRO projects, and the extent to which they support Measure Z objectives based on the case study analysis and focus groups with community members.
V. Community Trust and Relations	Discussion of the extent to which the work of CRO and CRTs has impacted perceptions about OPD policing services based on the findings from focus groups with community members.
VI. Discussion and Recommendations	Brief overview of findings and recommendations drawn from this evaluation.



## II. Evaluation Design and Methodology

RDA utilized a mixed-methods evaluation design to provide insight into Measure Z implementation and outcomes, triangulating findings from OPD administrative data and crime data with qualitative data collected from community focus groups. It is noteworthy that just prior to data collection for the evaluation, COVID-19, and the subsequent Shelter-in-Place order, took place. This impacted data collection activities, especially the recruitment and venue (e.g., in person versus online) for community focus groups, which is discussed in greater detail below.

Although this report integrates findings from across the four years of RDA’s evaluation, the report emphasizes the Year 4 evaluation period, Fiscal Year 2019 – 2020 (July 2019 – June 2020). Focusing on this evaluation period for the Year 4 report allowed RDA to provide the most up-to-date information on Measure Z policing services components, implementation, and outcomes.

### Data Sources

To address the evaluation questions outlined above, RDA drew from OPD crime report data; CRO problem-solving project data from the SARAnet database; retention and turnover data collected from personnel records; group interviews with CROs and community members who collaborated to resolve CRO problem-solving projects; and focus groups with Oakland residents. The data sources and corresponding analyses are described in greater detail below.

**Crime Analysis.** The RDA research team downloaded weekly crime reports published by OPD that identify Part 1 crimes reported to police. Part 1 crimes, as specified by the Uniform Crime Reporting metrics, include homicide, aggravated assault, rape, robbery, burglary, motor vehicle theft, larceny, and arson. A subset of Part 1 offenses is further classified as violent crimes which include homicide, aggravated assault, rape, and robbery. Weekly crime reports from January 2017 through June 2020 were analyzed to identify the total number of violent and non-violent crimes throughout Oakland and to examine changes in the number of these offenses over time. These data were also disaggregated to identify differences in crime trends by OPD Area and to review crime trends during the current evaluation period.

**Turnover and Retention Analysis.** RDA worked with OPD to collect data on CRO and CRT weekly patrol assignments, and the dates they started with OPD. Weekly data also indicated whether the officer was on leave (e.g., medical leave, family leave, vacation) or on loan to another unit within OPD. RDA analyzed the data to estimate the extent to which CRO and CRT officers carried out their intended assignments. The patrol assignment of the last week of the evaluation period (last week of June 2020) was used to identify CRO and CRT tenures and demographic information. Officer demographic characteristics (e.g., race/ethnicity) were analyzed in comparison with the areas they served, as well as the City and police department as a whole.



**SARAnet Data Analysis.** The SARAnet database is used by CROs to collect and track information regarding their beat projects. CROs record information into SARAnet, including the dates projects are opened, location and officer information, objectives and activities towards attaining those objectives, and progress towards completion. CROs and their Sergeants are expected to update information on progress regularly. RDA created indicators for each project type and category based on project descriptors, as summarized in Table 2. Projects may be assigned multiple project types and categories.

**Table 2. SARAnet Project Coding**

Project Category	Project Type	Project Descriptor(s)
Blighted Property	Abandoned Auto	Auto, Car, RV, Bus, Vehicle, Automobile, Parking
	Abandoned House	Property, Squatter, Home, House
	Graffiti	Graffiti, Vandalism
	Other Blight	Garbage, Foliage, Blight, Dumping, Code Compliance, Littering
Encampment	Encampment	Encampment, Homeless
Nuisance	Panhandling	Panhandling, Begging, Solicitors, Petitioners
	Alcohol/Drinking	Drinking, Drunk, Alcohol, Liquor
	Other Nuisance	Loitering, Gambling, Disturbing the Peace, Nuisance, Dog Off Leash, Truancy, Suspicious Person
Public Safety	Violent Crime	Assault, Shooting, Violence, Harassment, Robbery, Battery, Terrorist Threats, Weapon
	Property Crime	Burglary, Theft, Trespassing
	Gang	Gang
	Drug	Drug, Narcotic, Dealing
	Traffic	Stop Sign, Speeding, Crosswalk, Skateboarding
	Prostitution	Prostitution, Brothel
	Other Crime	Suspicious Activity, Illegal Business, Sex Offender Registry, Attorney, CPTED
Other	Other	Neighborhood Watch, Calls for Service, Probation Compliance, Mentoring, Training, Reading, NCPC

Data were collected for all projects that were open for at least one day during the fiscal year (July 2019 - June 2020). These data were used to examine the number and types of projects CRO officers worked on during that time. Data were evaluated at the area and beat level.

RDA identified thirty open projects for which no completion date was available. Based on qualitative information and CRO standard practices, any project open in the data system for more than 1.5 years was assumed to be complete. To further understand the successes and challenges behind these community-CRO collaborations, RDA also conducted case studies of two problem-solving projects, described below.





**Problem-Solving Project Case Studies.** As part of the analysis of CRO activity, RDA conducted a Case Study Analysis of two problem-solving projects completed during the evaluation period. The analysis included virtual interviews (via Zoom) with the community members and CROs that collaborated on each problem-solving project. In total, RDA interviewed 3 CROs and 4 community members. The main objectives of the interviews were to learn more about what prompted each project to start; how CROs sought to address the problems; successes and challenges addressing each problem; collaboration between CROs and CRTs, the community, and other city agencies; project outcomes; and the extent to which CROs and community members believed problem-solving projects can help build community trust and reduce violent crime.

**Community Focus Groups.** RDA conducted focus groups with community members to measure 1) community satisfaction with CRO and CRT policing services, including problem-solving operations, 2) trust toward OPD, 3) community perceptions of crime and violence, and 4) the extent to which Measure Z-funded officers have helped build community trust in support of reducing violent crime.

As noted above, COVID-19 shelter-in-place orders created challenges for focus group recruitment and participation. The recruitment process was part of a collaborative effort between RDA, the Oakland City Administrator’s Office, the Public Safety and Services Violence Prevention Oversight Commission (SSOC), the Neighborhood Crime Prevention Councils (NCPCs), the Community Policing Advisory Board (CPAB), the Department of Violence Prevention (DPV), and Oakland Resiliency in Communities After Stress and Trauma (ReCAST). Participant recruitment started in July, and focus groups were facilitated in August and September 2020. RDA facilitated focus groups virtually (via Zoom) and offered times during the day and evening to address participation challenges. RDA also provided incentives to all participants and followed-up with those who signed up but did not attend to join other discussions.

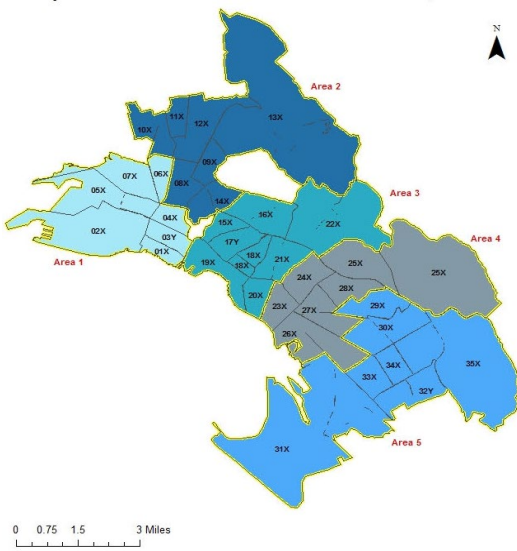
This effort allowed RDA to conduct seven focus groups, with a total of 27 participants. Fifty-two percent of the participants self-identified as female, and 84% of those who responded self-identified as Black, Native American, or Hispanic/Latino. Forty-eight percent of the participants were between the ages of 31-50, 30% reported to be below 31 years of age, and 22% reported to be 51 or older.



### III. Background

As of June 2020, OPD employed 733 sworn officers. This exceeds the minimum of 678 officers specified by the Measure Z legislation but represents a decrease compared to the number of employed officers reported in last year’s Measure Z Evaluation (749 officers). OPD serves an area of 78 square miles with a racially and ethnically diverse population of approximately 421,042.<sup>1</sup> Oakland consists of 35 police beats across five police areas, as shown in Figure 2.

Figure 2. Oakland Police CRO and CRT Staffing, Areas and Beats



Oakland is comprised of 35 beats across 5 areas. CROs are assigned to individual beats and CRTs are assigned to areas that are made up of multiple beats.

**Community Resource Officer (CRO)**

Sworn officers who engage in problem-solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects, and coordinate these projects with other sworn personnel.

**Crime Reduction Team (CRT)**

Sworn officers who are strategically and geographically deployed, and who investigate and respond to the commission of violent crimes and identified violence hotspots using intelligence-led policing.

Eight CRT positions are assigned to each of the five police areas for a total of forty CRT officers. As described above, CRT officers are strategically and geographically deployed to investigate and respond to the commission of violent crimes and identified violence hotspots using intelligence-led policing. Each police beat has a designated CRO who is expected to engage in problem-solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects, and coordinate these projects with other sworn personnel. OPD is expected to staff 35 CRO officers, with one CRO per police beat.

### Crime in Oakland

The work that CROs and CRTs do is situated in the larger context of crime patterns in Oakland. Figures 3 and 4 below summarize crime trends during Fiscal Year 2019 – 2020 (July 2019 through June 2020). During

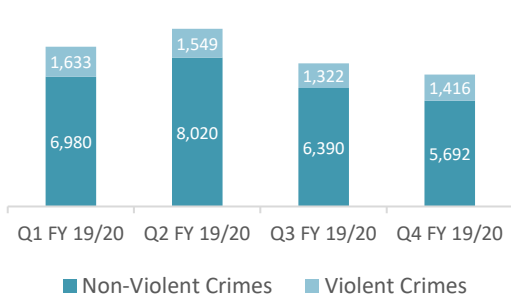
<sup>1</sup> American Community Survey (2018), 5-Year Estimates Data Profiles.



this period, Oakland experienced 33,002 Part 1 crimes, of which approximately 5,920 (18%) were violent crimes. Oakland’s violent crime rate during the Fiscal Year was 1,406 per 100,000 residents, almost four times higher than the 2019 national violent crime rate (366 violent crimes per 100,000 inhabitants),<sup>2</sup> and higher than any other city in the Bay Area (Oakland’s violent crime rate was almost twice as high as the second most violent city in the Bay Area, San Francisco, in 2019.)<sup>3</sup> Figure 3 shows that the number of violent and non-violent crimes reported during each of the first two fiscal quarters were greater than those reported during each quarter of the second half of the fiscal year.<sup>4</sup> This trend appears annually throughout the four-year evaluation (see Figure 5), however it was more pronounced during the current fiscal year when the shelter-in-place order was in effect (during Quarter 4).

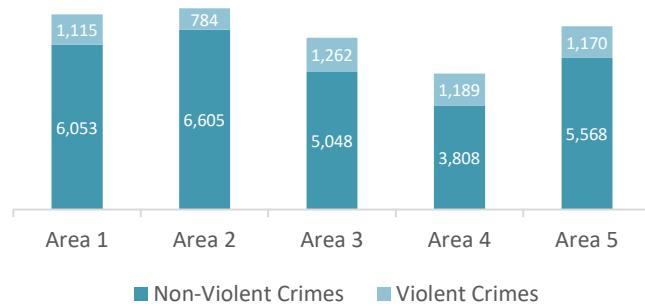
Figure 4 shows that overall, Part 1 crimes were almost evenly distributed across Areas 1, 2, and 5 (7,168, 7,389, and 6,738 crime reported, respectively) during Fiscal Year 2019 - 2020. Area 3 had slightly less crime (6,310 reported crimes) than these three Areas, and Area 4 had the least amount of crime reported (4,997) during this time period. It is noteworthy that despite having the highest overall number of crimes reported in Area 2, this Area had substantially fewer violent crimes reported than all other Areas.

**Figure 3. Crime in Oakland, by Fiscal Quarter (FY 19/20)**



**Non-Violent Crimes:** Burglary, Motor Vehicle Theft, Larceny, Arson

**Figure 4. Crime in Oakland, by Area (FY 19/20)**



**Violent Crimes:** Homicide, Aggravated Assault, Rape, Robbery

Figure 5 depicts Part 1 crimes that have occurred in Oakland since the start of RDA’s evaluation of Measure Z policing services (January 2017) through June 2020. Violent crime remained relatively stable during this period. Overall, non-violent crimes remained relatively stable as well. However, during each fiscal year there were greater numbers of crimes reported during the first half of the fiscal year (July through

<sup>2</sup> Federal Bureau of Investigation. (2019). 2019 Crime in the United States.

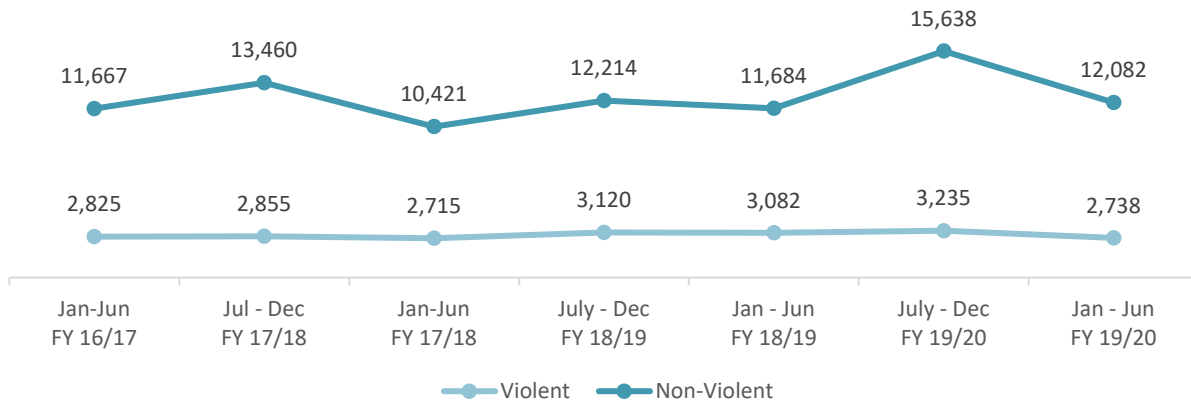
<sup>3</sup> *ibid*

<sup>4</sup> OPD has reported a spike in violent crime, in particular homicides, from July 2020 - September 2020. This is line with yearly trends where there is increased crime during these months, however the sharp increase in violent crime appears to be an aberration from previous years. The extent to which the pandemic has had an effect on violent crime rates is unclear.



December) compared to the second (January through June). As noted above, this trend was pronounced during Fiscal Year 2019 – 2020, when 15,638 crimes were reported during the first half of the fiscal year (during which time violent crime spiked to its highest level of any six-month period as well), compared to 12,082 reported during the second half of the fiscal year.

**Figure 5. Part 1 Crime Trends in Oakland, January 2017 – June 2020**



## IV. Findings

### OPD Staffing and Measure Z Objectives

The findings below focus on the extent to which OPD leadership has demonstrated support for the goals and objectives of Measure Z, highlighting the extent to which staffing levels, especially among CROs and CRTs, demonstrate this.

#### **OPD Leadership continues to express a commitment to supporting Measure Z objectives.**

Over the course of RDA’s four-year evaluation, OPD leadership has consistently expressed a commitment to meeting the goals and objectives of Measure Z, most notably reducing violent crime and strengthening community relations through community policing efforts. Measure Z funded officers (CROs and CRTs) collaborate regularly and effectively with each other to support intelligence based and geographic based policing efforts, as well as the City’s Ceasefire strategy, to reduce violent crime in Oakland. Leadership has consistently suggested that community policing plays a key role in meeting public safety objectives, and OPD has sought to identify and recruit officers who are committed to community engagement to serve as CROs. Notably, CRO staffing levels have been at or above 92% since January 2016, demonstrating OPD’s commitment to keeping these positions filled so that CROs can work with the community to help resolve pressing community issues. Despite this commitment, it is noteworthy that department-wide staffing issues and the ways CROs are utilized have limited the extent to which they can build strong and lasting community relationships. This is discussed in greater detail in the sections below. CRT staffing levels, which are somewhat lower, are also discussed below.

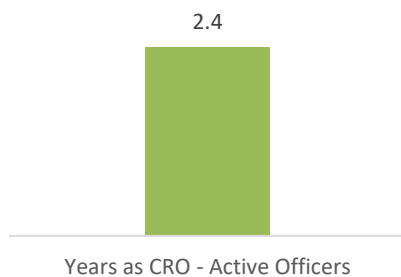


**CRO and CRT tenure has increased over time.**

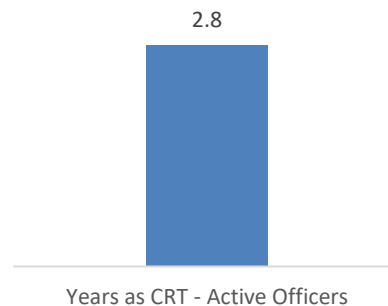
Officer retention and turnover has been identified throughout RDA’s four-year evaluation as one of the main challenges for developing position-specific skills, including knowledge of the community, for Measure Z-funded officers. The impact of persistent staff turnover on Measure Z objectives includes the loss of institutional knowledge and experience, additional time and investment in training, and damage to the sense of consistency and relationships that are central to the community policing model. In the Year 3 Evaluation, CROs and Sergeants suggested that it takes approximately two years to gain the experience necessary to be most successful in the CRO and CRT positions. Data demonstrated that this was about the average length of time CROs and CRTs were in their position from January 2016 through June 2019.

This year’s data suggests improvement, as there was an increase in CRO and CRT average retention. While last year’s evaluation found average tenures of 2.1 and 2.3 years for active CROs and CRTs, Figure 6 and Figure 7 illustrate that by the end of Fiscal Year 2019 – 2020, active officers had been in their positions for 2.4 years (CROs) and 2.8 years (CRTs).

**Figure 6. Officer Tenure in CRO Position, June 2020**



**Figure 7. Officer Tenure in CRT Position, June 2020**



**CRO staffing assignments are prioritized more than CRT staffing assignments.**

Similar to what was observed in previous years, OPD continues to prioritize CRO staffing assignments. An analysis of weekly patrol assignments during Fiscal Year 2019 - 2020 shows that, on average, there were 34 CROs (of 35 to meet full capacity) and 30 CRTs (of 40 to meet full capacity) available each week of the fiscal year.<sup>5</sup> During this period, CRO positions were fully staffed (35 officers) in 34% of the weeks, while CRTs never managed to have a week at full capacity with 40 available officers.

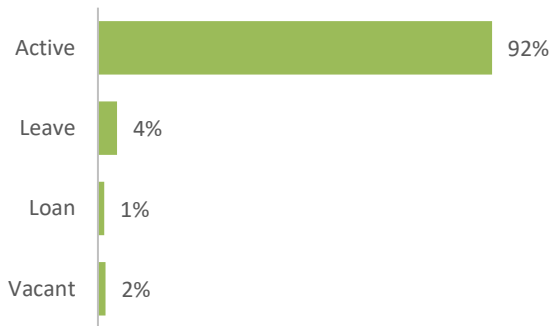
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<sup>5</sup> The number of available officers is comprised of “assigned” and “loaned-in” officers in each Area.



Figure 8 illustrates the percentage of time between July 2019 and June 2020 for which the 35 CRO positions were filled with an officer that was available compared to the amount of time the assigned officer was on loan to another department, was on personal leave, or in which the position was unassigned. The Figure shows that OPD maintained an average of 92% of CROs actively assigned in their beats over the fiscal year. On average, only 2% of CRO positions were unassigned because the position was vacant. When CROs were not active in a beat, the primary reason was personal leave (58%), as shown in Figure 9. CROs' fiscal year assignment did not differ considerably from what was observed in previous years. All areas were able to fill at least 84% of their CRO positions during the fiscal year, and Area 2 was fully staffed during every week (see Appendices).

**Figure 8. Weekly CRO Assignments**  
(July 2019 – June 2020)



**Figure 9. Reasons CROs Not Assigned**  
(July 2019 – June 2020)

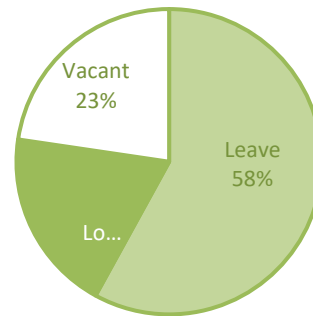
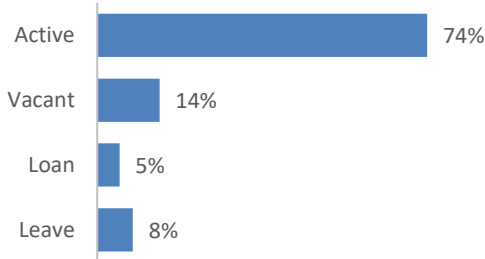


Figure 10 shows that, on average, 74% of CRT positions were active during Fiscal Year 2019 – 2020, compared to 84% of CRT positions that were active from January 2016 through June 2019. This decrease was mainly driven by increases in vacant positions (14% in the current evaluation period and 9% in the previous evaluation period) and in the number of CRTs on personal leave during Fiscal Year 2019 - 2020 (8% in the current evaluation period and 2% in the previous evaluation period). Figure 11 shows that when CRT positions were not filled during Fiscal Year 2019 - 2020, the primary reason was vacancy (52%), followed by officers on leave (30%), and officers loaned out to other positions. As illustrated in the Appendices, Area 4 had the highest percentage of available CRTs, and Areas 3 and 5 had the highest number of vacant positions. As was the case in the previous years of the evaluation, during each week of Fiscal Year 2019 – 2020 there was at least one CRT position vacant.

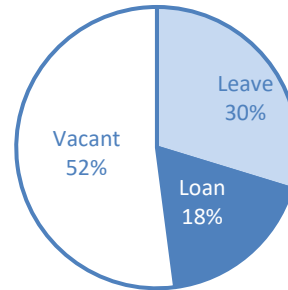




**Figure 10. Weekly CRT Assignments**  
 (July 2019 – June 2020)



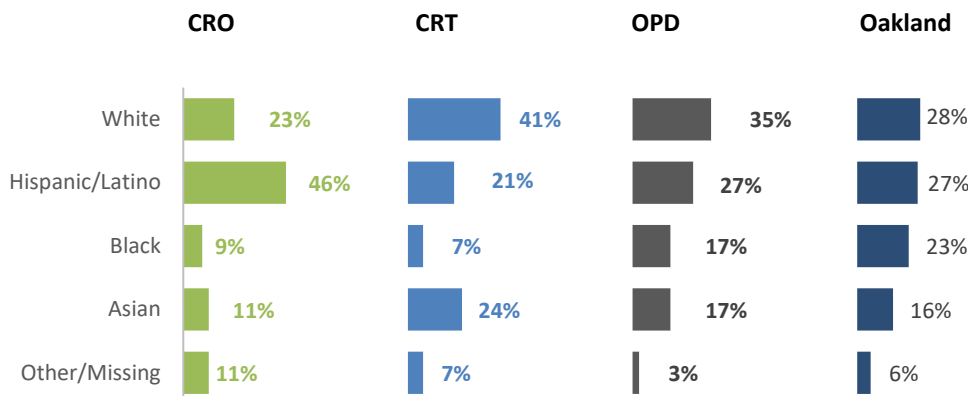
**Figure 11. Reasons CRTs Not Assigned**  
 (July 2019 – June 2020)



**OPD has made progress in diversifying the police force, but Black officers remain underrepresented in the CRO and CRT units.**

In addition to improving relationships with the community by increasing CRO and CRT tenures within a given beat or area, these relationships can be improved by ensuring a police force representative of the population it serves. Figure 12 below depicts CRO and CRT officers' racial composition compared to the Department at large and citywide averages.

**Figure 12. Racial and Ethnic Makeup of Officers Compared to Oakland<sup>6</sup>**



In previous reports, RDA recommended that OPD assess hiring and recruitment processes to ensure community policing units better represent the communities they serve. The demographic analysis of active CROs and CRTs in June 2020 suggests that OPD has made strides in this direction, especially within the CRO unit where they have recruited greater numbers of non-white officers (61% from 2016 – June 2019, compared to 77% in June 2020). Overall, the diversification of OPD's police force has been driven by an increase in the representation of Hispanic/Latino officers (25% from 2016 – June 2019, compared

<sup>6</sup> OPD Demographic information drawn from the American Community Survey (2018), 5-Year Estimates Data Profiles.



to 27% in June 2020), particularly within the CRO unit (36% from 2016 – June 2019, compared to 46% in June 2020). Despite this effort, Black representation of CROs (9%) and CRTs (7%) still falls below both the OPD (17%) and the citywide (23%) representation. The CRT unit remains predominantly white (41%).

### **CRO and CRT Officer Activity**

Findings below center on CRO and CRT officer activity and the extent to which they support Measure Z goals and objectives. Two CRO-problem solving project case studies are profiled, as are findings from focus groups highlighting community perceptions of CROs, and to a lesser extent, CRTs.

#### **CROs and CRTs pool staff, resources, and expertise within their areas to support Measure Z objectives.**

Findings from across the first three years of the evaluation indicated that vacant positions and requirements to support other OPD efforts impact the ability of officers to do their assigned CRO/CRT jobs, particularly long-term investigations and their ability to maintain a presence for lasting impact on intervention efforts. However, to address these challenges CRO and CRT units work together by coordinating activities, sharing intelligence, and utilizing specialized knowledge and skills to maximize impacts on violent crime reduction objectives. Results from interviews with OPD leadership in Year 1 and 3, ride-a-longs with CRTs in Year 2, and the Year 3 Pilot Study supported this finding. Nevertheless, it is noteworthy that although OPD collects information on CRT activities such as arrests, incidents, and reports taken, as well as weekly reports of summaries of CRT activities, there remains no data collection system comparable to the SARAnet system for CROs to systematically collect information on CRT officer activities.

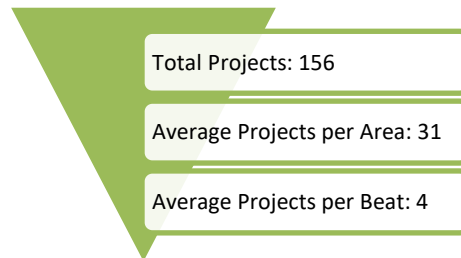
Through relationships developed with community members, CROs provide CRTs with valuable information and intelligence to support investigations. CROs also support CRTs during operations in the area. CRTs assist CROs with the investigation of specific individuals or groups associated with crime problems in the beat that impact public safety and quality of life. By coordinating activities and sharing intelligence, CROs and CRTs work together as a unit to achieve Measure Z objectives of violence reduction that would be difficult to accomplish by a single officer. In addition, CROs and CRTs coordinate with other OPD units, external law enforcement departments, and other city agencies to accomplish Measure Z objectives in their areas.



**CRO problem-solving projects continue to address a variety of issues, including quality of life, public safety, and community relationship building.**

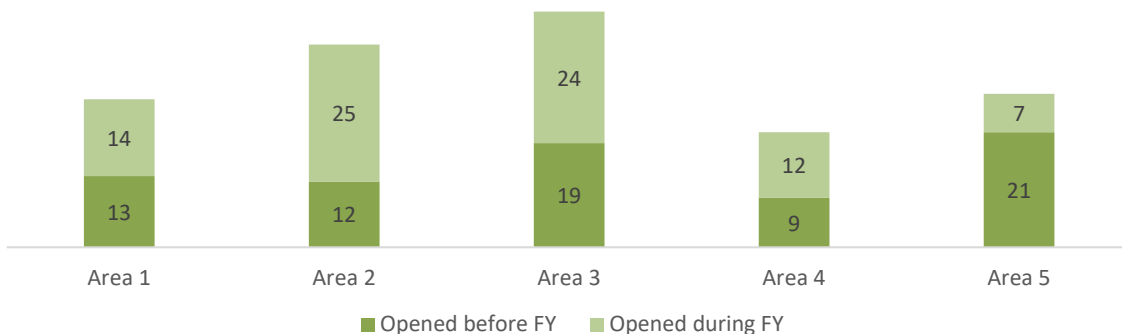
Through CRO projects, CROs utilize their available time to address the community's concerns to improve public safety and achieve Measure Z objectives of violence prevention. CROs are expected to use the SARA (Scanning, Analysis, Response, and Assessment) model to identify and assess specific issues associated with criminal activity or other neighborhood public safety priorities. This is a core principle of the community policing model and an evidence-based practice. Interviewed CROs expressed awareness of the SARA model and its four steps, and suggested the model is a useful framework they use to support their work. However, officers did not express that they systematically follow a model such that they continuously identify and prioritize problems (scanning), research what is known about the problem locally and elsewhere (analysis), develop solutions to bring about lasting reductions in the problem (response), and evaluate the success of the responses (assessment). Participants from focus group and case study interviews, including NCPC members, reported that CROs do not follow the best practice of providing ongoing feedback to community members about open projects, or following up with them when a project is formally opened or closed. This has generated frustration from some community members.

**Figure 13. CRO Projects (July 2019)**



Between July 2019 and June 2020, CROs worked on 156 projects, of which 82 (52%) were new projects opened during the evaluation period. As shown in Figure 13, CROs worked on an average of 31 projects per area and 4 projects per beat (as detailed in Appendices A and B). Figure 14 below illustrates the number of active projects in each Area for at least one day during the Fiscal Year. Overall, Areas 2 and 3 had the most projects open during the evaluation period while Area 4 had the fewest projects open. And unlike the other Areas, Area 5 worked mainly on projects opened before July 2019.

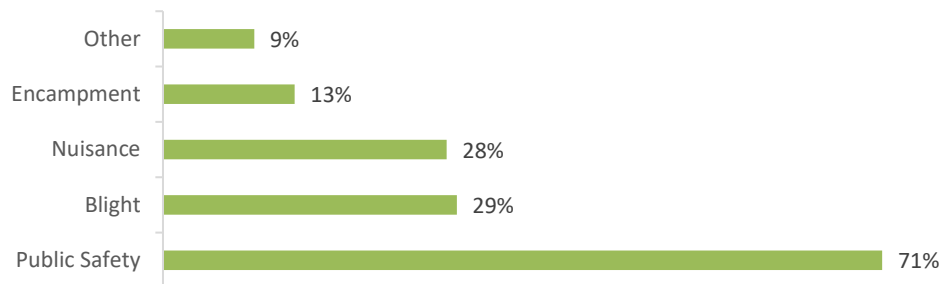
**Figure 14. Projects by Area, Fiscal Year**





CRO projects may address one or more of the categories indicated in Figure 15 (refer to the *Evaluation Design and Methodology* section for a more detailed description of the categories). At the city level, of the 156 projects open during the current reporting period, the majority (71%) were directly related to addressing a specific public safety issue such as drug or gang activity. Twenty-nine percent of CRO projects involved addressing blight, often associated with abandoned automobiles or the areas around homeless encampments (13% of the projects were designed to address community issues related to homeless encampments). Nuisance concerns, often involving loitering, were a component of 28% of CRO projects. Nine percent of the projects included other activities such as reducing calls for service, setting up neighborhood watches or NCPC meetings, and providing education and training for crime prevention. As presented in the Appendices, all areas focused at least 56% of their projects on solving or preventing public safety issues.

**Figure 15. CRO Projects, by Category**



### CRO Problem Solving Project Case Studies

CROs have a unique opportunity to work with Oakland residents over an extended period to learn more about the needs of their communities and to address them through opening problem-solving projects. RDA conducted two case studies of CRO problem-solving projects that allowed us to obtain insights into what prompted each project to open; successes and challenges in collaboration between OPD, the community, and other city agencies to resolve each problem; and project outcomes. We also obtained insights into the extent to which OPD staff utilize the SARA model, as well as whether the CROs and community members working on the projects believe collaborating on problem-solving projects can help build community trust and reduce violent crime. The two projects are described beginning on the following page.



### **Driver’s Plaza Project (Area 2)**

**Period:** November 2019 – August 2020.

**Project Initiation:** Neighborhood residents were concerned about consistent loud music, alcohol consumption, and potential drug dealing in Driver’s Plaza.

**Actors Involved:** Neighborhood residents, Driver’s Plaza visitors and local organizations, OPD, and City Agencies (AC Transit, Parks and Recreation, and the City Council).

**Summary:** Driver’s Plaza is a public park and plaza located in North Oakland. The plaza is one of the few green spaces in the area and serves as a cultural hotspot and meeting point for elders. Local organizations provide different services in the plaza, such as free meals and clothing. These organizations and the visitors themselves have helped to maintain the park, self-funding services such as portable bathrooms which were removed by City agencies according to the community members we spoke with. The CRO project started when neighbors complained about consistent loud music, alcohol consumption, and potential drug dealing in the plaza. To address the problem, the CRO investigated the number of calls for service related to the plaza and ran some security checks in the area to address the neighbors' concern. He also went to the park in plain clothes and did not notice anything out of the ordinary or suggesting that drug dealing was occurring. With this information, the CRO approached the park visitors and shared the concerns of the neighbors. Through these conversations, the CRO learned of different community concerns, specifically regarding a lack of essential City services like garbage collection and water/bathroom service at Driver’s Plaza. The CRO supported these concerns by relaying information to appropriate City agencies and expressing support for the community’s needs. The CRO also helped facilitate outreach services for individuals with substance use disorders to provide resources related to drug and alcohol abuse.

**Outcome:** Neither the initial neighborhood concern nor the additional issues brought forward by park visitors were fully addressed. Some loud music and alcohol consumption remain, but there was progress in terms of noise and disturbances. The City provided a garbage collection service and cleaned the Driver’s Plaza bus stop. However, it has not followed through with the bathroom or water services requested by Oakland residents. The CRO also reached out to a substance use organization that visited Driver’s Plaza and offered resources to visitors related to alcohol abuse. It is not clear if park visitors followed up.

**Successes and Challenges:** Although the initial neighbors' concern was not fully addressed, one of the project’s successes was that both neighborhood residents and Driver's Plaza visitors were able to share their concerns with the CRO and City Agencies. Interviewed community members reported that the music and drinking remain but it is less disturbing for the neighbors. Park visitors also reported a reduction in confrontations between them, police officers, and neighborhood residents. The collaboration’s main challenge was that the CRO did not have the authority to solve City services requests directly. Furthermore, the Driver's Plaza's issues are part of a broader context of gentrification and housing tensions that exceeded the CRO’s authority. Acknowledging these barriers, the CRO prioritized communication and negotiation with all parties over adopting a more punitive approach. Interviewed community members recognized the CRO's willingness to support the community throughout the collaboration.

*“I feel like I wanted to do more, but I couldn’t. What the citizens wanted wasn’t something that I could do easily . . . Some demands are just not feasible.”*



### Eastmont Town Center Project (Area 5)

**Period:** May 2019 –August 2020.

**Project Initiation:** Neighborhood residents and private owners were concerned about the unsafe environment created by narcotic use and sale, and illegal mechanical work in the Eastmont Town Center parking lot.

**Actors Involved:** Neighborhood residents, NCPC members, private property owners, private security, retail store owners/managers, and OPD.

**Summary:** The Eastmont Town Center is the biggest commercial area in East Oakland (33 acres). The mall is privately owned and houses private businesses, community-based organizations, and public agencies, including an OPD substation. The mall’s parking lot entrances used to be open 24 hours a day, seven days a week, allowing people to come in and out at all times. According to interviewed CROs and community members, this facilitated the illegal mechanical work, and the narcotic use and sale inside the property. Neighbors and store owners were concerned about the parking lot’s unsafe environment. The concern was brought to an NCPC meeting, where the NCPC chair shared the issue with the beat CRO, as well as other City officials. Because the Eastmont Town Center is on private property, OPD cannot conduct patrol in the parking lot and the project consisted of a close collaboration between CROs, property managers, and store owners and managers. Two different CRO teams worked on the project and collaborated directly with the property manager to create a safer area for consumers and neighbors.

**Outcome:** By limiting and monitoring the egress/ingress (i.e., entrances and exits) to the parking lot and increasing the visibility of the private security service inside it, the collaboration generated a steep reduction in calls for services, property damages, and drug sales.

**Successes and Challenges:** Interviewed community members and private owners reported a smooth and respectful collaboration with the CROs involved in the project. Both community members and CROs seemed satisfied with the outcomes of the collaboration. One success of the project was that the property manager was

*“I am satisfied. It is not 100%. But with what we can do, I am pleased. A lot less calls for service, less dilapidated property, and less drug sales. In terms of the parking lot’s ingress-egress, which is maybe the biggest issue, limiting it has been a huge success.”- CRO.*

open to implementing new security strategies, and the CROs were able to support her throughout the process. One such strategy was closing a majority of entrances after 8pm, which limited the number of people congregating in the open parking lot spaces late into the night and early morning. However, the project faced two critical challenges. First, because the parking lot is private property, CROs could not patrol it, nor tow abandoned vehicles inside it. All changes

depended fully on private owners’ decisions and, in some cases, CROs’ recommendations could not be enforced. For example, CROs did not have the authority to change the way the private security service was patrolling the parking lot. The second challenge was the transfer of the CRO that opened the project. Although community members were satisfied with the concrete actions of both CROs, interviewees told RDA that being forced to build a new relationship with a new team was not ideal.





It is noteworthy that the solution for each of these two projects required at least ten months of coordination between CROs, community members, and City agencies. In both cases, community members reported being satisfied with their CROs' individual actions and also recognized some limitations because certain requests were beyond OPD's purview such that they were not able to directly solve the problem. CROs expressed that this can cause frustration with community members in some cases which can deteriorate the police-community relationship. The following sections describe the level of community satisfaction with CROs, as well as some of the successes and challenges working with CROs according to focus group and case study interview participants.

### **Community members have mixed perceptions about the effectiveness of CRO services.**

Focus group participants expressed mixed feelings about the effectiveness of CROs. Overall, there was a sense of frustration with what community members described as OPD's failure to successfully implement community policing, despite some CROs being dedicated to their work and the community. A factor that complicates perceptions of CROs is that community members may hold different views on what successful completion of a project looks like (e.g., homeless encampments). For example, the Driver's Plaza Project required a CRO to collaborate with community members with opposing views of what is acceptable at the park, each advocating for different project outcomes. On the one hand, neighbors wanted to reduce noise and disturbances by removing people from the park, while on the other hand residents who had frequented the park for years did not view this as a major issue and were requesting essential City services to beautify the area and make community gatherings more enjoyable. Differences in community perceptions like these complicate overall perceptions of CRO effectiveness.

*"All of the CROs, 5 or 6 over the years that I've dealt with in meetings, they have been very concerned with the issues brought up by the residents . . . . In my experience, when they are able to be involved, or they are not being transferred, they work very well."*

– Community member

Among those who expressed positive experiences with CROs, many remained frustrated with OPD's implementation of CRO services. *"I believe in its definition, community policing is a wonderful thing but it's been far from implemented . . . . I don't think CROs are adequately [directed] to be responsive for what they should be doing. OPD will often call on officers to do other things and they are not usually in their beat, they are not usually doing what the community necessarily wants."* Ultimately, focus group participants who were familiar with the community policing model suggested that although they like the notion of community policing, they do not believe it has been appropriately implemented in Oakland, as CROs are pulled in and out of beats, and as a result are unable to build lasting relationships to address community issues.



**Despite a commitment to working on problem-solving projects, CROs do not always have the resources to meet the community's expectations.**

CROs are not always capable of meeting community expectations because the resolutions to problems may be out of their purview. Both community members and CROs involved in the projects highlighted in the case studies mentioned this, as some of the solutions to the Driver's Plaza project hinged on other City agencies, while OPD could not conduct patrol for the Eastmont Mall because it is private property. These constraints result in CROs collaborating with community members in a way that doesn't always feel satisfactory, which can contribute to a perception the CROs are not committed to solving problems in the community. However, Neighborhood Service Coordinators, who work as liaisons between OPD and City agencies, are now operating out of the City Administrator's Office rather than OPD where they were previously housed. OPD staff suggested that this should result in better, more efficient coordination with City agencies to support resolutions to CRO problem-solving projects.

One of the CROs interviewed in the case study suggested that in some cases problem-solving projects can set them up for failure, especially when CROs lack support from other City agencies and community

*“When we interact with the community and tell them the process we implement, and they see it with their own eyes, they're going to trust we'll do what we say we are going to do. If we do not follow through, there is skepticism and lack of trust.”*

– CRO

members do not receive the responses they seek.

Despite these concerns, community members did express satisfaction with several CROs and their experiences working with them, and the CROs we spoke with also noted that problem-solving projects offer an opportunity for building, or deteriorating, community trust. This highlights the importance of transparency and communication with the community for building trust, which some Oakland residents suggested is largely lacking across Oakland.

**CRO turnover and the ways CROs are deployed are not always consistent with the objectives of Measure Z.**

Consistent with findings from the Year 3 Evaluation, findings from focus groups suggested that CRO turnover impacts the extent to which CROs are able to build lasting relationships with community members to solve community issues. Focus group participants who experienced successful collaborations with CROs highlighted that CROs are especially effective when they remain in their beat for an extended period of time. On the flip side, CRO turnover forces community members to work diligently to maintain communication with CROs and build relationships from scratch when a new officer is assigned: *“Every time we do*

*“They have the setup done correctly. . . . The problem is that they are so short-staffed that they pull the officers to work on other things. . . . My CRO was the second group that I worked with. They shifted the people around a lot of times. So I lost that connection, that relationship.”*

– Community member



something that seems to work, that we find a CRO who is involved, the CRO is transferred and we have to start all over again. We need commitment. And then we need consistency”. Another participant mentioned that transfers are particularly disruptive when CROs have engaged with residents and collaborated with them in support of long-term projects. “There is no confidence (that OPD will put) CROs in neighborhoods and leave them there. OPD just moves them around. There is no transition between officers. CROs . . . can’t answer questions...” This highlights how CROs being transferred can derail work dating back months due to a lack of continuity in the transfer.

In addition to turnover, CRO assignments and flex schedules impact the extent to which CROs are able to remain in their beats to focus on building community relations and working on problem-solving projects. Throughout RDA’s evaluation of Measure Z policing services, officers and OPD leadership have expressed

“In Oakland, I think we don’t have enough officers. They have not been distributed in the most effective matter. And they seem to be overwhelmed. Every time I talk to CROs, it is always a new person.”

– Community member

that unplanned assignment changes impede CROs’ (and CRTs’) ongoing, longer-term community work, especially when temporary re-deployment takes officers into other patrol areas and assignments (i.e., special events like street festivals, concerts, sideshows, club detail, etc.). Findings from focus groups suggest that community members feel this lack of continuity and do not have an opportunity to meet CROs in contexts outside of NCPC meetings, or enforcement interactions. This is discussed in greater detail in the sections below.

## Community Trust and Relations

Focus groups with community members allowed RDA to learn more about the extent to which the work of CROs and CRTs has impacted perceptions about OPD policing services. Focus groups were centered on community satisfaction with CRO and CRT policing services, including problem solving operations, trust toward OPD, and community perceptions of crime and violence.

### **Widespread unfamiliarity among community members about CRO and CRT officers hinders the Department’s ability to strengthen community relationships.**

Findings from community focus groups demonstrated that Oakland residents lack information about CROs and CRTs. Almost all Oakland residents who were not affiliated with NCPCs or the Community Policing Advising Board (CPAB) were not aware of CROs or CRTs; those who were knew very little about the role of CRTs. One focus group participant expressed, “In 8 years at NCPC, I have never heard about projects involved with CRTs. I know they participate, but never heard them talk

“It took me a year and a half to find the NCPC, and I was wondering what was going on here in Oakland. There has to be more outreach. There needs to be more information to find where neighborhood watch or NCPC meetings are.”

– Community member



*about it.*” This lack of familiarity with CROs and CRTs suggests that Measure Z-funded officers have not had a significant impact on community perceptions of OPD policing services. Most community members also expressed that it was very difficult for them to learn about community policing efforts happening in their neighborhood, specifically information about NCPC meetings (e.g., time, location) or who the CRO in their beat was. Because there is widespread unfamiliarity about CRO and CRT officers, and a lack of available information about NCPC meetings, most community members draw on previous experiences with Oakland police, as well as controversies surrounding OPD and/or the larger discourse around policing in America, to shape their perceptions of OPD.

**The larger public discourse on policing in America and specific controversies tied to OPD are barriers to Measure Z officers’ efforts to strengthen trust and build community relationships.**

OPD has been a controversial police department with a number of high-profile criminal and police brutality cases going back decades. Findings from Year 1 and this year’s focus groups suggest that these controversies have had lasting impacts on perceptions of OPD for some Oakland residents. In addition, some people have little or no direct experience interacting with OPD; for these individuals, the current landscape and recent months’ protests against police use of force, especially against Black men and women across America, and in the City of Oakland, impact perceptions of Oakland police that make it difficult for them to build trusting relationships with the community.

“I have not had much interaction with police. I have not seen them trying to do better or do bad. I mostly see stuff on news and TV which is obviously bad. It is not good at all.”

– Community member

**Experiences with police shape perceptions of OPD**

Many focus group participants were longtime Oakland residents. Previous experiences with local police officers for these individuals were predominantly what shaped their perceptions of OPD. Many Black residents we spoke with highlighted a history of distrust with police, noting that their family had not been able to trust police for generations. In addition, some community members described firsthand experiences where they were victims of police violence. One Black community member stated, “*I cannot*

“The relationship [with OPD] has always been of distrust and disdain . . . . My family arrived here in the 1800s, and they have stories and encounters with the police. It has always been a very contentious relationship. And it is to this day . . . . Nothing seems to change.”

– Community member

*trust them right now . . . . I was pregnant. They came looking for my brother, and they saw I was big and pregnant and they shoved me to the floor and cuffed me. Fifteen years ago and it’s still happening.”* Another longtime Oakland resident suggested, “*I just don’t have the trust. I have been victimized (by the police) so many times throughout my lifetime. Maybe my judgment can’t be objective . . . . All I know is that when I see them I’m terrified.*” As a result of these experiences, these individuals expressed little to no trust in OPD.



“I trust the police. I live in a super dangerous neighborhood, and they respond. I think they have a super difficult job and that the community should cooperate more with them.”

– Community member

interactions between CROs and community members could in fact help build trust between Oakland residents and OPD moving forward.

### **OPD’s policing style is perceived to be inconsistent across different demographic groups and neighborhoods**

Some focus group participants expressed appreciation for the hard work of Oakland police officers, and believe they are doing a good job for the City. They highlighted the dangers of the job and suggested that community members should cooperate more with them so that police officers can be more effective and their job can be easier. Others expressed a desire for more police officers so they are not stretched thin and can better patrol neighborhoods and deter criminal activity. However, in line with the disparate experiences of Oakland residents with OPD, we also heard from almost all focus group participants that OPD’s policing style is inconsistent across different demographic groups and neighborhoods.

“As a family man and homeowner, the people I know in my neighborhood we appreciate OPD and, if anything, wish we could have more interaction.”

– Community member

“I think they are scared to come to East Oakland. It is a tough part of the city. But they made it that way. Kids and adults are going to act with impunity if police officers are not here . . . . If there is a robbery, gun battle, they are slow to show up. They let the dust settle . . . . On a professional level, they are failing.”

– Community member

flatlands said that it seems like OPD waits for someone to be killed before they respond to calls for services that were made hours, or even days prior that could have helped prevent the homicide.

Other Oakland residents expressed different experiences with OPD which were more positive. These residents expressed greater levels of trust with OPD policing services and empathy for what they suggested is a difficult job. These findings demonstrate the lasting impact that personal experiences with OPD have, suggesting that positive

People suggested that police responses to crime are different in higher income neighborhoods (i.e., the hills) compared to lower income neighborhoods (i.e., the flatlands), noting that police response times are much slower in low income, high crime neighborhoods. Focus group participants suggested that crimes that police respond to swiftly in higher income neighborhoods are tolerated in lower income neighborhoods. Black residents living in the



Many Black Oakland residents also highlighted the unequal power dynamic between a police force perceived as overrepresented with White police officers that disproportionately stop people of color, especially Black residents. One Black community member said, *“Police officers that I have had the occasion to be involved with are mainly Caucasian. And many of the people involved in altercations are Brown and Black people. Here is the issue of power. These things happen all the time - economics and race. I have lived long enough to experience that White police officers have a consistent disregard for the humanity of the people here. Until police officers recognize the humanity of the people they are supposed to protect, there won’t be cohesion.”*

“Racism and economics continue to mark people’s mentality . . . . The issue of power comes to my mind. Many people who are in the Oakland police force have this sense of absolute power . . . . Race is a part of every conversation, whether we want to admit it or not.”

– Community member

“I had to talk to my nephew about how having certain hair or tattoos and just reaching for a bottle leads to killing. So I told him to always lay there with arms out and live to see another day. I’d rather do it that way than see him in the morgue. And it sucks we have to have that conversation when it comes to dealing with young African American males.”

– Community member

As we’ve heard across America over recent months amidst the renewed attention on police violence against people of color, some focus group participants, notably Black focus group participants, discussed that they fear for their children’s lives and must teach them, especially Black boys, how to behave around police officers so that they are not beaten or killed. This demonstrates OPD’s challenges to restore faith and trust among many of the Black residents they serve.

Focus group participants also explained their perception that the disparate treatment by OPD across neighborhoods is exacerbated because they believe

most officers are not from Oakland. Many focus group participants felt that OPD officers do not appear to be invested in the community and lack the cultural competence necessary to effectively serve the City of Oakland. As a result, they are perceived to handle situations differently based on what part of the City they are in and who they are interacting with, the notion being that people of color are both treated with more hostility when they are stopped by OPD officers, while they are also more likely to live in areas of Oakland that lack a necessary police presence to deter crime or respond to calls for service in a timely manner.

“Many [police officers] are not from this area. They don’t understand the culture of what is going on. I bought a house in a high crime area, and it feels like police officers want to keep areas dangerous. They don’t treat areas the same.”

– Community member





**Police officers are not perceived to be approachable or visible (on foot or bicycle) in the communities they serve.**

Despite inconsistent policing approaches that focus group participants noted across demographic groups

“My experience of CROs within the NCPC meetings has been cordial. But . . . the only interaction with them is during the meetings. If they are supposed to be connecting in the beat, visibly present, they are not at all.”

– Community member

and neighborhoods, there was agreement that police officers (CROs as well as other OPD officers) spend the majority of their time in patrol cars while they are in the communities they serve across Oakland. Many community members also expressed that their only experiences with OPD were in an enforcement context (or at NCPC meetings for those that attend). This is against best practice in community policing,<sup>7</sup> and focus groups participants suggested this

contributes to a power dynamic that erodes trust so that community members are not compelled to interact with police officers. A key tenet of community policing is to build community relationships by being more visible and engaging with community residents. Focus group participants suggested that, for the most part, this does not happen in Oakland. One focus groups participant explained, “*There is no relationship at all . . . They could have walked the streets and created relationships, but they don’t do it. I don’t know what they do apart from riding in their cars. If they are only appearing when someone calls them, they foster distrust. If they come, play with the kids, walk the streets, they can create a relationship, and people will know them by their name.*” This highlights the perception expressed by a majority of focus group participants that CROs are not highly visible in the community, as well as the notion that the main opportunity for Oakland residents to meet CROs is at NCPC meetings. As discussed previously, this is in part because CROs are pulled in too many directions, and they are regularly pulled off of their beats to work investigation, or festivals and protests, because they have flexible schedules, unlike other OPD officers. This results in CROs having fewer opportunities to walk the streets of the beats they are assigned, and to interact with community members and build community relationships.

“These are beat officers. They should be walking the beat . . . They should be knocking on everybody’s doors and coming back to meet neighbors. Introduce themselves, share their contact, email. Be available and introduce other CROs. Over time that will increase trust.”

– Community member

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<sup>7</sup> *Community Relations Services Toolkit for Policing: Importance of Police-Community Relationships and Resources for Further Reading.* US Department of Justice, Community Relations Service. Retrieved October 23, 2020 at file:///C:/Users/Home-adavaran/Desktop/police-community\_rel\_content\_0.pdf



## V. Discussion and Recommendations

Findings from across four years of RDA’s evaluation of Measure Z funded policing services have demonstrated that OPD leadership expresses a commitment to meeting the goals and objectives of Measure Z, most notably reducing violent crime and strengthening community relations through community policing efforts. Over the course of the four-year evaluation, CRO and CRT retention has increased, as has officer diversity, especially among CRO units. CRO and CRT units work well together coordinating activities and sharing intelligence, and OPD has sought to identify and recruit officers who are committed to community engagement to serve as CROs. On an individual level, CROs are doing meaningful work collaborating with community members to address community needs, and many community members have had positive experiences with CROs. However, staffing issues and limitations in how CROs are deployed ultimately impact the extent to which CROs and CRTs can effectively fulfill their respective roles. In addition, negative experiences with OPD, as well as the larger public discourse on policing in America, and specific controversies tied to OPD, are barriers to Measure Z officers’ efforts to strengthen trust and build community relationships.

Recommendations based on findings from across RDA’s four-year evaluation of Measure Z funded policing services are outlined below.

**RECOMMENDATION 1. Continue to explore opportunities to increase retention and reduce turnover among CROs and CRTs and develop transition plans when CROs are transferred from their beat.**

Officer retention and turnover has been identified throughout RDA’s four-year evaluation as one of the main implementation challenges of Measure Z policing services. This year’s data shows improvement in retention among CRO and CRT officers. Despite this improvement, however, community members continued to identify CRO turnover as one of the key issues impacting community policing services. Notably, community members suggested that when turnover occurs, it not only disrupts relationships with CROs, but also directly impacts CRO problem-solving projects because information is not adequately transferred from one CRO to the next. OPD should continue to explore creative ways –such as asking officers during the testing for CRO positions to commit to longer than two years in the CRO unit – to increase CRO and CRT retention. In addition, formal CRO transition plans should be developed when CROs are removed from their beat to ensure all knowledge is transferred to new CROs.

**RECOMMENDATION 2. Explore mechanisms to limit the extent CROs support other patrol activities so that they can remain in their assigned beats and focus on building community relationships.**

As noted in the Year 3 Evaluation, because CROs and CRTs have flex schedules<sup>8</sup> they are utilized to support activities such as protests, Sideshow activity, and Ceasefire Operations when sufficient numbers of patrol

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<sup>8</sup> Flex schedules allow OPD to temporarily change officer schedules, including the days and times of work. Officers with flex schedules receive additional compensation.



officers are not available. While these activities support the objectives of the Department, including violent crime reduction, they take time away from specific CRO and CRT area projects. OPD leadership reports that they are relying less on CROs and CRTs for these activities than in past years, and OPD should continue to explore alternative ways to staff these activities without involving CROs and CRTs.

**RECOMMENDATION 3. CROs should be more visible and approachable by walking or biking in their beats and proactively building relationships with Oakland residents.**

A key tenet of community policing is to build community relationships by being more visible and engaging with community residents. Focus group participants suggested that, for the most part, this does not happen in Oakland. In addition to identifying mechanisms that allow CROs to remain in their assigned beats, OPD leadership should also establish expectations for a specific amount of time that CROs should spend visibly walking or biking in their assigned beats.

**RECOMMENDATION 4. Continue to increase officer diversity and examine mechanisms through which OPD can ensure that sworn officers are representative of the communities they serve, especially within CRO and CRT units.**

OPD has made progress in diversifying the police force, particularly with Latino officers, but Black officers remain underrepresented, especially in the CRO and CRT units. OPD data shows that the Black representation of CRO (9%) and CRT (7%) officers continues to fall below both the OPD (17%) and the citywide (23%) representation. As recommended in the Year 3 Evaluation, OPD should assess the hiring and recruitment processes, especially for CRO and CRT units, and explore ways to reduce this disparity so that the Department, and especially these specialized units, are more representative of the communities they serve. The Department should also consider exploring best practices in hiring and recruitment to reduce the likelihood that unintended biases impact these processes.

**RECOMMENDATION 5. Explore ways to systematically measure CRO and CRT activities; this includes collecting high quality data and reviewing the data on an ongoing basis.**

While OPD uses the SARANet database to track problem-solving projects that CROs work on, there is no similar tool in place to track CRT activities. RDA worked with OPD to develop a pilot time study in year three that examined the types of activities both CROs and CRTs engaged in over the course of one week to measure the extent to which their daily activities were in alignment with Measure Z. OPD should consider developing a database to track CRT activities, and develop a process to review and quality assure SARANet data on an ongoing basis as well.



**RECOMMENDATION 6. Assess the extent to which OPD is the appropriate City agency to address specific calls for services or issues identified by the community that are currently addressed through CRO problem-solving projects (e.g., homeless encampments).**

Findings suggested that CROs are not always capable of meeting community expectations because the resolutions to problems may be out of their purview. These constraints result in CROs collaborating with community members in a way that doesn't always feel satisfactory, which can contribute to a perception that CROs are not committed to solving problems in the community. Given both the national and City landscape, within which the Oakland City Council is taking a comprehensive look at issues related to public safety and policing in Oakland, the City should systematically assess the extent to which OPD is the appropriate City agency to respond to all City issues OPD currently responds to.

**RECOMMENDATION 7. Utilize findings from this report to inform the work of the Oakland Reimagining Public Safety Taskforce**

The Oakland Reimagining Public Safety Taskforce is taking a comprehensive look at issues related to public safety and policing in Oakland. The Oakland City Council passed a resolution that "creates the Reimagining Public Safety Task Force to develop a proposal for dramatically shifting resources from enforcement and punishment to prevention and wellness for integration in the FY 2021-23 Budget, that will be informed by robust community engagement and include a system to track and measure key indicators." This report can be used to inform the work of the Taskforce and relevant subcommittees.



## **Appendix A. Area Fact Sheets**

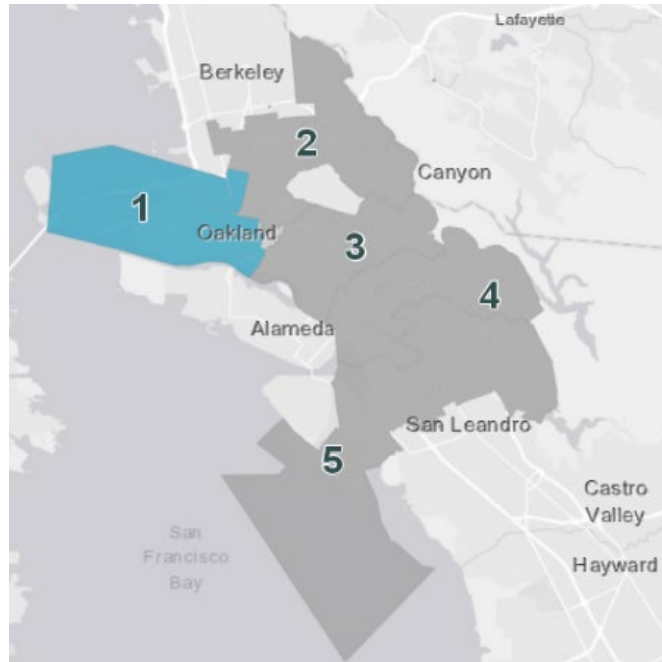
The following pages highlight data profiles by area.



## DATA PROFILE

### AREA 1: DOWNTOWN & WEST OAKLAND

July 2019-June 2020



## Community Resource Officers (CRO)

**CRO Assignments** 92%

### Top 3 SARAnet Projects

- Crime (56%)
- Blight (48%)
- Encampment (33%)

### SARAnet Projects

- Total Projects: 27
- New Projects: 14

#### Sources:

-CRO Projects data drawn from SARAnet Database, July 2019 – June 2020. Includes all projects that were open during the evaluation period.

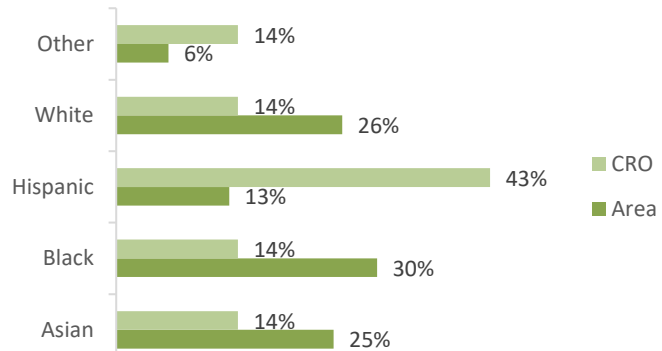
-Assignments drawn from OPD Staffing Data, July 2019 – June 2020.

-Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

### CRO Assignments (% of Time)



### Comparison of Racial/Ethnic Make Up of CROs/Area (CRO n=7, Area n=53,079)



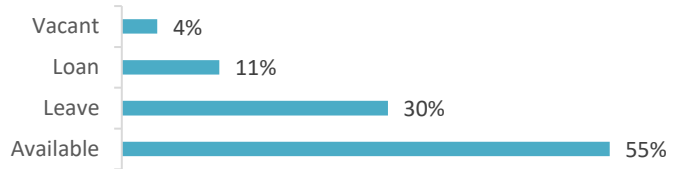




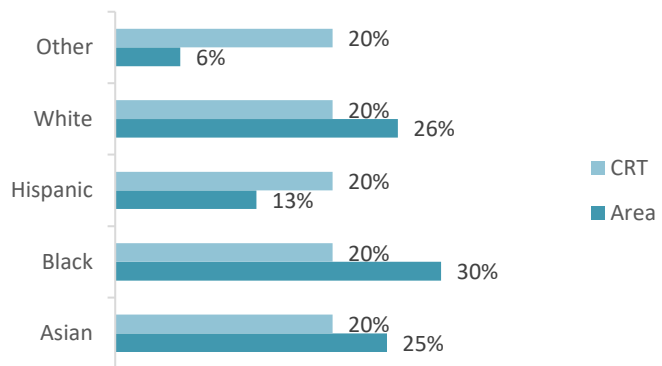
## Crime Reduction Teams (CRT)

**CRT Availability** 55%

**CRT Assignments (% of Time)**



**Comparison of Racial/Ethnic Make Up of CRTs/Area (CRT n=5, Area n=53,079)**

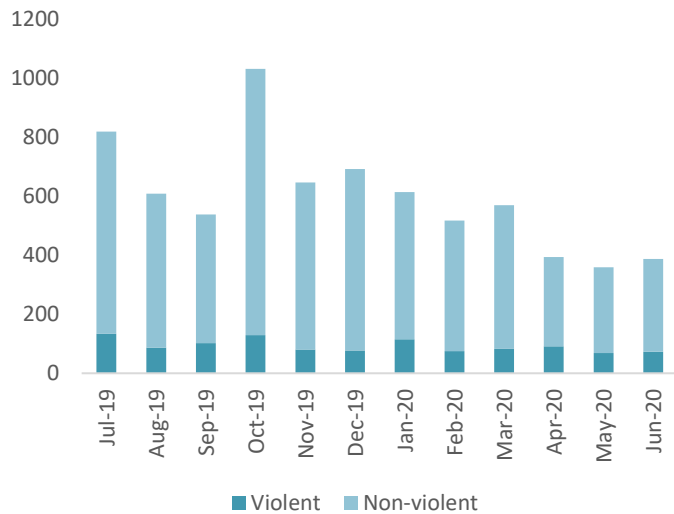


Sources:

- Assignment data drawn from OPD Staffing Data, July 2019 – June 2020.
- Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

## Crime Trends

**Part 1 Crime Trends (2019-2020) in Area 1**



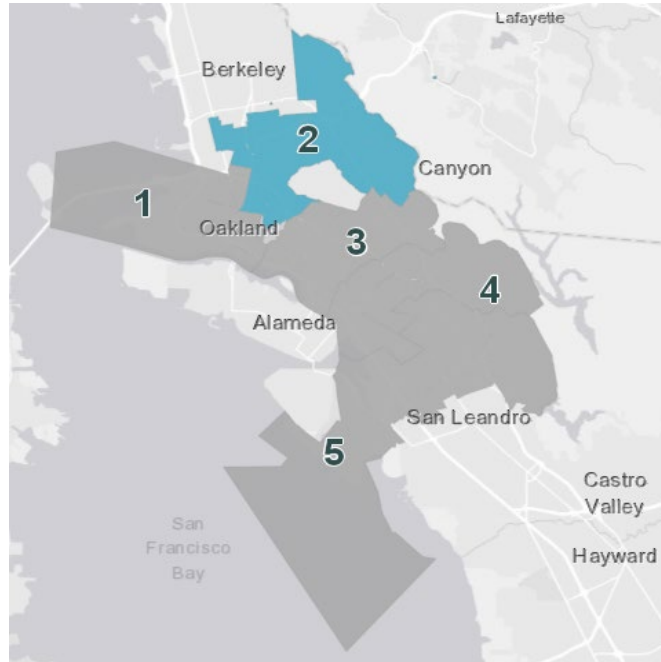
Sources:

- OPD Weekly Crime Reports July 2019 – June 2020.



## DATA PROFILE

### AREA 2: UPTOWN AND NORTH OAKLAND July 2019-June 2020



## Community Resource Officers (CRO)

**CRO Assignments** 100%

### Top 3 SARAnet Projects

- Crime (59%)
- Nuisance (27%)
- Blight (22%)

### SARAnet Projects

- Total Projects: 37
- New Projects: 25

#### Sources:

-CRO Projects data drawn from SARAnet Database, July 2019 – June 2020. Includes all projects that were open during the evaluation period.

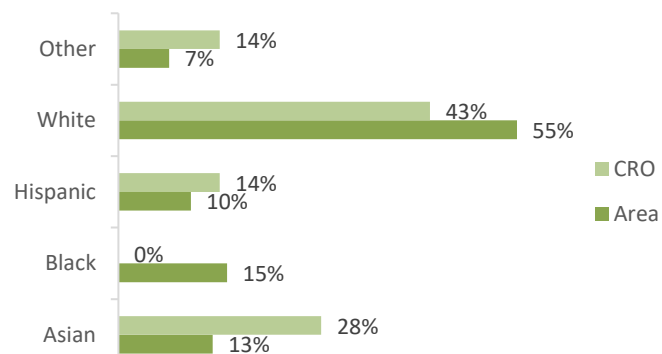
-Assignments drawn from OPD Staffing Data, July 2019 – June 2020.

-Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

### CRO Assignments (% of Time)



### Comparison of Racial/Ethnic Make Up of CROs/Area (CRO n=7, Area n=134,156)

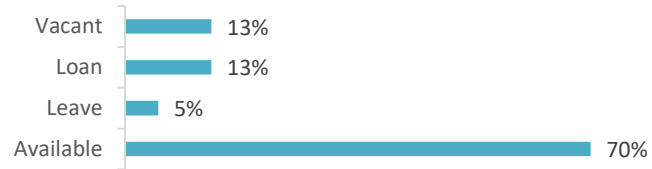




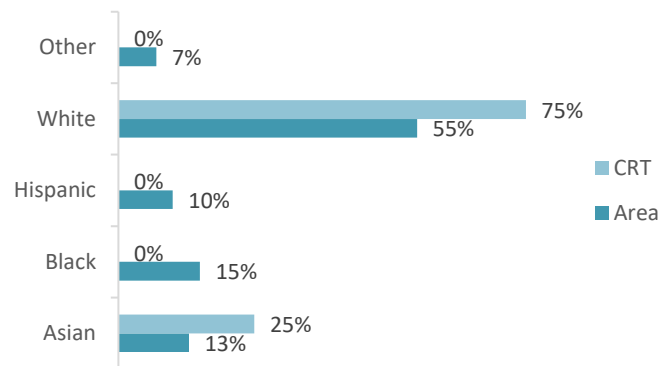
## Crime Reduction Teams (CRT)

**CRT Availability** 70%

**CRT Assignments (% of Time)**



**Comparison of Racial/Ethnic Make Up of CRTs/Area (CRT n=4, Area n=134,156)**

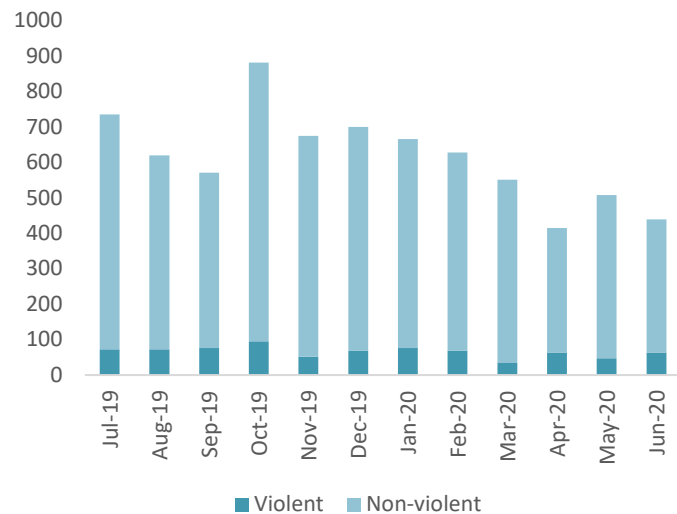


Sources:

- Assignment data drawn from OPD Staffing Data, July 2019 – June 2020.
- Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

## Crime Trends

**Part 1 Crime Trends (2019-2020) in Area 2**



Sources:

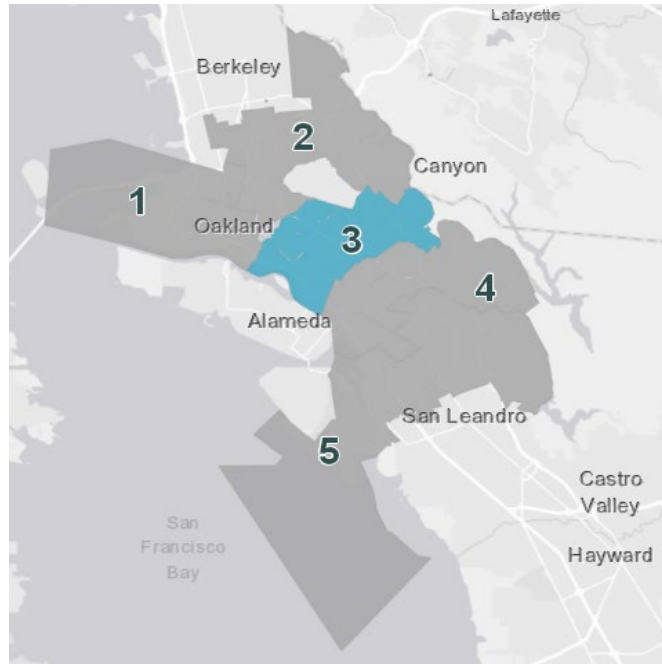
- OPD Weekly Crime Reports July 2019 – June 2020.



**DATA PROFILE**

**AREA 3: SAN ANTONIO, FRUITVALE, AND THE LOWER HILLS**

July 2019-June 2020



**Community Resource Officers (CRO)**

**CRO Assignments** 92%

**Top 3 SARAnet Projects**

- Crime (88%)
- Other (19%)
- Nuisance (16%)

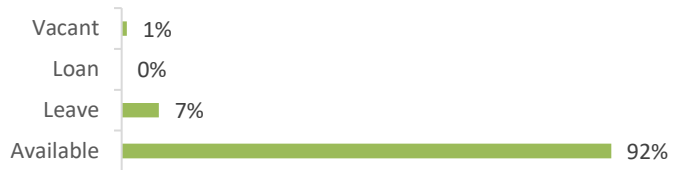
**SARAnet Projects**

- Total Projects: 43
- New Projects: 24

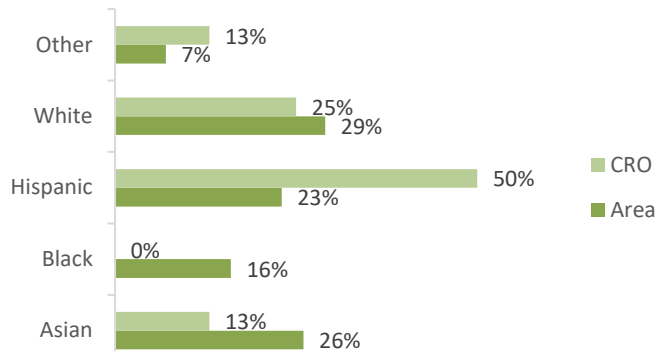
**Sources:**

-CRO Projects data drawn from SARAnet Database, July 2019 – June 2020. Includes all projects that were open during the evaluation period.  
 -Assignments drawn from OPD Staffing Data, July 2019 – June 2020.  
 -Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

**CRO Assignments (% of Time)**



**Comparison of Racial/Ethnic Make Up of CROs/Area (CRO n=8, Area n=105,548)**

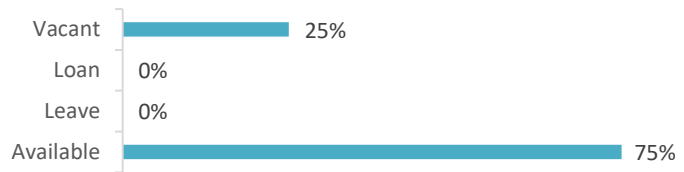




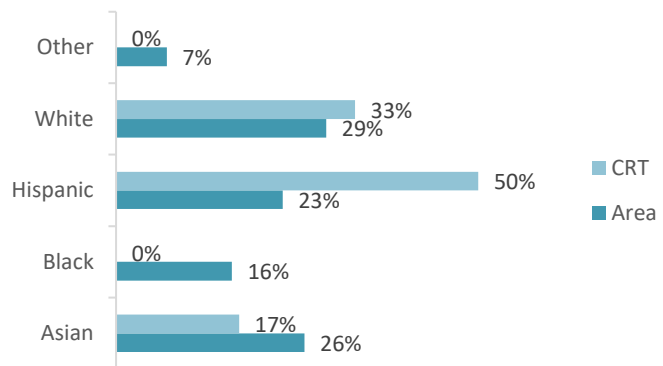
## Crime Reduction Teams (CRT)

**CRT Availability** 75%

**CRT Assignments (% of Time)**



**Comparison of Racial/Ethnic Make Up of CRTs/Area (CRT n=6, Area n=105,548)**



Sources:

-Assignment data drawn from OPD Staffing Data, July 2019 – June 2020.

-Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

## Crime Trends

**Part 1 Crime Trends (2019-2020) in Area 3**



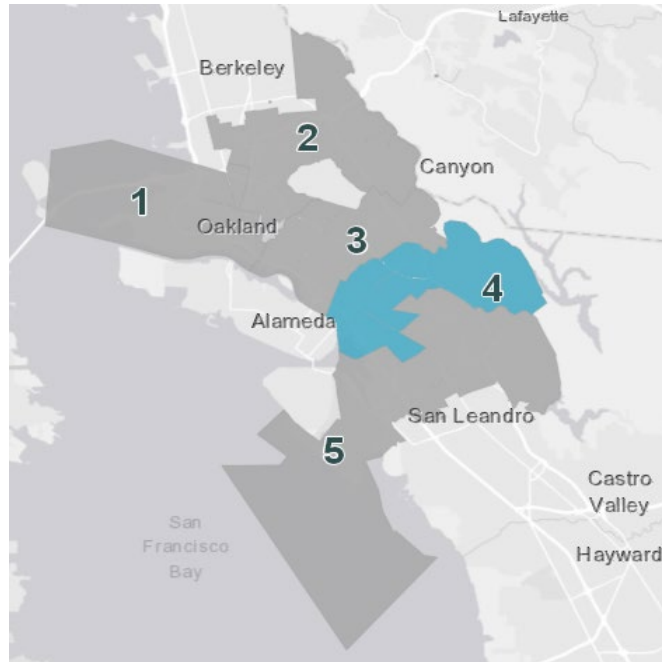
Sources:

-OPD Weekly Crime Reports July 2019 – June 2020.



**DATA PROFILE**

**AREA 4: EAST OAKLAND,  
 MILLS, AND LEONA**  
 July 2019-June 2020



**Community Resource Officers (CRO)**

**CRO Assignments** 85%

**Top 3 SARAnet Projects**

- Crime (67%)
- Blight (43%)
- Nuisance (33%)

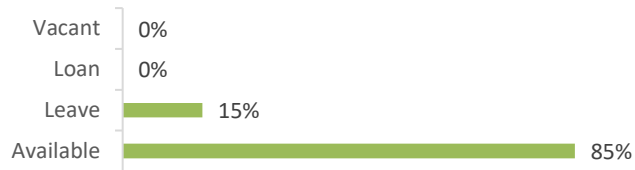
**SARAnet Projects**

- Total Projects: 21
- New Projects: 12

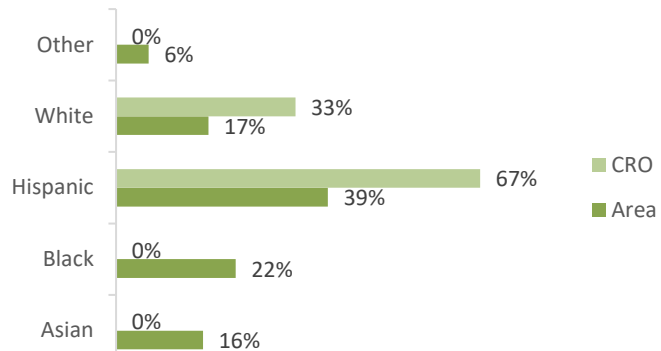
**Sources:**

-CRO Projects data drawn from SARAnet Database, July 2019 – June 2020. Includes all projects that were open during the evaluation period.  
 -Assignments drawn from OPD Staffing Data, July 2019 – June 2020.  
 -Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

**CRO Assignments (% of Time)**



**Comparison of Racial/Ethnic Make Up of CROs/Area (CRO n=6, Area n=78,259)**







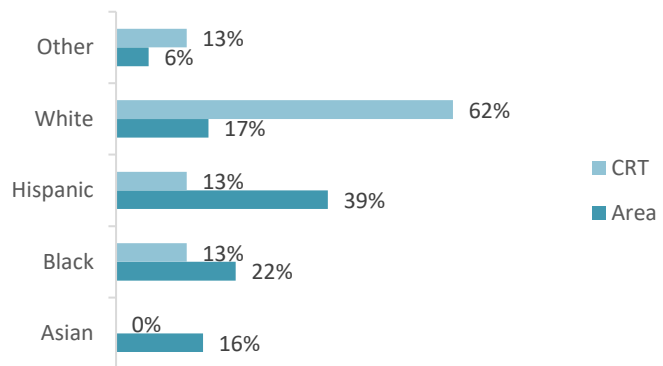
## Crime Reduction Teams (CRT)

**CRT Availability** 96%

**CRT Assignments (% of Time)**



**Comparison of Racial/Ethnic Make Up of CRTs/Area (CRT n=8, Area n=78,259)**



Sources:

-Assignment data drawn from OPD Staffing Data, July 2019 – June 2020.

-Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

## Crime Trends

**Part 1 Crime Trends (2019-2020) in Area 4**



Sources:

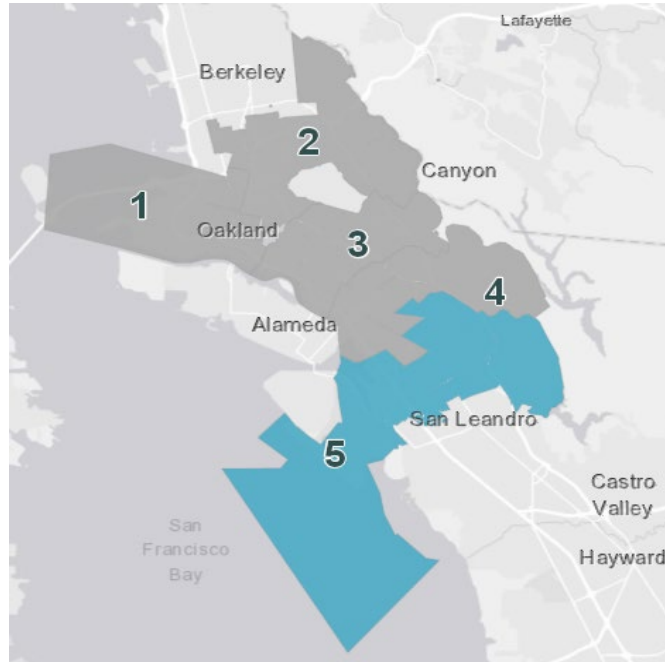
-OPD Weekly Crime Reports July 2019 – June 2020.



## DATA PROFILE

### AREA 5: EAST OAKLAND AND KNOWLAND PARK

July 2019-June 2020



## Community Resource Officers (CRO)

**CRO Assignments** 93%

### Top 3 SARAnet Projects

- Crime (75%)
- Nuisance (50%)
- Blight (33%)

### SARAnet Projects

- Total Projects: 28
- New Projects: 7

#### Sources:

-CRO Projects data drawn from SARAnet Database, July 2019 – June 2020. Includes all projects that were open during the evaluation period.

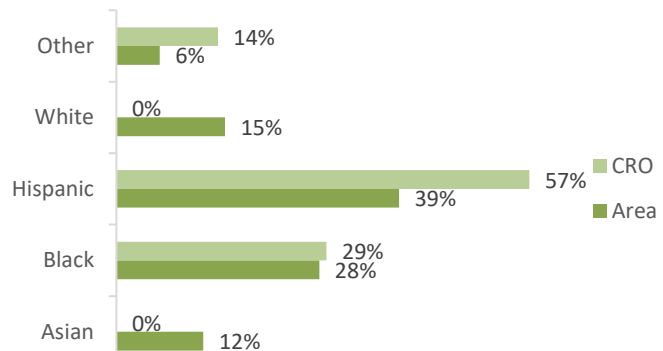
-Assignment data drawn from OPD Staffing Data, July 2019 – June 2020.

-Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

### CRO Assignments (% of Time)



### Comparison of Racial/Ethnic Make Up of CROs/Area (CRO n=7, Area n=128,910)





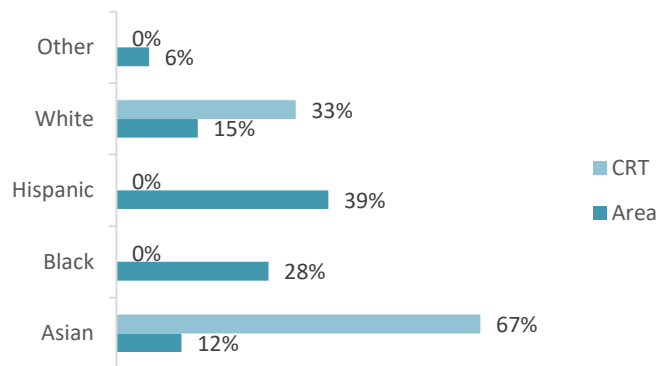
## Crime Reduction Teams (CRT)

**CRT Availability** 96%

### CRT Assignments (% of Time)



### Comparison of Racial/Ethnic Make Up of CRTs/Area (CRT n=6, Area n=128,910)

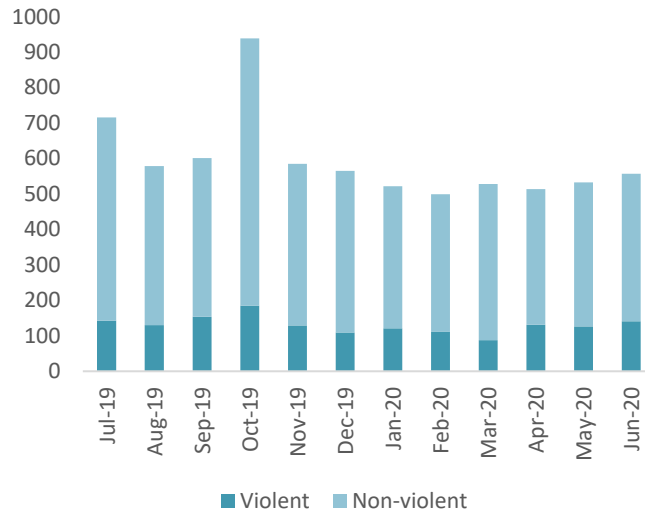


**Sources:**

-Assignment data drawn from OPD Staffing Data, July 2019 – June 2020.  
 -Racial/ethnic data drawn from OPD Staffing Data (last week of June 2020) and U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

## Crime Trends

### Part 1 Crime Trends (2019-2020) in Area 5



**Sources:**

-OPD Weekly Crime Reports July 2019 – June 2020.



## Appendix B. CRO Projects by Neighborhood Beat

Area	Neighborhood Beat	Total <sup>9</sup>	New Projects <sup>10</sup>	Blight <sup>11</sup>	Encampment	Nuisance	Safety	Other
1	01x	3	1	1	2	0	1	0
	02x	2	1	1	0	1	2	0
	02y	2	0	1	1	0	2	0
	03x	1	1	0	0	0	1	0
	03y	1	0	1	1	0	0	0
	04x	5	3	2	1	3	3	0
	05x	2	1	1	0	1	1	0
	05y	3	2	0	1	0	2	0
	06x	3	2	2	0	1	0	0
	07x	5	3	4	3	0	3	0
2	08x	5	2	0	1	1	4	0
	09x	5	4	1	1	1	3	1
	10x	2	2	1	0	0	1	0
	10y	4	3	1	1	2	1	1
	11x	3	2	1	1	0	1	0
	12x	5	4	3	3	2	3	0
	12y	1	0	0	0	0	1	0
	13y	1	1	0	0	0	1	0
	13z	5	4	0	0	2	3	2
	14x	3	1	1	1	1	2	0
14y	3	2	0	0	1	2	0	
3	15x	7	5	0	0	1	5	1
	16x	5	3	0	1	0	4	2
	16y	2	2	0	0	0	2	2
	17x	3	1	0	0	0	3	0
	17y	1	1	0	0	1	0	0
	18x	2	1	0	0	0	2	0
	18y	1	0	0	0	1	1	0
	19x	6	4	1	0	0	6	1
20x	6	3	0	0	1	6	1	

<sup>9</sup> All projects that were open at least one day during the evaluation period (July 2019 – June 2020); includes projects initiated before July 2019.

<sup>10</sup> All projects that were initiated during the evaluation period (July 2019 – June 2020).

<sup>11</sup> Projects may be assigned multiple project types.



**Oakland Measure Z Policing Services**  
*2020 Annual Evaluation – Draft Report*

	21x	3	1	2	0	2	3	0
	21y	2	1	0	0	0	2	0
	22x	3	2	1	0	1	2	0
	22y	2	0	0	0	0	2	1
4	23x	4	2	0	0	2	4	0
	24x	1	0	0	0	0	1	0
	24y	3	1	2	0	1	1	0
	25x	1	0	0	0	1	0	0
	26x	3	3	2	1	1	2	0
	26y	2	1	1	0	0	1	0
	27x	1	1	0	0	0	1	0
	27y	4	2	3	0	2	3	0
	28x	2	2	1	1	0	1	0
	5	29x	2	1	1	0	0	1
30x		4	2	1	0	4	4	0
30y		3	0	1	0	3	3	0
31x		1	0	0	0	0	1	0
31y		2	1	1	0	1	1	0
31z		1	1	1	0	0	0	0
32x		3	0	1	1	0	2	0
33x		4	0	3	0	2	2	1
34x		4	1	3	0	1	4	1
35x		4	1	0	0	3	3	0

RDA

Item 7 - Attachment 4A

# Oakland Measure Z Policing Services

2020 Annual Evaluation (Year 4)

November 16, 2020

1

## Agenda

2

- Overview of Measure Z
- Overview of Evaluation: Year 4
- Findings
- Recommendations
- Next Steps
- Questions & Discussion


RDA

2




# 3 Overview of Measure Z

- Measure Z Background
- OPD Staffing Areas and Beats
- Measure Z Policing Services: CROs & CRTs







3

# Measure Z Background



## 4

<p><b>Measure Z (2014)</b> Oakland voters approved to continue many of the services funded under the Measure Y Violence Prevention and Intervention Initiative</p> <p><b>Three goals</b> Aimed at reducing violent crime in Oakland and outlines four strategies to address these goals</p>	<p><b>Measure Z Goals</b></p> <ul style="list-style-type: none"><li> Reduce homicides, robberies, burglaries, and gun-related violence</li><li> Invest in violence intervention and prevention to support at-risk youth to interrupt cycles of violence and recidivism</li><li> Improve police and fire emergency 911 response times and other police services</li></ul>
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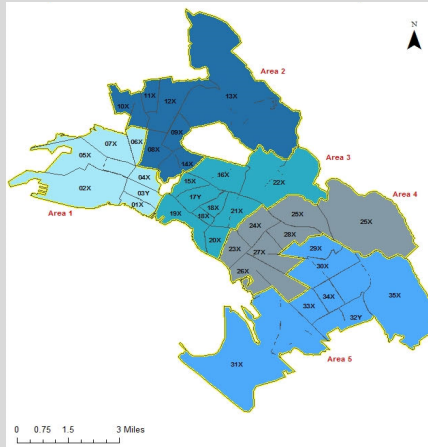


4

## OPD Staffing Areas and Beats

5

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



5

## Measure Z Policing Services: CROs & CRTs

6

### 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



6

## 7 Overview of Evaluation: Year 4

- Evaluation Background
- Measure Z Year 4 Evaluation
- Evaluation Questions
- Mixed-method Design
- Data Sources




7

## Evaluation Background

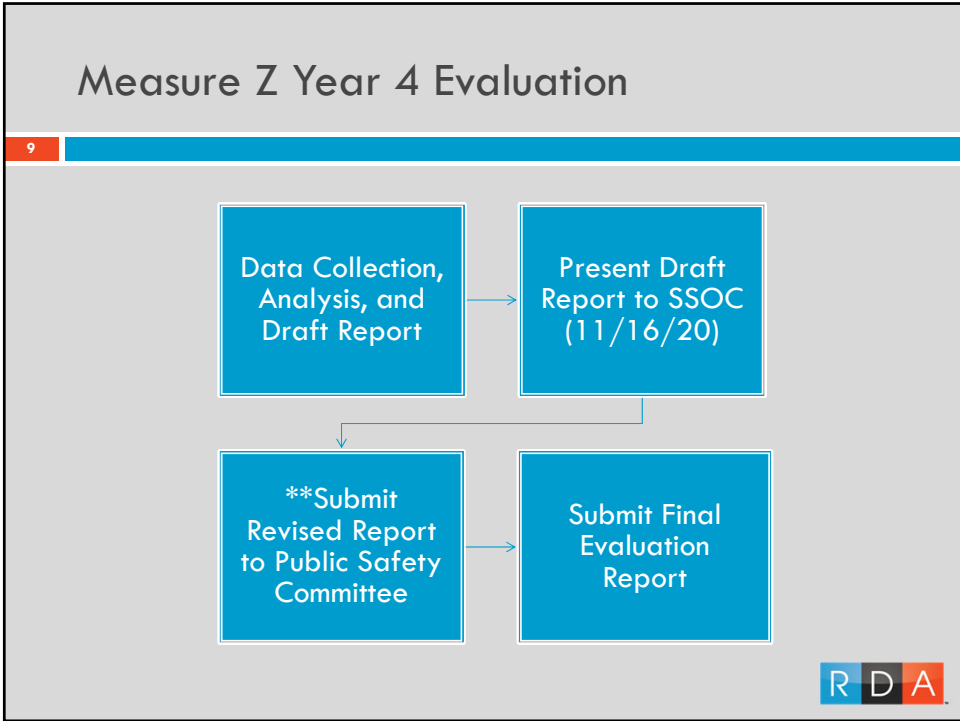
8

Fourth and final annual evaluation report on Measure Z policing services under current contract expiring December 31, 2020.

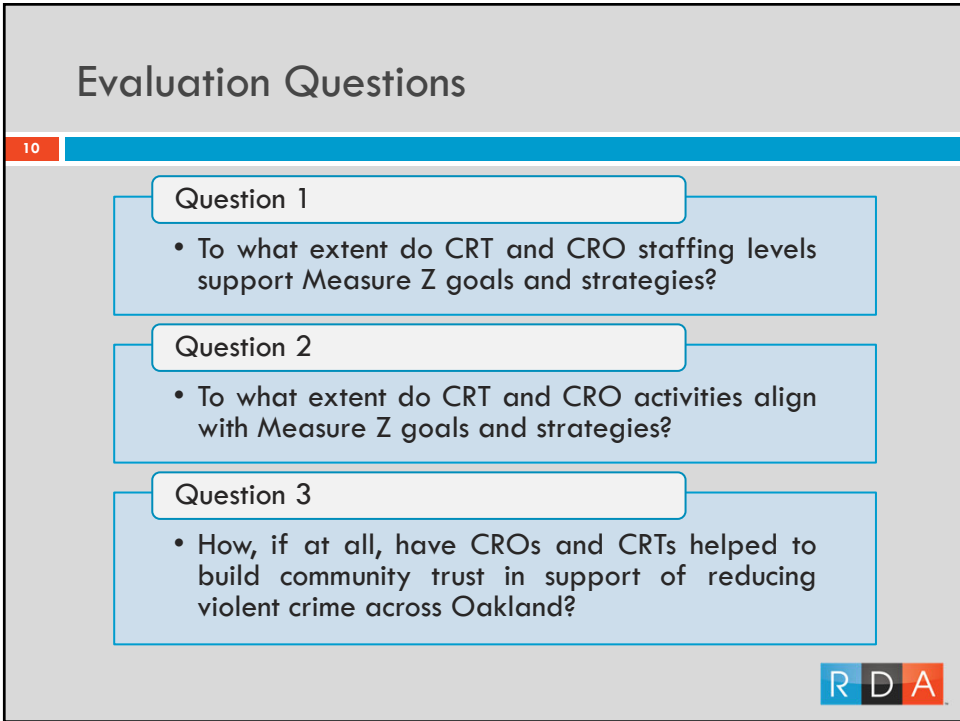
Year 4 report builds on the Year One, Year Two, and Year Three Evaluations and summarizes findings and recommendations from all four years.



8



9



10

## Data Sources: Quantitative



11

Sources	Purpose
OPD crime data (Part 1) <ul style="list-style-type: none"> <li>City and Area level</li> </ul>	<ul style="list-style-type: none"> <li>Identify the total number of violent and non-violent crimes</li> <li>Examine changes in the number of offenses over time</li> </ul>
OPD weekly patrol assignments and administrative data <ul style="list-style-type: none"> <li>City and Area level</li> </ul>	<ul style="list-style-type: none"> <li>Estimate the extent to which CRO and CRT officers carried out their intended assignments</li> <li>Describe CRO and CRT tenures and demographic characteristics</li> </ul>
OPD SARAnet database <ul style="list-style-type: none"> <li>City, Area, and Beat level</li> </ul>	<ul style="list-style-type: none"> <li>Examine the number and types of projects CRO officers worked on during the evaluation period</li> </ul>



11

## Data Sources: Qualitative




12

Sources	Purpose
Problem-Solving Project Case Studies <ul style="list-style-type: none"> <li>2 projects</li> <li>Interviews with 3 CROs and 4 community members</li> </ul>	<ul style="list-style-type: none"> <li>Understand what prompts projects to start; how CROs address problems; successes and challenges in the collaborations, and project outcomes</li> <li>Understand the extent to which CROs and community members believe CRO projects can help build community trust and reduce violent crime</li> </ul>
Community Focus Groups <ul style="list-style-type: none"> <li>7 focus groups with 27 community members</li> </ul>	<ul style="list-style-type: none"> <li>Measure community satisfaction with CRO and CRT policing services, community trust toward OPD, and community perceptions of crime and violence</li> <li>Gather perceptions of the extent to which Measure Z officers have helped build community trust in support of reducing violent crime</li> </ul>



12

13
Background: Crime in Oakland

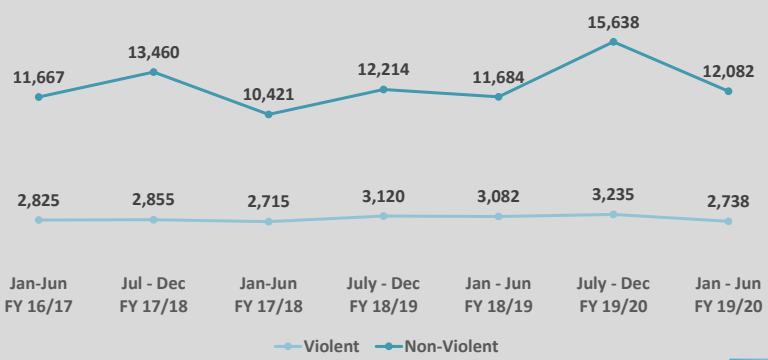


13


## Crime in Oakland: Jan 2017 – June 2020

14

○ Part 1 Crimes, including violent and non-violent crimes, remained relatively stable from January 2017 – June 2020



Period	Violent	Non-Violent
Jan-Jun FY 16/17	2,825	11,667
Jul-Dec FY 17/18	2,855	13,460
Jan-Jun FY 17/18	2,715	10,421
July-Dec FY 18/19	3,120	12,214
Jan-Jun FY 18/19	3,082	11,684
July-Dec FY 19/20	3,235	15,638
Jan-Jun FY 19/20	2,738	12,082



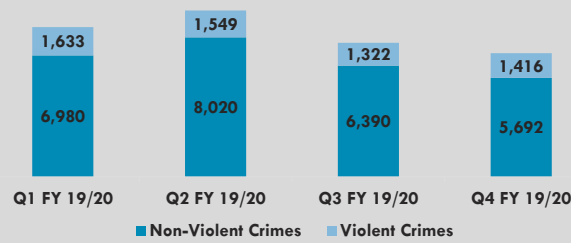
14

## Crime in Oakland: FY 2019 - 2020

15

- Crimes during first two fiscal quarters were greater than those reported during the second half of the year
- This trend was more pronounced when the shelter-in-place order was in effect (Q4)

Crime in Oakland by Fiscal Quarter



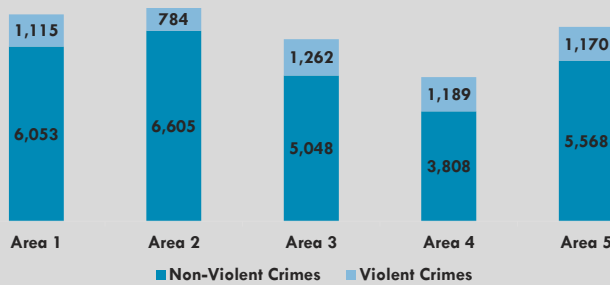
15

## Crime in Oakland: By Area

16

- Area 4 had the least amount of crime reported
- Area 2 had the highest number of crimes but fewer violent crimes than all other Areas

Crime in Oakland by Area



16




17 Findings

- OPD Staffing and Measure Z Objectives
- CRO and CRT Officer Activity
- Community Trust and Relations



17


18 OPD Staffing and Measure Z Objectives



18

## OPD Leadership continues to express a commitment to supporting Measure Z objectives


19



Leadership has consistently expressed a commitment to reducing violent crime and strengthening community relations through community policing efforts.

CRO and CRT officers collaborate with each other to support intelligence based and geographic based policing efforts in order to reduce violent crime.

OPD has sought to identify and recruit officers who are committed to community engagement to serve as CROs.



19


## CRO and CRT Tenure has Increased

20

- Average tenure of active CROs and CRTs increased in FY 19-20
  - CROs increased from 2.1 to 2.4 years
  - CRTs increased from 2.3 to 2.8 years

**Officer Tenure in CRO Position  
June 2020**


2.4




Years as CRO - Active Officers

**Officer Tenure in CRT Position  
June 2020**

2.8



Years as CRT - Active Officers

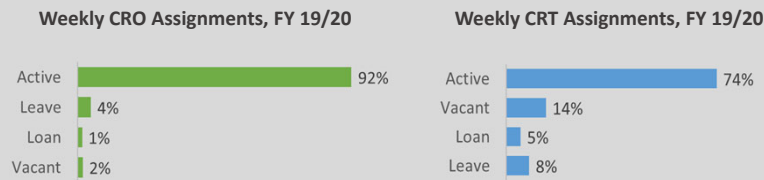


20

CRO staffing assignments are prioritized more than CRT staffing assignments.

21

- On average, 74% of CRT and 92% of CRO positions were available each of week of Fiscal Year 2019 - 2020
  - CRO positions were fully staffed in 34% of the FY weeks
  - CRT positions were never fully staffed during the FY

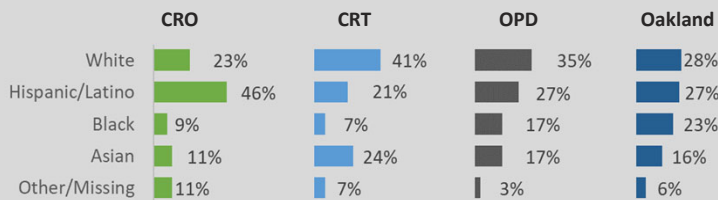


21

OPD has made progress in diversifying the police force, but Black officers remain underrepresented in the CRO and CRT units


22

- The proportion of non-white CROs increased from 61% to 77%
  - Increase in Hispanic/Latino officers (25% → 27%), particularly within the CRO unit (36% → 46%)
- Black representation of CROs (9%) and CRTs (7%) still falls below OPD (17%) and citywide (23%)
- The CRT unit remains predominantly white (41%)



22

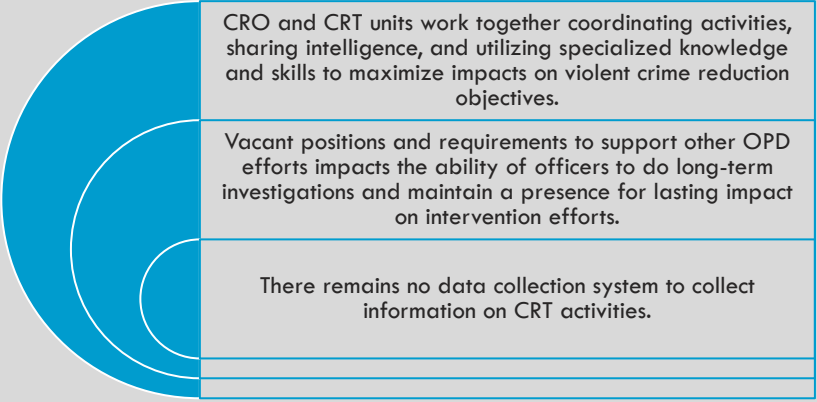
23 CRO and CRT Officer Activity




23

CROs and CRTs pool staff, resources, and expertise within their areas to support Measure Z objectives

24



- CRO and CRT units work together coordinating activities, sharing intelligence, and utilizing specialized knowledge and skills to maximize impacts on violent crime reduction objectives.
- Vacant positions and requirements to support other OPD efforts impacts the ability of officers to do long-term investigations and maintain a presence for lasting impact on intervention efforts.
- There remains no data collection system to collect information on CRT activities.



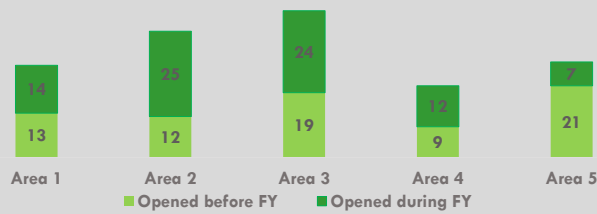
24

CRO projects continue to address a variety of issues, including quality of life, public safety, and community relationship building

25

- Total projects during FY 2019 - 2020: 156
  - Avg. projects per Area: 31
  - Avg. projects per Beat: 4
- New projects: 82 (52% of total open projects)
- Areas 2 and 3 had the most projects, Area 5 worked mainly on projects opened before FY

Projects by Area, FY 19/20



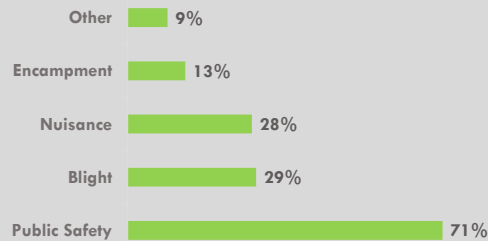
25

CRO projects continue to address a variety of issues, including quality of life, public safety, and community relationship building

26

- A majority of projects address public safety related issues

Projects by Category, FY 19/20



26

## CRO Problem Solving Project Case Studies

27

*"I feel like I wanted to do more, but I couldn't. What the citizens wanted wasn't something that I could do easily. . . . Some demands are just not feasible."*

- CRO

### Driver's Plaza Project (Area 2)

- **Time Period:** November 2019-August 2020
- **Problem:** Neighborhood residents were concerned about consistent loud music, alcohol consumption, and potential drug dealing in Driver's Plaza. Park visitors concerned with lack of essential City services at park.
- **Outcome:** Neither the initial neighborhood concern, or the additional issues brought forward by park visitors, were fully addressed. There was some progress in terms of noise and disturbance. The City provided garbage service and cleaned a bus stop, but has not followed through with bathroom or water services requested by park visitors.



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## CRO Problem Solving Project Case Studies

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### Eastmont Town Center Project (Area 5)

- **Time Period:** May 2019-August 2020
- **Problem:** Neighborhood residents and private owners were concerned about the unsafe environment created by narcotic use and sale and illegal mechanical work in the Eastmont Town Center parking lot
- **Result:** in a reduction in calls for services, property damages, and drug sales by limiting and monitoring activity in the parking lot

*"I am satisfied. It is not 100%. But with what we can do, I am pleased. A lot less calls for service, less dilapidated property, and less drug sale. In terms of the parking lot's ingress-egress, which is maybe the biggest issue, limiting it has been a huge success."*

- CRO




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## CRO Problem Solving Projects

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<b>Community members have mixed perceptions about the effectiveness of CRO services</b>	<i>"I believe in its definition, community policing is a wonderful thing but it's been far from implemented . . . I don't think CROs are adequately [directed] to be responsive for what they should be doing. OPD will often call on officers to do other things and they are not usually in their beat, they are not usually doing what the community necessarily wants." - Community member</i>
<b>Despite a commitment to working on problem-solving projects, CROs do not always have the resources to meet the community's expectations</b>	<i>"When we interact with the community and tell them the process we implement, and they see it with their own eyes, they're going to trust we'll do what we say we are going to do. If we do not follow through, there is skepticism and lack of trust." – CRO</i>
<b>CRO turnover and the ways in which CROs are deployed is not always consistent with the objectives of Measure Z</b>	<i>"Every time we do something that seems to work, that we find a CRO who is involved, the CRO is transferred. And we have to start all over again. We need commitment. And then we need consistency." – Community member</i>



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## Community Trust and Relations

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## Community Trust and Relations

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Widespread unfamiliarity among community members about CRO and CRT officers hinders OPD's ability to strengthen community relationships

*"It took me a year and a half to find the NCPC, and I was wondering what was going on here in Oakland. There has to be more outreach. There needs to be more information to find where neighborhood watch or NCPC meetings are."*

- Community member

Public discourse on policing in America and specific controversies tied to OPD are barriers to efforts to strengthen trust and build community relationships

*"I have not had much interaction with police. I have not seen them trying to do better or do bad. I mostly see stuff on news and TV which is obviously bad. It is not good at all."*

- Community member

Experiences with police shape perceptions of OPD

*"I just don't have the trust. I have been victimized (by the police) so many times throughout my lifetime. Maybe my judgement can't be objective . . . All I know is that when I see them I'm terrified."*

- Community member



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## Community Trust and Relations

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OPD's policing style is perceived to be inconsistent across different demographic groups and neighborhoods

*"As a family man and homeowner, the people I know in neighborhood we appreciate OPD..."*

- Community Member

*"I think they are scared to come to East Oakland. It is a tough part of the city. But they made it that way. Kids and adults are going to act with impunity if police officers are not here . . . If there is a robbery, gun battle, they are slow to show up. They let the dust settle . . . On a professional level, they are failing."*

- Community member

Police officers are not perceived to be approachable or visible (on foot or bicycle) in the communities they serve


*"There is no relationship at all . . . They could have walked the streets and created relationships, but they don't do it. I don't know what they do apart from riding their cars. If they are only appearing when someone calls them, they foster distrust. If they come, play with the kids, walk the streets, they can create a relationship, and people will know them by their name."*

- Community member



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33 Recommendations




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Recommendations

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**Recommendation 1**  
Continue to explore opportunities to increase retention and reduce turnover among CROs and CRTs, and develop transition plans when CROs are transferred from their beat.

**Recommendation 2**  
Explore mechanisms to limit the extent CROs support other patrol activities so that they can remain in their assigned beats and focus on building community relationships.




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## Recommendations

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**Recommendation 3**  
CROs should be more visible and approachable by walking or biking in their beats and proactively building relationships with Oakland residents.

**Recommendation 4**  
Continue to increase officer diversity and examine mechanisms through which OPD can ensure that sworn officers are representative of the communities they serve, especially within CRO and CRT units.




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## Recommendations

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**Recommendation 5**  
Explore ways to systematically measure CRO and CRT activities; this includes collecting high quality data and reviewing the data on an ongoing basis.

**Recommendation 6**  
Assess the extent to which OPD is the appropriate City agency to address specific calls for services or issues identified by the community that are currently addressed through CRO problem-solving projects (e.g., homeless encampments).




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# Recommendations

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**Recommendation 7**


Utilize findings from this report to inform the work of the Oakland Reimagining Public Safety Taskforce



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# Next Steps


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# Question and Answers





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# Contact Us

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41 Thank you!

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## CITY OF OAKLAND



150 FRANK H. OGAWA PLAZA, SUITE 4212 • OAKLAND, CALIFORNIA 94612

Department of Violence Prevention

(510) 238-2916

**MEMORANDUM**

**TO:** Public Safety and Services Oversight Commission (SSOC)  
**FROM:** Guillermo Cespedes, Chief, Department of Violence Prevention (DVP)  
 Peter Kim, Manager  
**DATE:** November 9, 2020  
**SUBJECT:** Update on Spending Plan for FY 21-23

**PURPOSE**

The memo provides a timeline for the spending plan approval by City Council and the additional information about the funding priorities for the spending plan that the SSOC moved to Council for their review and adoption at the October 26, 2020 meeting of this body. The spending plan will be presented to City Council's Life Enrichment Committee for review on November 16, 2020. For a Request for Qualifications to be issued in January 2021, Council approval of the proposed plan is needed in December 2020.

**SPENDING PLAN TIMELINE OF KEY DECISIONS**

Meeting Date	Item	Action Requested
October 26	<ul style="list-style-type: none"> <li>Proposed Spending Plan Presented to SSOC</li> </ul>	Will request SSOC to review final spending plan
November 16*	<ul style="list-style-type: none"> <li>Proposed Spending Plan Presented to City Council's Life Enrichment Committee</li> </ul>	Will request Life Enrichment Committee to review and recommend approval of final spending plan
December 1	<ul style="list-style-type: none"> <li>Spending Plan at Full City Council</li> </ul>	Will request approval of final spending plan

This schedule reflects the changes to City Council scheduling due to COVID-19 shelter in place.  
 \* The Life Enrichment Committee is holding a special meeting on Monday, November 16, 2020 at 2:30 p.m.

**SPENDING PLAN FUNDING PRIORITIES AND ESTIMATED BUDGET**

At the October 26, 2020 meeting, the SSOC requested additional detail about the funding priorities and estimated funding amounts. DVP staff developed the following chart to highlight the areas for investment. The estimated funding amounts presented are approximate amounts based upon the most recent budget projections received after the October 26, 2020 SSOC meeting. DVP estimates approximately \$7.1 million will be awarded to community-based providers through a request for qualifications (RFQ) process. Prior to entry into new grant agreements, staff will return to SSOC and Council in Spring 2021 with specific recommendations with funding allocations informed by updated projections from the upcoming City budget process. At that time, recommendations will also include specific details around estimated numbers served, service deliverables and staffing models.



*Please note:* this chart and the following additional information are also included in the Agenda Report that will be presented to City Council's Life Enrichment Committee on Monday, November 16, 2020 at 2:30 p.m. The full report will be available on the City's Legistar site on Thursday, November 12. The link to the full agenda packet is next to title of the committee and date of the meeting. (<https://oakland.legistar.com/Calendar.aspx>). Please review that report for a complete description of staff's recommendation, history, analysis, public outreach and evaluation highlights.

### Recommended DVP Network Allocations

	<b>EAST OAKLAND</b> 53% (~\$2.6 million) 2 teams	<b>CENTRAL EAST OAKLAND</b> 20% (~\$1 million) 1 team	<b>WEST OAKLAND</b> 27% (~\$1.3 million) 1 team
<b>DVP AREA TEAMS</b>  69% of total DVP investment (~\$4.9 million)	<p>Each team includes:</p> <ul style="list-style-type: none"> <li>Community Violence Responders: real-time response to shootings and homicides; violence interruption and conflict mediation</li> <li>Community Ambassadors: street outreach; service linkage; event promotion</li> <li>Family Support Liaisons: supportive services and advocacy for families and loved ones of victims of homicide and violence</li> <li>Life Coaching: intensive case management, systems advocacy and resource linkage for those at center of violence including loved ones returning home from incarceration</li> <li>Gender-based Violence Liaisons: supportive services and advocacy for survivors of commercial sexual exploitation and intimate partner violence</li> <li>Program Managers: supervision and oversight of team; coordination and alignment with other DVP Area Teams and with DVP staff</li> </ul>		
<b>DVP SHARED SERVICES</b>  31% of total DVP investment (~\$2.2 million)	<b>Specialized supportive services that prioritize referrals from DVP Area Teams</b>		
	<b>Violent Incident Response and Family Supports</b> 30% (~\$650,000)	<b>Gender-based Violence Specific Services</b> 39% (~\$850,000)	<b>Employment and Housing</b> 25% (~\$550,000)
	<ul style="list-style-type: none"> <li>Hospital-based Intervention</li> <li>Grief Counseling and Mental Health Support</li> <li>Temporary Emergency Relocation</li> </ul>	<ul style="list-style-type: none"> <li>Outreach &amp; Crisis Response</li> <li>Emergency Housing</li> <li>Wraparound Supports</li> </ul>	<ul style="list-style-type: none"> <li>Employment Training and Placement</li> <li>Transitional and Permanent Housing</li> </ul>
<b>Strengthen DVP Network Providers</b> 7% (~\$150,000)			
<ul style="list-style-type: none"> <li>Training and capacity building opportunities designed to strengthen DVP Network providers</li> </ul>			

\*all allocations are estimates and will be finalized based on actual revenue funds available

### FISCAL IMPACT

**Total Projected Expenses:** Approval of this spending plan will allow DVP to invest approximately \$7.1 million to be issued through an RFQ process to identify community-based partners to provide DVP services. Of this \$7.1 million, \$6.6 million will be generated by the annual revenue from Safety

and Services Act and \$500,000 will be supplemented annually by available carryforward funds.

Additionally, approximately \$1.3 million of Safety and Services Act annual revenue supports on-going baseline staffing that coordinate and provide direct services as approved in the FY 2019-2021 city budget. Approximately \$1.6 million goes towards on-going baseline staffing to cover program management activities, including planning, research, data analysis, and contract management.

The total projected cost of all these direct service efforts in FY 2021-2022 is \$10 million and estimated to be similar for FY 2022-23. Of these total projected costs, \$9.5 million will come from the projected annual allocation and supplemented annually with an additional \$500,000 in carryforward funds.

Revised revenue projections are not yet available for Fiscal Years 2021-2022 and beyond, and if revenue projections change, either positively or negatively, staff will reflect adjustments during the grant award process and return to Council for approval of grant amounts based upon the available funds in the FY 21-23 proposed budget.

### **RFQ TIMELINE**

***Proposed Request for Qualifications (RFQ) Process:*** Staff recommends releasing funds through a competitive RFQ process. For the submission process, DVP will solicit proposals from nonprofit community-based agencies. As in the past, applicants will be required to demonstrate the ability to leverage an additional 20 percent in matching funds. DVP will provide technical assistance to applicants, including at least one bidders' conference following RFQ release.

For the review process, DVP will convene review panels that consist of community members, subject-matter experts and public sector partners involved in the strategy. Past performance will be shared with the review panel for any applicants that are former grantees. DVP will present final grant recommendations to the SSOC and City Council for approval. A tentative timeline of key dates includes:

- RFQ release – January 8, 2021
- Proposals due – February 19, 2021
- Grant recommendations – April 26, 2021 (SSOC); May 25 (Committee); June 1 (City Council)

Contract start date – July 1, 2021

### **PUBLIC OUTREACH/INTEREST**

To inform the previous spending plan and the launch of the DVP, an intensive public input and planning process took place in 2018 by Oakland Unite/Human Services Department. A central part of this process was a series of community listening sessions hosted in partnership with Be The Change Consulting, a local women-of-color led business. Listening sessions were held with over 100 people, including: young adults at highest risk for gun violence, families of homicide victims, young people impacted by commercial sexual exploitation, community advocacy groups and faith leaders, and funded service providers. Additional listening sessions were held with established family violence survivor support groups.

Staff also participated on the Steering Committee for the Urban Strategies Council-led participatory research and planning process to further inform the launch of the DVP. This process involved over 20 community-based Research Fellows who conducted interviews and surveys of over 500 Oakland residents impacted by violence; a landscape analysis of regional and national violence prevention practices, programs and offices; and culminated in a Safe Oakland Summit in Summer 2019 that attracted more than 200 attendees. All these efforts provided insights and recommendations that informed DVP priorities.

DVP Chief Cespedes spent the first 8 months of his tenure meeting with local residents, stakeholders, community leaders, advocacy groups and service providers soliciting their input and feedback on how to effectively reduce violence and trauma in Oakland. Chief Cespedes also met with numerous

national and international violence prevention experts and leaders to discuss emerging data, promising practices and proven strategies.

The DVP participates in collaborative efforts including the Alameda County Reentry Network, Oakland Ceasefire, the California Cities Violence Prevention Network, the Alameda County Human Trafficking Advisory Council and AC United, and National League of Cities' campaigns to reduce violence. Recommendations in this report were developed in coordination with stakeholders from these and other efforts.

## **PAST PERFORMANCE, EVALUATION AND FOLLOW-UP**

***Evaluation Efforts:*** The Safety and Services Act requires evaluation of funded efforts to be conducted by a third-party independent evaluator. SSOC and City Administrator's Office oversaw the process for selecting the evaluator, Mathematica Policy Research, who began activities in January 2017 and will continue through 2020 (Resolution No. 86487 C.M.S).

The evaluation of violence intervention services includes: annual descriptive reports on program activities; annual evaluations of the impact of selected strategies on participant outcomes; and a four-year comprehensive evaluation of the impact of participation in programs. Results from current and future evaluation will inform program implementation.

***Evaluation Findings:*** Initial evaluation findings on new strategies launched in 2016 include:

- People are better off. Adults who received life coaching or employment and education support services had fewer short-term arrests for a violent offense, relative to a comparison group of similar individuals.
- Participants are at high-risk of violence. Participants have experienced violence, contact with local law enforcement, and are often disconnected from education.
- Agencies have shared values and shared practices. Grantees value hiring peer providers with similar lived experience and agree that training, support, and coordination around use of best practices is necessary for program success.

A 2018 report linked recent gun violence reductions in Oakland (prior to 2020 and the recent impacts of the pandemic on rising violence) in part to the Ceasefire strategy, which emphasizes a shared focus on young men at the center of gun violence. DVP's role in the strategy is to advocate for and serve these young men through life coaching and supportive services that help them stay alive and free.

In an evaluation on Youth Life Coaching presented to LEC in February 2020, it was found:

- Youth life coaching contributed to increased school participation. Youth who received life coaching or employment and education support services had higher rates of school enrollment relative to a comparison group of similar individuals.
- Youth life coaching helped decrease arrests. Youth who received life coaching had fewer short-term arrests for violence within a twelve-month period in comparison to youth who did not receive life coaching.

Also presented to LEC in February 2020, an evaluation on Commercial Sexual Exploitation support services found:

- Agencies serve the intended population. CSE youth participants are girls and young women of color with a history of victimization, contact with law enforcement, and school disengagement.
- Participant engagement with CSEC agencies reflects a continuum of care for youth as they access services as needed. Although the services offered by funded agencies focus on short-term crisis response, many youth return for support over time with almost half of participants receiving support over multiple service periods.

A recent Shooting and Homicide Response evaluation presented to SSOC in October 2020 showed:

- Individuals avoid additional harm after program participation. After a shooting incident was referred to violence interrupters, victims largely avoided retaliation and re-injury in the following two-year period. Moreover, two years after engaging in hospital-based intervention or temporary emergency relocation programs were less likely to experience violent re-injury after beginning these services.
- Shooting and Homicide Response staff established trusting relationships with communities. Agency staff established unique relationships with communities that allow them to quickly identify and support families affected by homicide. Moreover, the longstanding connections with community members have fostered word-of mouth referrals from community members to violence interrupters, allowing them help prevent or mediate conflict quickly.
- Most participants reported an East Oakland residence. Across the shooting and homicide response strategies of Caught in the Crossfire, relocation, and homicide support, East Oakland was the region with the largest number of participants.

For questions, please contact:

Guillermo Cespedes, DVP Chief  
gcespedes@oaklandca.gov

Peter Kim, DVP Manager  
pkim@oaklandca.gov



150 FRANK H. OGAWA PLAZA, SUITE 4212 • OAKLAND, CALIFORNIA 94612  
Department of Violence Prevention (510) 238-2916

## MEMORANDUM

**TO:** Public Safety and Services Oversight Committee  
**FROM:** Peter Kim and Mailee Wang, Oakland Unite  
**DATE:** November 10, 2020  
**SUBJECT:** DVP Safety and Services Act Revenue and Expenditure Report

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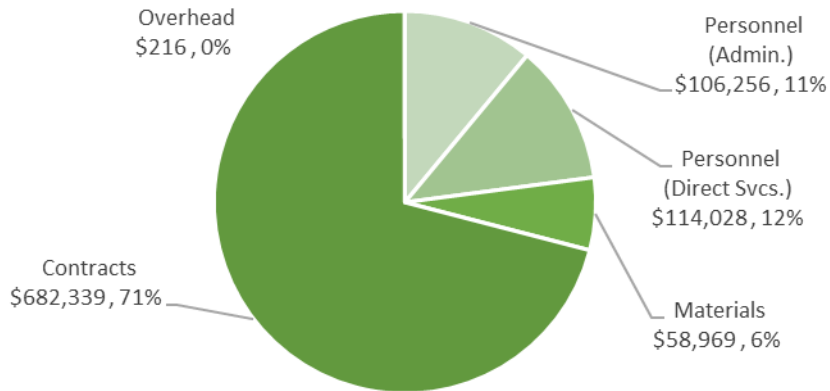
The purpose of this report is to provide the Public Safety and Services Oversight Committee (SSOC) with information regarding the Department of Violence Prevention (DVP) Safety and Services Act expenditures for the previous period.

Narratives for DVP Safety and Services Act expenditures during the months of October – December 2019 are attached. These narratives correspond to the *Budget and Year-to-Date Expenditures* report provided by the Controller's Office for those months.

For questions regarding this memo and attached narratives, please contact:

Peter Kim, Oakland Unite  
[Pkim@oaklandnet.com](mailto:Pkim@oaklandnet.com)  
510-238-2374

## Oct. 2019 Expenditures: \$961,808



### **PERSONNEL**

A total of \$220,284 went towards personnel costs for the month. \$106,256 went towards (10) FTE administrative staff, the remaining \$114,028 went towards (8) FTE direct service staff.

### **MATERIALS**

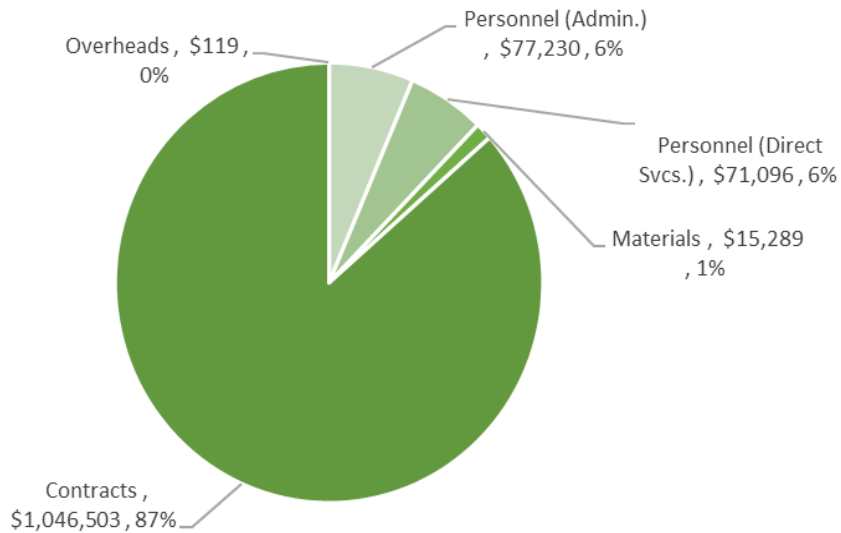
A total of \$ 58,969 in materials costs are made up of both administrative and programmatic expenses. \$47,416 went towards administrative expenses including office supplies, facilities fees, office supplies, and cell phones for direct service staff. The remaining \$11,553 went towards approved programmatic expenses including: client support incentives, giveaway items for community events, mileage for direct service staff.

### **CONTRACTS**

A total of \$682,339 included \$657,121 in costs associated with issuing grant payments for Fiscal Year 2019-2020 contracts (shown below). The remaining \$25,218 was for costs associated with paying a communications consultant, Bright Research Group to provide technical assistance on grantee skill development, and life coaching clinical support.

<b>FY 2019-20 Grantee Payments</b>		
<b>Sub-Strategy</b>	<b>Grantee</b>	<b>Amount</b>
ADULT LIFE COACHING	COMMUNITY & YOUTH OUTREACH INC	\$90,000
	THE MENTORING CENTER	\$90,000
COMMUNITY ASSET BUILDING	THE MENTORING CENTER	\$2,121
COMMUNITY HEALING	BUILDING OPPORTUNITIES FOR SELF-SUFFICIENCY	\$110,000
	RESTORATIVE JUSTICE FOR OAKLAND YOUTH	\$65,000
GENDER-BASED VIOLENCE	COVENANT HOUSE CALIFORNIA	\$40,000
	FAMILY VIOLENCE LAW CENTER	\$120,000
ADULT EDUCATION AND EMPLOYMENT SUPPORT	OAKLAND PRIVATE INDUSTRY COUNCIL	\$60,000
YOUTH DIVERSION AND REENTRY	COMMUNITY WORKS WEST	\$40,000
	YOUNG WOMENS FREEDOM CENTER	\$40,000

**Nov. 2019 Expenditures: \$1,210,238**



**PERSONNEL**

A total of **\$148,326** went towards personnel costs for the month. \$77,230 went towards (8) FTE administrative staff, the remaining \$71,096 went towards (7) FTE direct service staff.

**MATERIALS**

A total of **\$15,289** in materials costs are made up of both administrative and programmatic expenses. \$1,258 went towards administrative expenses including: professional development, meeting expenses, computer/office supplies, and phone charges. The remaining \$14,031 went towards approved programmatic expenses including: client support supplies, travel reimbursement, and service staff phone charges.

**CONTRACTS**

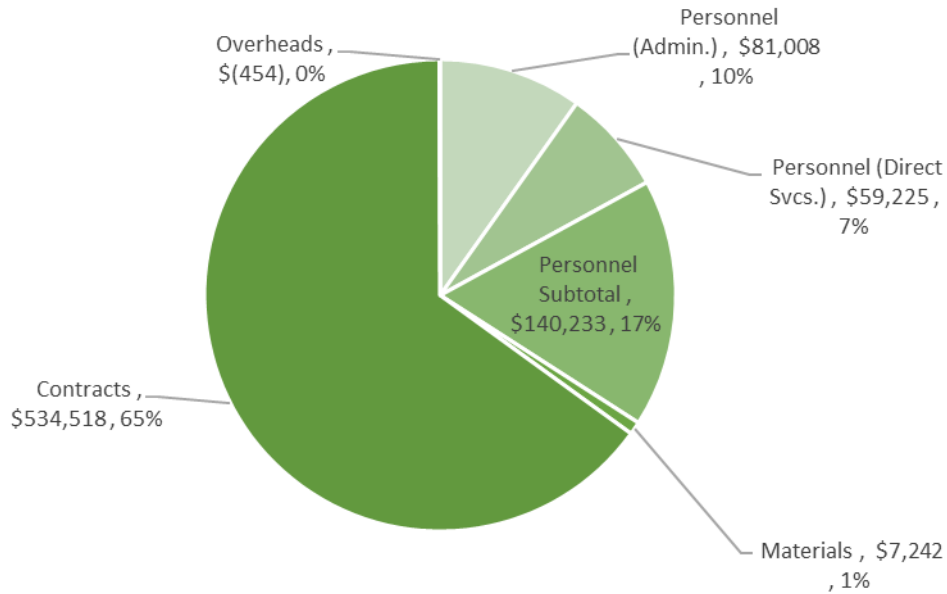
A total of **\$1,046,503** included \$1,044,813 in costs associated with issuing grant payments for Fiscal Year 2019-2020 contracts (shown below). The remaining \$1,690 was for life coaching clinical support and a communications consultant.

<b>FY 2019-20 Grantee Payments</b>		
<b>Sub-Strategy</b>	<b>Grantee</b>	<b>Amount</b>
ADULT EDUCATION AND EMPLOYMENT SUPPORT	CENTER FOR EMPLOYMENT OPPORTUNITIES	\$86,250
	OAKLAND PRIVATE INDUSTRY COUNCIL	\$57,000
ADULT LIFE COACHING	ABODE SERVICES	\$36,060
	ROOTS COMMUNITY HEALTH CENTER	\$60,000
	THE MENTORING CENTER	\$85,500
COMMUNITY ASSET BUILDING	ROOTS COMMUNITY HEALTH CENTER	\$4,549
COMMUNITY HEALING	ROOTS COMMUNITY HEALTH CENTER	\$65,000
	URBAN PEACE MOVEMENT	\$126,108
GENDER-BASED VIOLENCE	MISSEY INC	\$45,307
SHOOTING AND HOMICIDE	CATHOLIC CHARITIES OF THE EAST BAY	\$136,000



<b>FY 2019-20 Grantee Payments</b>		
<b>Sub-Strategy</b>	<b>Grantee</b>	<b>Amount</b>
RESPONSE	YOUTH ALIVE!	\$50,072
YOUTH DIVERSION & REENTRY	COMMUNITY WORKS WEST	\$20,460
	EAST BAY ASIAN YOUTH CENTER	\$86,000
	YOUTH ALIVE!	\$12,754
YOUTH EDUCATION AND EMPLOYMENT SUPPORT	SAFE PASSAGES	\$40,000
	YOUTH EMPLOYMENT PARTNERSHP	\$133,753

### Dec.2019 Expenditures: \$681,539



**PERSONNEL**

A total of **\$140,233** went towards personnel costs for the month. \$81,008 went towards (8) FTE administrative staff, the remaining \$59,225 went towards (6) FTE direct service staff.

**MATERIALS**

A total of **\$7,242** in materials costs are made up of programmatic expenses including: client support incentives and supplies, meeting and travel expenses.

**CONTRACTS**

A total of **\$534,518** included \$445,622 in costs associated with issuing grant payments for Fiscal, Year 2019-2020 contracts (shown below). The remaining \$88,896 was for costs associated with paying Bright Research Group and Pathways Consultants to provide technical assistance on grantee skill development, a consultant to facilitate a healing circle for grantees and life coaching clinical supervision.

FY 2019-20 Grantee Payments		
Sub-Strategy	Grantee	Amount
ADULT LIFE COACHING	COMMUNITY & YOUTH OUTREACH INC	\$78,122
	ROOTS COMMUNITY HEALTH CENTER	\$15,107
COMMUNITY ASSET BUILDING	FRIENDS OF PERALTA HACIENDA	\$28,000
COMMUNITY HEALING	RESTORATIVE JUSTICE FOR OAKLAND YOUTH	\$51,054
	ROOTS COMMUNITY HEALTH CENTER	\$20,672
GENDER-BASED VIOLENCE	BAY AREA WOMEN AGAINST RAPE	\$53,388
	COVENANT HOUSE CALIFORNIA	\$36,000
SHOOTING AND HOMICIDE RESPONSE	YOUTH ALIVE!	\$141,028
YOUTH DIVERSION & REENTRY	YOUNG WOMENS FREEDOM CENTER	\$22,250



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Department of Violence Prevention (510) 238-2916

## MEMORANDUM

**TO:** Public Safety and Services Oversight Committee  
**FROM:** Peter Kim and Mailee Wang, Oakland Unite  
**DATE:** November 10, 2020  
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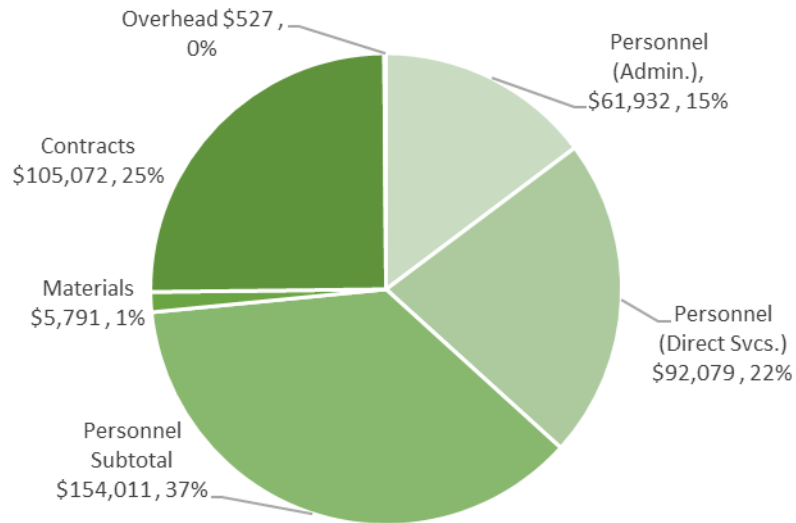
The purpose of this report is to provide the Public Safety and Services Oversight Committee (SSOC) with information regarding the Department of Violence Prevention (DVP) Safety and Services Act expenditures for the previous period.

Narratives for DVP Safety and Services Act expenditures during the months of January 2020 – March 2020 are attached. These narratives correspond to the *Budget and Year-to-Date Expenditures* report provided by the Controller's Office for those months.

For questions regarding this memo and attached narratives, please contact:

Peter Kim, Oakland Unite  
[Pkim@oaklandnet.com](mailto:Pkim@oaklandnet.com)  
510-238-2374

### Jan. 2020 Expenditures: \$265,401



#### **PERSONNEL**

A total of **\$154,011** went towards personnel costs for the month. \$61,932 went towards (8) FTE administrative staff, the remaining \$92,079 went towards (7) FTE direct service staff.

#### **MATERIALS**

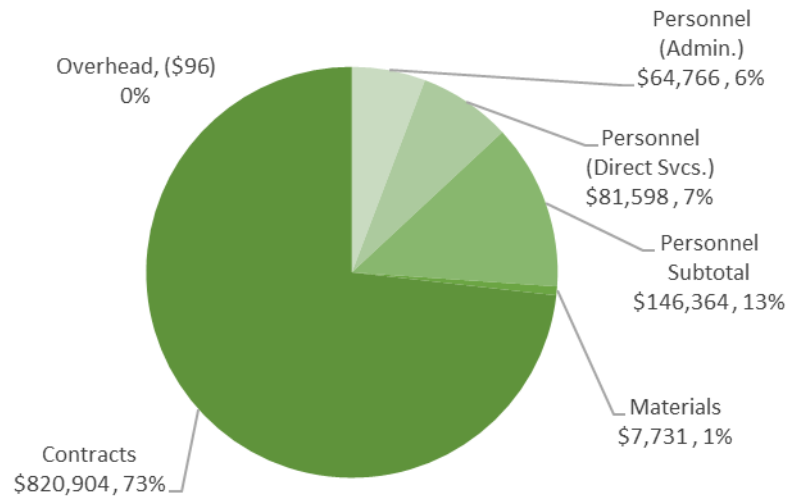
A total of **\$5,791** in materials costs are made up of both administrative and programmatic expenses. \$257 went towards administrative expenses including office supplies, facilities fees, office supplies, and cell phones for direct service staff. The remaining \$5,534 went towards approved programmatic expenses including: client support incentives, giveaway items for community events, mileage for direct service staff.

#### **CONTRACTS**

A total of **\$105,072** included one grant payment for Fiscal Year 2019-2020 contracts (shown below).

FY 2019-20 Grantee Payments		
Sub-Strategy	Grantee	Amount
COMMUNITY HEALING	BUILDING OPPORTUNITIES FOR SELF-SUFFICIENCY	\$105,072

## Feb. 2020 Expenditures: \$974,902



### **PERSONNEL**

A total of **\$146,364** went towards personnel costs for the month. \$64,766 went towards (8) FTE administrative staff, the remaining \$81,598 went towards (7) FTE direct service staff.

### **MATERIALS**

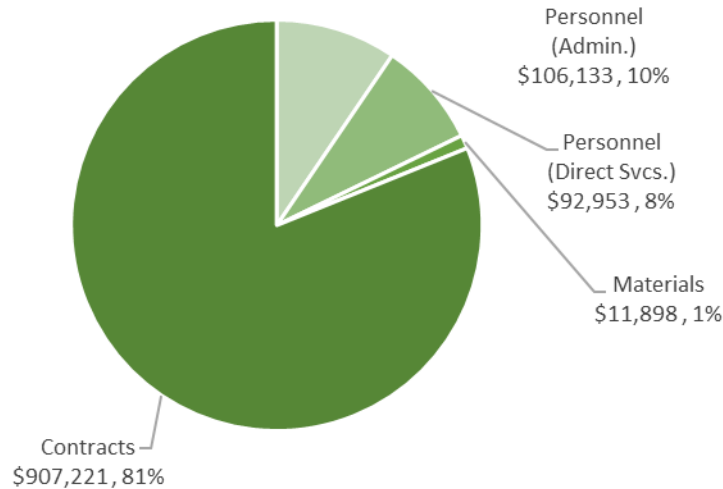
A total of **\$7,731** in materials costs are made up of both administrative and programmatic expenses. \$1,831 went towards administrative expenses including: professional development, meeting expenses, and computer/office supplies. The remaining \$5,900 went towards approved programmatic expenses including: client support supplies, travel reimbursement, and service staff phone charges.

### **CONTRACTS**

A total of **\$820,904** included \$787,811 in costs associated with issuing grant payments for Fiscal Year 2019-2020 contracts (shown below). The remaining \$33,093 was for costs associated with paying Bright Research Group to provide technical assistance on grantee skill development and life coaching clinical supervision.

FY 2019-20 Grantee Payments		
Sub-Strategy	Grantee	Amount
ADULT EDUCATION AND EMPLOYMENT SUPPORT	CENTER FOR EMPLOYMENT OPPORTUNITIES	\$86,250
ADULT LIFE COACHING	COMMUNITY & YOUTH OUTREACH	\$101,878
	ROOTS COMMUNITY HEALTH CENTER	\$27,444
	THE MENTORING CENTER	\$90,000
COMMUNITY HEALING	ROOTS COMMUNITY HEALTH CENTER	\$37,556
GENDER-BASED VIOLENCE	BAY AREA WOMEN AGAINST RAPE	\$52,263
	FAMILY VIOLENCE LAW CENTER	\$120,000
SHOOTING AND HOMICIDE RESPONSE	CATHOLIC CHARITIES OF THE EAST BAY	\$68,000
	YOUTH ALIVE!	\$55,687
YOUTH DIVERSION & REENTRY	COMMUNITY WORKS WEST	\$46,247
	EAST BAY ASIAN YOUTH CENTER	\$86,000
	YOUTH ALIVE!	\$16,487

### Mar. 2020 Expenditures: \$1,118,205



#### **PERSONNEL**

A total of **\$199,086** went towards personnel costs for the month. \$106,133 went towards (9) FTE administrative staff, the remaining \$92,953 went towards (9) FTE direct service staff.

#### **MATERIALS**

A total of **\$11,898** in materials costs are made up of both administrative and programmatic expenses. \$4,816 went towards administrative expenses including: professional development, meeting expenses, and computer/office supplies. The remaining \$7,082 went towards approved programmatic expenses including: client support supplies, travel reimbursement, and service staff phone charges.

#### **CONTRACTS**

A total of **\$907,221** included \$821,612 in costs associated with issuing grant payments for Fiscal, Year 2019-2020 contracts (shown below). The remaining \$85,609 was for costs associated with paying Bright Research Group, Flourish Agenda, and Pathways Consultants to provide technical assistance on grantee skill development, a consultant to facilitate a healing circle for grantees and life coaching clinical supervision.

FY 2019-20 Grantee Payments		
Sub-Strategy	Grantee	Amount
ADULT EDUCATION AND EMPLOYMENT SUPPORT	YOUTH EMPLOYMENT PARTNERSHP	\$50,391
ADULT LIFE COACHING	ABODE SERVICES	\$11,898
	ROOTS COMMUNITY HEALTH CENTER	\$30,199
COMMUNITY HEALING	BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY	\$29,016
	ROOTS COMMUNITY HEALTH CENTER	\$41,325
	RESTORATIVE JUSTICE OAKLAND YOUTH	\$65,833
	URBAN PEACE MOVEMENT	\$83,892
GENDER-BASED VIOLENCE	ASIAN PACIFIC ISLANDER LEGAL OUTREACH	\$42,500
	COVENANT HOUSE CALIFORNIA	\$44,000
	MISSEY INC	\$63,000

<b>FY 2019-20 Grantee Payments</b>		
<b>Sub-Strategy</b>	<b>Grantee</b>	<b>Amount</b>
SHOOTING AND HOMICIDE RESPONSE	YOUTH ALIVE!	\$192,82
YOUTH DIVERSION & REENTRY	EAST BAY ASIAN YOUTH CENTER	\$25,000
	YOUTH ALIVE!	\$57,099
YOUTH EDUCATION AND EMPLOYMENT SUPPORT	YOUTH EMPLOYMENT PARTNERSHP	\$84,795