




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



February 25, 2020

# Agenda

2

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

# About Resource Development Associates

3

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



# 4

## Overview of Measure Z

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

# About Measure Z



5

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

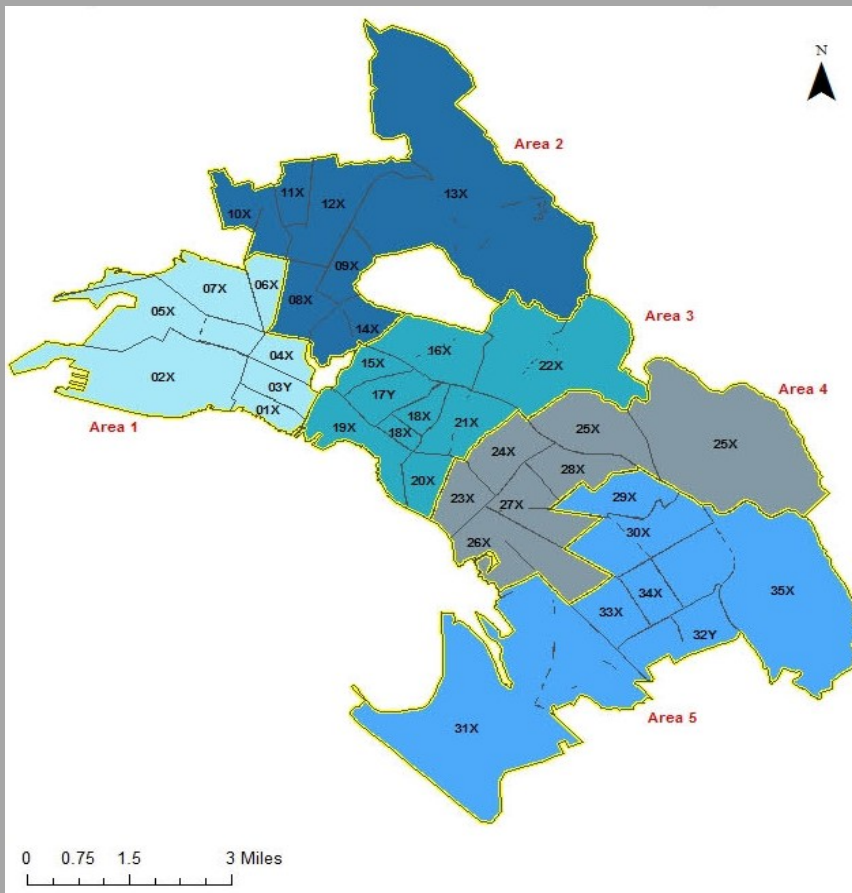
## Measure Z Goals

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

# OPD Staffing Areas and Beats

6

## 35 beats across 5 areas



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

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

# Measure Z Policing Services: CROs & CRTs

7

## Community Resource Officers (CROs)

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

## Crime Reduction Teams (CRTs)

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

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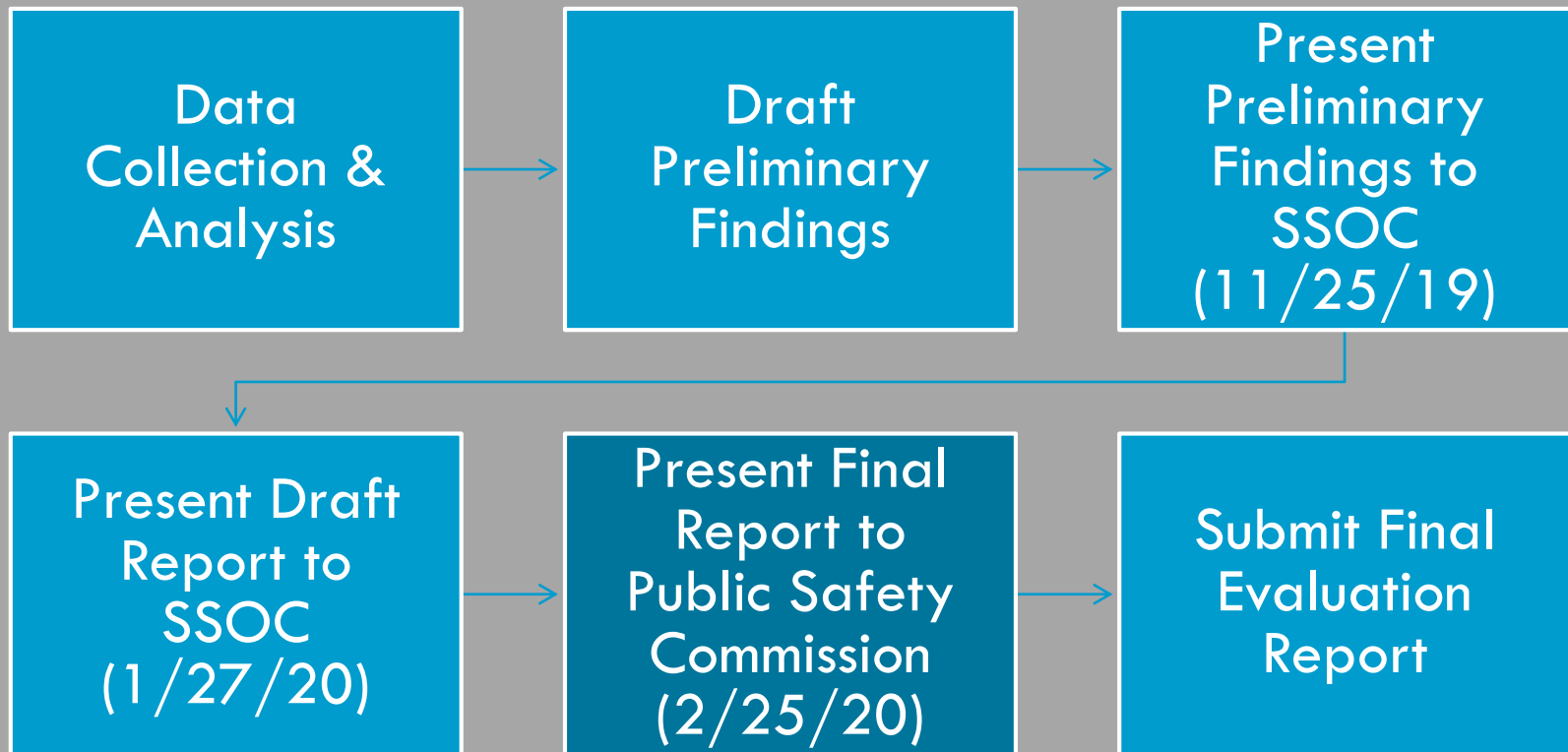
## Overview of Evaluation: Year 3

- Evaluation Overview
- Data Collection Activities



# MZ Year 3 Evaluation

9



# Evaluation Questions

10

## Question 1

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

## Question 2

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

## Question 3

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

# Mixed-method Design



11

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



# Data Sources: Quantitative



12

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

# Data Sources: Qualitative



13

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

14

# Findings

# Finding 1. Staffing Level

15

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

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

# Finding 2. Recruitment/Retention

16

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

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



# Finding 3. Support from OPD Leadership

17

**Measure Z retains high-level support from OPD Leadership**

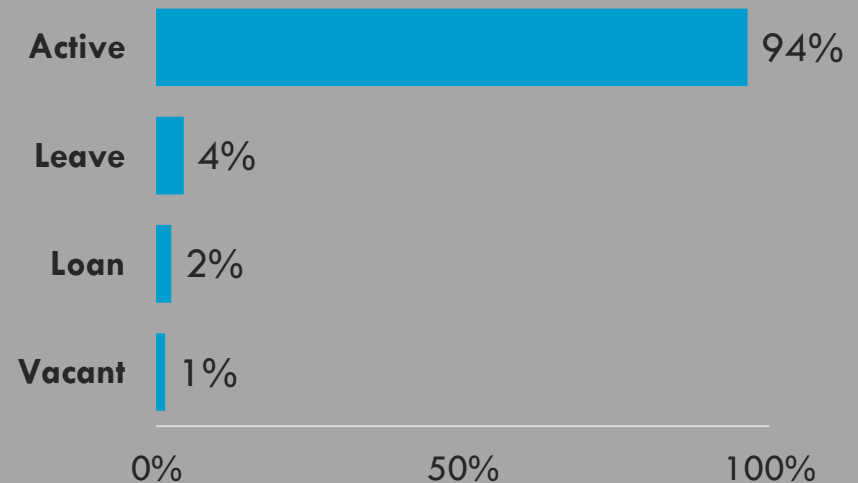
- **Understands the key role of community policing in meeting public safety objectives**
- **Sustained over time from prior evaluation**

# Finding 4. CRO Staffing

## CRO staffing is a clear OPD priority

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

Weekly CRO Availability  
(January 2016 – May 2019)

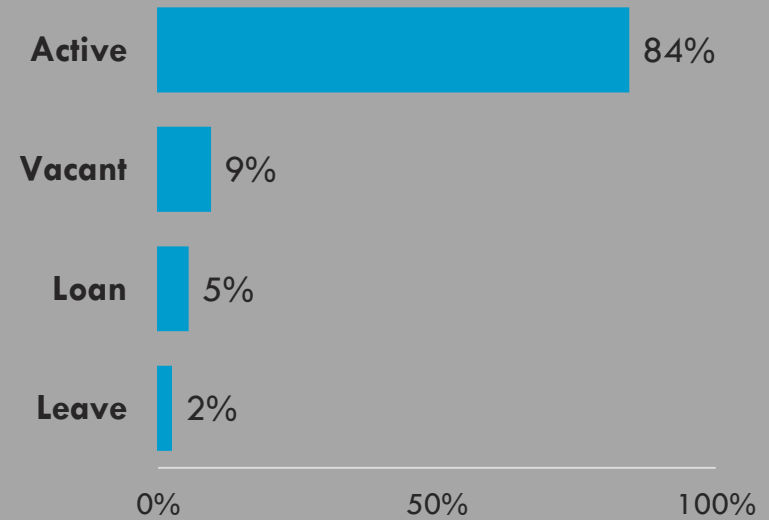


# Finding 5. CRT Staffing

## CRT vacancies are modest yet consistent in nature

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

Weekly CRT Availability  
(January 2016 – May 2019)



# Finding 6. Limited Tenures

20

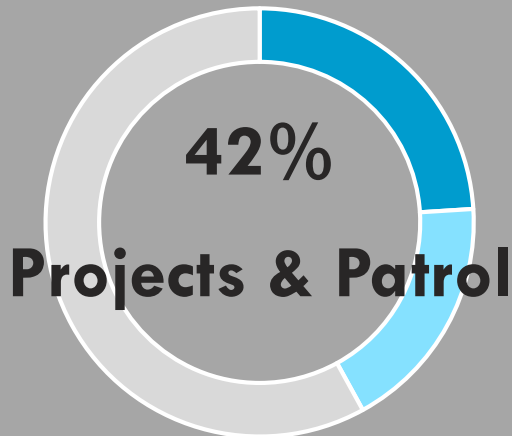
**CROs and CRTs have an average tenure of two years.**

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

# Finding 7. CRO & CRT Activities

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

CRO Time Study



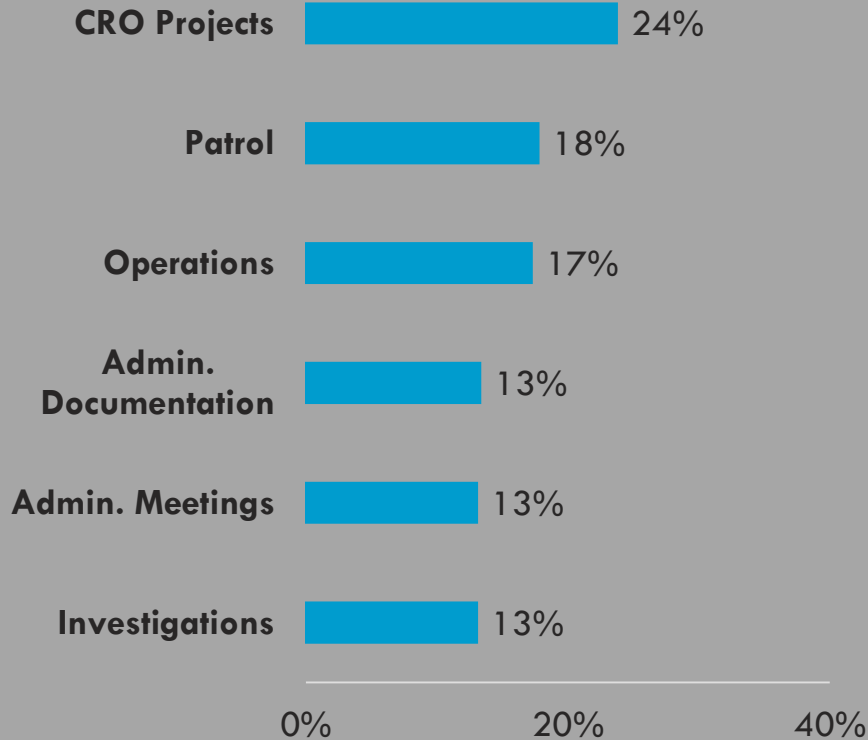
CRT Time Study



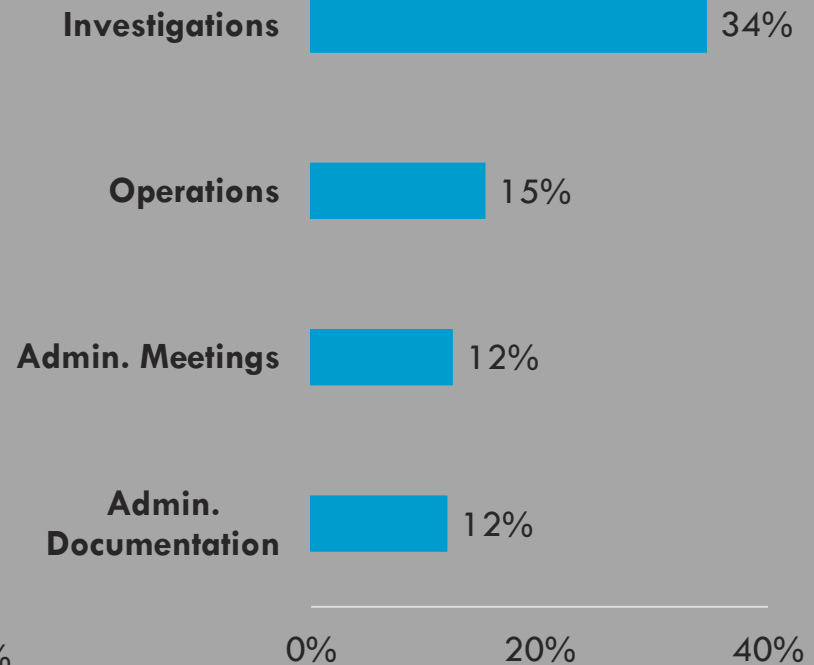
# CRO and CRT Activities: Pilot Time Study

22

**Percentage of CRO Time, by Activity, August 19<sup>th</sup> – 26<sup>th</sup>**



**Percentage of CRT Time, by Activity, August 19<sup>th</sup> – 26<sup>th</sup>**



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

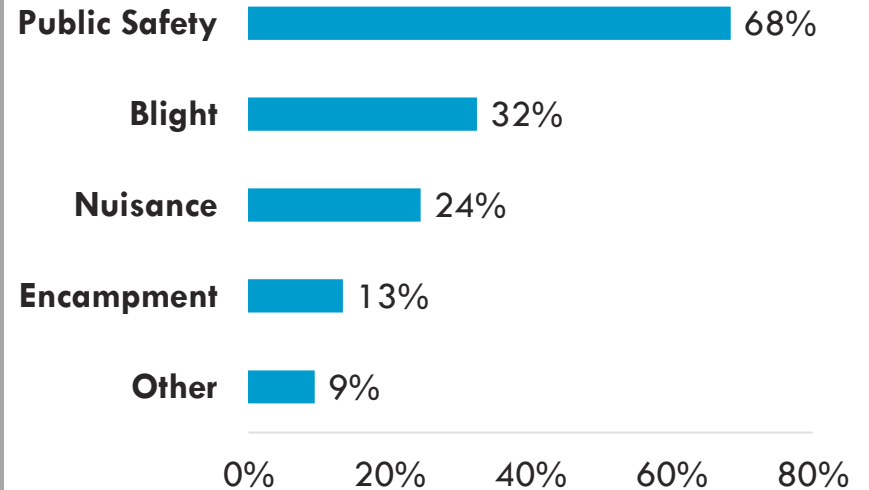
## CRO Projects, all Areas and Beats

Total Projects: 275

Average Projects per Area:  
55

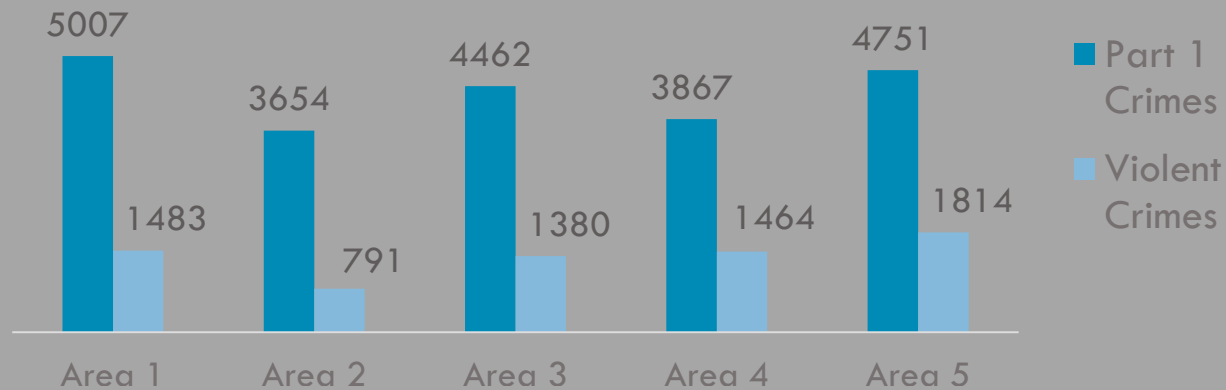
Average Projects per  
Beat: 8

## CRO Projects, by Category

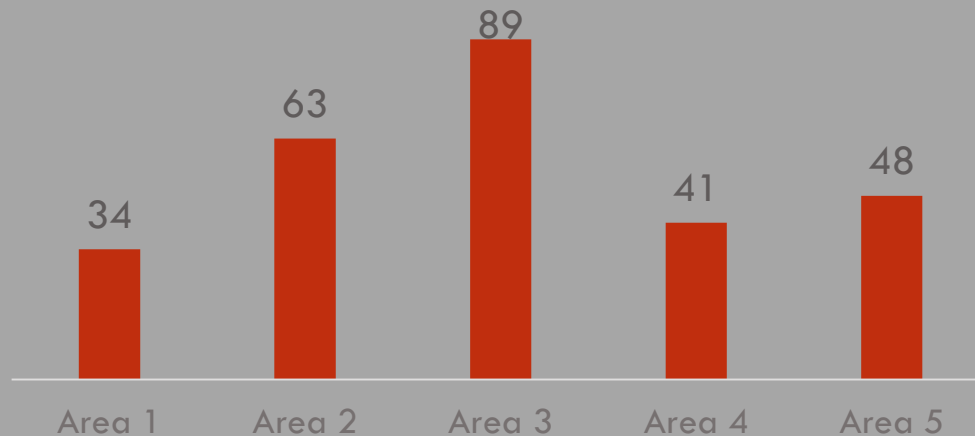


# CRO Projects and Crime in Oakland

### Crime in Oakland, by Area January 2018 – June 2019



### CRO Projects, by Area January 2018 – June 2019

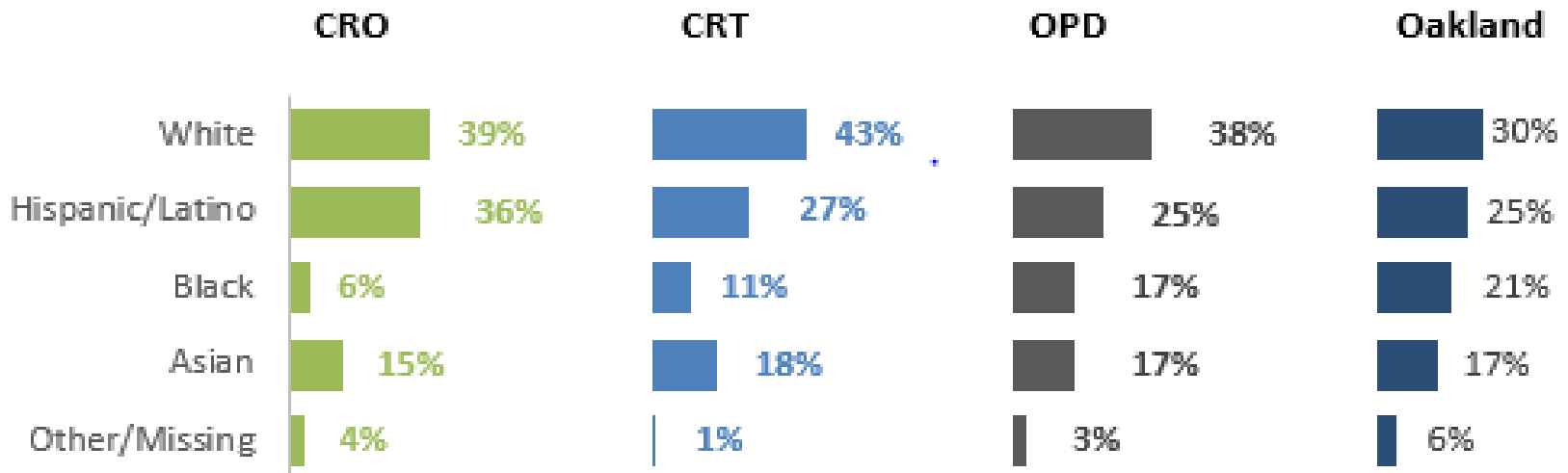




# Finding 8. Racial/Ethnic Composition

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

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



26

# Recommendations

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27

## **Recommendation 1**

Conduct a staffing study to assess appropriate OPD staffing levels.

## **Recommendation 2**

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

# Recommendations

28

## **Recommendation 3**

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

## **Recommendation 4**

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

# Recommendations

29

## **Recommendation 5**

Continue to explore opportunities to measure CRT activities.

## **Recommendation 6**

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

## Next Steps

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

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# THANK YOU!

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