

SAFETY AND SERVICES OVERSIGHT COMMISSION

Regular Meeting

SSOC created by the Public Safety and Services Violence Prevention Act of 2014

AGENDA

Monday, November 25, 2019

6:30-9:00 pm - Hearing Room 1

1 Frank H. Ogawa Plaza, Oakland, CA 94612

Oversight Commission Members:

*Chairperson: Kevin McPherson (D-7), Jody Nunez (D-1), Dayna Rose (D-2),
Rev. Curtis Flemming, Sr. (D-3), Edwillis Wright (D-4), Nikki Uyen T. Dinh (D-5),
Vice Chair: Carlotta Brown (D-6), Jo Robinson (Mayoral), Letitia Henderson Watts (At-Large)*

PUBLIC COMMENT: The Oversight Commission welcomes you to its meetings and your interest is appreciated.

- ✓ If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.
- ✓ If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- ✓ If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the Oversight Commission's jurisdictions may be addressed. Time limitations shall be at the discretion of the Chair.

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30 pm	AD	
2. Roll Call	5 Minutes	AD	
3. Agenda Approval	5 Minutes	AD	
4. Open Forum	15 Minutes	I	
5. Approval of Minutes from September 23, 2019	5 Minutes	AD	Attachment 1
6. Introduction of new Commissioner Jo Robinson	5 Minutes	I	
7. RDA 2019 OPD Measure Z Annual Evaluation – Preliminary Findings	30 minutes	A	Attachment 2
8. OPD Reports on: a) Accountability of CRO and CRTs roles b) Status of the CRO/CRT Job Description Document c) Report on Personnel Costs from Q3 Expenditure Report	20 Minutes	A	
9. 4 th Quarter Expenditure Reports: a) Oakland Unite	20 Minutes	I	Attachment 3
10. Status of the Ad Hoc Committee for SSOC and City Council 2020 Joint Meeting	15 Minutes	I	
11. Nominations for 2020 Chair and Vice Chair	15 Minutes	A	
12. Proposed Change to the SSOC 2019 Meeting Calendar	10 Minutes	A	Attachment 4
13. Schedule Planning and Pending Agenda Items a) SSOC/Council Joint Meeting 2020	10 Minutes	I	
14. Adjournment	1 Minute	A	

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

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING MINUTES
Monday, September 23, 2019
6:30pm-9:00 pm
1 Frank Ogawa Plaza, Oakland, CA 94612
Hearing Room 1

ITEM 1: CALL TO ORDER

The meeting was called to order at 6:31 pm by Chairperson Kevin McPherson

ITEM 2: ROLL CALL –

Present: Chairperson Kevin McPherson
Commissioner Jody Nunez
Commissioner Dayna Rose
Commissioner Curtis Flemming
Commissioner Edwillis Wright

Excused: Commissioner Letitia Henderson Watts, Commissioner Carlotta Brown
Commissioner Nikki Uyen T. Dinh

ITEM 3: AGENDA APPROVAL

A motion to approve the agenda was made by Commissioner Nunez and seconded by Commissioner Rose; item approved by common consent.

No public speakers

ITEM 4: OPEN FORUM – 2 minutes each

1 Public Speaker

ITEM 5: APPROVAL OF MINUTES FROM Approval of Minutes from July 22, 2019

Commissioner Rose motioned to approve both items; seconded by Commissioner Wright; items approved by common consent

No speakers

ITEM 6: INTRODUCTION - CHIEF OF VIOLENCE PREVENTION, GUILLERMO CESPEDES

Chief Cespedes provided an overview of his career and received a welcome from the Commissioners.

1 Pubic Speaker

ITEM 7: OAKLAND UNITE 2018-2019 MEASURE Z Q3 REPORT

Peter Kim, from Oakland Unite provided a verbal report of the Expenditure report from the 3rd Quarter of FY2018-2019. Announced that Josie Halpern Finnerty has left the Oakland Unite team.

A motion to Accept and Approve the report was made by Commissioner Fleming, seconded by Commission Nunez

1 public speaker

ITEM 8: OPD 2018-2019 MEASURE Z Q3 REPORT

Shameka Shavies – Acting Fiscal Manager provided a verbal report of the Expenditure report from the 3rd Quarter of FY2018-2019.

Requests for additional information was requested by the Commissioners

1. What was the specific work/ activities done by OPD personnel noted to further Violence Reduction?
2. Any reportable outcomes based on the specific activity
3. Requested OPD to attend the meeting to answer questions.
4. Rental vehicles, training
5. Training reflective of Measure Z
6. Amount of dollars spent be linked to outcome measured by the Evaluation Services.
7. Number of hours spent on actual CRO/CRT activities.

Commissioners are anticipating the upcoming Evaluation Report from RDA that will include the results of the pilot Time Study.

Item is continued to the October 28th meeting with a request for OPD to return with the requested information. All approved.

2 public speakers

ITEM 9: STATUS OF AN AD HOC COMMITTEE – 2020 SSOC JOINT MEETING

The Chairperson established an Ad Hoc Committee consisting of Commissioner's Brown, Rose and Nunez who volunteered for the Committee to work on the 2020 SSOC Joint Meeting. Item was continued to the 9-23-18 meeting to have an additional Commissioner join. Commissioner Wright will join the committee and a meeting will be scheduled in advance of the next SSOC meeting and a report on their progress will be presented to the Commission at the October 28th meeting.

No public speakers.

ITEM 10: Schedule Planning and Pending Agenda Items

Commission asked to provide volunteers to the Task Force request from Jose Dorado. Chair will contact Mr. Dorado with the Commissioner's – Rose and Wright who will serve on the task force.

OFD, OPD and Oakland Unite FY 2018-2019 Q4 Reports will be presented at the October 28, 2019 meeting

Process for SSOC involvement in HSD Grantees, Periodic Site Visits, Oakland Unite will include the SSOC in their upcoming 2020 Site visits. OU will set the schedule and Commissioner can attend the site visits based on their availability. OU will provide the schedule in early 2020.

Chair and Vice meeting with OPD on accountability of CRO and CRTs roles – Staff will work with to return to present information after the results of the Time Study Evaluation has been completed.

Update on SRO/CRT document – Status of the document is pending, has not been approved by the Police Commission. No definitive answer on progress.

Commission requested that all OPD items be scheduled for discussion at the October meeting.

ITEM 11: Adjournment

Motion to adjourn made by Commissioner McPherson
Adjournment by common consent at approximately 7:31pm

MEMORANDUM

TO: Public Safety and Services Oversight Commission (SSOC)
FROM: Tonya Gilmore, City Administrator's Office
DATE: November 19, 2019
SUBJECT: Research Development Associates Year 3 Evaluation –
Oakland Measure Z Policing Services

SUMMARY AND BACKGROUND:

The 2019 Year 3 Evaluation Report from Resource Development Associates (RDA) presents findings from the third annual evaluation of Measure Z-related OPD activities. The first evaluation, conducted in 2017 focused primarily on the progress made by OPD in the implementation of Measure Z activities and OPD's ongoing challenges with staff retention, concerns about internal and external awareness of OPD's community policing efforts, and unclear departmental expectations around the role of Community Resource Officers (CROs) and Crime Reduction Team (CRTs).

Building on these findings, the 2018 evaluation focused on the roles of and expectations of CROs and CRTs to achieve Measure Z objectives. The RDA evaluation team identified significant efforts by CROs to build community relationships and trust through CRO projects; strong collaboration between CROs and CRTs within areas; and the use of intelligence-led, geographic, and community-oriented policing approaches to address violent crime. Challenges with officer morale and retention as well as limitations in the availability of data hampered efforts to provide detailed information about the activities CROs and CRTs engaged in that may have contributed progress towards Measure Z goals.

This year, RDA utilized a mixed-methods evaluation design comprised of the following data sources; OPD crime statistics; beat project details from OPD's SARANet database; turnover and retention data co-developed by RDA and OPD. In addition, a pilot time study was co-developed by RDA and OPD. The evaluation findings by RDA are in detailed in the attached report.

NEXT STEPS:

The report is presented for discussion by Commission members, after which it will be presented to the Public Safety Committee of City Council.

ATTACHMENTS:

Attachment A: RDA - Oakland Measure Z Policing Services –
2019 Annual Evaluation – Preliminary Findings Report

Oakland Measure Z Policing Services

2019 Annual Evaluation – Preliminary Findings



Prepared by:

Resource Development Associates

November 25, 2019





Oakland Measure Z Policing Services

2019 Annual Evaluation – Preliminary Findings

This report was developed by Resource Development Associates under contract with Oakland City Administrator’s Office.
Resource Development Associates, 2019

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.



Executive Summary

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 annual evaluations of Oakland Police Department's (OPD's) Measure Z activities in relation to the legislation's objectives and the larger violence prevention and intervention goals of the City.

This report presents findings from RDA's third annual evaluation of Measure Z-related OPD activities. The first evaluation RDA conducted in 2017 focused primarily on the progress made by OPD in the implementation of Measure Z activities, highlighting their commitment to the goals and objectives of Measure Z. The 2017 report also identified OPD's ongoing challenges with staff retention, concerns about internal and external awareness of OPD's community policing efforts, and unclear departmental expectations around the role of Community Resource Officers (CROs) and Crime Reduction Team (CRTs).

Building on these findings, RDA's 2018 evaluation focused on the roles of and expectations of CROs and CRTs to achieve Measure Z objectives. The RDA evaluation team identified significant efforts by CROs to build community relationships and trust through CRO projects; strong collaboration between CROs and CRTs within areas; and the use of intelligence-led, geographic, and community-oriented policing approaches to address violent crime. Challenges with officer morale and retention as well as limitations in the availability of data hampered efforts to provide detailed information about the activities CROs and CRTs engaged in that may have contributed progress towards Measure Z goals.

This year, RDA utilized a mixed-methods evaluation design comprised of the following data sources to respond to the three evaluation questions listed below: OPD crime statistics; beat project details from OPD's SARAnet database; turnover and retention data co-developed by RDA and OPD; a pilot time study also co-developed by RDA and OPD; focus groups; interviews; and neighborhood meeting observations.

1. What are CRT and CRO staffing levels? Do CRT and CRO staffing levels support Measure Z objectives?
2. What activities do CRO and CRT officers engage in? How do CRO and CRT activities correspond to Measure Z objectives?
3. How have crime trends in Oakland changed over time and how do these trends correspond to Measure Z activities?

The evaluation findings drawn from our evaluation activities are as follows:



Finding 1. OPD staffing exceeds the minimum specified in Measure Z but is below the authorized staffing level.

As of June 2019, OPD employed 749 sworn officers. This exceeds the minimum of 678 officers specified by the Measure Z legislation. However, there are fewer sworn officers per citizen in Oakland (one sworn officer per 573 citizens) than the national average (one sworn officer per 417 citizens). In addition, the rate of Part 1 Violent Crimes per Officer in Oakland, at about 7.5 violent crimes per officer, is the highest among the top 50 cities across the U.S. OPD is authorized for 792 sworn positions, and the approximate 5% vacancy rate across the Department contributes to the staffing tensions that OPD manages as it executes the prescribed objectives of Measure Z.

Finding 2. OPD's staffing issues are a barrier to keeping CRO and CRT positions filled and CRO and CRT officers focused on Measure Z priorities.

As noted above, OPD has an approximate 5% vacancy rate of its 792 authorized capacity for sworn officers. The staffing shortage impacts the Department broadly in its ability to maintain staffing of Measure Z-funded positions, to retain and recruit CRO/CRT officers, and to ensure that CRO and CRT officers' time is focused on Measure Z priorities.

Finding 3. Measure Z retains high-level support from OPD Leadership.

There is broad support for Measure Z and the roles of the CROs and CRTs from OPD Leadership. Leadership understands the key role of community policing in meeting public safety objectives. This support was apparent in prior evaluations and has been sustained over time.

Finding 4. CRO staffing is a clear OPD priority.

OPD maintained a steady staffing rate of 96% for CRO positions between January 1, 2016 through June 30, 2019, with only 1% of the positions vacant. OPD Leadership repeatedly stressed the importance of keeping these positions filled during the interviews conducted by the RDA evaluation team.

Finding 5. CRT vacancies are modest yet consistent in nature.

Between January 1, 2016 and June 30, 2019, CRT positions were staffed 84% of the time. The unfilled positions for the period included vacancy (9%), CRT officer loan (5%), and Leave (2%). There was at least one CRT vacancy for most of the weeks (93%) explored.



Finding 6. CROs and CRTs have an average tenure of two years.

CROs and CRTs have an average of two years in their positions, which may cause challenges in the development of position-specific skills and knowledge of community. 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.

Finding 7. CRO and CRT activities are aligned with the stated objectives of Measure Z, both directly and indirectly.

Both the pilot time study and qualitative data collected suggested that both CRTs and CROs utilize intelligence-led policing and geographic policing strategies to achieve Measure Z objectives. Furthermore, CRO projects address a variety of issues, including quality of life, public safety, and community relationship building. CROs and CRTs successfully pool staff, resources, and expertise within their areas to support the Measure Z objectives.

Finding 8. The racial composition of CROs and CRTs vary by sub-group.

Representation of Asian officers among the CRO and CRT cadres mirror that of OPD and the City. The proportion of White and Hispanic/Latino officers is higher among the CRO and CRT officers compared to their respective OPD and citywide compositions. The most notable difference in parity is among Black officers, where the representation of CRO and CRT officers falls below both the OPD and the citywide representation.

Finding 9. Nascent data sources specific to CRO and CRT activities should be interpreted with caution; improvements have been made to monitor and refine this component of the evaluation.

The evaluation team had access to some limited pilot data about CRO and CRT activities to investigate the extent to which OPD is reasonably implementing the services aligned to Measure Z objectives. However, the limited scope of the pilot and data shortcomings limit the conclusions that can be drawn from the pilot. The pilot will be refined for next year's evaluation.



Table of Contents

Executive Summary.....	ii
I. Introduction	1
Background and Measure Z Objectives	2
Goals and Strategies of Measure Z	2
II. Evaluation Design and Methodology	5
Data Sources	5
III. OPD Staffing and Impacts on Measure Z Objectives	9
CRO and CRT Staffing Capacity	9
CRO and CRT Experience and Turnover	11
CRO and CRT Loan.....	14
CRO and CRT Unit Coordination.....	15
IV. CRO and CRT Officer Activities.....	16
CRO and CRT Activities.....	17
CRO Projects.....	18
V. Crime in Oakland	19
VI. Findings.....	20
Appendix A. Area Fact Sheets.....	23
Appendix B. Pilot Time Study Data Collection Tool	34



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 annual evaluations of Oakland Police Department’s Measure Z activities in relation to the legislation’s objectives and the larger violence prevention and intervention goals of the City.

The purpose of the evaluation 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 2019 Evaluation Report

I. Introduction & Measure Z	The purpose of the evaluation, along with a summary of the legislation, 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 brief summary of the prior Year 1 and Year 2 Measure Z evaluations.
III. OPD Staffing & Measure Z Objectives	Discussion of OPD staffing, CRO and CRT staffing, personnel retention and turnover, and the impacts of these factors on Measure Z objectives.
IV. CRO & CRT Officer Activities	The results of a pilot time study introduced during the current evaluation cycle to better understand whether CRO and CRT activities support Measure Z objectives.
V. Oakland Crime Trends	A summary of Oakland crime statistics.
VI. Summary of Key Findings	Discussion of key findings drawn from this evaluation.



Background and Measure Z Objectives

The **Measure Y Violence Prevention and Public Safety Act of 2004** provided funding over a 10-year period to support community policing and other violence prevention services in Oakland. The key objectives of this legislation included hiring neighborhood beat officers dedicated to individual police beats; providing additional officers to support school safety, domestic violence, and child abuse intervention; and funding crime reduction teams to focus on intelligence-led policing. Other violence prevention services funded through the legislation included youth outreach counselors, after- and in-school programming for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training.

Goals and Strategies of Measure Z

Measure Z legislation 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. 2) Improve police and fire emergency 911 response times and other police services. 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.	Using <i>intelligence-led policing</i> through Crime Reduction Teams (CRTs)	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.
	Engaging Community Resource Officers (CROs) in <i>problem-solving projects</i>	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.
	Preventing domestic violence and child abuse	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.
	Sustaining and strengthening Ceasefire	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.



Key Terms

Throughout this report, there are frequent references to the terms and acronyms in the table below.

Table 2. Definitions

Ceasefire	Oakland’s Operation Ceasefire strategy is a violence reduction strategy coordinating law enforcement, social services, and the community. The major goal is to reduce gang/ group-related homicides and shootings. Ceasefire seeks to combine the community, social services, and strategic law enforcement to reduce gun violence.
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.
CRO Projects	CRO Projects, based on the SARA (Scanning, Analysis, Response, and Assessment) model, are proactive problem-solving efforts to prevent crime before it occurs by identifying and addressing 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 implemented by OPD. CROs record information and details about their project activities in a database called SARAnet.
Flex Schedule	Measure Z provides OPD the flexibility to deploy CROs and CRTs as needed which sometimes requires a temporary change of schedule.
Intelligence-Led Policing	A law enforcement approach combining problem-solving policing, information sharing, and police accountability, with enhanced intelligence operations.
Measure Z	The Public Safety and Services Violence Prevention Act of 2014.
Measure Z-funded Officers	Measure Z-funded officers refers to Community Resource Officers (CROs) and Crime Reduction Team (CRT) officers.
Neighborhood Councils	Neighborhood Councils are a citywide and neighborhood-specific community policing effort that allows assigned CROs to meet regularly with local community members to hear residents’ concerns and solve problems that can lead to crime.



Part 1 Offenses¹	Murder, assault with a firearm, rape, robbery, and burglary.
Part 2 Offenses	Simple assault, curfew offenses and loitering, embezzlement, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, runaways, sex offenses, stolen property, vandalism, vagrancy, public drunkenness, and weapons offenses.
Patrol Area	Oakland Police Department has subdivided the city into 5 “areas” called patrol areas. Patrol areas are different from the City Council Districts.
Patrol Beat	Each patrol area is broken down into smaller areas called patrol beats. There are 35 patrol beats in Oakland, and each beat requires a CRO assignment.
SARAnet Database	The SARAnet (Scanning, Analysis, Response, and Assessment) Database is a web-based data collection and reporting tool used to capture CRO projects and activities in support of OPD’s community policing efforts.
Special Resource Section (SRS)	Special Resource Section consists of CROs and CRTs in each patrol area.

¹ Part 1 and Part 2 crime definitions are used by OPD, the Department of Justice, the Federal Bureau of Investigation, and most police departments throughout the nation.



II. Evaluation Design and Methodology

This report presents findings from RDA’s third annual evaluation of Measure Z-related OPD activities. The first evaluation RDA conducted in 2017 focused primarily on the progress made by OPD in the implementation of Measure Z activities, highlighting their commitment to the goals and objectives of Measure Z. The 2017 report also identified OPD’s ongoing challenges with 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.

Building on these findings, RDA’s 2018 evaluation focused on the roles and expectations of CROs and CRTs to achieve Measure Z objectives. The RDA evaluation team identified significant efforts by CROs to build community relationships and trust through CRO projects; strong collaboration between CROs and CRTs within areas; and the use of intelligence-led, geographic, and community-oriented policing approaches to address violent crime. Challenges with officer morale and retention as well as limitations in the availability of data hampered efforts to provide detailed information about the activities CROs and CRTs engaged in that may have contributed progress towards Measure Z goals.

The current evaluation addresses questions raised in prior evaluations by collecting data from new sources that were previously unavailable, as well as analyzing updated data from existing sources. We drew from updated reported crime data, CRO project data from the SARAnet database, retention and turnover data collected from personnel records, and a pilot time study analysis of CRO and CRT officer activities to respond to the evaluation questions below (Table 3).

Table 3. Evaluation Questions, 2019 Measure Z Evaluation

Question 1	What are CRT and CRO staffing levels? Do CRT and CRO staffing levels support Measure Z objectives?
Question 2	What activities do CRO and CRT officers engage in? How do CRO and CRT activities correspond to Measure Z objective?
Question 3	How have crime trends in Oakland changed over time and how do these trends correspond to Measure Z activities?

Data Sources

RDA utilized a mixed-methods evaluation design, comprised of the data sources described in this section. Qualitative data collection was used to provide insight into Measure Z implementation and outcomes and to triangulate findings with quantitative data.

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 includes: homicide, aggravated assault, rape, and robbery. Weekly crime reports from January 2018 through June 2019 were analyzed to identify the total number of Part 1 and 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.

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 and closed, 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 4. Projects may be assigned multiple project types and categories.

Table 4. 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, Protest
	Traffic	Stop Sign, Speeding, Crosswalk, Skateboarding
	Prostitution	Prostitution, Brothel
	Other Crime	Suspicious Activity, Illegal Business, Sex Offender Registry
Other	Other	Neighborhood Watch, Calls for Service, Probation Compliance, Mentoring, Training, Reading

Data were collected for all projects that were open as of January 2018 and all new projects opened between January 2018 and July 2019. These data were used to examine the number and types of projects



CRO officers worked on during that time as well as time to completion. Data were evaluated at the department, area, and beat level.

RDA identified a number of open projects for which no completion date was available. Based on standard practice for CRO project closure, any project open for more than two years was assumed to be complete. As a result, fourteen projects that were open for more than two years prior to January 2018 with no close date were dropped from the analysis. An additional 32 projects did not indicate project close dates, and remained open more than two years over the course of the analysis period. These additional 32 projects are included as closed in this analysis, but were not used in the calculation of time to project completion.

Turnover and Retention Analysis. Qualitative data collection from the 2018 evaluation indicated a number of challenges in attaining Measure Z objectives related to OPD staffing as well as retention and turnover of CRO and CRT staff. However, quantitative data were not available at that time to examine these qualitative findings. As part of the 2019 evaluation, RDA worked with OPD to collect data on the dates CRO and CRT officers began their assignments, the dates they started with OPD, and weekly data indicating if each officer was active in their assigned beat. Weekly data also included an indication if 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 analyze the extent to which CRO and CRT officers carried out their intended assignments. These data were also used to identify officer demographic characteristics for comparison with the area and beats they served.

RDA also reviewed OPD staffing reports that summarize department staffing levels, including new hires and officers leaving OPD. These data were used to identify department-wide staffing trends and their potential relationships with Measure Z objectives.

Pilot Time Study. RDA worked with OPD to develop a pilot time study to examine the types of activities CRO and CRT officers engage in over the course of a particular week. This study was designed both to provide preliminary data for the 2019 evaluation and to provide a trial run prior to potential full implementation as part of the 2020 evaluation.

Over the course of one week between August 19 and August 23, CROs, CRTs, and their sergeants were asked to complete a data collection sheet indicating the following:

- Activity start time
- Activity end time
- Activity Location
- Activity description(s)
- Measure Z objective(s)
- Internal/external collaboration

Additional details are available in the data collection tool and officer guidance provided in Appendix B. Officers and sergeants were asked to complete a data collection sheet for each activity they worked on



throughout the week. These data were collected, entered, and analyzed by the RDA team. These data were used to identify the amount of time officers devoted to each type of activity and Measure Z objective, and to determine the amount of time CROs and CRTs spent within their assigned area or beat.

Focus Groups and Interviews. RDA conducted a total of three focus groups comprised of ten CROs, ten CRTs, and nine sergeants² in September 2019 to learn more about the day-to-day operations of CROs and CRTs and their direct supervisors. The information obtained through focus groups is presented throughout this document to provide qualitative dimensions to the other data sources described above. RDA's focus group protocol provided an opportunity for officers to share information about their individual motivations for seeking a CRO/CRT position, the extent to which their activities contribute to Measure Z objectives, the nature of the collaboration between CROs and CRTs, as well as their perceived challenges in the greater context of contributing to the reduction of crime across Oakland.

Leadership Interviews. RDA conducted five individual interviews with OPD leadership staff to provide insight into facilitators and barriers in Measure Z implementation, OPD priorities, and specific details related to findings from the 2017 and 2018 evaluations. Leadership interviews ranged from the Assistant Chief to lieutenant levels.

Neighborhood Meeting Observations. Members of the RDA research team attended and observed two Neighborhood Crime Prevention Council (NCPC) meetings. Using an observation data collection tool, observers documented environmental details, OPD and public attendance, topics and nature of discussion, and progress towards Measure Z objectives.

² During the sergeant focus group, representatives from one area were not available. A follow-up focus group with these individuals was conducted on a later date.

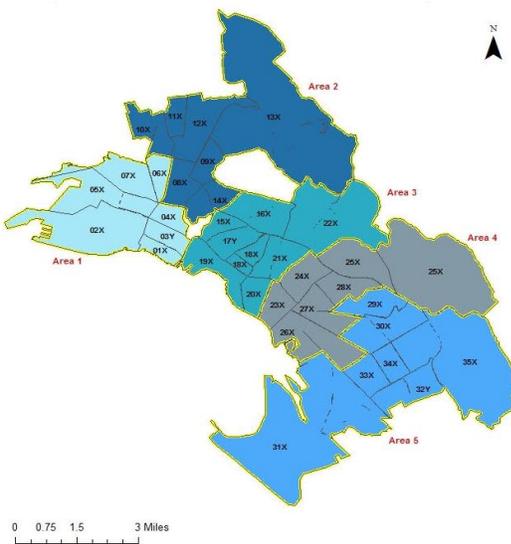


III. OPD Staffing and Impacts on Measure Z Objectives

As of June 2019,³OPD employed 749 sworn officers. This exceeds the minimum of 678 officers specified by the Measure Z legislation. However, there are fewer sworn officers per citizen in Oakland (one sworn officer per 573 citizens) than the national average (one sworn officer per 417 citizens).⁴ In addition, the rate of Part 1 Violent Crimes per Officer in Oakland, at about 7.5 violent crimes per officer, is the highest among the top 50 cities across the U.S.⁵ OPD is authorized for 792 sworn positions,⁶ and the approximate 5% vacancy rate across the Department contributes to the staffing tensions that OPD manages as it executes the prescribed objectives of Measure Z.

CRO and CRT Staffing Capacity

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.

OPD serves an area of 78 square miles with a racially and ethnically diverse population of approximately 429,000.⁷ Oakland consists of 35 police beats across five police areas as shown in Figure 2. 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

³ Monthly Staffing Report - August 2019

⁴ Federal Bureau of Investigation. (2017). 2017 Crime in the United States.

⁵ *Crime Analysis: Number of UCR Part 1 Violent Crimes per Officer – 2018*, Oakland Police Department Crime Analysis Section

⁶ Oakland Police Department Approved Fiscal Year 2018-19 Budget

⁷ U.S. Census Bureau. (2018). QuickFacts Oakland City, California.



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.

OPD Leadership expressed that the Department continues to experience challenges hiring and graduating a sufficient number of officers in the Oakland Police Department Academy to accommodate vacancies left by attrition, particularly retirement. Monthly staffing reports indicate that OPD staffing has plateaued, increasing by only five officers since 2017. The frequency of significant events such as music festivals, sporting events, and protests create high demands for patrol officer resources. To ensure timely response to emergency calls for service and other public safety concerns, OPD prioritizes staffing patrol officer positions before staffing specialized units such as the CROs and CRTs. **As such, there are a limited number of OPD officers available to fill vacancies in these units, particularly CRTs.**

Figure 3. Weekly CRT Assignments
(January 2016 – May 2019)

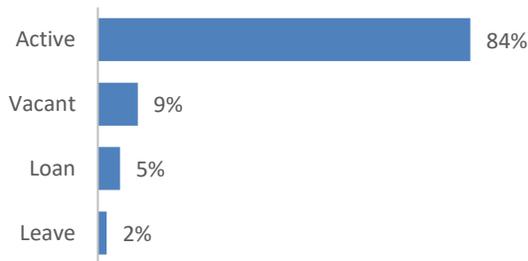
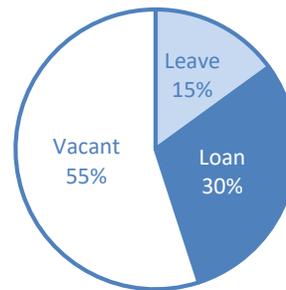


Figure 4. Reasons CRTs Not Assigned
(January 2016 – May 2019)



On average, OPD has maintained 33 CRT officers at a given time. Figure 3 illustrates the percentage of time between January 2016 and May 2019 for which the 40 CRT positions were filled with an officer that was available in the position 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. On average, 9% of CRT positions were vacant, indicating that no officer had been assigned to that position. While a small percentage, this is a persistent issue with 93% of the weeks during this time period having at least one CRT position vacant. When CRTs positions were not filled, the primary reason was vacancy (55%), as shown in Figure 4.

Figure 5. Weekly CRO Assignments
(January 2016 – May 2019)

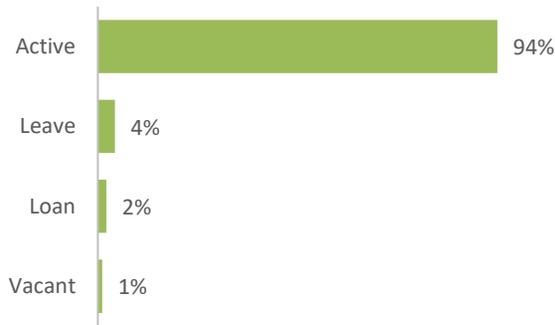
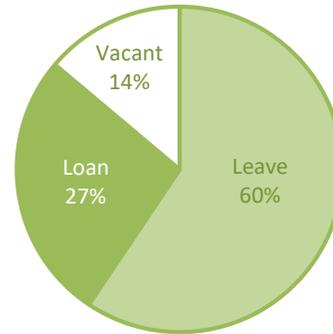


Figure 6. Reasons CROs Not Assigned
(January 2016 – May 2019)



While OPD has experienced challenges staffing the CRT position, the Department prioritizes filling all CRO positions to ensure that CROs are available for each beat. CROs play a critical role in achieving both OPD and Measure Z specific objectives. To accomplish these objectives, OPD strives to ensure that all OPD beats maintain an assigned and available CRO to:

- build positive relationships and trust with the communities they serve;
- develop a deep understanding of the beat and its crime and quality of life issues; and,
- to provide a consistent and accessible representative to hear and respond to citizen concerns.

“You want CROs to be at the forefront of creating relationships with the community and having dialogue with people who don’t traditionally trust law enforcement, in a problem-solving way.”

-OPD Leadership

As shown in Figure 5, OPD maintained an average of 94% of their capacity of CROs actively assigned in their beats over the course of the study period. On average, only 1% of CRO positions were unassigned because the position was vacant.

When CROs were not active in a beat, the primary reason was personal leave (60%) as shown in Figure 6.

CRO and CRT Experience and Turnover

A key contributor to vacancies in the CRO and CRT positions is officer turnover in which officers leave the Department or are permanently reassigned to other units. **CROs and CRTs have an average of two years in their positions, which may cause challenges in the development of position-specific skills and knowledge of community.** Prior RDA evaluations of Measure Z implementation consistently identified challenges with turnover of CRO and CRT officers. Both the CRO and CRT positions require the



development of specialized skills and a deep knowledge of the area and beat, which can only be gained through experience. Figure 7 and Figure 8 illustrate the average tenure of CRO or CRT in years for those who have left that position (exited) and those who were in the position as of the end of the study period (active).

Figure 7. Officer Tenure in CRT Position
(January 2016 – May 2019)

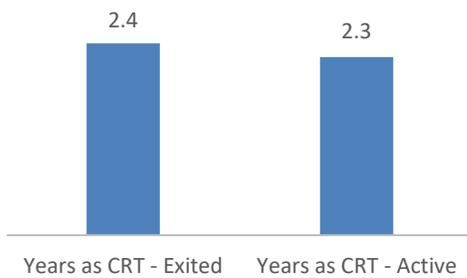


Figure 8. Officer Tenure in CRO Position
(January 2016 – May 2019)



Information about the demands of the CRO and CRT roles gathered through interviews with OPD Leadership suggest two years as the minimum amount of time necessary for an officer to develop a thorough understanding of the CRO/CRT role and the community. Both CROs and CRTs have an average tenure of approximately two years in their roles. Factors that contribute to shorter tenures range from individual work preferences to officers’ broader career trajectory with OPD. For example, officers with families and young children may prefer more stable schedules, despite receiving additional compensation for flex scheduling that demands longer shifts more frequently. OPD Leadership also indicated that a challenge with the CRO/CRT position is the inability to mandate a minimum amount of time that an officer must commit to the position prior to requesting reassignment. The underlying reasons why officers pursue the CRO/CRT role vary; for some the role is perceived as a planned career ladder while for others it is perceived as limiting.

“[I]f you have a family and you are flexed to work more hours than you anticipated for, you then end up having to call the day care and plan accordingly”

-CRT Focus Group Participant

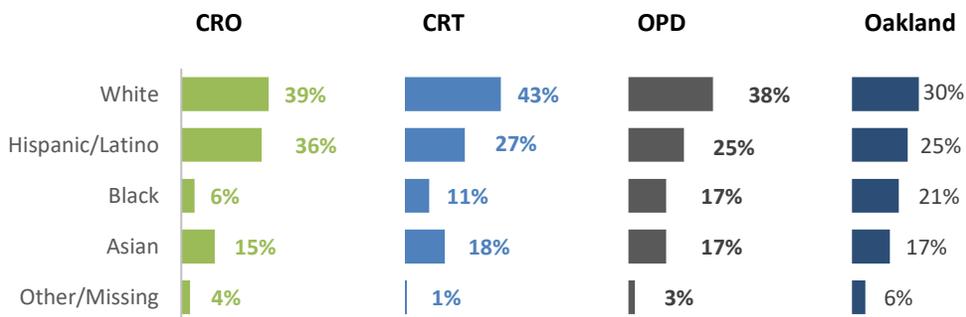
Focus group and interview participants foreshadow other possible positive aspects of CRO and CRT positions that might be underrepresented in our analysis of staff recruitment and retention that warrants a more formal process to understand. For example, one CRT shared that professional development is one way to counter the known stressors of the position: *“One of the positives is that we get extra training once a month and workouts which is definitely an incentive over patrol ... CRTs get to do trainings—hence outweighing the pros to meet the cons.”*



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.

CRO and CRT officers rely on relationships across the community to effectively serve Oakland’s racially and ethnically diverse population. In addition to time in the community fostered by long tenures within a given beat or area, relationships with the community can be improved through ensuring a police force that is representative of the population. Figure 9 below depicts the racial composition of CRO and CRT officers compared to the Department at large, and to citywide averages. Representation of Asian officers among the CRO and CRT cadres mirror that of OPD and the City. The proportion of White and Hispanic/Latino officers is higher among the CRO and CRT officers compared to their respective OPD and citywide compositions. The most notable difference in parity is among Black officers, where the representation of CRO and CRT officers falls below both the OPD and the citywide representation.

Figure 9. Racial and Ethnic Make Up of Officers Compared to Oakland⁸



⁸ OPD Demographic information drawn from:
<http://www2.oaklandnet.com/oakca1/groups/police/documents/report/oak071502.pdf>



CRO and CRT Reassignments

Because of patrol staffing limitations, **OPD staff at all levels indicated that the Department relies heavily on assigned CROs and CRTs to step in and support OPD objectives, even when those objectives do not necessarily align with their roles and responsibilities as specified in the Measure Z legislation.** According to one person RDA interviewed from OPD Leadership, the unpredictable nature of urgent staffing calls exasperates known staff shortages: *“It is just tough. I think resources are a big component of it. Something could pop up at any second. Not just CROs and CRTs are impacted.”*

Because CROs and CRTs have flex schedules,⁹ they are utilized to support activities such as Ceasefire Operations, Sideshow activity, and protests when sufficient numbers of patrol 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.¹⁰

As shown in Figure 3 and Figure 5 in the previous section, CRO and CRTs officers on average spent only two to five percent of their time on loan to another unit. Although officers may be asked to support additional OPD activities and objectives while not officially loaned to another unit, OPD Leadership indicated that within the last year, the Department has begun to incorporate different internal strategies to keep CROs and CRTs on assignment: *“For the most part folks want to work CRO, CRT. It’s bringing prestige [...] CRT and CRO don’t always have to be the “go-to crew.” There are ways to bump up manpower without going to them. We have a big event this weekend. Thankfully we didn’t switch their days. We have a mandatory team, 8 or 9 teams for sideshows. Why can’t we have the same number of teams for events that are coming up instead of saying all the CROs and CRTs are going to work it? This year we have the mandatory teams to work the sideshows, and my guys love it. We’ve passed that burden on to [the rest of the Department].”*

“[CROs] have a role in if they hear a Priority 1 call in which there is a crime in progress and patrol is occupied, my expectation is that they will break from what they are doing to help. We all have the same patch on our shoulder.”

-OPD Leadership

⁹ Flex schedules allow OPD to temporarily change officer schedules, including the days and times of work. Officers with flex schedules receive additional compensation.

¹⁰ CROs and CRTs can be assigned to support other OPD objectives and activities as described here without being placed on loan to another unit. As such, these officers are reflected as “Active” in Figure 3.



CRO and CRT Unit Coordination

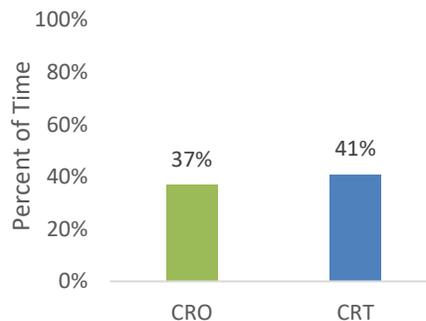
OPD Leadership indicated that vacant positions and requirements to support other OPD efforts impacts the ability of officers to do their assigned CRO/CRT jobs, particularly long-term investigations, and their ability to maintain a presence for lasting impact on intervention efforts. In addition, sergeants provide support to their CRO and CRT officers in the field to offset these staff vacancies and absences, decreasing their time available to provide effective supervision. To address these challenges, SRS units – which consist of the CRO and CRT units – work together as an effective team to maximize their impact on violent crime and their ability to address Measure Z objectives.

“CROs, CRTs, they make things work around there. They’re the backbone. They do it all. They know who people are and what is happening in their area.”

-OPD Leadership

CROs and CRTs successfully pool staff, resources, and expertise within their areas to support the Measure Z objectives. CROs and CRTs within each area work together coordinating activities, sharing intelligence, and utilizing specialized knowledge and skills to maximize impacts on violent crime reduction objectives. Both CROs and CRTs expressed a strong sense of collaboration and coordination within their areas. Figure 10 illustrates the percentage of time CRO and CRT officers spent collaborating with other members of the SRS in their area during the week of the pilot time study. CROs and CRTs spent approximately 40% of their time working together with one or more SRS officers.

Figure 10. Percent of CRO/CRT Time Spent in Collaboration with Area SRS, Based on Time Study Results



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. Both CROs and CRTs identified that they frequently collaborate with others outside of their area to address factors that impact crime within their area. CROs and CRTs build and utilize relationships with these external resources to support investigations, operations, and actions to address CRO and CRT projects. Results of the pilot time study indicated that 13% of CRO time and 20% of CRT time is spent in collaboration with external units, departments, or agencies.

CROs cited coordination with OPD's Traffic Division and Oakland's Public Works Department to address quality of life and code enforcement concerns identified by community members as well. During observations of neighborhood committee meetings, CROs recommended that citizens contact Oakland's 311 system to report quality of life issues and concerns and provided contact information for city departments. CROs also recommended that citizens identify such issues to the CROs, who can help to coordinate the resolution of community problems that affect public safety.

CRTs coordinate extensively with OPD units, including Ceasefire, Criminal Investigation Division, and Homicide as well as CRTs in neighboring areas to address violent crime in their areas. CRTs highlighted that criminal activity does not stop at the area boundary, and partnership with other OPD officers support intelligence sharing and operations coordination. Similarly, CRTs provided examples of work with other local law enforcement agencies investigating and apprehending offenders from locations outside of the city. Coordination and collaboration with external units, departments, and agencies supports CROs and CRTs in achieving Measure Z objectives.

IV. CRO and CRT Officer Activity

Measure Z specifies three key objectives that emphasize OPD's role in violent crime reduction, and a number of activities for both CROs and CRTs to accomplish those objectives, described in Section I of this report. Results of the time study pilot indicated that 85% of CRT time and 62% of CRO time was spent on activities directly related to achieving Measure Z objectives, including intelligence-led policing, geographic/hotspot policing, violence reduction, improved 911 response time, intervention targeting at-risk youth, Ceasefire operations, and community policing.

Both the pilot time study and qualitative data collection suggested that CRTs and CROs utilize intelligence-led policing and geographic policing strategies to achieve Measure Z objectives. CRTs are assigned to specific areas and CROs are assigned to specific beats to allow officers to develop specialized knowledge of the location, its crime problems, and its citizens. This geographic focus facilitates intelligence-led policing efforts that require information gathering and analysis. OPD Leadership cited that intelligence-led policing was central to all roles at OPD, while both CROs and CRT officers suggested that



they use intelligence-led policing on a daily basis to support their work. Both are critical to the work CROs and CRTs do to achieve the Measure Z objective of violent crime reduction. OPD Leadership also identified the use of intelligence-led policing, in coordination with procedural justice training, as having a positive impact on reducing unnecessary stops.

CROs and CRTs also play a significant role in achieving the other stated goals of Measure Z, including efforts to interrupt the cycle of violence for at-risk youth and young adults and efforts to improve emergency response times for calls for service. OPD as a department, including the CRTs, utilize the Ceasefire strategy. In particular, CRTs use custom notifications to reach out to young individuals associated with or at risk of association with crime to warn of the risks of criminal involvement and provide connections to resources that can assist them to avoid criminal influences. CRTs and OPD Leadership cited custom notifications as a successful intervention for at-risk youth and young adults, particularly those with gang involvement. In addition, OPD Leadership suggested that the efforts of CROs and CRTs to address crime reduce calls for service, which allows patrol officers to focus on providing rapid response to emergency calls.

CRO and CRT Activities

CROs and CRTs utilize a broad range of activities in the course of their work to accomplish Measure Z objectives. The results of the pilot time study revealed that both CROs and CRTs engage in a number of different activities over the course of a typical week. Figure 11 and Figure 12 illustrate the percentage of CRO and CRT time that was used on each type of activity.¹¹ Criminal investigation and operations were the activities most frequently engaged in by CRTs, while CROs focused on CRO projects, patrol, and investigations. Both CROs and CRTs indicated that a notable proportion of their time was spent in administrative meetings and administrative documentation.

Figure 11. Percentage of CRT Time, by Activity [Pilot Time Study]

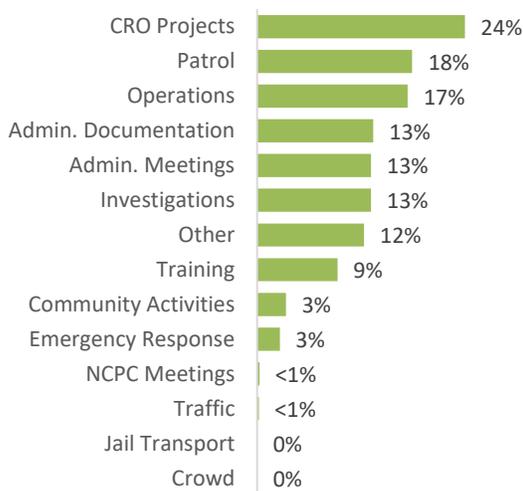


¹¹ Note that a CRO/CRT may be engaged in more than one activity at a given time, in which case the CRO/CRT's time would be counted towards all applicable activities. In some instances, a CRO/CRT did not indicate that their time was used to achieve any of the activities identified.



Consistent with their role in violent crime intervention, investigations and operations comprised the largest percentage of CRT time in the study. This is in line with the description of day-to-day activities identified by CRT officers and sergeants. Similarly, CRO projects and patrol were the most frequent activities for CRO officers, consistent with their role in problem solving and building relationships within the community. Both CROs and CRTs indicated approximately 12%-13% of their time involved administrative documentation and/or administrative meetings. OPD indicated that these activities may be directly related to CRO and CRT projects.

Figure 12. Percentage of CRO Time, by Activity [Pilot Time Study]

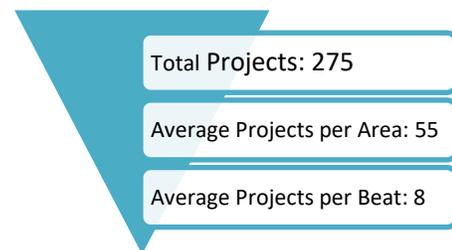


Notably, CRO officers also indicated that 17% of their time involved operations and 13% involved investigations. This may correspond to the assertion from CROs and sergeants that CRO officers often support CRT operations in their areas. They further suggested that **the amount of time CROs spend supporting other OPD objectives, including CRT operations, leaves less time to devote to their CRO projects for the community.**

CRO Projects

Between January 2018 and July 2019, CRO officers worked on a total of 275 projects, of which 167 (61%) were new projects opened during the evaluation period. CRO projects address a variety of issues, including quality of life, public safety, and

Figure 13. CRO Projects (January 2018 – July 2019)

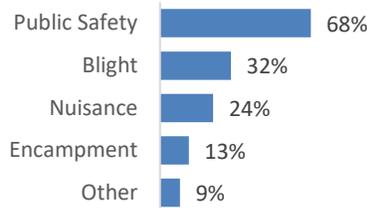




community relationship building. CRO projects may address one or more of the categories indicated in

Figure 14. Of the 275 projects, the majority (68%) were directly related to addressing a specific public safety issue such as drug or gang activity.

Figure 14. CRO Projects, by Category



“[It is] hard to spend time on projects when [you are] pulled onto a surveillance operation or homicide/shooting. That is three days not to work on a project, and just being in [the] area would help solve an issue, but you get pulled, [...] [You] may only have a couple of hours that week to try and do something.”

-CRO Focus Group Participant

Consistent with neighborhood council meeting observations and focus groups with CROs and their sergeants, many CRO projects are associated with quality of life issues identified by the community. During the study period, 32% of CRO projects involved addressing blight, often associated with abandoned automobiles or the areas around homeless encampments. Nuisance concerns, often involving loitering, were a component of 24% of CRO projects. CRO officers work with external agencies and departments, particularly Oakland Public Works, to address such quality of life concerns identified by area citizens. Nine percent of CRO projects included other activities such as reducing calls for service, setting up neighborhood watches, and providing education and training for crime prevention. Through CRO projects, CROs utilize their available time to address the concerns of the community to improve public safety and achieve Measure Z objectives of violence prevention.

V. Crime in Oakland

The focus of the 2019 evaluation was to provide an in-depth analysis of key issues identified in prior evaluations related to CRO and CRT staffing, the impact on CRO and CRT activities, and the relationship with Measure Z objectives. The work that CROs and CRTs do is also situated in the larger context of crime patterns in Oakland. This section summarizes crime trends over the course of the evaluation period between January 2018 and June 2019.

Interviews and focus groups with OPD staff at all levels suggested a strong understanding of crime problems in their respective beats and areas. Between January 2018 and June 2019, Oakland experienced 21,741 Part 1 crimes of which approximately 6,932 (32%) were violent crimes. Overall, Part 1 crimes were almost evenly distributed across area with the lowest percentage in Area 2 (17%) and the highest percentage in Area 1 (23%). However, violent crimes were notably lower in Area 2 (11%) compared to other areas (20-26%).



Figure 15. Crime in Oakland, by Area (January 2018 – June 2019)

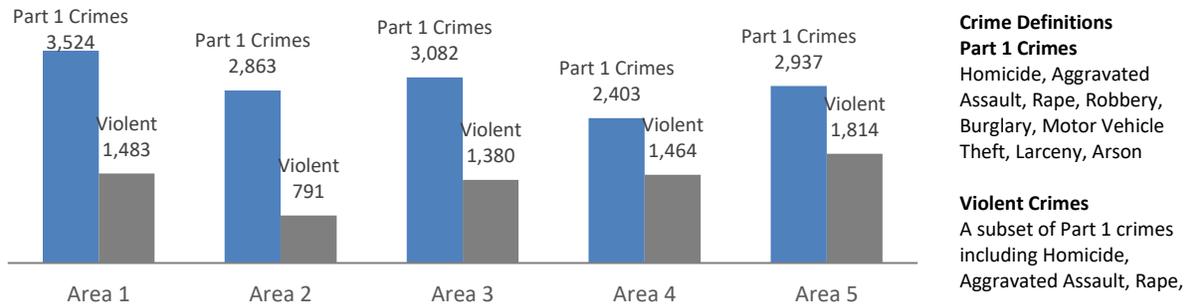
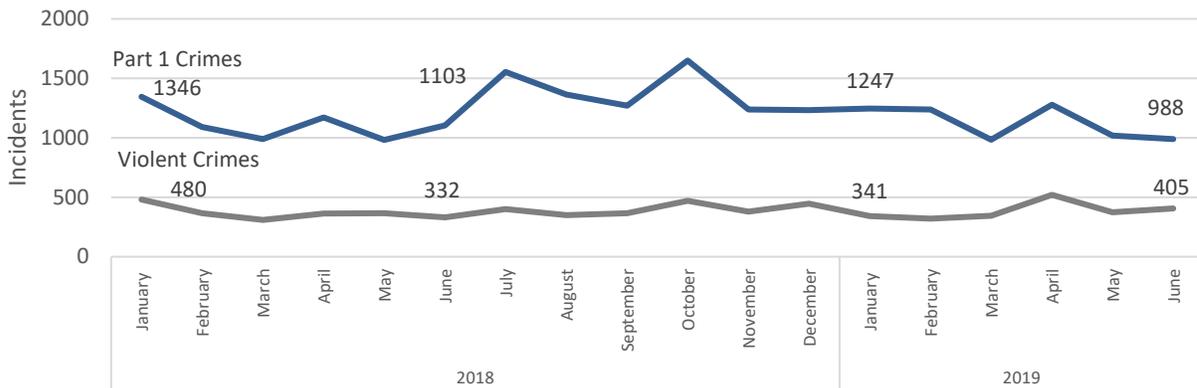


Figure 16 depicts Part 1 crimes that occurred in Oakland between January 2018 – June 2019. The instances of violent crimes remained relatively stable even as Part 1 crimes fluctuated, ultimately declining over the 18-month period.

Figure 16. Part 1 Crime Trends in Oakland, January 2018 – June 2019



VI. Findings

The key findings from this evaluation are presented below:

Finding 1. OPD staffing exceeds the minimum specified in Measure Z but is below the authorized staffing level.

As of June 2019, OPD employed 749 sworn officers. This exceeds the minimum of 678 officers specified by the Measure Z legislation. However, there are fewer sworn officers per citizen in Oakland (one sworn officer per 573 citizens) than the national average (one sworn officer per 417 citizens). In addition, the rate of Part 1 Violent Crimes per Officer in Oakland, at about 7.5 violent crimes per officer, is the highest among the top 50 cities across the U.S. OPD is authorized for 792 sworn positions, and the approximate 5% vacancy rate across the Department contributes to the staffing tensions that OPD manages as it executes the prescribed objectives of Measure Z.



Finding 2. OPD's staffing issues are a barrier to keeping CRO and CRT positions filled and CRO and CRT officers focused on Measure Z priorities.

As noted above, OPD has an approximate 5% vacancy rate of its 792 authorized capacity for sworn officers. The staffing shortage impacts the Department broadly in its ability to maintain staffing of Measure Z-funded positions, to retain and recruit CRO/CRT officers, and to ensure that CRO and CRT officers' time is focused on Measure Z priorities.

Finding 3. Measure Z retains high-level support from OPD Leadership.

There is broad support for Measure Z and the roles of the CROs and CRTs from OPD Leadership. Leadership understands the key role of community policing in meeting public safety objectives. This support was apparent in prior evaluations and has been sustained over time.

Finding 4. CRO staffing is a clear OPD priority.

OPD maintained a steady staffing rate of 96% for CRO positions between January 1, 2016 through June 30, 2019, with only 1% of the positions vacant. OPD Leadership repeatedly stressed the importance of keeping these positions filled during the interviews conducted by the RDA evaluation team.

Finding 5. CRT vacancies are modest yet consistent in nature.

Between January 1, 2016 and June 30, 2019, CRT positions were staffed 84% of the time. The unfilled positions for the period included vacancy (9%), CRT officer loan (5%), and Leave (2%).

Finding 6. CROs and CRTs have an average tenure of two years.

CROs and CRTs have an average of two years in their positions, which may cause challenges in the development of position-specific skills and knowledge of community. 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.



Finding 7. CRO and CRT activities are aligned with the stated objectives of Measure Z, both directly and indirectly.

Both the pilot time study and qualitative data collected suggested that both CRTs and CROs utilize intelligence-led policing and geographic policing strategies to achieve Measure Z objectives. Furthermore, CRO projects address a variety of issues, including quality of life, public safety, and community relationship building. CROs and CRTs successfully pool staff, resources, and expertise within their areas to support the Measure Z objectives.

Finding 8. The racial composition of CROs and CRTs vary by sub-group.

Representation of Asian officers among the CRO and CRT cadres mirror that of OPD and the City. The proportion of White and Hispanic/Latino officers is higher among the CRO and CRT officers compared to their respective OPD and citywide compositions. The most notable difference in parity is among Black officers, where the representation of CRO and CRT officers falls below both the OPD and the citywide representation.

Finding 9. Nascent data sources specific to CRO and CRT activities should be interpreted with caution; improvements have been made to monitor and refine this component of the evaluation.

The evaluation team had access to some limited pilot data about CRO and CRT activities to investigate the extent to which OPD is reasonably implementing the services aligned to Measure Z objectives. However, the limited scope of the pilot and data shortcomings limit the conclusions that can be drawn from the pilot. The pilot will be refined for next year's evaluation.



Appendix A. Area Fact Sheets

The following pages highlight data profiles by area.



DATA PROFILE

AREA 1: DOWNTOWN & WEST OAKLAND



Community Resource Officers (CRO)

CRO Assignments: 96%

Top 3 SARAnet Projects:

- Crime (50%)
- Blight (41%)
- Encampment (32%).

SARAnet Projects

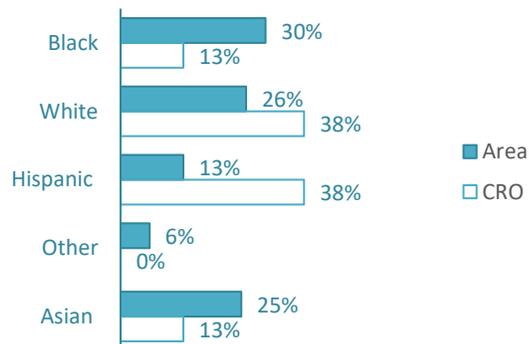
- Total Projects: 34
- New Projects: 16
- Closed Projects: 41%
- Average time in days: 318 days

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; OPD Weekly Crime Reports, January 2018 – June 2019; SARAnet Database, January 2018 – July 2019; 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



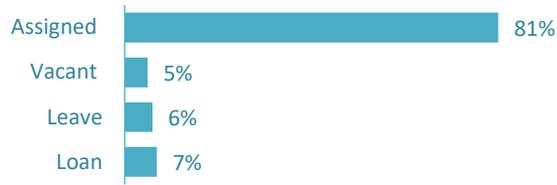


Crime Reduction Teams (CRT)

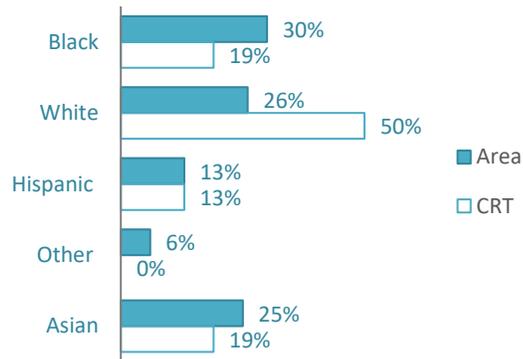
CRT Availability: 81%

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

CRT Assignments (% of Time)



Comparison of Racial/Ethnic Make Up of CRTs/Area

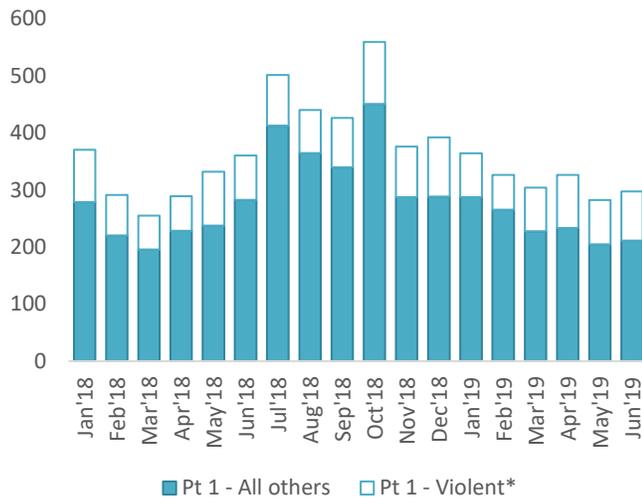


Crime Trends

*This category is a subset of Part 1 Crimes including murder, assault with a firearm, rape, robbery and burglary

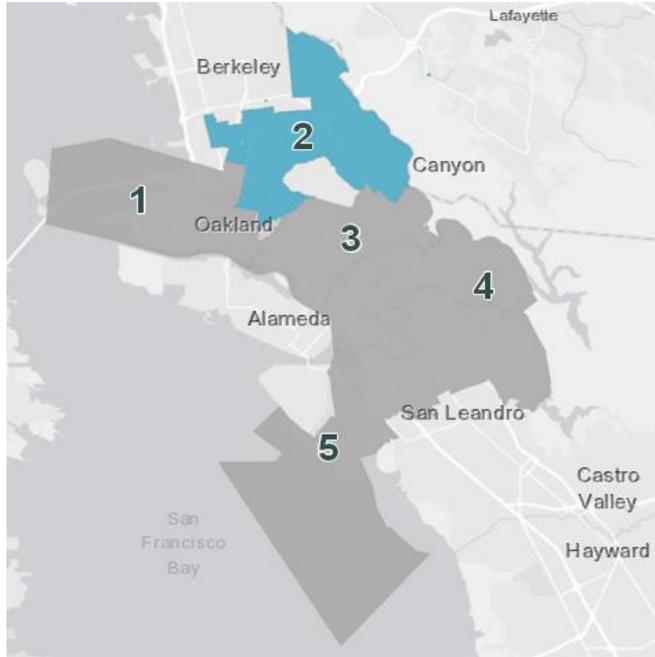
Source: OPD Weekly Crime Reports, January 2018 – June 2019.

Part 1 Crime Trends (2018-2019) in Area 1





DATA PROFILE AREA 2: UPTOWN AND NORTH OAKLAND



COMMUNITY RESOURCE OFFICERS (CRO)

CRO Assignments: 96%

Top 3 SARAnet Projects:

- Crime (67%)
- Blight (27%)
- Encampment (21%).

SARAnet Projects

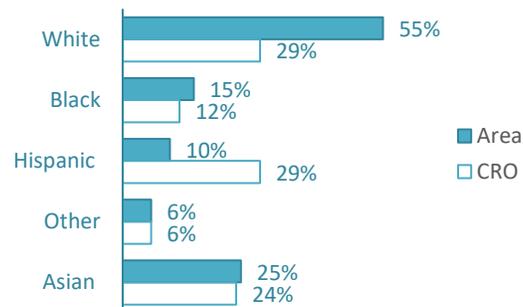
- Total Projects: 63
- New Projects: 43
- Closed Projects: 76%
- Average time in days: 154 days

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; OPD Weekly Crime Reports, January 2018 – June 2019; SARAnet Database, January 2018 – July 2019; 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



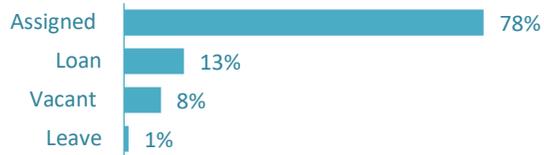


Crime Reduction Teams (CRT)

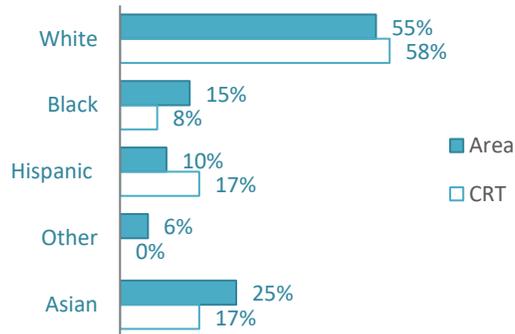
CRT Assignments: 78%

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

CRT Assignments (% of Time)



Comparison of Racial/Ethnic Make Up of CRTs/Area

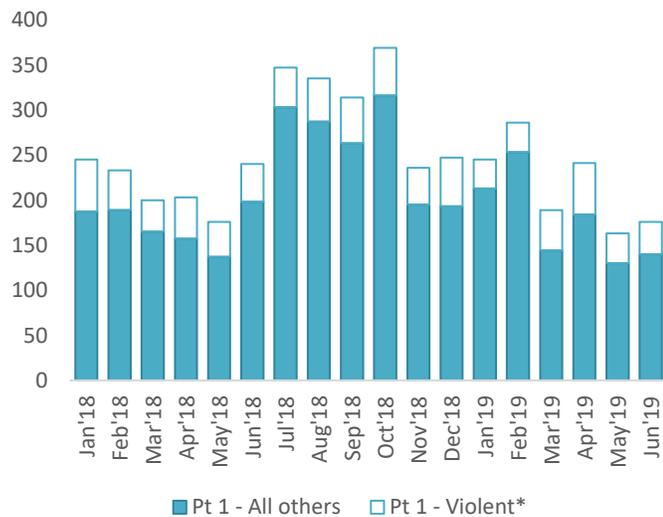


Crime Trends

*This category is a subset of Part 1 Crimes including murder, assault with a firearm, rape, robbery and burglary

Source: OPD Weekly Crime Reports, January 2018 – June 2019.

Part 1 Crime Trends (2018-2019) in Area 2





DATA PROFILE
AREA 3: SAN ANTONIO, FRUITVALE, AND THE LOWER HILLS



COMMUNITY RESOURCE OFFICERS (CRO)

CRO Assignments: 94%

Top 3 SARAnet Projects:

- Crime (75%)
- Nuisance (19%)
- Blight (13%).

SARAnet Projects

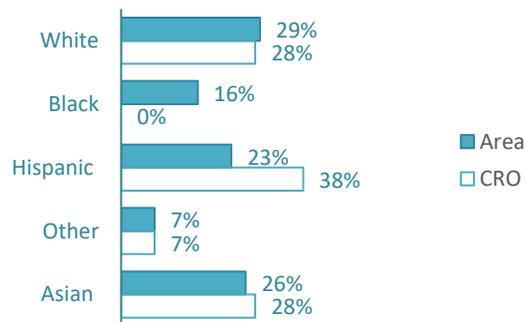
- Total Projects: 89
- New Projects: 61
- Closed Projects: 64%
- Average time in days: 160 days

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; OPD Weekly Crime Reports, January 2018 – June 2019; SARAnet Database, January 2018 – July 2019; 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



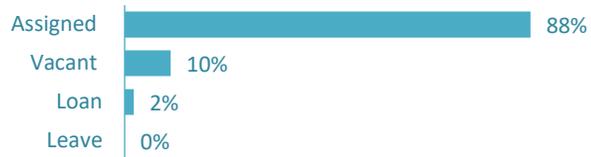


Crime Reduction Teams (CRT)

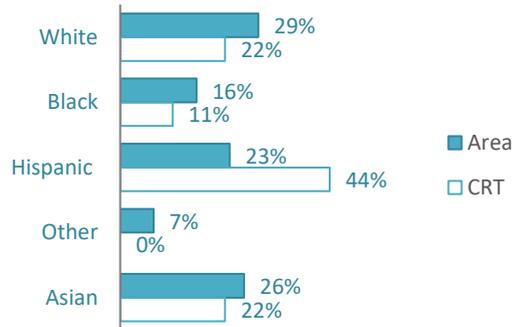
CRT Assignments: 88%

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

CRT Assignments (% of Time)



Comparison of Racial/Ethnic Make Up of CRTs/Area

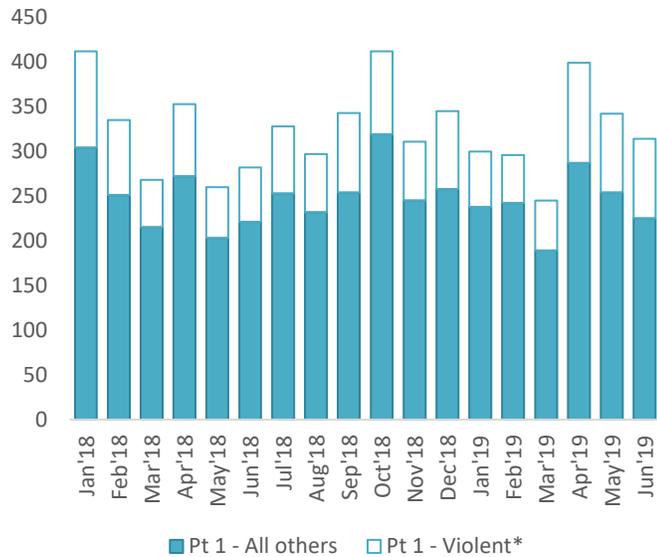


Crime Trends

*This category is a subset of Part 1 Crimes including murder, assault with a firearm, rape, robbery and burglary.

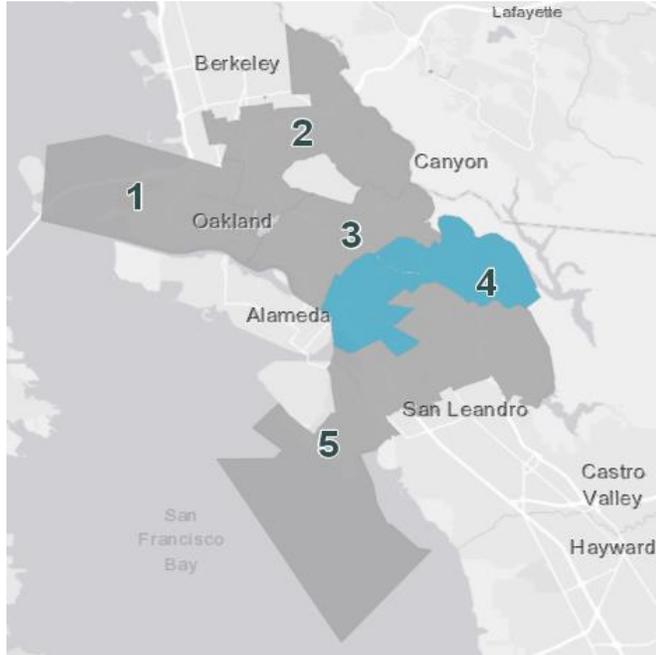
Source: OPD Weekly Crime Reports, January 2018 – June 2019.

Part 1 Crime Trends (2018-2019) in Area 3





DATA PROFILE
AREA 4: EAST OAKLAND, MILLS, AND LEONA



COMMUNITY RESOURCE OFFICERS (CRO)

CRO Assignments: 100%

Top 3 SARAnet Projects:

- Crime (68%)
- Blight (54%)
- Nuisance (24%).

SARAnet Projects

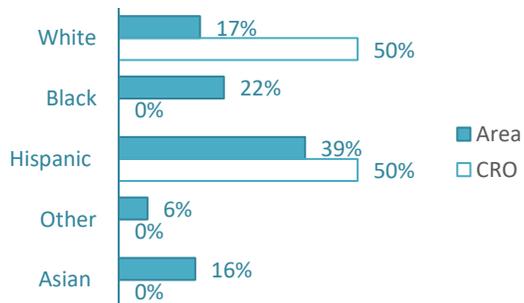
- Total Projects: 41
- New Projects: 16
- Closed Projects: 71%
- Average time in days: 365 days

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; OPD Weekly Crime Reports, January 2018 – June 2019; SARAnet Database, January 2018 – July 2019; 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



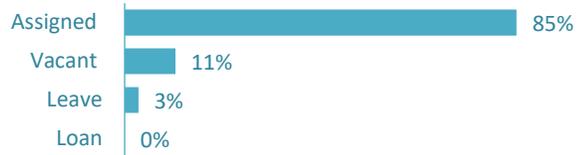


Crime Reduction Teams (CRT)

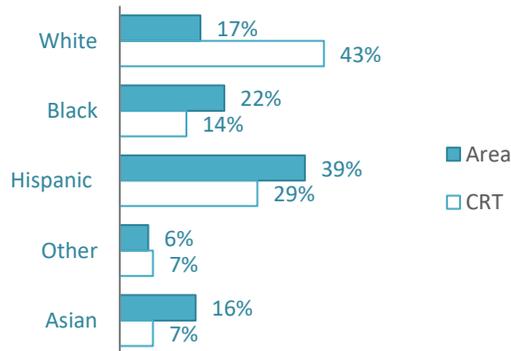
CRT Assignments: 85%

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

CRT Assignments (% of Time)



Comparison of Racial/Ethnic Make Up of CRTs/Area

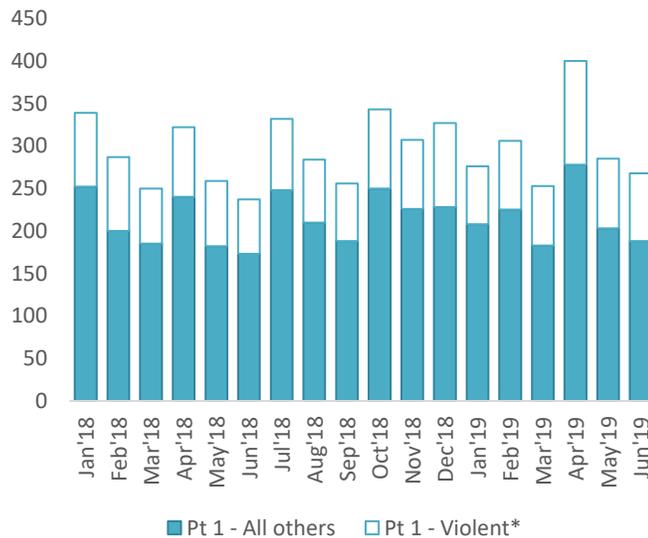


Crime Trends

*This category is a subset of Part 1 Crimes including murder, assault with a firearm, rape, robbery and burglary.

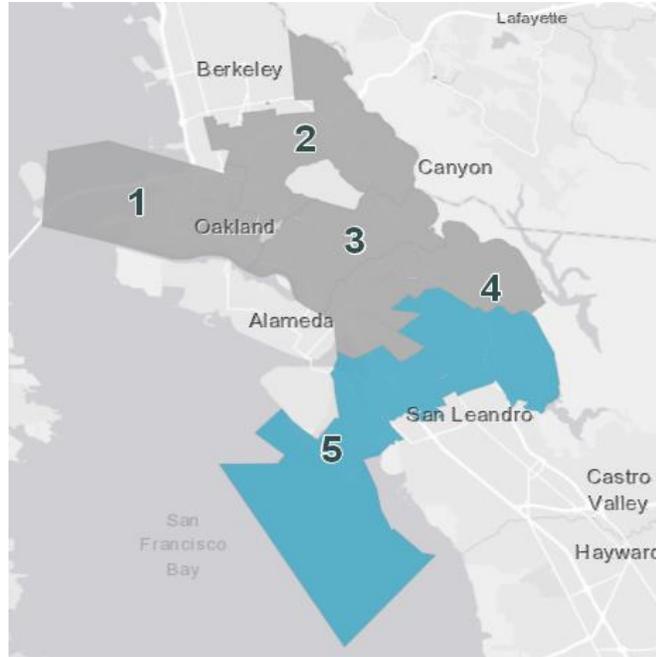
Source: OPD Weekly Crime Reports, January 2018 – June 2019.

Part 1 Crime Trends (2018-2019) in Area 4





DATA PROFILE AREA 5: EAST OAKLAND AND KNOWLAND PARK



COMMUNITY RESOURCE OFFICERS (CRO)

CRO Assignments: 96%

Top 3 SARAnet Projects:

- Crime (67%)
- Nuisance (52%)
- Blight (48%).

SARAnet Projects

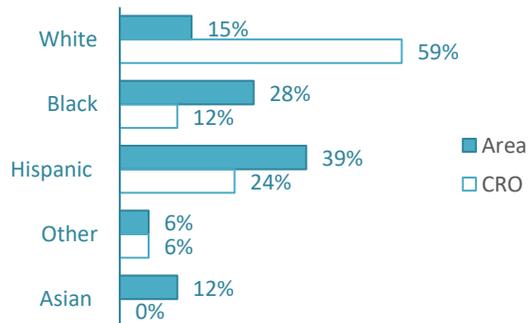
- Total Projects: 48
- New Projects: 31
- Closed Projects: 50%
- Average time in days: 367 days

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; OPD Weekly Crime Reports, January 2018 – June 2019; SARAnet Database, January 2018 – July 2019; 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



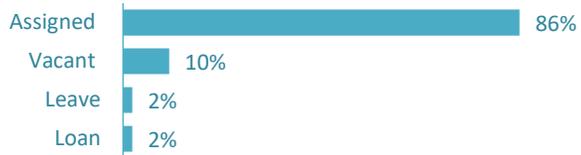


Crime Reduction Teams (CRT)

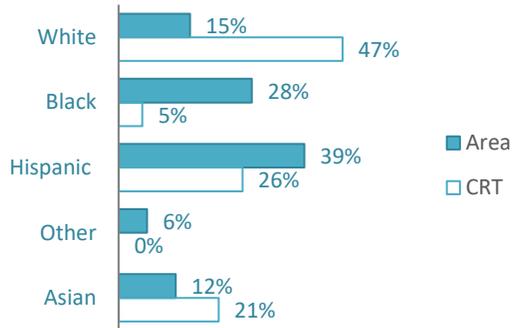
CRT Assignments: 86%

Sources: OPD Staffing Data, January 2015 – June 2019; Pilot Time Study, August 2019; U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

CRT Assignments (% of Time)



Comparison of Racial/Ethnic Make Up of CRTs/Area

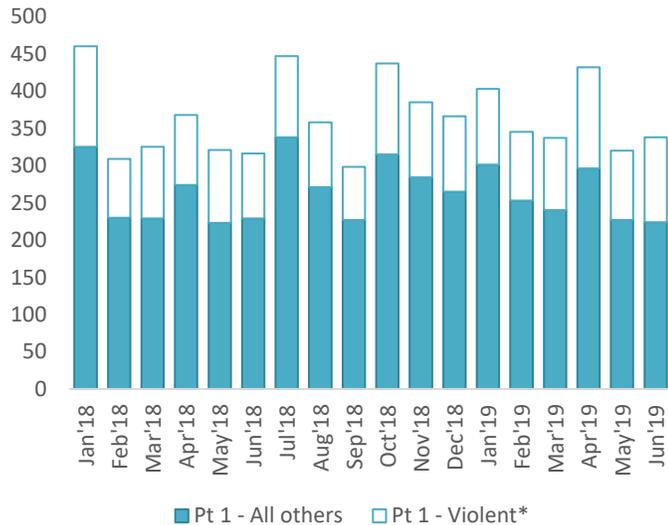


Crime Trends

*This category is a subset of Part 1 Crimes including murder, assault with a firearm, rape, robbery and burglary.

Source: OPD Weekly Crime Reports, January 2018 – June 2019.

Part 1 Crime Trends (2018-2019) in Area 5





Appendix B. Pilot Time Study Data Collection Tool

Officer ID: _____
 Date: _____ Start Time: _____ Location: _____
 Last Activity of Day? Yes
 Completion Time: _____

*** MARK ALL ACTIVITIES AND OBJECTIVES THAT APPLY ***

Activity
<input type="checkbox"/> Crime Investigation
<input type="checkbox"/> Emergency Response
<input type="checkbox"/> CRO Projects
<input type="checkbox"/> Traffic Operations
<input type="checkbox"/> Special Events
<input type="checkbox"/> Operations
<input type="checkbox"/> Community Activities
<input type="checkbox"/> NCPC Meetings
<input type="checkbox"/> Administrative Meetings
<input type="checkbox"/> Administrative Documentation
<input type="checkbox"/> Jail Transport
<input type="checkbox"/> Training
<input type="checkbox"/> Crowd Management
<input type="checkbox"/> Patrol
<input type="checkbox"/> Other: _____

Objective
<input type="checkbox"/> Intelligence Based Policing
<input type="checkbox"/> Geographic (Hotspot) Policing
<input type="checkbox"/> Violence Reduction
<input type="checkbox"/> Improved 911 Response Time
<input type="checkbox"/> Intervention Targeting At Risk Youth
<input type="checkbox"/> Ceasefire
<input type="checkbox"/> Community Policing

Notes:

In Coordination with Other Units?
 Internal to CRO/CRT Yes
 External to CRO/CRT Yes

Officer ID: _____

Activity	Examples
Crime Investigation	Investigations, Searches, Evidence collection, Surveillance
Emergency Response	Priority calls, In progress calls, medical emergency
CRO Projects	SARANET projects
Traffic Operations	Traffic enforcement, Checkpoint support
Special Events	Music festivals, Street fairs, Celebrity event
Operations	Undercover activities, Asset development, Sideshows
Community Activities (Not including NCPC meetings)	Police Activities League, Living room meetings, Volunteering, Youth activities, Meeting with community businesses
NCPC Meetings	CRO required NCPC meetings
Administrative Meetings	Lineups, Debriefs
Administrative Documentation	Incident reports, Arrest reports
Jail Transport	Jail Transport
Crowd Management	Protests, Marches
Patrol	Patrol, High visibility patrol, Security checks, Bike patrol
Training	Training, Qualifications



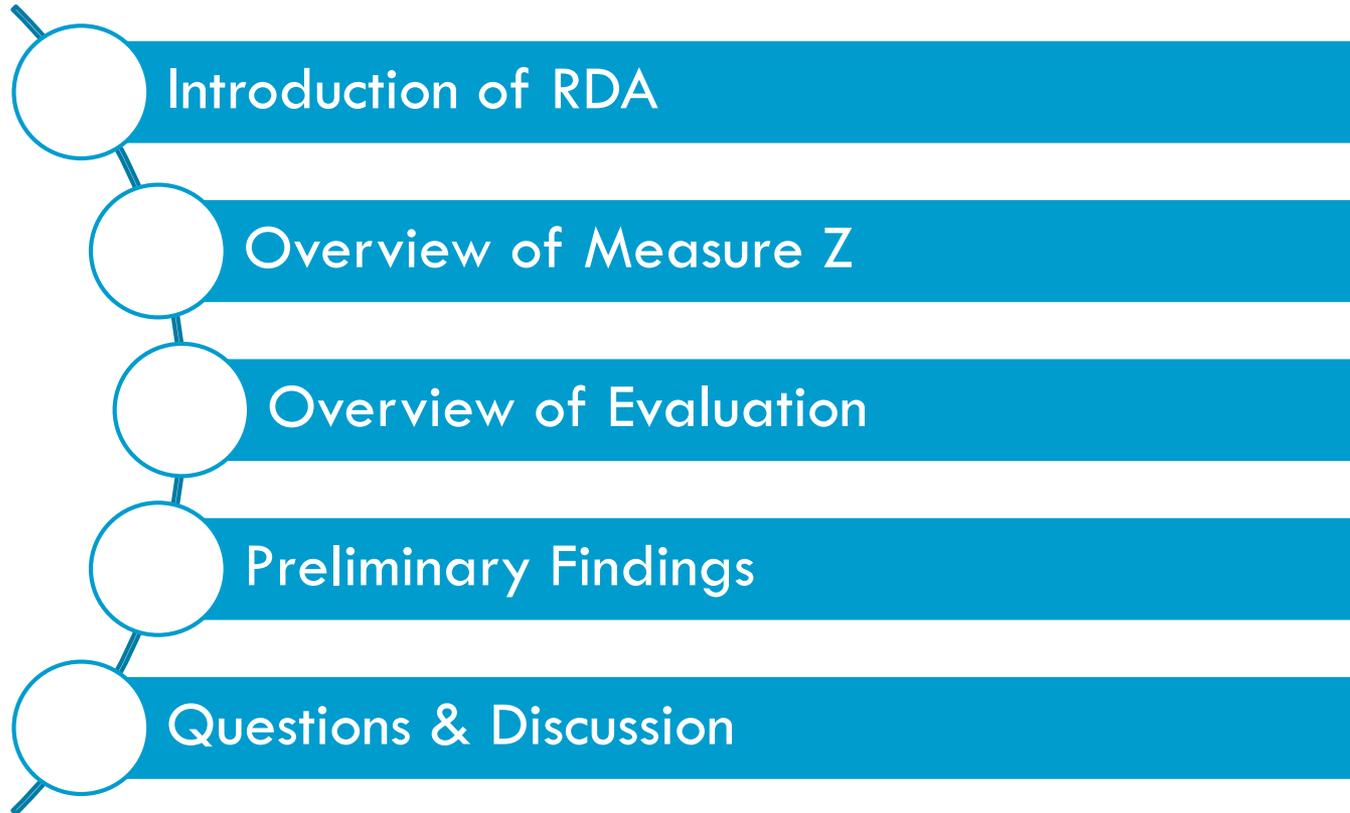
Oakland Measure Z Policing Services

2019 Annual Evaluation Preliminary Findings

November 25, 2019

Agenda

2



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.

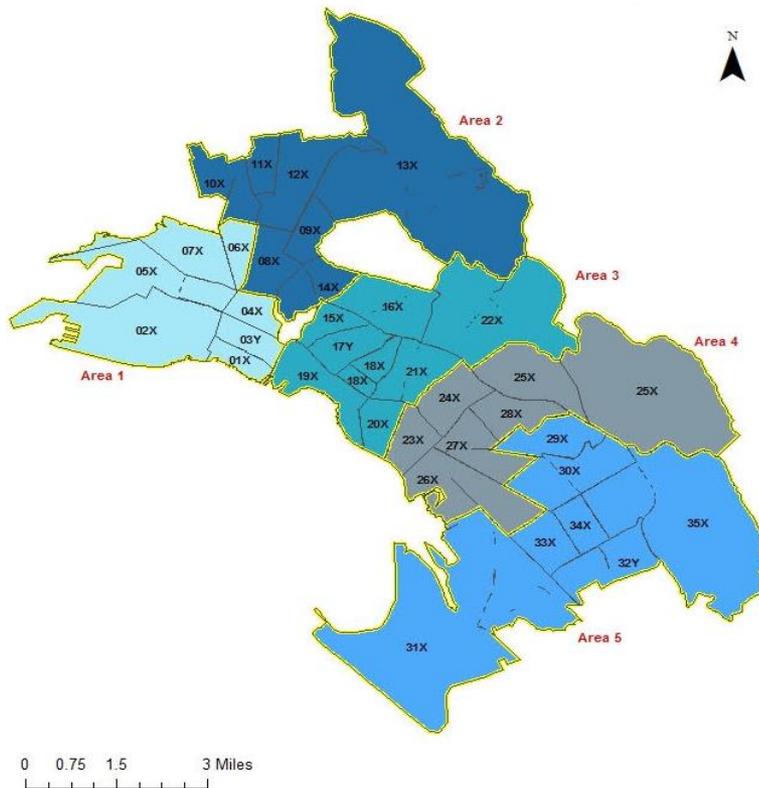
Measure Z Goals

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

8

Overview of Evaluation: Year 3

- Evaluation Overview
- Data Collection Activities

Evaluation Questions

9

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



10

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



Data Sources: Quantitative



11

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

Data Sources: Qualitative



12

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

13

Findings

Finding 1. Staffing Level

14

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

15

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

16

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

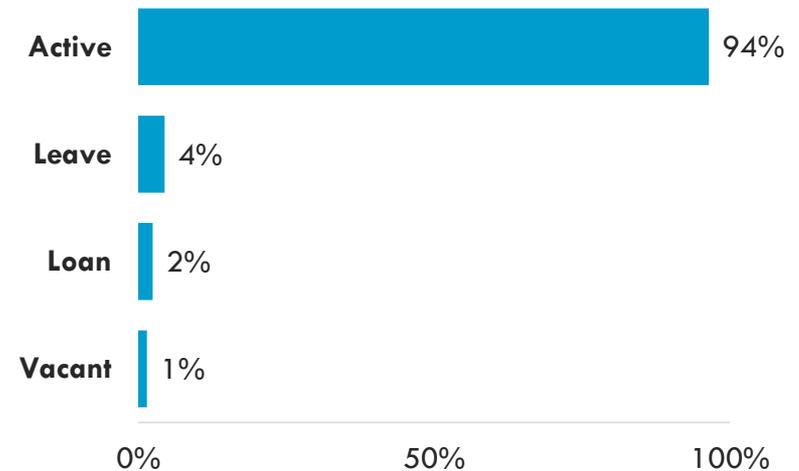
Finding 4. CRO Staffing

17

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)



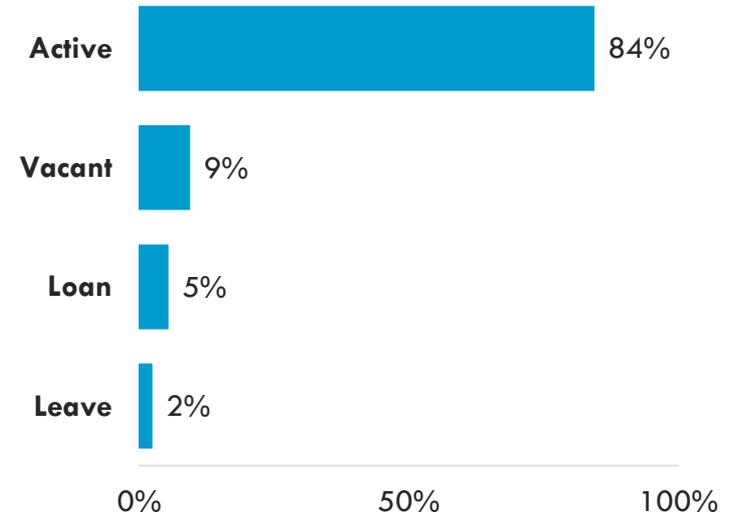
Finding 5. CRT Staffing

18

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

19

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

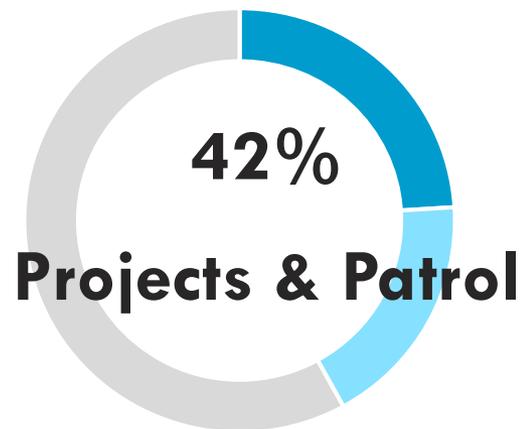
20

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

CRT Time Study



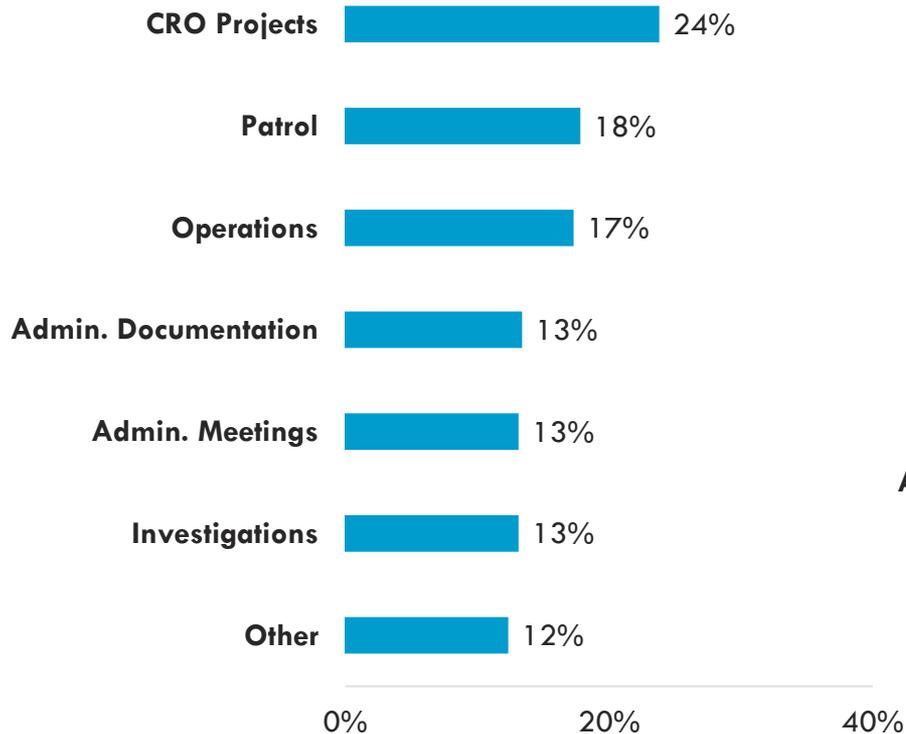
CRO Time Study



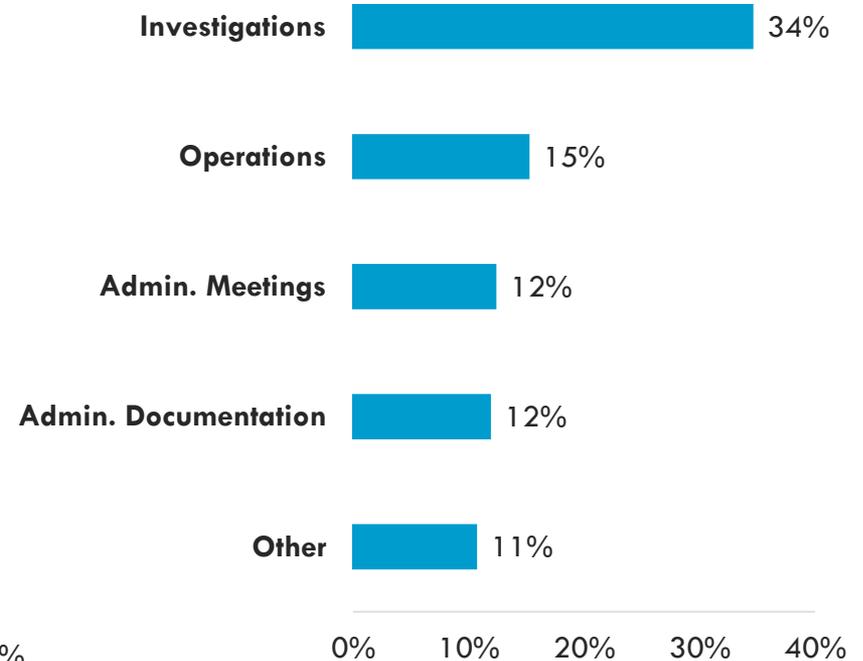
CRO and CRT Activities: Pilot Time Study

21

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



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



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

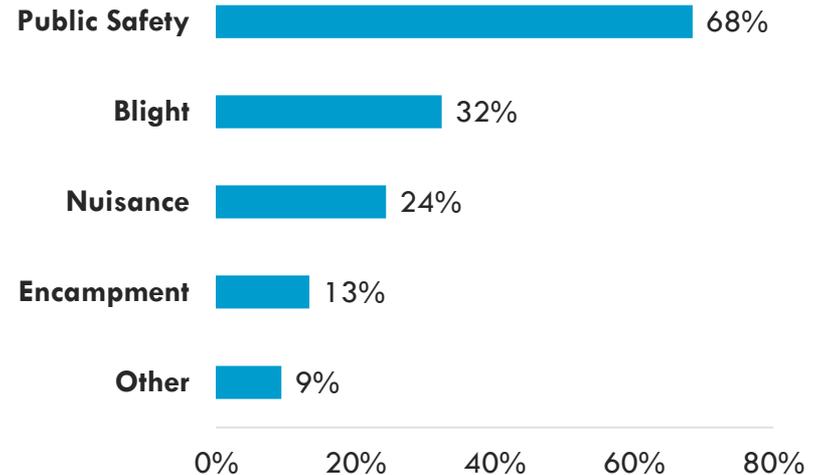
CRO Projects, all Areas and Beats

Total Projects: 275

Average Projects per Area:
55

Average Projects per
Beat: 8

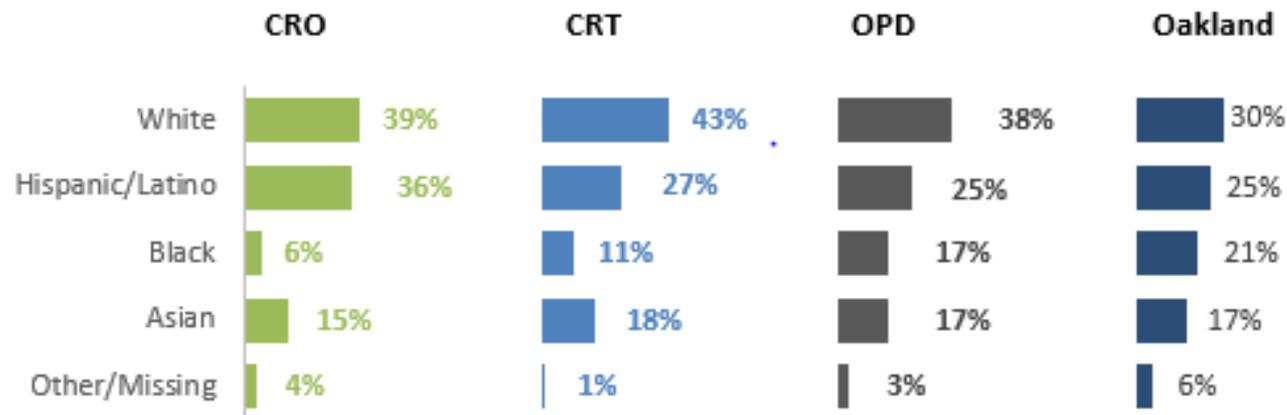
CRO Projects, by Category



Finding 8. Racial/Ethnic Composition

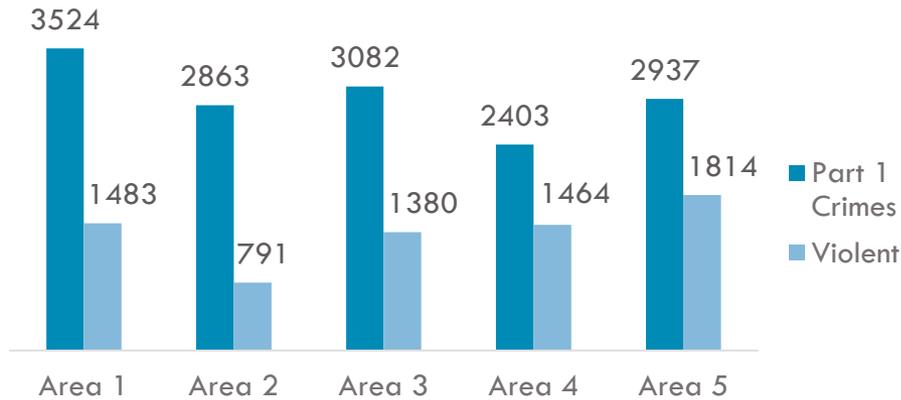
The racial composition of CROs and CRTs vary by sub-group

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



Crime in Oakland

Crime in Oakland, by Area January 2018 – June 2019



Crime Definitions

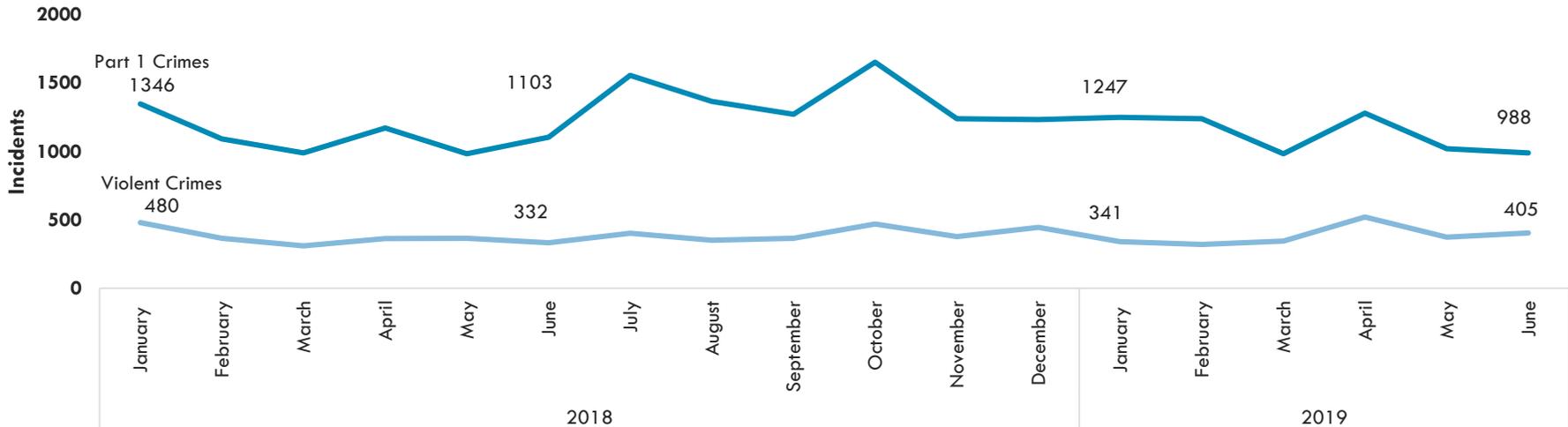
Part 1 Crimes

Homicide, Aggravated Assault, Rape, Robbery, Burglary, Motor Vehicle Theft, Larceny, Arson

Violent Crimes

A subset of Part 1 crimes including Homicide, Aggravated Assault, Rape, Robbery

Crime Trends in Oakland, January 2018 – June 2019

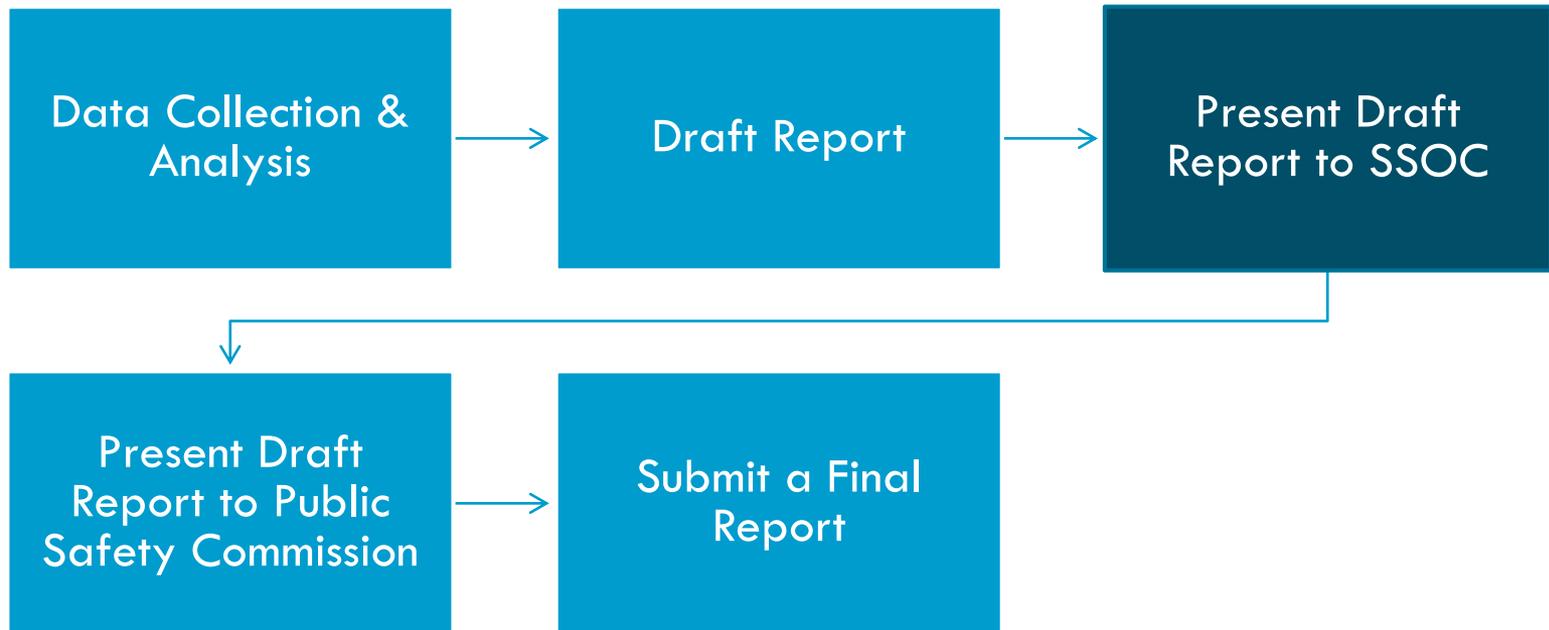


25

Next Steps

Next Steps

26



Contacts

David Onek, J.D.

donek@resourcedevelopment.net

510.488.4345 x127

Ardavan Davaran, Ph.D.

adavaran@resourcedevelopment.net

510.488.4345 x124

THANK YOU!

Resource Development Associates

2333 Harrison Street | Oakland, CA 94612

510.488.4345

www.resourcedevelopment.net

150 FRANK OGAWA PLAZA • 4TH FLOOR • OAKLAND, CA 94612

MEMORANDUM

TO: Public Safety and Services Oversight Committee
FROM: Peter Kim and Mailee Wang, Oakland Unite
DATE: November 25, 2019
SUBJECT: HSD Safety and Services Act Revenue and Expenditure Report

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

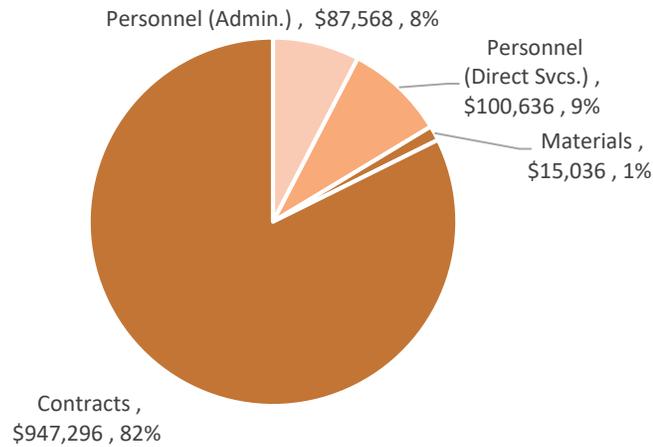
Narratives for HSD's Safety and Services Act expenditures during the months of April – June 2019 are attached. These narratives correspond to the *Budget and Year-to-Date Expenditures* report provided by the Controller's Office for those months.

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

Peter Kim, Oakland Unite
Pkim@oaklandnet.com
510-238-2374

Safety and Services Act HSD Expenditure Summary

April 2019 Expenditures: \$1,150,535



PERSONNEL

A total of **\$188,204** went towards personnel costs for the month. \$87,568 went towards (9) FTE administrative staff, the remaining \$100,636 went towards (9) FTE direct service staff.

MATERIALS

A total of **\$15,036** in materials costs are made up of both administrative and programmatic expenses. \$1,242 went towards administrative expenses including office supplies, parking validation for participants, translation services, and meeting expenses. The remaining \$13,793 went towards approved programmatic expenses including: client support incentives and transportation support.

CONTRACTS

A total of **\$947,296** included \$909,851 in costs associated with issuing grant payments for Fiscal Year 2018-2019 contracts (shown below). The remaining \$37,445 was for costs associated with paying Bright Research Group to provide technical assistance on grantee skill development, legally required advertising charges and life coaching clinical support.

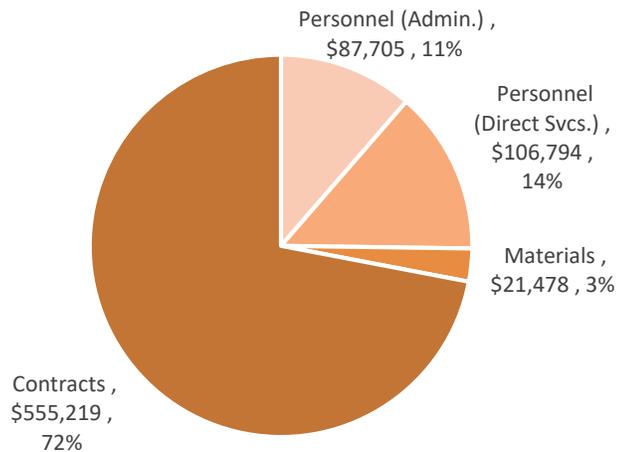
FY 2018-19 Grantee Payments		
Sub-Strategy	Grantee	Amount
ADULT LIFE COACHING	COMMUNITY & YOUTH OUTREACH INC	\$74,900
	THE MENTORING CENTER	\$74,900
FAMILY VIOLENCE AND CSEC RESPONSE	BAY AREA WOMEN AGAINST RAPE	\$20,028
	COVENANT HOUSE CALIFORNIA	\$27,500
	FAMILY VIOLENCE LAW CENTER	\$97,300
INNOVATION FUND	COMMUNITY WORKS WEST INC	\$20,879

Safety and Services Act HSD Expenditure Summary

FY 2018-19 Grantee Payments		
Sub-Strategy	Grantee	Amount
	SENECA CENTER FOR CHILDREN	\$26,750
SHOOTING AND HOMICIDE RESPONSE	COMMUNITY & YOUTH OUTREACH INC	\$20,296
STREET OUTREACH	YOUTH ALIVE!	\$207,915
YOUTH EDUCATION AND EMPLOYMENT SUPPORT	ALAMEDA COUNTY OFFICE OF EDUCATION	\$56,714
	BAY AREA COMMUNITY RESOURCES	\$19,845
	YOUTH RADIO DBA YR MEDIA	\$26,750
	YOUTH EMPLOYMENT PARTNERSHIP	\$51,360
YOUTH LIFE COACHING	EAST BAY AGENCY FOR CHILDREN	\$42,800
	EAST BAY ASIAN YOUTH CENTER	\$60,990
	OAKLAND UNIFIED SCHOOL DISTRICT	\$17,120
	THE MENTORING CENTER	\$21,400
	YOUTH ALIVE!	\$41,786

Safety and Services Act HSD Expenditure Summary

May 2019 Expenditures: \$771,196



PERSONNEL

A total of **\$194,499** went towards personnel costs for the month. \$87,705 went towards (9) FTE administrative staff, the remaining \$106,794 went towards (8) FTE direct service staff.

MATERIALS

A total of **\$21,478** in materials costs are made up of both administrative and programmatic expenses. \$2,884 went towards administrative expenses including: professional development, meeting expenses, computer/office supplies, and phone charges. The remaining \$18,593 went towards approved programmatic expenses including: client support supplies, travel reimbursement, and service staff phone charges.

CONTRACTS

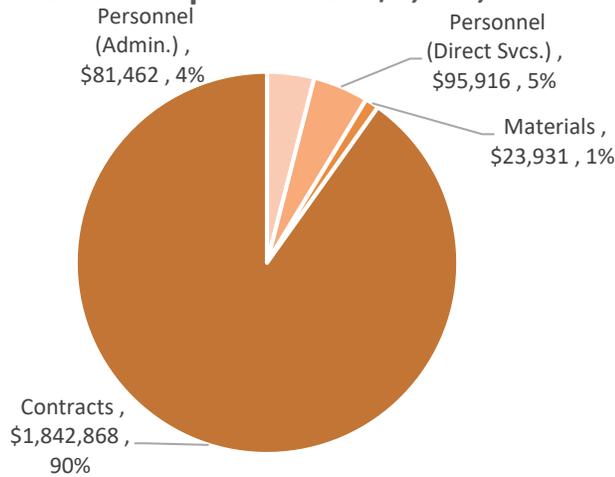
A total of **\$555,219** included \$527,128 in costs associated with issuing grant payments for Fiscal Year 2018-2019 contracts (shown below). The remaining \$28,091 was for costs associated with paying Bright Research Group to provide technical assistance on grantee skill development, life coaching clinical support, and legally required advertising charges.

Safety and Services Act HSD Expenditure Summary

FY 2018-19 Grantee Payments		
Sub-Strategy	Grantee	Amount
ADULT EDUCATION AND EMPLOYMENT SUPPORT	BEYOND EMANCIPATION	\$25,175
	BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY	\$42,800
	CENTER FOR EMPLOYMENT OPPORTUNITIES	\$79,191
	OAKLAND PRIVATE INDUSTRY COUNCIL	\$31,054
ADULT LIFE COACHING	ABODE SERVICES	\$28,443
	ROOTS COMMUNITY HEALTH CENTER	\$31,030
COMMUNITY ASSET BUILDING	FRIENDS OF PERALTA HACIENDA	\$12,000
	THE MENTORING CENTER	\$12,000
	ROOTS COMMUNITY HEALTH CENTER	\$12,000
FAMILY VIOLENCE AND CSEC RESPONSE	MISSEY INC	\$48,664
SHOOTING AND HOMICIDE RESPONSE	CATHOLIC CHARITIES OF THE EAST BAY	\$64,200
	YOUTH ALIVE!	\$38,849
STREET OUTREACH	BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY	\$69,550
YOUTH LIFE COACHING	MISSEY INC	\$32,170

Safety and Services Act HSD Expenditure Summary

June 2019 Expenditures: \$2,044,177



PERSONNEL

A total of **\$177,378** went towards personnel costs for the month. \$81,462 went towards (9) FTE administrative staff, the remaining \$95,916 went towards (8) FTE direct service staff.

MATERIALS

A total of **\$23,931** in materials costs are made up of both administrative and programmatic expenses. \$2,956 went towards administrative expenses including: legally required advertising charges, office supplies, professional development, meeting expenses, parking validation for participants, and phone charges. The remaining \$20,974 went towards approved programmatic expenses including: client support incentives and supplies, meeting xxxdexpenses, travel expenses, service staff phone charges and office equipment.

CONTRACTS

A total of **\$1,842,867** included \$1,757,307 in costs associated with issuing grant payments for Fiscal, Year 2018-2019 contracts (shown below). The remaining \$85,560 was for costs associated with paying Bright Research Group and Pathways Consultants to provide technical assistance on grantee skill development and for life coaching clinical supervision.

FY 2018-19 Grantee Payments		
Sub-Strategy	Grantee	Amount
ADULT EDUCATION AND EMPLOYMENT SUPPORT	BEYOND EMANCIPATION	\$42,702
	BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY	\$31,720
	CENTER FOR EMPLOYMENT OPPORTUNITIES	\$95,627

Safety and Services Act HSD Expenditure Summary

FY 2018-19 Grantee Payments		
Sub-Strategy	Grantee	Amount
	CIVICORPS	\$67,183
	OAKLAND PRIVATE INDUSTRY COUNCIL	\$42,800
ADULT LIFE COACHING	ABODE	\$34,062
	COMMUNITY & YOUTH OUTREACH INC	\$73,839
	THE MENTORING CENTER	\$74,900
	ROOTS COMMUNITY HEALTH CENTER	\$31,030
COMMUNITY ASSET BUILDING	BAY AREA LEGAL AID	\$7,500
	THE MENTORING CENTER	\$11,296
	ROOT & REBOUND	\$7,500
FAMILY VIOLENCE AND CSEC RESPONSE	BAY AREA WOMEN AGAINST RAPE	\$17,966
	COVENANT HOUSE CALIFORNIA	\$55,000
	FAMILY VIOLENCE LAW CENTER	\$96,300
	MISSEY INC	\$68,171
INNOVATION FUND	COMMUNITY WORKS WEST INC	\$21,400
	SENECA CENTER FOR CHILDREN	\$26,750
SHOOTING AND HOMICIDE RESPONSE	CATHOLIC CHARITIES OF THE EAST BAY	\$58,914
	COMMUNITY & YOUTH OUTREACH INC	\$17,305
	YOUTH ALIVE!	\$33,438
STREET OUTREACH	BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY	\$69,550
	YOUTH ALIVE!	\$215,956
YOUTH EDUCATION AND EMPLOYMENT SUPPORT	ALAMEDA COUNTY OFFICE OF EDUCATION	\$49,488
	BAY AREA COMMUNITY RESOURCES	\$44,115
	YOUTH RADIO DBA YR MEDIA	\$26,750
	YOUTH EMPLOYMENT PARTNERSHIP	\$51,360
YOUTH LIFE COACHING	ALAMEDA COUNTY PROBATION	\$72,225
	EAST BAY AGENCY FOR CHILDREN	\$40,343
	EAST BAY ASIAN YOUTH CENTER	\$60,990
	MISSEY INC	\$30,670
	OAKLAND UNIFIED SCHOOL DISTRICT	\$102,720
	THE MENTORING CENTER	\$21,400
	YOUTH ALIVE!	\$56,339

MEMORANDUM

TO: Public Safety and Services Oversight Commission (SSOC)
FROM: Tonya Gilmore, City Administrator's Office
DATE: October 17, 2019
SUBJECT: Proposed Change to the SSOC 2019 Meeting Calendar

SUMMARY:

The proposed change to the 2019 calendar is to cancel the existing meeting scheduled for Monday, December 23rd, 2019 and move it ahead one week to Monday, December 16th, 2019. The 4th Monday of December is just before the Christmas holiday.

The SSOC should discuss this suggestion and determine if the move is advisable and if a quorum can be reached so that staff can ensure that the Evaluation Process remains on track.

ATTACHMENTS:

Amended SSOC 2019 Meeting Calendar

Proposed SSOC 2019 Meeting Calendar

January 28, 2019*

February 25, 2019*

March 25, 2019

April 22, 2019

*Potential Date for City Council and SSOC Joint Meeting - April 30, 2019
(Pending Council Direction)*

May 20, 2019 (due to holiday)*

June 24, 2019

July 22, 2019

~~August 26, 2019~~ Cancelled

September 23, 2019

October 28, 2019

November 25, 2019

December 23, 2019 - Recommend rescheduling
to Monday, December 16, 2019*

*Note meeting will be held in Council Chamber