



OAKLAND MEASURE Y: Community Policing Neighborhood Services 2014 Annual Evaluation Report

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Resource Development Associates & Bright Research Group

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2014 Report to Measure Y Oversight

Agenda

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- Evaluation Research Questions
- Methodology
- Findings/Recommendations
- Contact Information



Evaluation Areas & Methodology

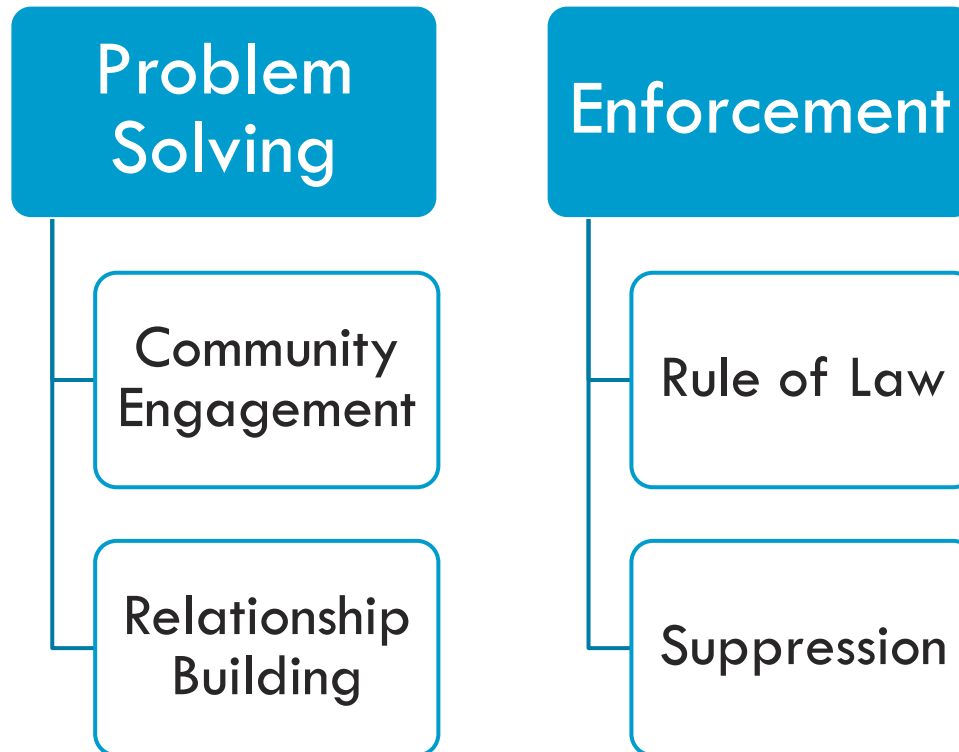
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- **Organizational Transformation**
 - ▣ OPD document & data review
- **Problem Solving**
 - ▣ SARA database audit & analysis
 - ▣ Technical Assistance
- **Crime Reduction Teams**
 - ▣ Ride-alongs with CRT officers
 - ▣ Key Informant Interviews (CRT Officers, Sergeants, Lieutenants)
- **Community Partnership**
 - ▣ Survey assessing quality of PSO & CRT relationships with community, perceptions of OPD
 - ▣ Focus on low to moderate income and diverse communities in flatland zip codes

Framework

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A Challenging Balance



5 Findings/Recommendations

2014 Community Policing Evaluation

Organizational Transformation

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□ **Assets**

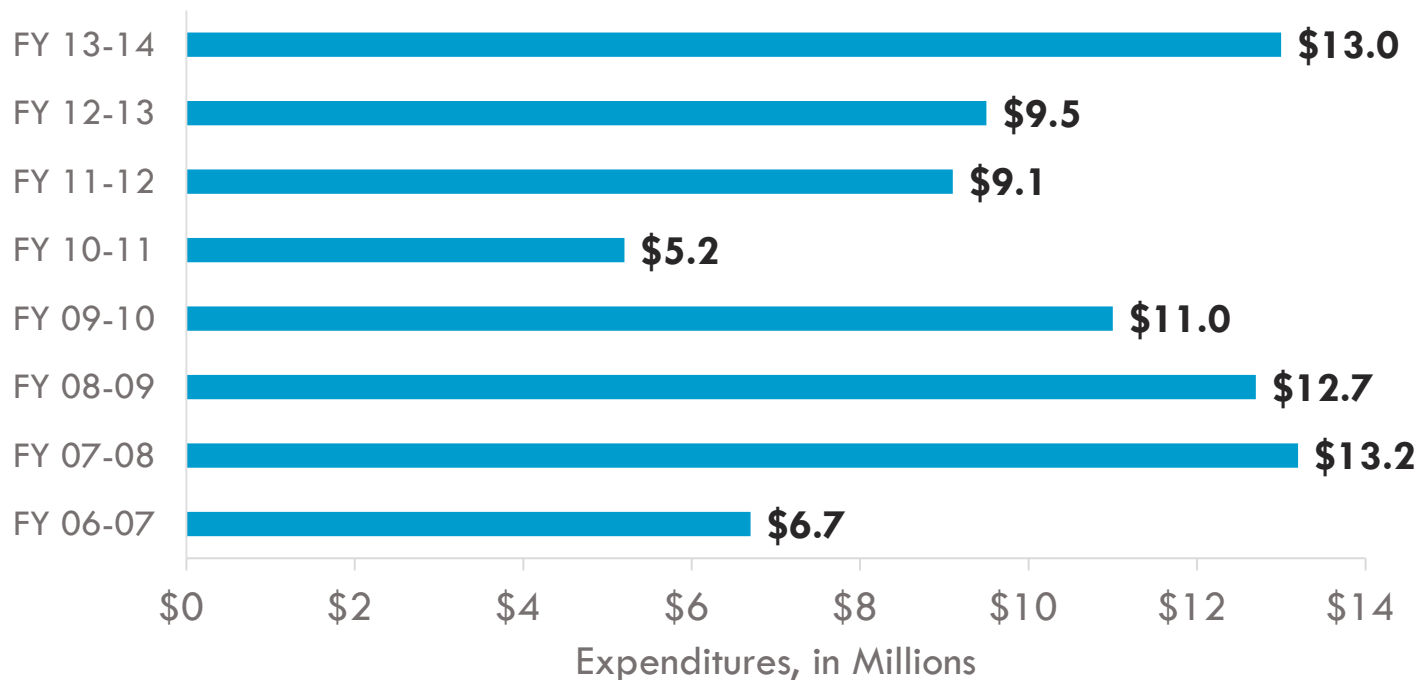
- Geographic-based deployment/organization
- Dedicated community policing resources
- Training and other infrastructure to support community policing
- Implementation of the Bratton/Wasserman recommendations and reports, including training on procedural justice

Organizational Transformation

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- Measure Y has provided \$80 million to community policing efforts since 2006

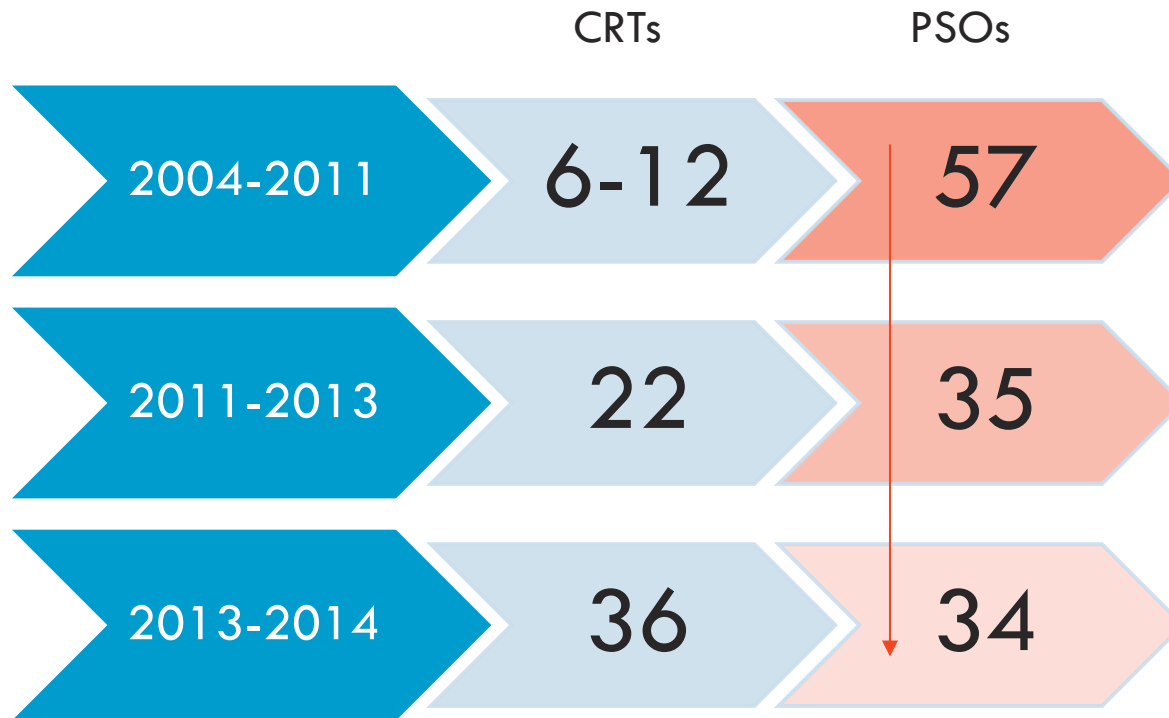
Measure Y Expenditures FY 2006-07 to 2013-14



Problem Solving

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OPD has shifted resources away from PSOs towards CRTs, representing a broader shift towards suppression tactics



Organizational Transformation

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- Measure Y-funded officers
 - ▣ Spend the majority of their time on Measure Y activities
 - ▣ Are one of the Department's only flexible resources

- PSOs and CRTs are frequently called off Measure Y duty to respond to other Department priorities

PSO and CRT Deployment

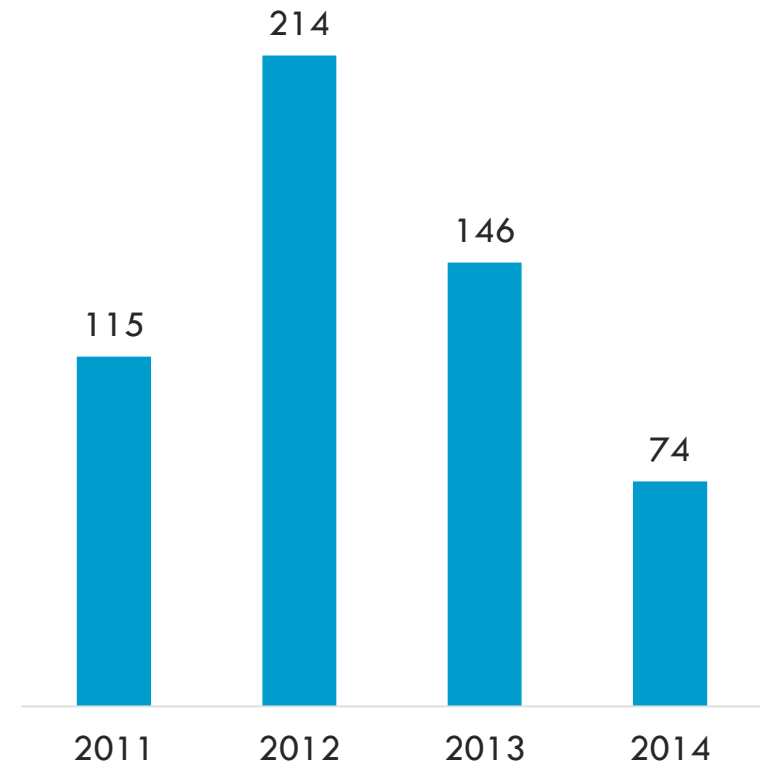
	Officers with <60% Regular Time	Proportion of Total
CRT	17	29%
PSO	6	13%
<i>Total</i>	23	22%

Problem Solving

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- PSOs have opened 500+ projects since 2011
- The most commonly reported problem type is narcotics

PSO Projects Opened, 2011-2014



Problem Solving

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- OPD made progress adopting accountability metrics

Area	Metric
Open Projects (minimum target)	<ul style="list-style-type: none">• Each PSO: Maintain 2-3 open and active projects• Each NCPC Beat<ul style="list-style-type: none">• Maintain 1 open and active project• Maintain 1 NCPC priority project• Open 1 new project annually
Assessment	<ul style="list-style-type: none">• Assess all open projects quarterly• Assess projects open for 12+ months to determine whether to keep open
Project Closure	<ul style="list-style-type: none">• Close projects that are not being actively worked on• Complete all steps of the SARA process prior to closing
Project Transfer	<ul style="list-style-type: none">• Reassign or close projects within 30 days of position turn over
Data Entry	<ul style="list-style-type: none">• Update SARANet database at least once a month

Recommendations: Problem Solving

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Continue to monitor adherence to PSO accountability protocols & strengthen management of problem solving resources

- Accountability monitoring
 - ▣ Goals should be specific, measurable, and achievable
 - ▣ All projects should advance neighborhood, Area, and Department priorities
- Sergeants' role ensuring minimum service to all NCPC beats

Crime Reduction Teams

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CRT Roles

- Support Ceasefire
- Gather intelligence or apprehend suspects
- Staff protests & other emergent needs
- Respond to major incidents requiring additional resources
- Provide assistance to patrol
- Work as enforcement arm on PSO projects

Crime Reduction Teams

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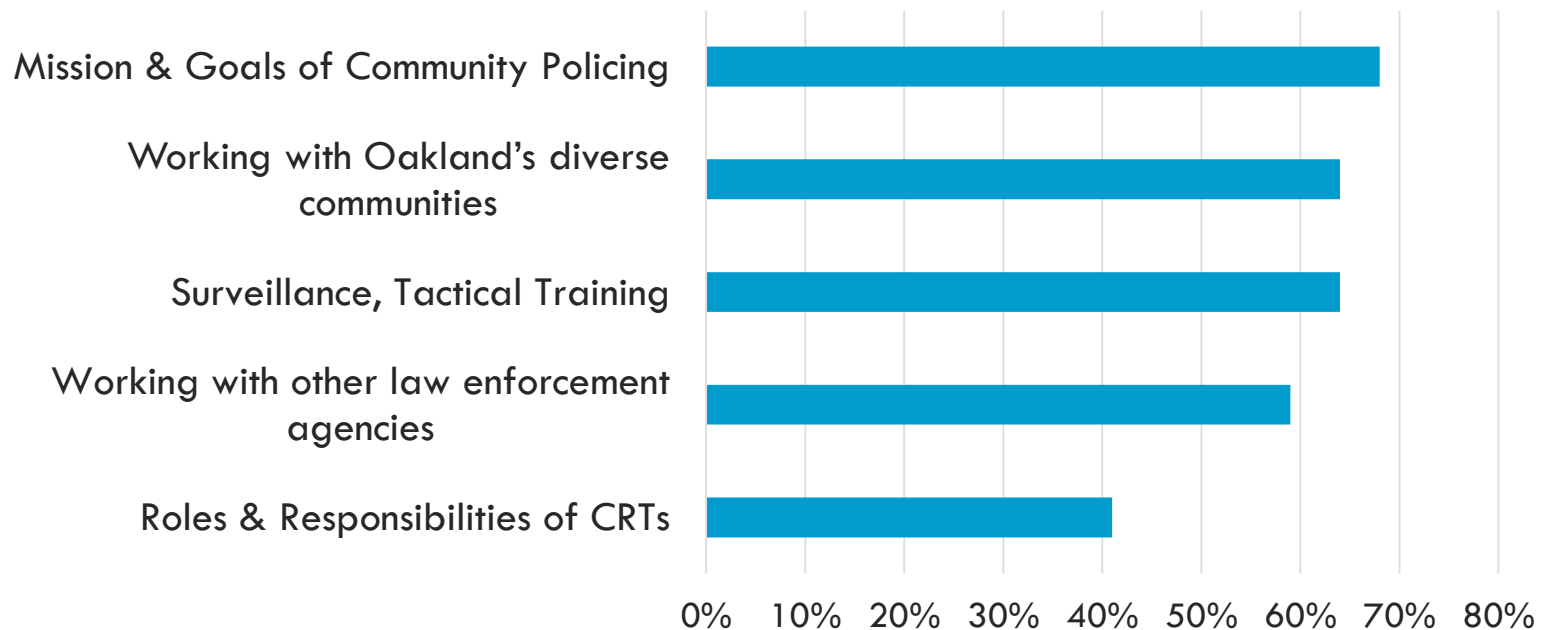
CRT Outcomes

- Increased intelligence on perpetrators of serious crime
- Detention of suspects in serious crimes
- Recovery/removal of guns from Oakland streets
- Interruption of narcotics sales
- Prevention of retaliatory shootings
- Deterrence or reduction of crime

Crime Reduction Teams

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- A majority of CRTs say they had adequate training in their mission and many techniques
- Only 41% felt training in roles & responsibilities was adequate



CRT Survey, Nov.2013, n=22

Crime Reduction Teams

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- ❑ **CRTs have no community relationship building activities**
- ❑ Resource shift from PSOs to CRTs concentrates community policing resources on more militarized and suppression tactics
- ❑ **No system is in place to collect data on CRT activities**
- ❑ CRTs spend most of their time on:
 1. Self-initiated intelligence gathering & suspect apprehension
 2. Superior-initiated intelligence gathering & suspect apprehension
 3. Responding to major incidents Citywide

CRT Survey, Nov.2013, n=22

Recommendations: Crime Reduction Teams

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- ❑ **Develop plans for reporting CRT activities & outcomes**
- ❑ **Focus CRT activities on violence reduction;**
decrease focus on narcotics arrests unrelated to reducing violence
- ❑ **Balance investments in community engagement**

Community Partnerships

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Recommendation to Build Communities of Trust	Progress
Implement Procedural Justice Training	In progress; goal is to train entire Department by March 2015
Train officers in interaction with community members	Integrated into regular training, with on tactical communication to de-escalate interactions
Organize Community Advisory Councils in Districts	Each Area commander has established a council and holds regular meetings
Annual survey of community confidence & satisfaction with police service delivery	Completed in 2013

Community Partnerships

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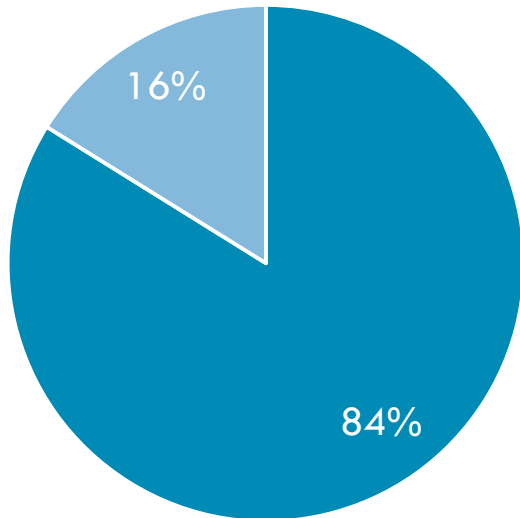
2014 Resident Survey

- Perceptions of public safety and interactions with OPD
 - ▣ Focus on reaching culturally diverse, low- and moderate-income residents of flatland ZIP codes
 - ▣ English & Spanish, paper and online
 - ▣ Disseminated by community based organizations and Oakland public schools as catalysts for reaching residents in flatland neighborhoods

- Results analyzed by ethnicity, age, and neighborhood to identify significant differences
 - ▣ Flatland/Other Area

Community Partnerships

2014 Resident Survey Response Distribution (n=537)



■ Flatlands ■ Other Areas

Flatland	Other Areas
94601	94609
94602	94610
94603	94611
94604	94618
94605	94619
94606	
94607	
94612	
94621	

Community Partnerships

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- The 2014 Resident survey captured a more diverse demographic than the 2013 NCPC survey

Ethnic Composition of Respondents 2014 v. 2013

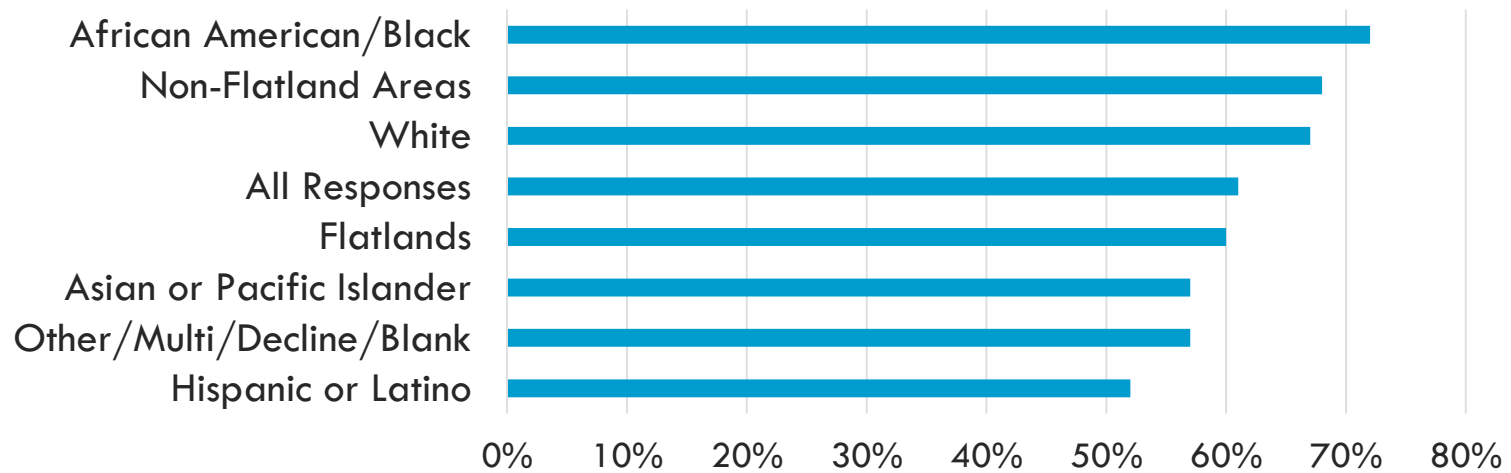
Race/Ethnic Identification	2014 Resident Survey	2013 NCPC Survey
Asian	25%	7%
African American/Black	23%	16%
Hispanic/Latino	22%	5%
White	13%	61%
Decline/Blank	12%	11%
Multi-Racial/Multi-Ethnic	4%	
American Indian or Pacific Islander	1%	2%

Community Partnerships

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- Knowledge of how to report a non-emergency problem is high

Percent of Respondents Who Agree with the Statement,
**“I know how to report a non-emergency problem to
OPD.”**

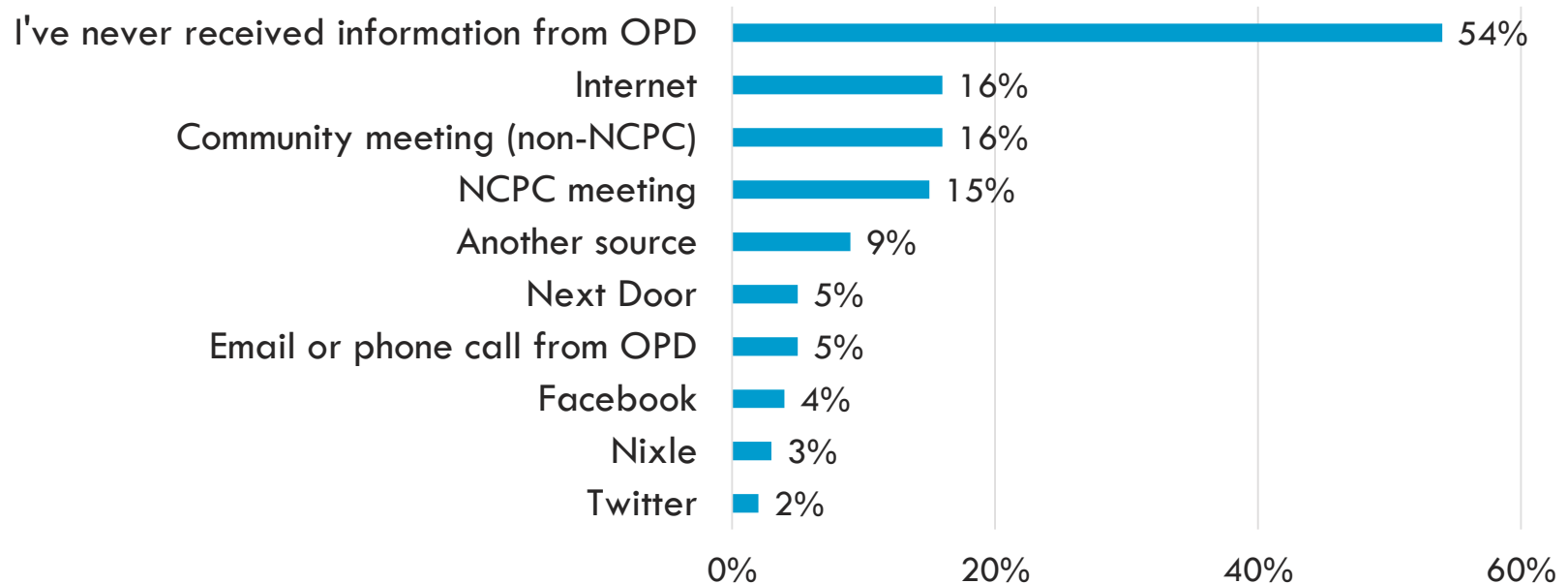


Community Partnerships

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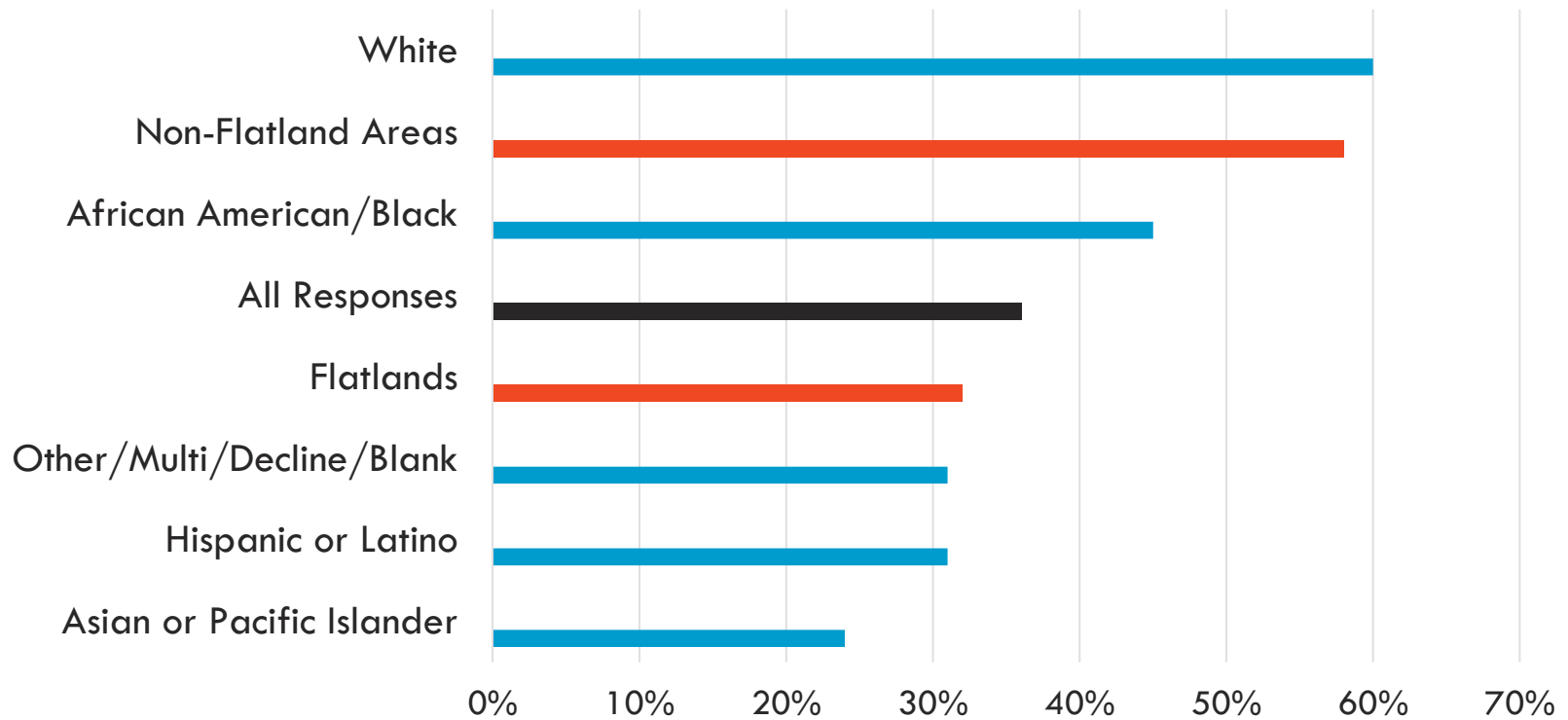
- Most residents say they have never received information from OPD, and participation in NCPC meetings is low

How have you received information from OPD?
Check all that apply.



Community Partnerships

Percent of Respondents Who Agree with the Statement, **“I generally feel safe in my Oakland community.”**

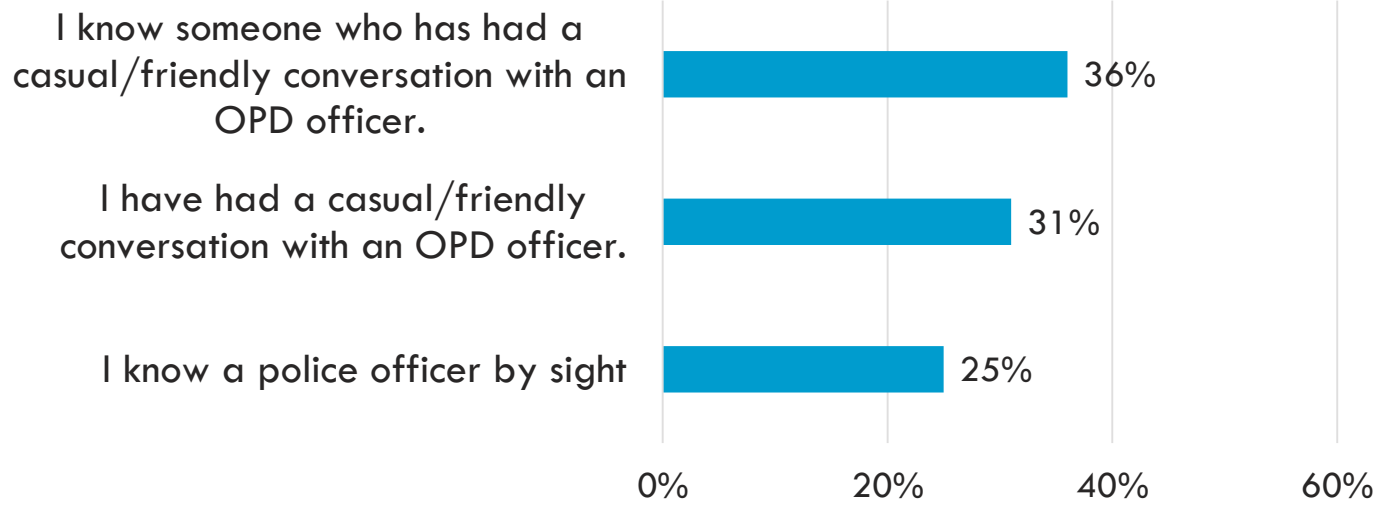


Community Partnerships

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- **Friendly Interactions:** A minority of respondents reported friendly or casual interactions with OPD

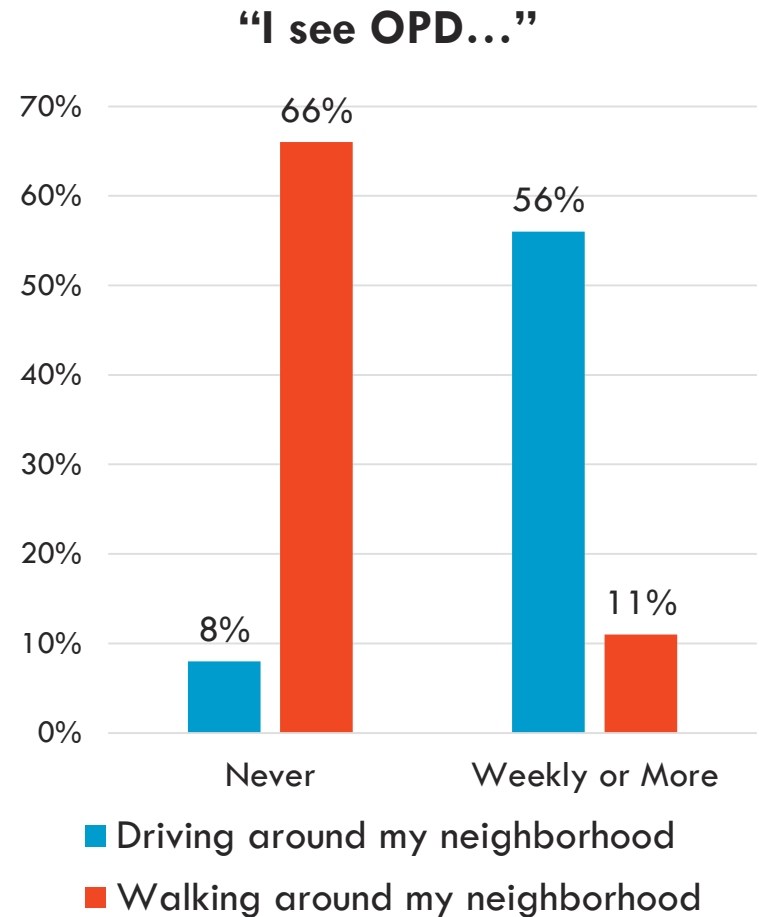
Percent Who Agree With Each Statement



Community Partnerships

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- Respondents see OPD in their neighborhood weekly or more, but rarely observe officers walking around

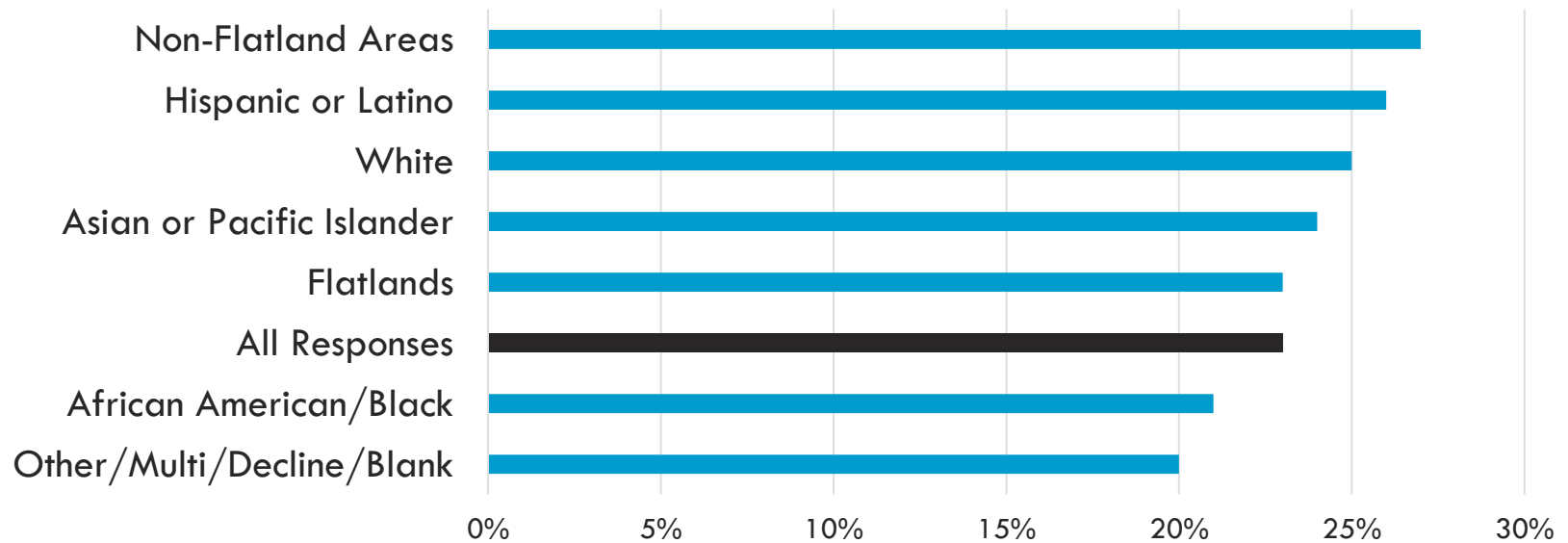


Community Partnerships

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- **Competence:** A minority of respondents expressed satisfaction with OPD's level of competence

Percent of respondents who agree with the statement, **"I am satisfied with OPD officers' level of competence."**

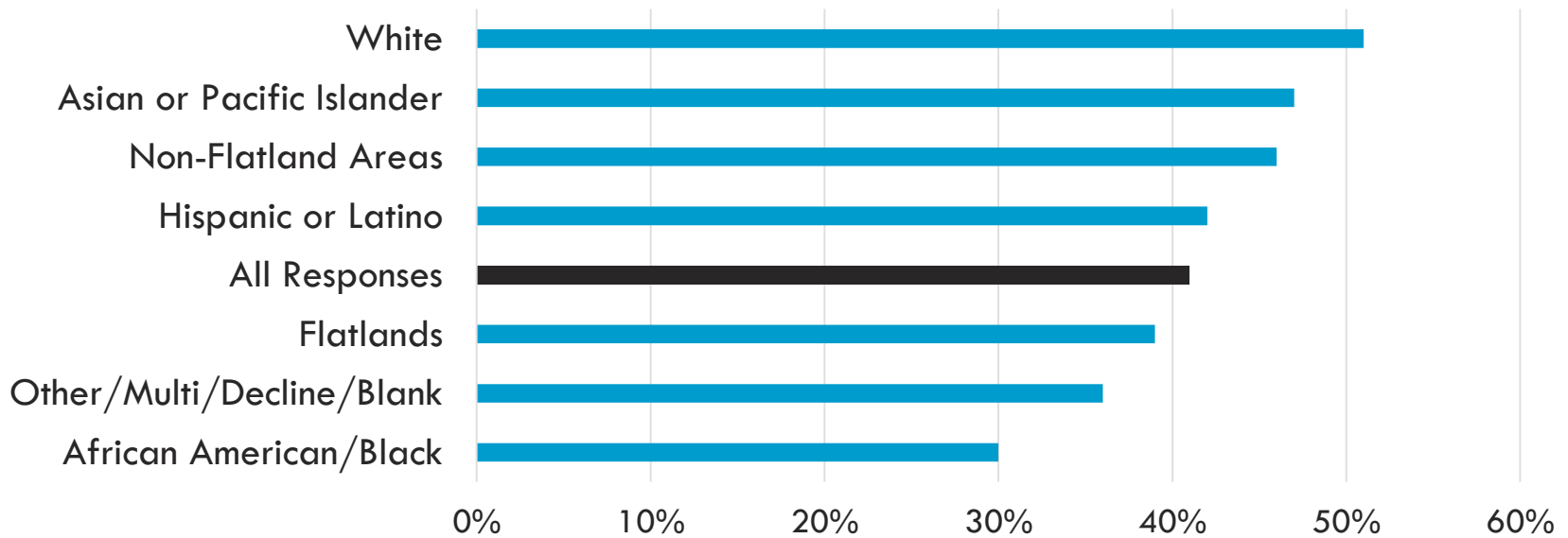


Community Partnerships

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Fairness

Percent of respondents who agree with the statement
“I am confident that, during a police contact, OPD would treat me and/or my children fairly.”



Recommendations: Community Partnership

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Identify strategies to partner with residents beyond NCPCs

- Consider additional partnerships with community- and faith-based organizations and schools
- Continue and augment use of social media and electronic communication

Allocate resources to reflect commitment to community engagement, not just suppression and enforcement

- Strike a balance between stemming violent crime and proactively transforming police/resident relationships

Recommendations: Community Partnership

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Invest in trainings, development of performance metrics, and a total community policing approach to strengthen police legitimacy and community partnership

- Continue to provide trainings in community policing and procedural justice approaches
- Continue to review procedures leading to disproportionate minority contact
- Develop metrics to monitor quality of interactions with residents
- Extend community policing beyond PSOs & CRTs

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THANK YOU!



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