



EVALUATION OF MEASURE Z FUNDED OPD POLICING SERVICES

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Resource Development Associates

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Introductions

About RDA

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- Mission driven consulting firm established in 1984 in Oakland, CA
 - ▣ Focus on social justice for vulnerable populations
- Systems approach to evaluation, planning, organizational development, and grant writing
- Current clients include:
 - City of Oakland Administrator's Office
 - Alameda County
 - Contra Costa County
 - Los Angeles County



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Overview of Evaluation

Evaluation Overview

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- The City of Oakland has contracted with RDA for 3 years to provide a process and outcome evaluation of the City's two Measure Z-funded policing services: **Community Resource Officers (CROs) and Crime Reduction Teams (CRTs)**.
- The evaluation seeks to evaluate the impact of two key outcomes:
 - ▣ 1) **Community member's trust in Oakland Police Department (OPD) and**
 - ▣ 2) **Crime and violence within Oakland.**

Evaluation Question

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- To determine the effectiveness of OPDs policing services, RDA will attempt to answer the following evaluation question:
 - **To what extent is OPD implementing Measure Z funded services in alignment with the following:**
 - President Obama's Task Force on 21st Century Policing,
 - OPD's 2016 Strategic Plan, and
 - Measure Z's goals and objectives?



Data Collection Activities

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Data	Purpose
Interviews with OPD Leadership	To understand leadership's goal and vision for Measure Z funded policing services
Interviews with CRT and CRO Officers	To understand CRT and CRO roles/responsibilities, attitudes towards community engagement, and how implementation of policing strategies differs across beats in Oakland
Interviews with NCPC members	To understand satisfaction with policing services, trust toward OPD, and identify community groups to participate in a focus group.
Focus Groups with Community Members (Youth, Seniors, Business Owners)	To understand satisfaction with policing services, trust toward OPD, interactions with OPD officers
SARANet Audit	To understand if and how CRO officers tracking resolutions of quality of life issues and crime
Crime Trend Analysis	To understand crime trends across beats

Data Collection Activities

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Evaluation Findings

Reducing Crime

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Successes

- **CRO and CRT officers work together collaboratively to support both problem-solving and intelligence-based policing.**

Challenges

- **There is a tension between Measure Z's explicit focus on violent crime and its directive for CROs to engage in community-driven problem solving.**

Strengthening Trust and Relationships

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Successes

- **OPD successfully identifies and recruits officers who are committed to community engagement to serve as CROs.**
- **CRT officers implement procedural justice principles while conducting enforcement activities.**

Challenges

- **Widespread unfamiliarity among community members about CRO and CRT officers hinders the department's ability to strengthen community relationships.**
- **Both the larger public discourse on policing in America and specific controversies tied to OPD are barriers to Measure Z officers' efforts to strengthen trust and build relationships.**

Organizational Excellence

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Successes

- **Since the passage of Measure Z, OPD has taken many steps that support the achievement of Measure Z objectives**

Challenges

- **There is inconsistent data collection and limited data-driven decision making to support CRO and CRT activities.**
- **Department-wide staffing issues impact the quality and availability of CRO activities**

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Recommendations

Recommendations

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- 1. Continue building OPD's web-based media presence in order to**
 - promote positive stories about Measure Z officers and other Department activities, and
 - increase communication with residents about the CRO program, problem solving activities, NCPC meetings, and more.
- 2. Clarify to both CROs and NCPC members how CROs are expected to community-driven problem solving work versus supporting other department operations related to addressing shootings and homicides.**

Recommendations

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- 3. Establish minimum timeframes for which CROs must remain assigned to the same beat. In addition, ODP should develop protocols for transitioning CRO responsibility and projects when turnover is unavoidable.**
- 4. Implement the SARANet Accountability Protocol to improve SARANet data collection and increase oversight of CRO activities.**
- 5. Establish measures for successful implementation of CRT activities and mechanisms for tracking those measures.**

QUESTIONS?

