

# MEASURE Y/Z-FUNDED POLICE SERVICES: SUMMARY OF FINDINGS AND RECOMMENDATIONS FOR IMPROVEMENTS

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# Agenda

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## Evaluation Overview

- Evaluation Background
- Current Evaluation Activities

## Measure Y to Measure Z

- Legislative changes

## Evaluation Findings & Recommendations

- Strategic Vision and Leadership
- Data & Learning Infrastructure
- Measure Y/Z Funded Services

## Questions and Answers

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# Evaluation Overview

Evaluation Background

Current Evaluation Activities

Community Policing Evaluation

# Community Policing Evaluation

## Overview

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- Since 2008, the evaluation team targeted different issues/topics at different points in time. The past two years have focused on quality of problem-solving and community partnership.



### Types of Evaluation Activities

SARA Audits

CRT/PSO Surveys

Ridealongs/ Interviews

Crime/Personnel data

NCPC and Community Surveys

Best Practice/ Literature Review

# Current Evaluation Focus

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How has OPD's role in the City's violence prevention initiative changed over time?

How has policing evolved over the course of Measure Y? How have the roles of PSOs & CRTs changes?

How will policing shift under Measure Z? What is the Department's vision of community policing under Measure Z?

What are the roles of CROs, CRTs, & CeaseFire under Measure Z?

# Current Evaluation Activities and Timeline

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May-July: Documentary Review and Analysis, SARA audit, stakeholder interviews



Aug-October: Interviews with CROs, CRTs, leadership; CeaseFire data and observations; CRT metrics



November-December: Data analysis & reporting

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# Measure Y to Measure Z

# Measure Z: A New Framework for Police Services

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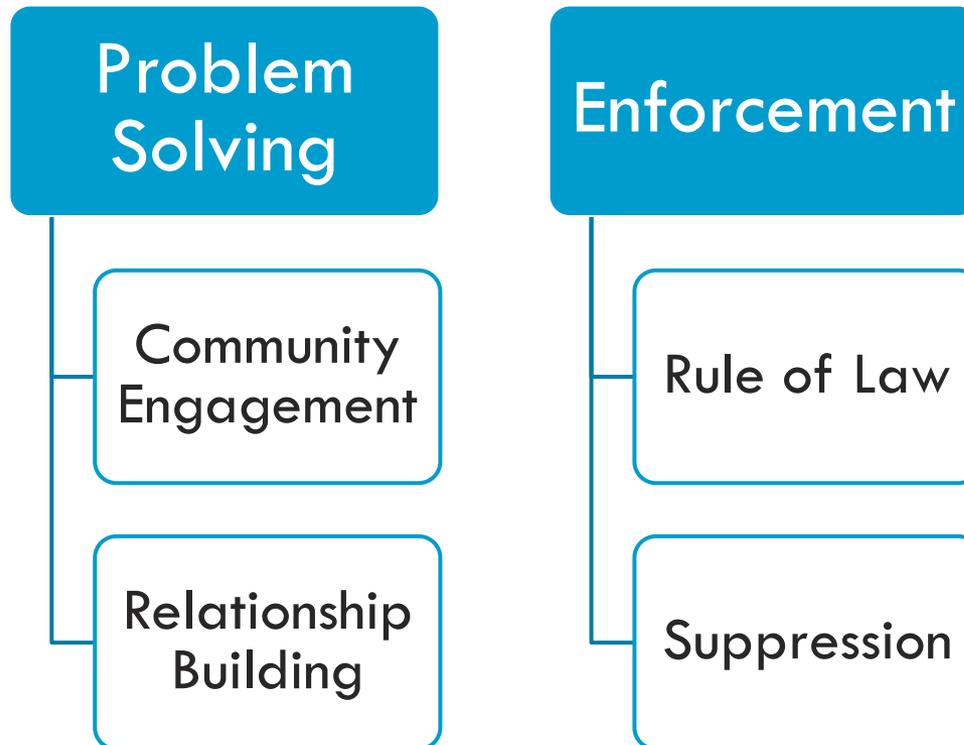
## Measure Z

- Does not explicitly mandate "community policing," giving OPD more flexibility around how to interpret the legislation and associated activities.
- Replaces Problem Solving Officers with Community Resource Officers.
- Provides OPD with greater flexibility around how it uses its funds in terms of staffing.
- Provides the police with greater flexibility around deployment of Measure Z-funded officers and less guidance around required activities.
- Adds funding for Ceasefire Project Management and Data Analysis functions.

# Framework for Community Policing

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## A Challenging Balance



# Findings and Recommendations

- Strategic Vision and Leadership
- Data and Learning Infrastructure
- Implementation of Measure Z-funded Services

# Strategic Vision and Leadership: Findings

## Finding 1

- While the Department has commitment to the core tenets of community policing, Measure Z no longer legislatively mandates community policing.

## Finding 2

- There are a number of external factors that impact the successful implementation of Measure Z funded efforts
  - Staffing and other resourcing shortages
  - Inconsistent directives from various leaders
  - Frequent changes in Department staffing and leadership.

## Finding 3

- The Department has established and promoted clear visions of procedural justice and CeaseFire.
- By contrast, the evaluation found a lack of a consistent vision regarding the role of Community Resource Officers and Crime Reduction Teams across the Department.

# Strategic Vision and Leadership: Recommendations

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## Develop Comprehensive Community Policing Plan

- Develop a comprehensive plan for community policing that integrates Measure Z funded strategies and other OPD and City.
- Identify or establish a body to ensure the City is adhering to its community policing mandate.

## Create Communication Strategy

- Develop a more robust communications strategy to communicate organizational priorities and strategic directions both internally and externally.

## Establish a Coherent Strategy for CRO and CRT investments

- Develop a more coherent strategy around CRO and CRT investments (articulating objectives, priorities, and accountability standards)
- Communicate that strategy internally and externally.

# Data & Learning Infrastructure: Findings

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## Finding 4:

- The Department collects extensive data for compliance purposes, and has made progress in using the SARANet system and using crime data on crime to inform area and Department wide priorities.
- However, the Department has limited infrastructure or process for using data for performance management and learning purposes.

## Finding 5:

- There are a lack of established accountability metrics and related data collection and analysis processes for most Measure Z-funded police services.

# Data & Learning Infrastructure: Recommendations

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Collect and  
review data  
regularly to  
refine approach

- Ensure that the infrastructure (i.e. data collection methods), standards, and practices are in place to continuously improve the efficacy and efficiency of Measure Z-supported investments.

Regular  
Oversight of  
Activities and  
Outputs

- Measure Z Oversight should regularly request reports of CeaseFire, CRT, and CRO activities and outputs to determine whether current resource allocation furthers Measure Z goals and objectives.

# Measure Z-funded Services: Findings

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## Finding 6:

- Measure Z supports both violence suppression and problem solving strategies through its CeaseFire, CRT and CRO investments. While all have significant potential for improving public safety, organizational, resource and implementation challenges limit their impact.
- In addition, violence suppression strategies lead to disproportionate contact between African American residents and police, a real cost that must be considered.

# Measure Z-funded Services: Recommendations

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## Ensure CeaseFire Clients Can Access Services

- Ensure availability of all CeaseFire services to participating clients and develop on long-term strategies for moving participants into sustainable employment

## Increase Procedural Justice Sustainability

- Increase sustainability of procedural justice by building procedural justice into officer supervision, review, and promotion processes. Establish structures and processes for officers to address trauma on the job.

## Share and Implement Results from Disproportionate Contact Study

- The Department is currently examining how law enforcement techniques employed by CRTs contribute to disproportionate contact between African American residents and the police. The results should be used to assess and change practices.

## Update CRO Standards of Practice

- Update the Department's standards of practice for CROs and determine how much of CRO time should be dedicated to problem solving. Increase venues for residents to engage, provide feedback, and partner with police.

# Questions?

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