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AGENDA REPORT

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CITY OF OAKLAND

TO: DEANNA J. SANTANA
CITY ADMINISTRATOR

FROM: Howard A. Jordan
Chief of Police

SUBJECT: Informational Report, Measure Y
Evaluation, Community Policing

DATE: December 10, 2012

City Administrator
Approval

Date

12/26/12

CITY-WIDE

RECOMMENDATION

It is recommended that the City Council accept this informational report regarding the 2011-2012 Measure Y Community Policing Evaluation from Resource Development Associates.

BACKGROUND/LEGISLATIVE HISTORY

The Violence Prevention and Public Safety Act of 2004 (Measure Y Initiative) mandates an independent evaluation of Measure Y funded programs to ascertain their effectiveness. There are three major components of Measure Y: 1) community policing; 2) violence prevention services; and 3) Fire Services. The purpose of the 2011-2012 report is to assess the progress in implementing Measure Y funded community policing and crime reduction efforts during the program year.

Measure Y funding to the OPD partially covers the personnel costs of the 63 police officers assigned to the program. Measure Y does not fund the salaries of the eight supervisors and two commanders that are also assigned. Measure Y funds the training and equipping of these officers as well. Problem Solving Officers (PSOs) are key components of OPD's community policing efforts with the primary role to coordinate problem-solving activities in their assigned beats. The PSOs guide and direct these problem-solving efforts by coordinating with other Department members such as Patrol officers, as well as, other City agencies while providing constant contact and familiarity with residents of Oakland. The full description of PSO deployment and responsibilities are contained in OPD's Bureau of Field Operations Policy 11-01 (attached). Crime Reduction Team (CRT) officers, also allowed by Measure Y, are responsible for proactively addressing sources of criminal activity through crime reduction efforts with a focus on identified locations and individuals responsible for perpetrating violent crimes. CRT officers also assist the PSOs, when needed, to address violent crime associated with beat projects.

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RDA released their evaluation report entitled: Measure Y Evaluation, 2011-2012 Community Policing Report (attached), which examines the community-policing portion of Measure Y funded programs providing key findings and recommendations.

ANALYSIS

The evaluation examined the implementation of SARA-based problem solving efforts, community oriented policing, and crime reduction approaches during 2011-12. SARA (Scanning, Analysis, Response, and Assessment) is a multi-step process that PSOs use to address and resolve beat projects and other community concerns in their beats. The SARA process emphasizes an analysis of the nature of the problem and consideration of multiple solutions before a response is implemented. SARA is intended to help officers move away from reactive and responsive policing by promoting a critical analysis of the nature, source, and potential resolution of a problem.

The key findings include:

- PSOs are solving problems of concern to residents. However, the reorganization of the Department and the loan of 22 Problem Solving Offices to Crime Reduction Teams resulted in a decrease in the number of problems opened and closed during the past year.
- The PSO program has made progress in creating a standardized program, focused on SARA-based problem solving in collaboration with Neighborhood Crime Prevention Councils (NCPCs), residents and other city agencies. However, there is a need for more consistent training, better equipment, and additional resources. While PSOs are generally prepared to do their job, BFO 1 PSOs in particular expressed a need for additional training.
- BFO 1 PSOs, on average, spent about a quarter of their time responding to Occupy Oakland, which decreased the amount of time they spent working on neighborhood projects.
- Measure Y supported the deployment of 22 CRTs to conduct violence suppression. CRTs are one of the few law enforcement resources available to PSOs in implementing law enforcement tactics, solving crimes, and removing suspects from neighborhoods.

OUTCOME

The Measure Y evaluators, Resource Development Associates (RDA), make the following six recommendations:

1. Offer a Problem Solving Officer School annually and ensure that PSOs across police department have access to the training topics identified through the PSO survey.
2. Expend Measure Y Equipment and Training funds to upgrade laptops, particularly in BFO 1, and identify opportunities for external training.

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3. Ensure better alignment of effort across BFOs I and 2, particularly in relation to meeting the training needs of PSOs and provide OPD –wide training in community policing and problem solving approaches.
4. Balance the need to provide PSO service to each Neighborhood Crime Prevention Council (NCPC) beat with the need to respond to surges in violent crime through the deployment of Crime Reduction Teams (CRTs).
5. Develop metrics for measuring CRT impact on public safety early on in the fiscal year, should the Department decide to re-deploy CRTs.
6. Align Measure Y's community policing investment with other public safety initiatives and funding sources.

COORDINATION

The Measure Y Oversight Committee (MYOC), the Department of Human Services (DHS) and OPD reviewed the evaluation. OPD reviewed the report and met with RDA staff on the findings and recommendations. City departments will continue to work with RDA and others to implement the recommendations and identify strategies to address concerns.

The report was provided to members of the MYOC in advance of their August 20, 2012 meeting where RDA provided an overview and answered questions. The MYOC forwarded recommendations (attached) to the Public Safety Committee. The Department met with the MYOC and responded to the issues raised.

RESPONSE

OPD has the following comments and response to the RDA recommendations:

- Offer a Problem Solving Officer School annually and ensure that Problem Solving Officers (PSOs) across the Oakland Police Department (OPD) have access to the training topics identified through the PSO survey.
 - OPD concurs with this recommendation. The Department is scheduling a PSO school for February 2013 and commits to holding a school in February thereafter. The Department's Watch Change occurs in January each year. It is at this time, generally speaking, when most new PSOs if any are assigned to the program. A PSO school in February will address the training needs of any new PSOs assigned to the program in January. The Department will evaluate the need for an additional PSO school based upon the number of new PSOs assigned after the Watch Change takes place.
- Expend Measure Y Equipment and Training funds to upgrade laptops, particularly in BFO 1 and identify opportunities for external training.

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- OPD concurs with this recommendation. OPD was advised previously, during this evaluation period, not to spend the equipment and training funds due to budgetary concerns. This issue has been resolved and the funds have been made available. New computers have been purchased and delivered to address current needs. OPD has expended equipment and training funds prior to this evaluation and is undergoing training and equipment needs assessment. This training and equipment needs assessment will be conducted in November of each year to ensure that training topics are scheduled for the subsequent year and equipment purchases are conducted regularly as needed.
- The Department coordinated training for the PSOs and Patrol officers in July 2012 to improve the coordinated problem solving efforts of both. On day one of the training, the PSOs participated. On day two of the training, the PSOs backfilled for the Patrol officers, enabling them to attend the training. This training included the problem solving process through SARA.
- BFO 2 developed spending plans in 2010 and 2011 to ensure that the area PSOs received needed training and were adequately equipped to perform their duties.
- Ensure better alignment of effort across BFOs 1 and 2, particularly in relation to meeting the training needs of PSOs and provide OPD –wide training in community policing and problem solving approaches.
 - OPD concurs with this recommendation. BFO 1 and BFO 2 have been commanded independently since last year. The BFO Deputy Chiefs are committed to working cooperatively to ensure that there is consistency among the PSOs and CRTs that work Citywide. Departmental policy 11-01 defines the roles and responsibilities of the PSO positions citywide to ensure that there is consistency. The overarching command of field resources falls within the responsibility of the Assistant Chief of Police who is committed to ensuring continuity within the program.
- Balance the need to provide PSO service to each Neighborhood Crime Prevention Council (NCPC) beat with the need to respond to surges in violent crime through the deployment of Crime Reduction Teams (CRTs).
 - OPD concurs with this recommendation. The Department has been utilizing the Measure Y CRTs to address violent crime and to assist the PSOs when needed. The Department has recognized the need for specialized units to respond to and proactively address violent crime throughout the City. The Department has staffed, and will ensure in 2013, that the 63 Measure Y officers are assigned as 35 PSOs and 28 CRTs. This will continue to allow a balance between the problem solving efforts of the PSOs and the crime fighting role of the CRTs.

- Develop metrics for measuring CRT impact on public safety early on in the fiscal year, should the Department decide to re-deploy CRTs.
 - The Department concurs with this recommendation. The Department has met with UC Berkeley and other law enforcement professional, and will meet with RDA, to discuss metrics for determining the impact upon public safety. The Department will establish these metrics prior to full deployment in 2013.

PUBLIC OUTREACH/INTEREST

This item did not require any additional public outreach other than the required noticing with the Office of the City Clerk, and the members of the Measure Y Oversight Committee and its subscriber list of interested community members and groups.

COST SUMMARY/IMPLICATIONS

As this is an informational report, there are no known fiscal impacts at this time.

SUSTAINABLE OPPORTUNITIES

Economic: The reduction of crime and violence may enhance the economic vitality of the City of Oakland.

Environmental: This project will have no impact on the environment.


Social Equity: The goal of reducing crime and violence will enhance the quality of life for Oakland residents.

Disability and Senior Citizen Access: All programs sponsored by Measure Y are in facilities accessible to person with disabilities.

For questions regarding this report, please contact: Deputy Chief Eric Breshears at (510) 777-8560.

Respectfully submitted,



 Howard A. Jordan
Chief of Police

Prepared by:
Eric Breshears
Deputy Chief of Police

Attachments: *Measure Y Evaluation, 2011-2012 Community Policing Report*
OPD BFO Policy 11-01

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Public Safety Committee
January 22, 2013

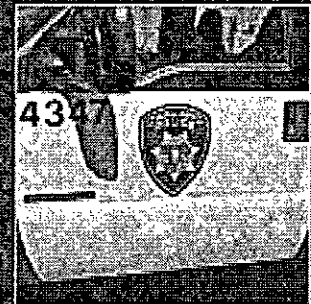
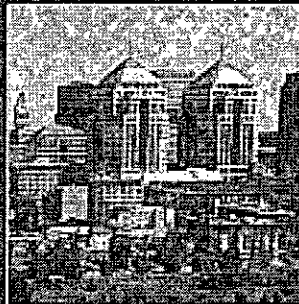
City of Oakland

MEASURE Y EVALUATION

2011-2012 Community Policing Report



Community Policing Neighborhood Services
Evaluation FY 2011-2012





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Executive Summary

Measure Y is a voter-approved initiative that provides funding to violence prevention programming and community policing. Measure Y funding to the Oakland Police Department covers the personnel costs of 63 problem solving and crime reduction team officers, as well as related training and equipment costs. Problem Solving Officers (PSOs) are the key agents of the Department's community policing program. Their primary role is to solve problems of concern to residents in their assigned neighborhood beats. Crime Reduction Team (CRT) officers are responsible for proactively addressing sources of criminal activity in their police service area through law enforcement techniques, with a focus on identifying and removing individuals responsible for perpetrating crimes.

This year's evaluation examined the Measure Y Community Policing Neighborhood Services program's implementation of SARA-based problem solving, community oriented policing, and crime reduction approaches during 2011-12. Among the key findings:

- *Problem Solving Officers (PSOs) are solving problems of concern to residents. However, the re-organization of the Department and the loan of 22 Problem Solving Officers to Crime Reduction Teams (CRTs) resulted in a decrease in the number of problems opened and closed during the past year.*
- *The PSO program has made progress in creating a standardized program, focused on SARA-based problem solving in collaboration with Neighborhood Crime Prevention Councils, residents and other city agencies. However, there is a need for more consistent training, better equipment, and additional resources. While PSOs are generally prepared to do their job, Area 1 PSOs in particular expressed a need for additional training.*
- *in Area 1, on average, PSOs spent about a quarter of their time responding to Occupy Oakland, which decreased the amount of time they spent working on neighborhood projects.*
- *Measure Y supported the deployment of 22 CRTs to conduct violence suppression. CRTs are one of the few law enforcement resources available to PSOs in implementing law enforcement tactics, solving crimes and removing suspects from neighborhoods.*

While the Department has made progress over the past several years in developing a more coherent and unified program, the decrease in the size of the sworn force has impacted program implementation. The fiscal and staffing challenges faced by the Department are evident in changes to the Measure Y community policing services program. Opportunities to continue to strengthen the program within the current context are also evident. Based on these findings, the evaluation makes the following recommendations:



1. Offer a PSO School annually and ensure that PSOs across the Department have access to the training topics identified through the PSO survey.

While PSOs reported that they were adequately trained in many areas, a third of PSOs have not participated in the comprehensive PSO school that covers many important topics and programmatic policies. In order to maintain program standards and quality for newly assigned PSOs, annual access to comprehensive training is critical. The Department should also offer trainings on the topics identified through the PSO survey, including training on Forensic Logic and Crime Analysis software, the assessment phase of the SARA-based problem solving process, and collaboration/partnership with other city agencies, stakeholders, and residents.

2. Expend Measure Y Equipment and Training funds to upgrade laptops, particularly in Area 1 and identify opportunities for external training.

The Measure Y funding allocation includes up to \$500,000 to expend on training and equipment. During the past year, about \$20,000 was expended from the Equipment fund and \$10,000 from the Training fund for the program. These funds should be used to invest in the professional development of PSOs so that they are able to implement best practices in problem-oriented and community policing activities. These funds should be used to send PSOs to the annual COPS conference, California Narcotics Officers Association trainings, the Goldstein Annual conferences, and other relevant local and national trainings that can positively impact the performance of PSO's. Likewise, these funds should be spent to address outdated and non-functioning equipment, which reduces officer efficiency. Upgrading Area 1 laptops and computers should be a top priority.

3. Ensure better alignment of effort across Areas 1 and 2, particularly in relation to meeting the training needs of PSOs and provide Department-wide training in community policing and problem solving approaches.

The re-organization of the Department resulted in a bifurcated program, in which the Special Resources Lieutenant in each area is responsible for the development, management and monitoring of the PSO and CRT program in their assigned area. While each continues to receive direction from the upper level command, the evaluation did note differences in the level of preparation and implementation of activities across the two areas. In general, Area 1 PSOs reported being more prepared to do their job, while Area 2 PSOs reported the need for additional training. The Department should identify opportunities to align training and professional development opportunities across the beat. Going forward, it will be important for the Department to monitor the consistency of training and preparation for all Measure Y funded officers, while maintaining a geographic approach to proactive police work.



A best practice in Community Policing is the training of all officers within a Department in the principals and approaches of community and problem-oriented policing. PSOs reported that patrol officers regularly assist with open projects and leadership has expressed a desire to move the Department towards a more proactive approach to crime fighting. Training all officers (including Patrol) in community policing can further these departmental objectives.

4. Balance the need to provide PSO service to each NCPC beat with the need to respond to surges in violent crime through the deployment of Crime Reduction Teams (CRTs).

The reorganization of the Department at the beginning of the fiscal year resulted in the consolidation of the 57 community policing beats into 35 beats. While the Department made a commitment to continue to provide PSO service to each NCPC beat, residents were no longer guaranteed one officer per community policing beat. At the same time, Oakland was experiencing a surge in violent crime (shootings and homicides). In response, the Department placed 22 problem solving officers on loan to Crime Reduction Teams to conduct violence suppression activities in hotspots plagued by crime. The decrease in PSOs working on projects meant that fewer projects were opened and that not all NCPC beats received service from a PSO. On the other hand, CRTs were able to identify and address significant sources of shooting, homicides, robberies, and narcotics in East and West Oakland. CRTs have the flexibility to implement law enforcement tactics in teams or squads to address serious crimes; this flexibility is critical to both ensuring officer safety and solving problems. The Department should establish and monitor policies to ensure that each NCPC beat receives a minimum level of service, such as requiring that PSOs maintain an open project in each NCPC beat (i.e. 10X and 10Y). At the same time, the Department should continue to deploy CRTs, both as a resource to PSOs and as a resource capable of responding to surges in violent crime. In the case that they are re-deployed, the Department should work early on with the evaluation to develop a plan for measuring the impact of CRTs on reducing crime and violence in Oakland.

5. Develop metrics for measuring CRT impact on public safety early on in the fiscal year, should the Department decide to re-deploy CRTs.

Should the Department decide to re-deploy CRTs to engage in violence suppression activities, it will be important for the Department to track CRT impacts and activities in a consistent and uniform manner so that the evaluation can measure CRT's impact on improving public safety and reducing crime in target areas.

6. Align Measure Y's community policing investment with other public safety initiatives and funding sources.



in a constrained fiscal environment, collaboration with other city agencies and efforts to strengthen public safety in the City will likely lead to greater impact. At the same time, the Department and other city agencies are focusing their efforts on meeting program mandates with fewer resources. Alignment and collaboration become secondary priorities. On the ground, this means that PSOs are increasingly self-reliant and operating in silos in their efforts to stem violence and crime. The evaluation recommends that at a minimum Measure Y better align the Community Policing Neighborhood Services investments with the Violence Prevention Programs; opportunities to align with other efforts should be incorporated into plans and implementation efforts.



Measure Y Community Policing: Annual Evaluation 2011-12

I. Introduction

Measure Y is a voter-approved initiative that provides funding to violence prevention programming and community policing. Measure Y funding to the Oakland Police Department covers the personnel costs of 63 problem solving and crime reduction team officers, as well as related training and equipment costs. Problem Solving Officers (PSOs) are the key agents of the Department's community policing program. Their primary role is to solve problems of concern to residents in their assigned neighborhood beats. Crime Reduction Team (CRT) officers are responsible for proactively addressing sources of criminal activity in their police service area through law enforcement techniques, with a focus on identifying and removing individuals responsible for perpetrating crimes.

Measure Y mandates an external evaluation of funded services. The purpose of this report is to provide Oakland residents, decision-makers, and other stakeholders with information about the impact of the Measure Y funded Community Policing Neighborhood Services component, with a specific emphasis on outcomes achieved by Problem Solving Officers (PSOs). This report covers the 2011-12 fiscal year and is designed to answer the following evaluation questions:

- What services were provided by Measure Y-funded Problem Solving and Crime Reduction Team Officers? Were the conditions in place to implement an effective Community Policing program?
- Did Problem Solving Officer activities result in the resolution of problems of significant concern to residents?
- Did Crime Reduction Teams engage in activities likely to improve public safety?

Changing Conditions Impacting the Community Policing Program

The landscape of policing in Oakland shifted significantly during the past year, which impacted the impact of community policing in Oakland. These changes in the conditions under which the community policing program operates are described briefly as context in interpreting the evaluation results.

Decreases in Number of Officers: The economic downturn and accompanying budgetary crisis for many California cities, including Oakland, has resulted in a significant loss in the size of the Department's force. The number of authorized sworn officers had decreased from over 800 in 2009-10 to 636 in 2011-12.¹ Units that served as a resource to problem solving efforts such as

¹ Oakland Police Department, Monthly Staffing Report. May 22, 2012.



Crime Reduction Teams, Traffic, Crime Analysis, and Criminal Investigations, have been severely cut or eliminated. In the past, the PSO served as a project manager, pulling in additional Department and City resources to solve problems. In a severely under-resourced climate, PSOs are increasingly self-reliant, but also limited in what types of solutions they can implement independently.

Departmental Re-Organization: A re-organization of the Oakland Police Department was fully implemented at the beginning of the fiscal year (July 2011). The Department's three service areas were consolidated into two areas and the 57 community policing beats were consolidated into 35. As a result, each of the 35 beats was assigned a Problem Solving Officer; while NCPCs were guaranteed an officer assigned to each of the former beats, some PSOs became responsible for more than one NCPC and community policing beat. That is, PSOs were no longer solely assigned to respond to problems in one NCPC beat. During 2011-12, each of the 35 beats was assigned at least one officer; high crime beats were assigned more than one officer; 22 of Measure Y funded officers were placed on loan as Crime Reduction Team (CRT) officers in August of 2011 through May 2012 to conduct violence suppression activities in areas experiencing surges in violent crime (shootings and homicides). While CRTs have always been a component of the Measure Y Community Policing services, the allocation of resources increased significantly this year. The evaluation provides a closer review of the services and impacts of the Measure Y funded CRTs.

Negotiated Settlement Agreement (NSA): Since 2003, the Oakland Police Department has been operating under a Negotiated Settlement Agreement, which was set up to identify, monitor and discipline problem officers in response to the Riders lawsuit. The NSA specifies steps the Department must take to become more responsive and accountable. Since 2003 an independent monitoring team has tracked the Department's progress towards this goal. During the past year, the judge overseeing the NSA reported that the Department was making inadequate progress in a number of areas and noted that the Department is at risk of being placed into receivership. The ongoing focus on compliance can decrease morale, out-side the box thinking, and the sort of pro-active approach required to successfully implement community policing and problem solving approaches.



II. Background on Community Policing in Oakland

Measure Y Funded Community Policing Efforts

Measure Y funds the Oakland Police Department's Community Policing Program, including Problem Solving Officers and Crime Reduction Team officers. Problem Solving Officers' primary role is to work with residents in their assigned beat(s) to solve problems of significant concern. Crime Reduction Team officers' primary responsibility is to conduct proactive police work to identify and remove sources of criminal activity from areas plagued with high levels of violence. Prior reports available at measurey.org further discuss Oakland's model and the extent to which it conforms to best practices in community and problem oriented policing.

The Role of the Problem Solving Officer in Implementing Community Policing

In the Oakland Police Department, PSOs are each assigned to a neighborhood beat and work collaboratively with Neighborhood Crime Prevention Councils (NCPCs) to address community-identified problems. PSOs have a myriad of roles and responsibilities- law enforcement, community organizing, public relations, problem solving, crime analysis and investigation, and collaboration with city agencies and staff. They are also responsible for developing in depth information about the assets, neighborhood and community based groups and organizations, crime trends, and sources of criminal activity that impact the quality of life and safety in their beat. They are charged with mobilizing and educating residents about their role in making their communities more livable, as well as garnering city and community resources to solve problems. They represent a bridge between the Department and residents in their beat; interactions with residents can strengthen or weaken that bridge, the public's trust in the Department, and ultimately, how safe residents feel in their neighborhood.

The Role of the NCPCs

In Oakland, the Neighborhood Crime Prevention Councils (NCPC) are the primary vehicle for stakeholders to make their communities safer and more livable, though neighborhood watch programs, resident involvement in reporting and identification of sources of criminal activity, and community education programs are additional avenues for residents to get involved. PSOs are charged with working on at least three NCPC priority problems at a time, attending NCPC meetings, and reporting back on their progress.

Linkages/Collaboration with Other City Services

Effective community policing connects communities with needed city resources (e.g., Public Works, Planning, etc.), and also results in stronger partnerships between residents and local government leadership (e.g., city council representatives), neighborhood schools, small businesses, churches, and other agencies working towards common goals. Linkages with other



city services are frequently made at NCPC meetings, through the Neighborhood Services Department staff and programs (in particular, the Neighborhood Services Coordinators), through the Service Delivery Systems, and through the offices of City Council members. Working closely with Neighborhood Services Coordinators, PSOs bring together the resources and solutions to neighborhood problems. Beyond Oakland City Agencies, Problem Solving Officers coordinate their efforts with the City Attorney, as well as with the Alameda County District Attorney's office. For problems related to serious criminal activity (i.e. prostitution, narcotics, or robberies), PSOs will often need to gather enough information in collaboration with other internal and external law enforcement units and agencies to provide the City and District Attorneys with the information they need to pursue a criminal case.

Crime Reduction Team Officers

Crime Reduction Teams provide proactive enforcement to identify and remove sources of significant criminal activity. CRTs are deployed to assist PSOs with implementing law enforcement responses to identify the perpetrators of serious criminal activity and gather the information needed to successfully prosecute them. CRTs may conduct surveillance, gather intelligence through undercover operations, write warrants, and identify suspects. Because they work in teams of six or more officers, they are able to carry out law enforcement operations that a PSO cannot conduct by him or herself. CRTs are often critical to gathering information that leads to the identification, arrest, and conviction of robbery or burglary suspects, perpetrators of shootings or homicides, individuals responsible for the sale of narcotics in specific locations within the neighborhood. CRTs also have a high level of flexibility in terms of their deployment- command may use the team to conduct enforcement in areas experiencing particularly high spikes in violent crime or to assist a PSO with providing a law enforcement response to help solve an open problem.

Community Policing Logic Model

A logic model was developed in collaboration with the Oakland Police Department to articulate the relationship between Measure-Y funded Community Policing activities and resources (inputs) and desired program and community outcomes. It is provided in Appendix C.



III. Methods

A number of qualitative and quantitative methods were used in this evaluation, including key informant interviews, analysis and audits of the problem solving database (the SARA Database), site observations, a Problem Solving Officer survey, analysis of Oakland Police Department documents and reports, and geocoding of crime incidents and PSO activities.

Logic Model: A logic model of the Measure Y funded Community Policing Program was developed, outlining key inputs, activities and short and long term outcomes in collaboration with Department leadership. The logic model was used to inform the evaluation design, by ensuring that appropriate methods were available to measure process measures and outcomes.

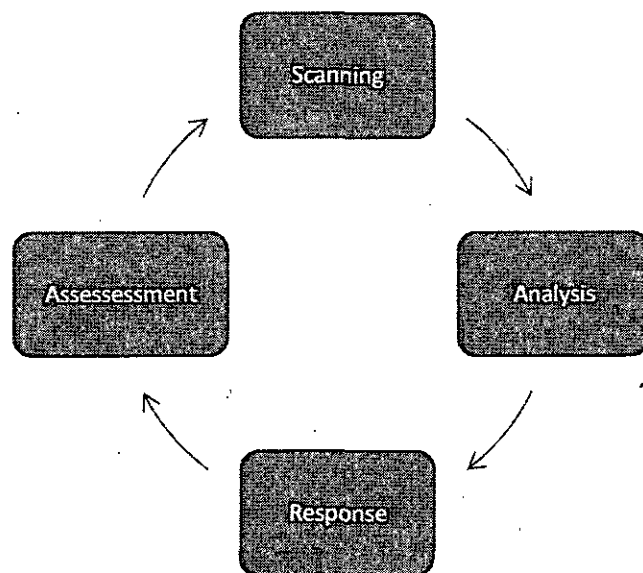
SARA Database Audit and Analysis: SARA (Scanning, Analysis, Response, Assessment) is a multi-step process that problem solving officers (PSOs) use to address issues and concerns in their beats. The SARA process emphasizes an analysis of the nature of the problem and consideration of multiple solutions before a response is implemented. An evidence based practice, used in many communities across the country, SARA is intended to help officers move away from reactive and responsive policing, by promoting a critical analysis of the nature, source, and potential resolution of a problem.

Scanning: Scanning the physical location to understand the nature of the problem. Talking with residents, gathering information and reviewing data to understand the source of the problem.

Analysis: Analyzing multiple sources of information, including resident information, intelligence, crime trend and other incident data to inform the development of potential responses.

Response: Development of a response plan, with timelines and stakeholder roles articulated. Articulation of project goals and measures. Implementation of response plan.

Assessment: Analysis of whether response plan was implemented as planned, and if the problem was effectively addressed.





The SARA process may be implemented multiple times before a problem is solved. For example, an initial scan and analysis of a blighted property may lead to the property being boarded up; however an assessment indicates that people are still loitering in front of the property, which would lead the PSO to complete the SARA process a second time to develop and implement an additional response given the shifting nature of the problem. Further, an officer may implement a response for several months and continue to monitor the resolution of the problem before closing it.

The SARA database is the primary source of information about problem solving and contains both quantitative and qualitative information. A web-based system, the SARA database was developed in 2008 in order to track problem solving activity. PSOs enter information on each problem they are working to solve (known as projects) and the steps they have taken to solve them. A supervisor must review and sign-off on each solved project in order for it to be registered as "closed." The SARA database provides the evaluation with information about problem identification, the nature of problems, comparisons across beats, and the level of overall PSO efficiency in relation to problem solving. It was updated over the summer of 2011, with a full transition to the updated system occurring by October 2011.

The SARA database was audited monthly; results were provided to Department leadership and used to inform improvement efforts. Problem solving data were analyzed to understand monthly activity on open projects, the number and type of problems opened and closed, problem solving trends across the city, and the sources of problem origin/identification.

Ridealongs, Observations & Interviews

One beat in each area was selected for additional study to learn more about the nature of problem solving across the city. A closer study of beats 7 and 21 were conducted through ridealongs with PSOs, NCPC meeting observations, and interviews with PSOs. Interviews addressed topics such as management and accountability, progress in re-launching the program, problem solving strategies, PSO duties and responsibilities, PSO training and supervision, and SARA database usage. The focus of assessing the NCPC meetings was the quality of PSO and resident interaction, while ridealongs examined the types of problems PSOs were working on in each beat. In addition, evaluation staff met regularly with Department leadership to share results of the evaluation and learn about ongoing Department efforts to support effective implementation of the PSO program. Finally, Key Informant Interviews were conducted with Crime Reduction Team Officers.



Problem Solving Officer Survey

An online survey of Problem Solving Officers was conducted to learn more about the implementation of community policing. The survey focused on problem solving activities, training strengths and needs, other PSO activities, relationships with residents, and level of organizational support for the PSO program among key partners and staff. Results were analyzed by Area. The survey was completed by 36 problem solving officers.

Geocoding of Police Incident Data and PSO Activity

Problem Solving Officer activity by problem type was geocoded to learn more about what kinds of problems are being opened in each beat. The location of projects related to Narcotics, Burglaries/Theft and Robberies, and Blight/Abandoned Properties was geo-coded by beat. Police incident data was also coded to understand the distribution of different types of crime across police beats. Appendix B contains quarterly crime trend maps of serious crime related to homicides, shootings and assault with a firearm, robberies, and prostitution for the first three quarters of 2011-2012 fiscal year.

Review of OPD Documents & Data

Relevant OPD personnel, planning, and operational documents were reviewed to determine staffing levels and assess Department progress in developing a standardized PSO program. Fiscal data from the Oakland Police Department were not made available to the evaluation this quarter. CRT statistics provided by Area Two were analyzed to develop a one-month snapshot of CRT outcomes.



IV. Results

This section of the report details the results of the 2011-12 evaluation of the Community Policing Neighborhood Services program funded through Measure Y. This section begins with a report on the services that were provided through Measure Y funding, following by findings related to problem solving, and closes with a summary of findings related to Crime Reduction Teams. Results are organized by evaluation question.

Evaluation Question: What services were provided through the Measure Y Community Policing Neighborhood Services program?

Finding: The Oakland Police Department expended approximately \$10 million dollars on the Community Policing Neighborhood Services Program, covering the costs of 63 officers.

Measure Y Investment in Community Policing Neighborhood Services

Approximately \$10 million in Measure Y funding is allocated to the Oakland Police Department to cover the personnel, equipment and trainings costs of 57 officers and 6 sergeants, as well as related training and equipment costs. The table below documents the costs charged to Measure Y for the first three quarters of the fiscal year (July 1, 2011-April 30, 2012) and the anticipated annual investment. The bulk of Measure Y funds to the Department go towards salaries.²

Measure Y Community Policing Neighborhood Services
Expenditures 2011-12

Area	Amount
Salary	\$7,521,414
Overtime	\$98,795
Facilities Support	\$1,636
Equipment	\$20,953
Other Supplies and Commodities	\$5,379
Training	\$9,178
Travel	\$5,039
Phone	\$60,410
Total First Three Quarters	\$7,722,808
Anticipated Annual Total	\$10,297,077

² Source: Oakland Fiscal Services Division, Measure Y Expenditures 7/1/11 through 4/31/12.



Measure Y Community Policing Evaluation

Client Name DRAFT.REPORT: Not for Distribution

Finding: The Department reported that the Community Policing Neighborhood Services program was fully staffed during the 2011-12 fiscal year; however, the Department re-organization and reductions in the size of the sworn force prevented the Department from providing coverage during extended PSO absences.

Personnel and Deployment

Measure Y provides for the full time deployment of 63 officers to neighborhood beats in the case of Problem Solving Officers, and to areas plagued by violent crime for Crime Reduction Teams. The Department reported that all positions funded by Measure Y were filled; in Area 2 there were no vacant positions throughout the year, while Area 1 had brief vacancies in two beats (less than a month).

OPD provided Telestaff data for the three time periods listed below documenting leaves and extended absences. During the first six months, eight of the 35 Problem Solving Officers were on leave for an extended period. Medical and military leave are typically leaves for most of or all of the referenced period. Special Assignment leaves were noted for those that were absent for more than 25% of the expected assignment. Administrative leaves were noted for those positions that had any such leave. Transfers refer to individuals transferred out of the position.

	Medical or Military	Special Assignment Training	Admin Leave	Transfer	Total
July-Dec, 2011	5	3	0	0	8
Jan-April 2012	2	1	0	1	4
May-June 2012	2	1	2	3	8

Coverage: Prior to the re-organization, the Department's approach to providing coverage during extended leaves or absences was for the Problem Solving Officer in the neighboring beat to continue to work on open problems or for an officer from patrol to be put on loan to the PSO program. For example, if the PSO assigned to 10X went on administrative leave, the PSO assigned to 10Y would provide coverage during the period of absence. During the past year, the Department has not been able to consistently adhere to this protocol because of workload and staffing levels.

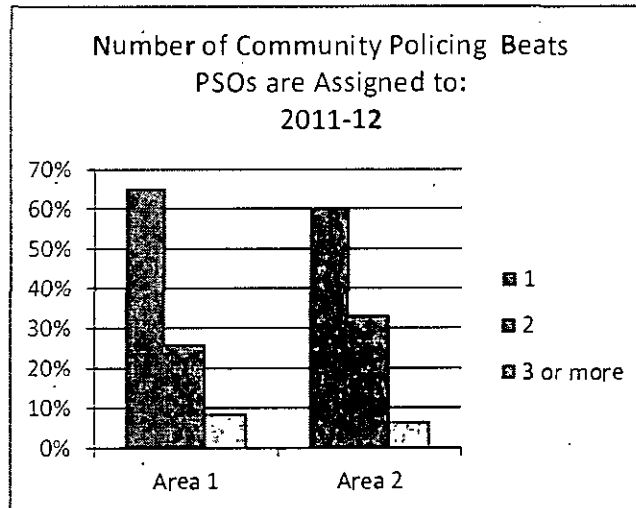
- Increase in Officer Work Load: First of all, the re-organization means that for many beats, one officer is assigned to both NCPC beats (i.e. 10X and 10Y); some PSOs are assigned to more than one community policing beat (i.e. both 22 and 23, which would include both NCPCs for each). In general, PSOs are carrying at least twice the load compared to previous years of the program and have less capacity to cover additional beats should a leave occur.



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- *Decrease in Department-Wide Resource:* Secondly, the decrease in the size of the force means that there are few extra resources in patrol to place on loan to the PSO program. The Department is severely challenged to meet staffing needs for Patrol on a daily basis due to injury, leave, vacation, sick etc. if a PSO is out on injury or extended leave, resources may only be pulled from Patrol when basic staffing levels are met.



The chart depicts the number of community policing beats PSOs are assigned to, based on the results of the PSO survey administered in April 2012. The survey found that while, most PSOs reported working on problems for both NCPCs in their assigned beat (i.e. a PSO assigned to beat 10 would have projects opened in both 10X and 10Y), about a quarter (25%) noted that they did not have projects opened for both NCPCs. Two beats, NCPC beats (2Y and 16X) had no SARA activity recorded during the fiscal year according to the SARA audit.

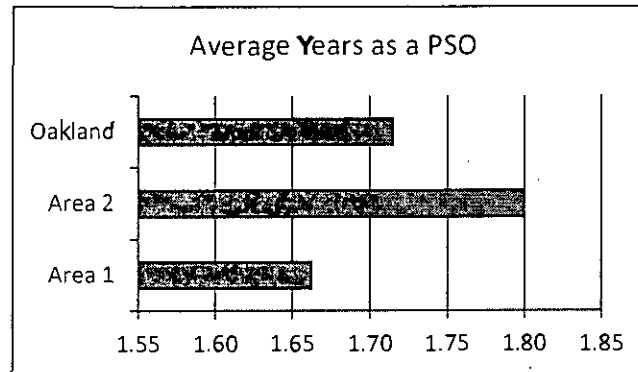
Length of Assignment: Each year officers may request a transfer or re-assignment in January. The Department aims to assign individuals to PSO positions who make a request to be transferred into the position. The vast majority of PSOs volunteered for their current assignment (87%). A goal of the program is for officers to remain with their assigned beat for two years, though management has few tools for supporting this outcome because of contract agreements. That is, each officer may request to be re-assigned once a year. About half of PSOs have been in their current assignment for 1-2 years. Very few (only 2) have been assigned to their beat for more than two years according to the PSO survey.³ in general, Area 2 PSOs have had more years on the job.

³ Problem Solving Officer Survey, April, 2012.



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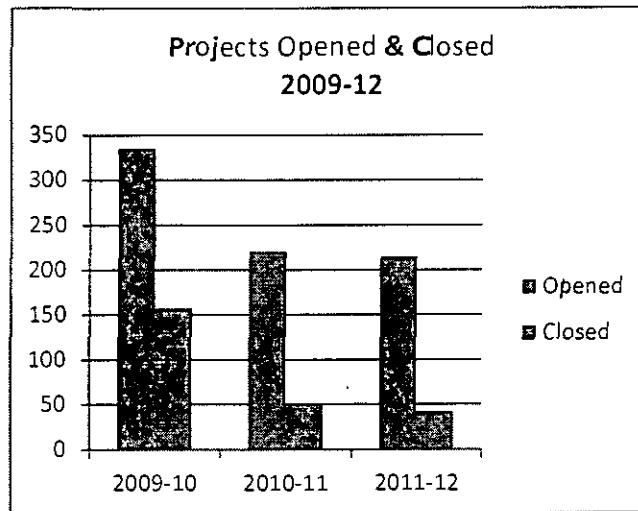
Evaluation Question: Did Problem Solving Officer activities result in the resolution of problems of significant concern to residents?

A primary role of the Problem Solving Officer is to build partnerships with residents and other stakeholders to solve problems of significant concern to residents. This section of the report describes the impact of PSO activities on solving problems of concern to Oakland residents, beginning with an analysis of activities recorded in the SARA database, profiles of the work of PSOs in two neighborhood beats, and a geographic analysis of problem solving activities.

Finding: Problem Solving Officers are solving problems of concern to residents. During the past year, 215 projects were opened and 42 were recorded as closed in the SARA database. All thirty-five beats had at least one project opened on it, though more than half (19) recorded no closed projects in the SARA database. The decrease in Problem Solving Officers was accompanied by a decline in the number of projects opened and closed relative to previous years.

Opened & Closed Projects 2011-12

Problem solving officers are opening projects of concern to residents, though at a lower rate than previous years. During the past year, PSOs worked on about a third fewer projects than in 2009-10, where over 300 were opened and more than half were closed; relative to last year, PSOs worked on the same number of projects during the entire fiscal year, as they did last year during the six month funded period.



The primary reason for the decline in terms of number of opened and closed projects is most likely due to the re-organization of the Department and the assignment of **22** Problem Solving Officers to Crime Reduction Teams. This change resulted in a loss of about 40% of problem solving resources. On average, 6 problems were opened per community policing beat (35 beats based on the re-organization).

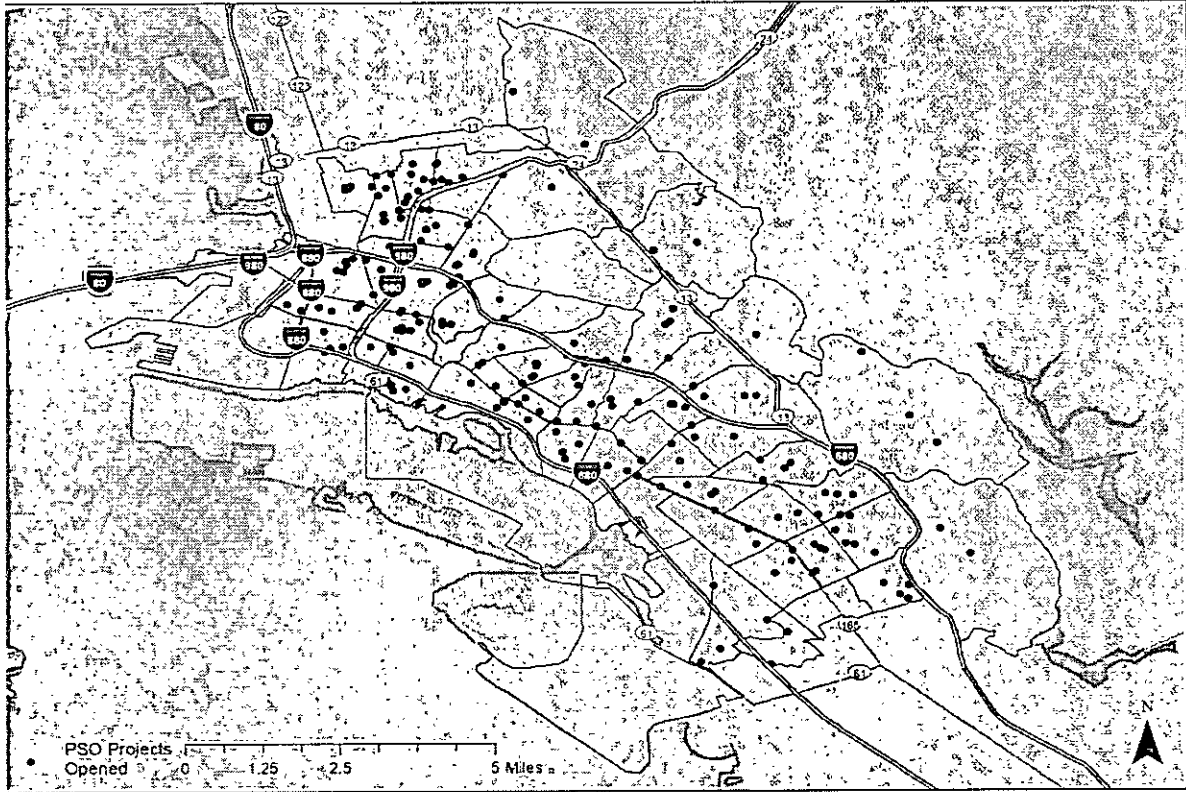
It is also important to note that Problem Solving Officers often focus on activities within their beat that are known to be significant sources of crime, compromised public safety, or concern to residents, based on calls for service, crime analysis, and resident input. The number of projects opened should not be used as the sole determinant of PSO productivity. For example, shutting down a drug house, addressing a blighted or abandoned property, or reducing prostitution in a highly trafficked area are highly complex problems, requiring significant collaboration with other city agencies, state or federal law enforcement agencies, or police units and often complex legal or administrative proceedings. For problems related to entrenched criminal activity, PSOs may implement a response and continue to monitor the problem for several months before indicating on the database that it has been successfully resolved. The map below depicts the location of opened projects.



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PSO Projects Opened
Fiscal Year 2011-2012
Oakland, California





Discussion

The constrained fiscal environment and re-organization of the Department that resulted in 35 problem solving officers, instead of 57 dedicated to resolving problems of concern to Oakland residents has resulted in an increased per officer workload and is likely reducing the level of service at the NCPD level. Fewer officers are available to work on problem solving; as a result, the level of coverage of the 57 NCPD beats has decreased.

Project Nature 2011-12

Consistent with previous years, a quarter of PSO projects were related to narcotics, followed by "other", blight and burglaries. The table below provides information regarding the nature of opened projects.

Count of Projects Opened and Closed by Nature

Nature	Opened	Closed
NARCOTICS	52	17
OTHER	23	1
BURGLARY	21	0
NO ENTRY	17	1
ROBBERY	15	3
BLIGHT	13	5
DISTURBING THE PEACE	12	3
THEFT	10	0
TRAFFIC	9	1
ALCOHOL	7	1
GANG	6	2
PROSTITUTION	6	0
ABANDONED HOUSE	5	2
SQUATTERS	5	3
SHOOTINGS	4	0
ABANDONED AUTO	3	1
VANDALISM	3	1
ASSAULT	2	1
BURGLARY - Residential	1	0
WEAPONS	1	0
Total	215	42

OPD reported that PSOs opened projects under the "other" category for those issues that did not fit into the other available categories. This year, there were more than 17 projects where PSOs did not enter the nature of the project on which they were working. The appendix provides additional detail on the types of projects that were opened in each beat, their associated goals, and whether or not they were closed during the fiscal year.



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NCPC Priorities

Residents are identifying problems of concern in their beats, through attendance at NCPC meetings, direct communication with their PSOs or Neighborhood Services Coordinators, and/or through calls to OPD. A quarter of opened projects were identified as NCPC priorities in the SARA database. A project is selected as an NCPC priority, either because residents bring it to the attention of the NCPC and PSO at the monthly meeting and it is prioritized, or because a PSO presents crime or calls for service data at NCPC meetings about significant concerns in the beat and residents then select this concern as a priority. The table below depicts the number of problems per beat that were selected as an NCPC priority and those that were identified through a Citizen Complaint. Residents may make a complaint by calling the PSO, calling the non-emergency number, talking to their NSC or NCPC Co-chair, or leaving a message at the drug hotline. The data below indicate that residents are working through existing channels to inform PSOs of neighborhood concerns.

Beat	NCPC Priority	Citizen Complaints
1	7	10
2	2	4
3	0	2
4	1	0
5	3	6
6	1	4
7	3	4
8	4	4
9	5	5
10	2	8
11	6	8
12	1	6
13	1	3
14	1	2
15	0	1
16	0	1
17	2	2
18	0	0
19	1	1
20	0	0
21	0	4
22	2	5
23	1	3
24	1	3
25	0	3
26	2	3



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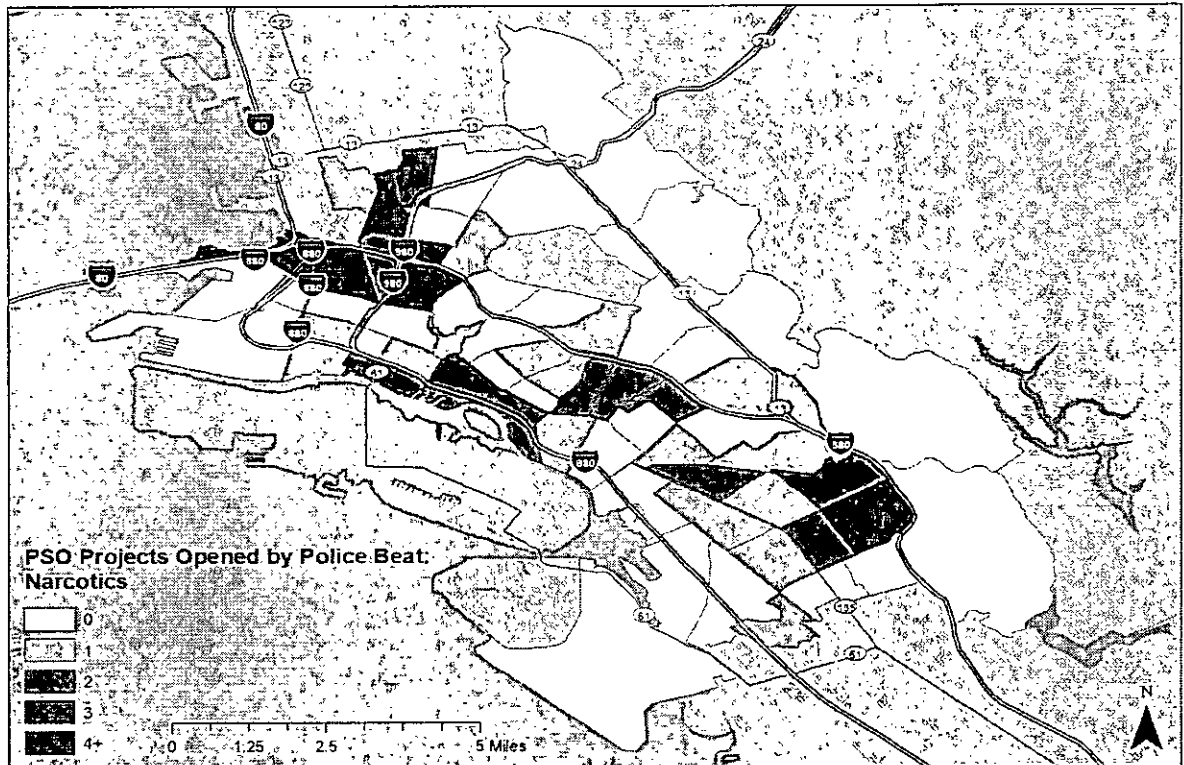
Beat	NCPG Priority	Citizen Complaints
27	2	4
28	2	2
29	0	1
30	0	5
31	3	2
32	1	1
33	2	3
34	1	2
35	0	5
Total:	57	417

Location of Opened Projects

The location and nature of projects opened by PSOs was geo-coded and is reflected in the maps below. The evaluation examined the location of the most common projects opened during 2011-12, including narcotics, blight and quality of life, and robberies/burglaries.

Narcotics: The map shows the location of projects opened related to Narcotics during 2011-12. Narcotics related problems were opened in many flatland areas across the city, with a high concentration of projects opened in North West and East Oakland.

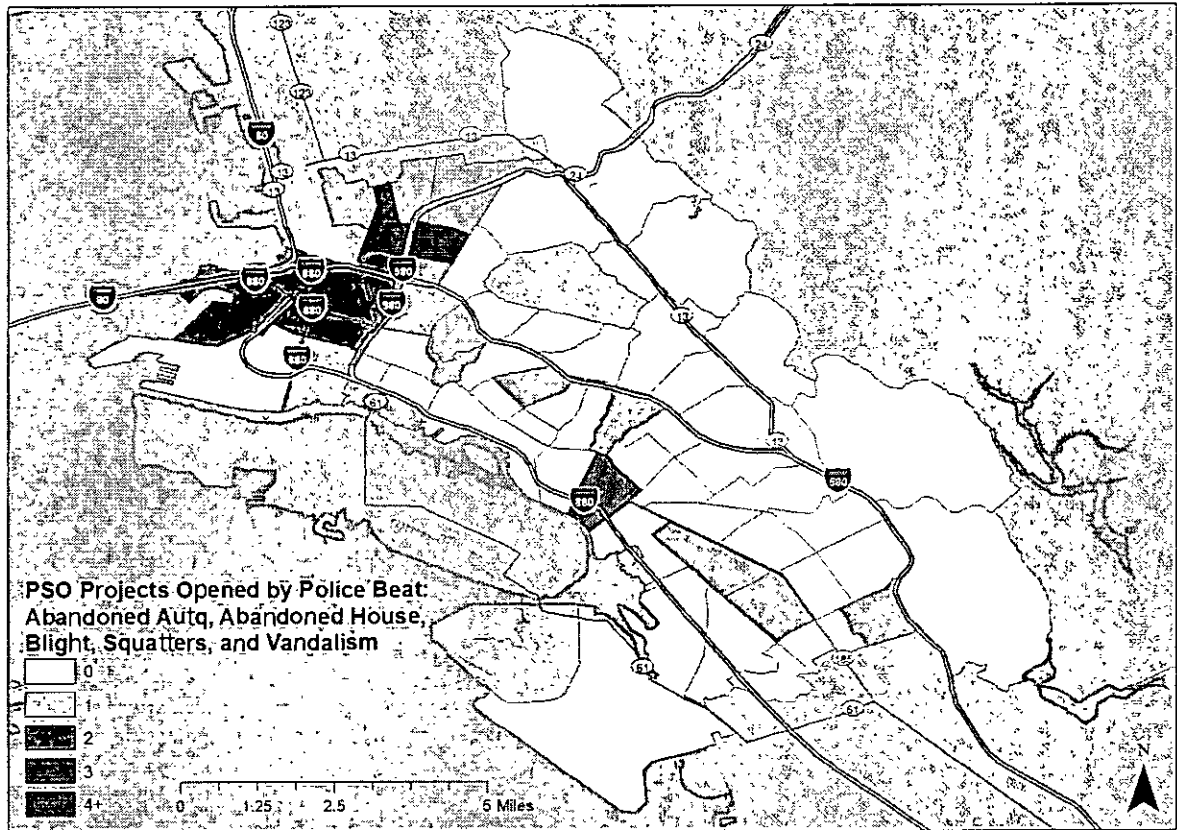
PSO Projects Opened by Police Beat: Narcotics
Fiscal Year 2011-2012
Oakland, California





Blight and Quality of Life Concerns: The map below depicts the location of PSO projects opened in relation to blight, abandoned homes, squatters, vandalism and abandoned autos. A majority of projects focused on improving the neighborhood environment by addressing blighted properties in North West Oakland.

**PSO Projects Opened by Police Beat: Abandoned Auto, Abandoned House, Blight, Squatters, and Vandalism
Fiscal Year 2011-2012
Oakland, California**



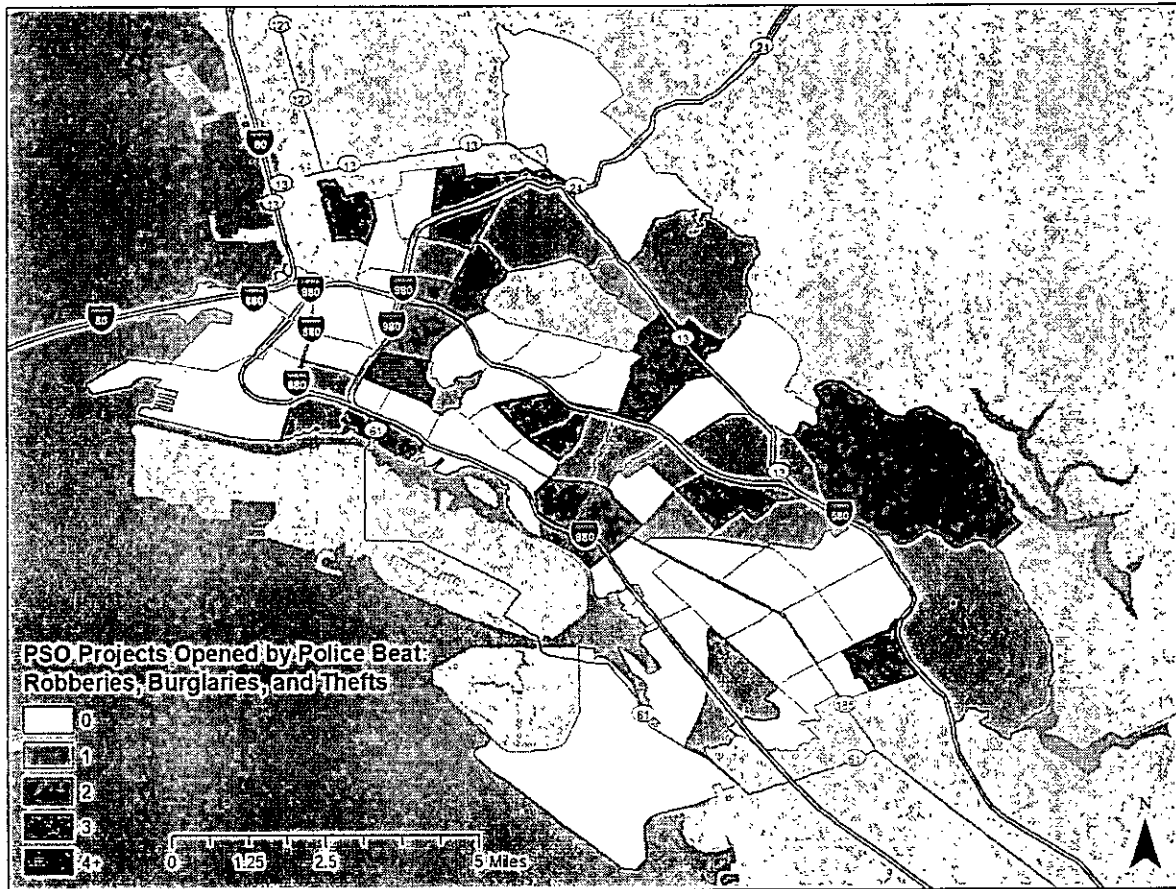


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Robberies, Burglaries and Theft: The map below depicts the number of projects opened by police beat that were related to robberies, burglaries and theft. Projects were concentrated in central Oakland and the Oakland Hills.

**PSO Projects Opened by Police Beat: Robberies, Burglaries, and Thefts
Fiscal Year 2011-2012
Oakland, California**





PSO Profiles

Problem Solving Officers in each area were interviewed several times throughout the year, ridealongs were conducted and NCPC meetings were observed, one in Area 1 and another in Area 2 to learn more about problem solving efforts and PSO activities. The PSOs studied more closely by the evaluation demonstrated a strong commitment to problem oriented policing, a solid understanding of the SARA process and the capacity to build partnerships with the community, other city and county agencies and residents themselves.

Area 1: Problem Solving Work in Beat 7X

The Problem Solving Officer deployed to beat 7 has been working for the Department for over five years, with almost two years assigned to the beat. Beat 7 is located in North West Oakland, bordering Emeryville. It includes the commercial districts along the Emeryville border, as well as single-family residences, apartment buildings and recently constructed lofts. The most significant source of calls for service in Beat 7 has been related to narcotics. There are several areas within the beat where open market drug sales have been a serious and persistent problem for several decades despite efforts to uproot it. A key challenge is that when drug houses and operations are shut down, drug dealing quickly sprouts up again either down the street, around the corner or a few blocks away. During the past year, seven projects were opened in beat 7; 2 were closed (homeless encampment and drug house). All of the major projects were related to narcotics, either sales out of specific addresses, or multiple drug houses on a single block. One of the smaller projects had to do with shutting down a recycling plant that drew many addicts looking to earn money for drugs.

While the SARA database provides information on the number of projects opened and closed, the nature and extent of problems that PSOs work on can vary significantly from beat to beat. Beat 7's PSO, for example, worked on a project on Mead Street in one of the Mayor's 100 blocks that focused on shutting down multiple drug houses on the entire block (seven houses where firearms and narcotics were discovered upon obtaining search warrants). The block had experienced several drug related homicides. The PSO gained the cooperation of property owners, the City Attorney's office, FBI, ABAT, and other city agencies to successfully remove problem tenants and to educate landlords about how to select tenants that promote a safe community. During the latter half of the year, the PSO has continued to work on shutting down the final two houses where drug dealing had been a problem. This project was opened in the SARA as a single project and remained open throughout the duration of the year. The Department has made arrests of 34 individuals and issued 13 stay-away orders, which has dramatically reduced narcotics sales in the area. The project remains open, as the PSO continues to work on identifying and arresting individuals involved in narcotics sales. The PSO reported that the efforts had paid off relative to previous years- a reduction in homicides, car



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thefts, and calls to the drug hotline. There have been no homicides on this block since the project was opened. This project clearly illustrates that the number of opened and closed projects completed by a PSO is not the sole metric of the impact of Community Policing.

Project Profile: 32nd Street Beat 7X

Identification	Review of calls to the drug hotline, calls for service, resident complaints, patrol beat officer observation and PSO observation leads to the PSO opening a project to stop drug dealing at a 5 unit apartment building on 32 nd street. Opened January 2011.
Scanning	<p>Related complaints received about the recycling plant and drug users selling cans for cash, then purchasing from 32nd street location.</p> <p>Pulling reports, analyzing beat officer reports and collaboration with other law enforcement agencies to identify apartment. PSO identifies the apartment unit where drug dealing is being initiated and key actors involved in narcotics sales through observation, information gathering, and undercover operations (buy-walk).</p>
Analysis	Section 8 recipient is the lease holder of the apartment unit under question. Older woman's grand children and relatives are actively selling drugs out of the apartment.
Response	<p>Partnership with FBI and rest of PSO squad to gather additional information about the nature of the problem and key actors.</p> <p>PSO gathers information through under-cover operations in collaboration with other agencies (FBI, ABAT etc.) to make the case to the landlord, as well as City and District Attorneys. FBI reports that one of the largest amounts of drugs in Oakland have been coming in and out of this residence.</p> <p>↓</p> <p>Warrants for arrest of key actors are issued. Suspects are arrested. Stay away orders are issued.</p> <p>↓</p> <p>PSO identifies landlord and begins to discuss illicit activities of current tenants.</p> <p>↓</p> <p>PSO sets up meeting with City Attorney's office, property owner and lease-holding tenant, to inform them of potential consequences, including fines and options. Tenant is given option to break the lease without losing her Section 8 voucher; landlord is encouraged to support this option to avoid fines and administrative action from the City Attorney's office.</p>



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	<p>↓ Landlord agrees to break lease with problem tenant. Tenant retains Section 8 voucher and is awaiting appropriate re-location with assistance through the City Attorney's office.</p> <p>↓ Investigation and high-level enforcement led to arrest of key players and interception of drugs before they made it to the house for sale.</p>
Assessment	Project remains open while awaiting for tenant to be removed from unit and re-located to another unit in Oakland. Assessment will be completed once this is occurs.

Area 2: Problem Solving Work in Beat 21

The Problem Solving Officer deployed to beat 21 has been working for the Department for the past five years and has been assigned to the beat for about two years as well. Like the beat 7 PSO, he was born and raised in Oakland. Beat 21 is in the San Antonio/Fruitvale neighborhood and runs from 23rd Ave to 35th Ave from the West to East and from 580 to Foothill Ave. A primarily residential neighborhood of single family homes, the area is ethnically and socio-economically diverse. The commercial strip runs along Fruitvale Ave and Foothill.

There are a number of small businesses owned by recent immigrants who speak limited English and do not trust the police; there are also apartment building occupied by recent immigrants; both of these types of locations have been occupied by drug dealers who do not have a legitimate interest in being there other than to conduct their narcotics sales operations. Because residents and business owners in these locations are less likely to speak openly against the perpetrators of these crimes and/or cooperate with the police; there are conditions that support illicit activities within the neighborhood. A key goal of the PSO has been to develop positive relationships with business owners and residents to eliminate some of these conditions.

Beat 21 is more varied in terms of the types of projects the PSO worked on over the past year, though narcotics sales were also the primary concern. Of the six projects opened, three were related to narcotics; a project to identify and stop robberies was successfully closed after the perpetrators were identified, arrested and charged; a narcotics problem was also successfully shut down and closed. The PSO also reported problems related to prostitution; while no problems were opened under the "prostitution" category, there were prostitution issues addressed as a part of a larger drug sales problem.



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Beat 7 Project Profile: 27th and Fruitvale

Identification	<i>NCPC raises concerns about drug sales in the parking lot of the small shopping center at E. 27th and Fruitvale Ave. Numerous calls to the drug hotline are recorded. A homicide in the area escalates the need to address illicit activity, as the victim was involved in drug sales. PSO opens project on it in August, 2011.</i>
Scanning	<i>PSO observes area, increases enforcement, and conducts field checks to identify key actors in the area that may be involved in drug sales. PSO begins to build relationships with local business owners, including restaurant and liquor store owners.</i>
Analysis	<i>PSO determines that individuals involved in drug sales do not reside in the neighborhood or have a legitimate interest in being there. Decides to work with business owners to eliminate loitering and conduct high visibility enforcement.</i>
Response	<i>Business owners agree to sign 602L statements that prohibit loitering; which, enables the PSO to identify individuals who are loitering and ask them to leave the premises. ↓ PSO increases enforcement and requests that patrol officer assigned to the beat conduct high visibility enforcement. ↓ Loitering decreases; drug dealing moves off of 27th and Fruitvale. Drug arrests for narcotics sales.</i>
Assessment	<i>PSO continues to monitor activity and maintain a law enforcement presence to ensure that problem does not return. ↓ Meeting with owners of businesses noted that loitering had gone down. Drug hotline and complaints around loitering decreased. ↓ Project closed in Moy 2012.</i>

Narcotics problems are very difficult to eliminate for a number of reasons; when they are addressed in one area, they quickly re-emerge in another location within the neighborhood or city; further, when offenders return from prison, they often set up shop in their old neighborhoods; for drug sales run out of homes, many times renters are on Section 8 and landlords have a vested interest in keeping them in the home because they can rely on regular payment of the rent. Both PSOs noted that successfully closed drug problems are routinely displaced to other areas of their beats. Finally, a sustained and significant level of law



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enforcement resources are needed to gather sufficient evidence and intelligence that enables the District Attorney's office to bring a case against individuals involved in narcotics sales.

Evaluation Question: Were the conditions in place to successfully implement an effective community policing program?

Finding: The PSO program has made progress in creating a more standardized program, focused on SARA-based problem solving in collaboration with NCPCs, residents and other city agencies. However, there is a need for more consistent training, better equipment, and additional resources, particularly in Area 1.

Completing Expected Duties

In general, PSOs reported completing most of their required activities and duties as expected and outlined in program policies. PSOs are spending time on their beat every day, meeting with residents, coordinating with Neighborhood Services Coordinators and NCPCs, solving problems and completing required administrative work. During the past four years, the Department has made progress in strengthening the coherency of the program and establishing programmatic expectations. The table that follows outlines the frequency with which PSOs in each beat reported completing each of the expected PSO duties.

Expected PSO Duties	Area 1	Area 2	Total PSOs
Patrolling the beat			
Every day	13	11	
1-2 times a week	7	3	
Once a week	1	1	
	21	15	36
Walking the beat			
Every day	3	5	
1-2 times a week	14	4	
Once a week	3	3	
Twice a month	1	2	
Never	0	1	
	21	15	36
Biking the beat			
Every day	0	0	
1-2 times a week	1	0	
Once a week	3	0	
Twice a month	3	0	
Once a month	3	1	



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Expected PSO Duties	Area 1	Area 2	Total PSOs
A few times a year	1	6	
Never	10	8	
	21	15	36
Meeting with Residents			
Every day	9	6	
1-2 times a week	9	6	
Once a week	2	1	
Twice a month	0	0	
Once a month	1	0	
A few times a year	0	2	
	21	15	36
Meeting/Coordinating with the NSC			
Every day	1	0	
1-2 times a week	8	3	
Once a week	4	3	
Twice a month	2	5	
Once a month	6	2	
A few times a year	0	1	
	21	14	35
Meeting/Coordinating with the NCPC			
Every day	0	0	
1-2 times a week	5	2	
Once a week	3	1	
Twice a month	2	4	
Once a month	11	7	
A few times a year	0	1	
	21	15	36
Coordinating with other city agencies (i.e. Code Enforcement)			
Every day	0	0	
1-2 times a week	2	1	
Once a week	0	0	
Twice a month	3	3	
Once a month	8	7	
A few times a year	6	3	
Never	2	1	
	21	15	36
Solving crimes/completing investigative work			
Every day	5	1	
1-2 times a week	11	2	
Once a week	1	3	
Twice a month	0	1	
Once a month	2	2	
A few times a year	2	2	
Never	0	4	
	21	15	36



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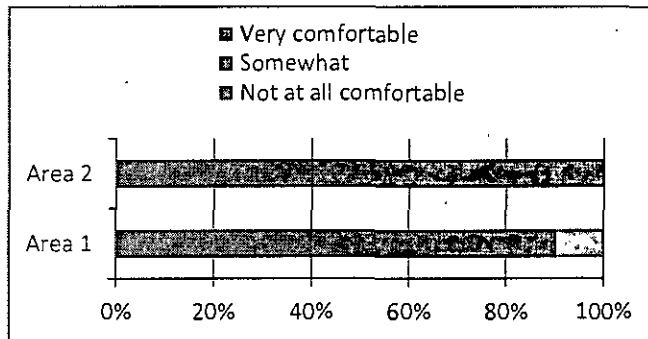
Expected PSO Duties	Area 1	Area 2	Total PSOs
Helping other PSOs solve problems in their beat			
Every day	7	2	
1-2 times a week	12	5	
Once a week	0	1	
Twice a month	2	3	
Once a month	0	3	
A few times a year	0	0	
Never	0	2	
	21	16	37
Implementing operations with the assigned squad			
Every day	2	0	
1-2 times a week	6	1	
Once a week	6	3	
Twice a month	3	3	
Once a month	1	4	
A few times a year	1	3	
Never	2	1	
	21	15	36
Analyzing crime data or using software such as Forensic Logic			
Every day	5	6	
1-2 times a week	6	6	
Once a week	4	3	
Twice a month	3	1	
Once a month	1	0	
A few times a year	0	0	
Never	2	0	
	21	16	37
Completing administrative work (paperwork)			
Every day	20	15	
	21	15	36
Responding to events, protests, or other emergencies (i.e. Occupy Oakland, BART protests) etc.			
Every day	2	0	
1-2 times a week	14	1	
Once a week	3	6	
Twice a month	1	4	
Once a month	0	4	
A few times a year	1	2	
Never	0	0	
	21	17	38



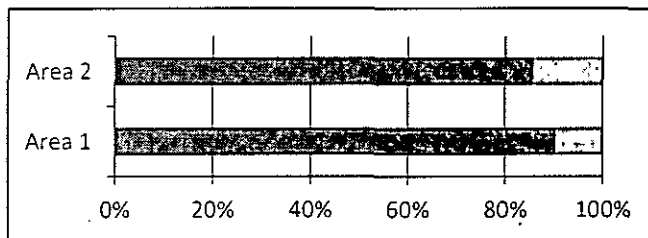
Problem Solving Using the SARA Process

PSOs overwhelmingly (more than 80%) reported that they were generally comfortable with the SARA process and that they were adequately trained to implement each phase of this problem solving approach. The Assessment phase of the SARA process, in which the PSO evaluates whether project goals have been met and re-assesses whether an additional or different response is needed, is the part of the process officers are least comfortable with.

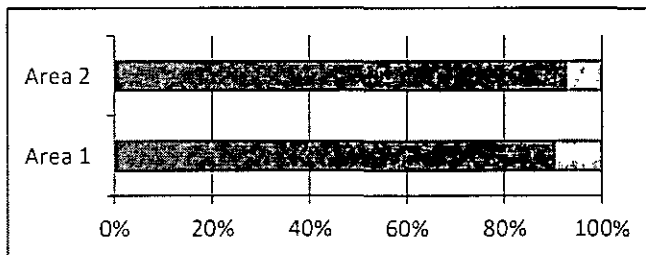
Scanning



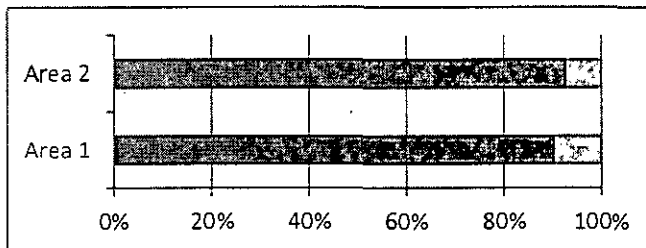
Analysis



Response



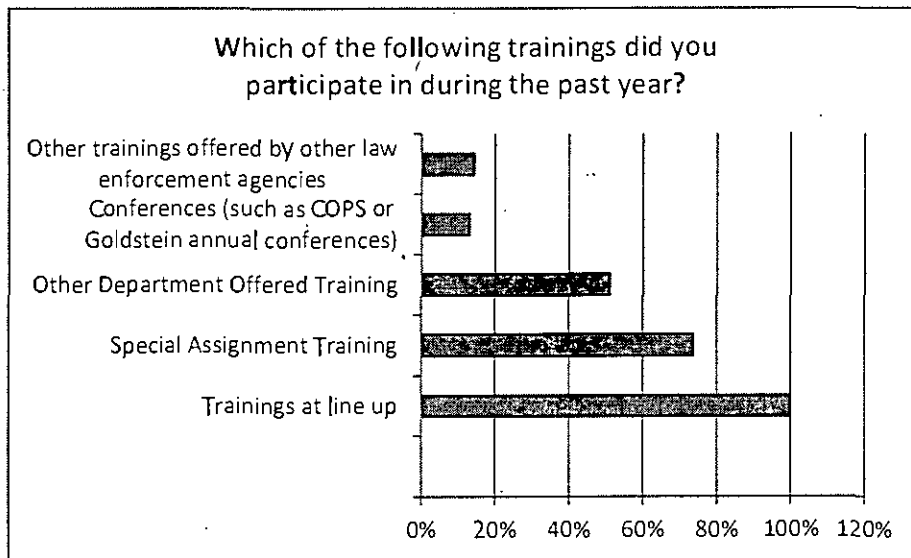
Assessment



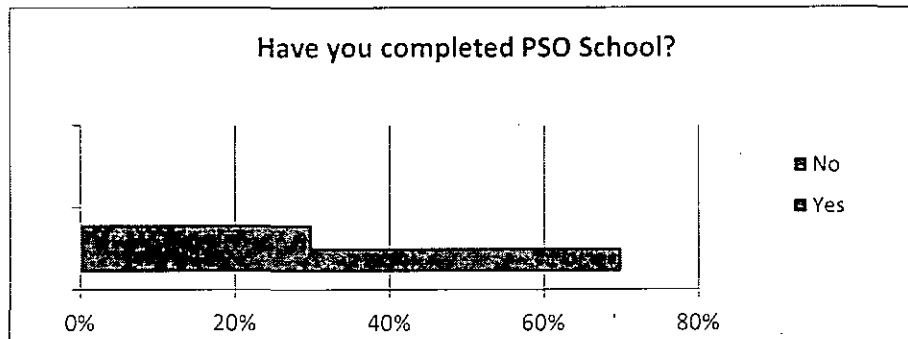


Training & Preparation

Problem Solving Officers receive training to do their job through PSO School, trainings at line up, on the job training, attendance at conferences, and through other trainings offered by the Department and other local law enforcement trainings. This year, officers received the majority of their training through trainings at line-up, Special Assignment training (required of all sworn officers), and other department offered training. A number of PSOs also had the opportunity to attend the Goldstein Annual Conference in Florida. The chart below shows the kinds of trainings PSOs participated in this year.



PSO School: During the past year, the Department elected not to provide a PSO School. The school is a 40 hour training run by the upper level command in collaboration with other city agencies and organizations; it covers topics related to: principles of community policing, problem solving, the SARA process, collaboration with NCPCs, residents and other city agencies, crime analysis software, reporting and program policies. According to the PSO survey, 70% of respondents had completed a PSO School previously, while a third (30%) had not.





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Adequacy of Training & Preparation: Most PSOs reported that they felt adequately trained to conduct their job as a PSO. Among the areas that PSOs reported needing additional training: using forensic logic software and analyzing crime data, working with other city agencies, organizing residents and communities, and working with NCPCs. Many of the training topics that PSOs felt additional training would be helpful had to do with collaborating with other city and neighborhood resources. One important and notable difference was that in general, Area 2 PSOs reported that existing training was adequate, while on average about 40% of PSOs in Area 1 felt the need for more training.

Proportion of PSOs needing additional training in the following areas	Area 1	Area 2
<i>Using Forensic Logic or other software for analysis of crime data</i>	95%	47%
<i>Working with other city agencies</i>	59%	33%
<i>Organizing community groups/recruiting residents</i>	52%	13%
<i>Educating residents about other city services or resources</i>	52%	20%
<i>Measure Y Violence Prevention Programs</i>	45%	27%
<i>Working with NCPCs (Neighborhood Crime Prevention Councils)</i>	41%	13%
<i>Developing and making community PowerPoint presentations</i>	41%	27%
<i>CEPTED</i>	36%	27%
<i>Problem Solving (SARA Process)</i>	32%	27%
<i>Working with Oakland's diverse communities</i>	32%	20%
<i>Public Speaking</i>	32%	13%
<i>Working with NSCs (Neighborhood Service Coordinators)</i>	27%	13%
<i>Crime prevention</i>	27%	13%
<i>Crime Prevention</i>	27%	20%
<i>Mission & Goals of Community Policing</i>	24%	13%
<i>Time Management</i>	24%	27%
<i>Roles & Responsibilities of PSOs</i>	23%	20%
Average needing additional training across all topics	40%	22%

Program Challenges

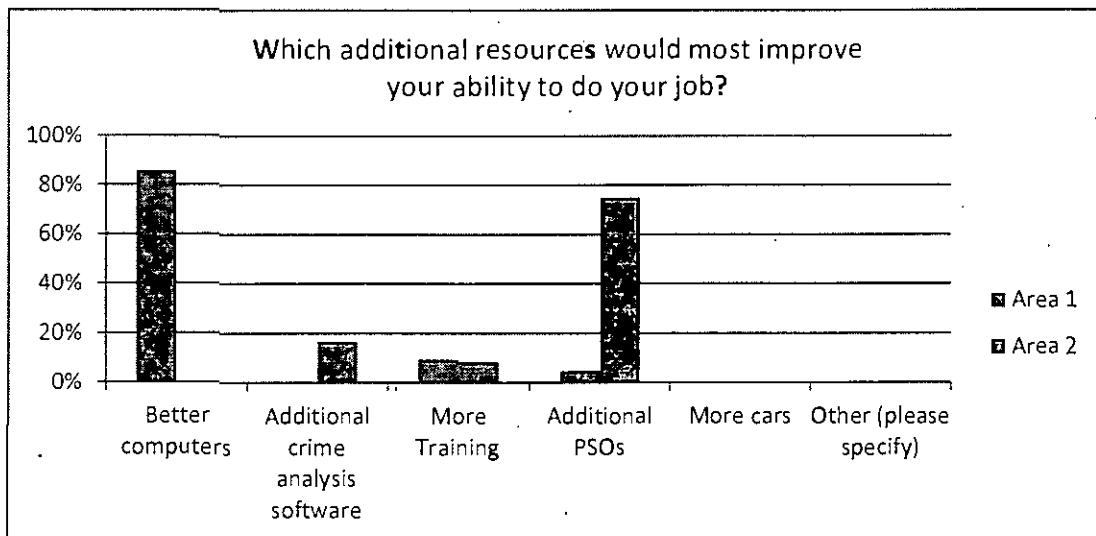
Challenges and additional needs were identified through the PSO survey, interviews with Problem Solving Officers, Sergeants and Lieutenants, and observations/ridealongs with officers.

Among the key themes:

- An insufficient number of officers and lack of equipment.
- Lack of available Department, City and County resources to support problem-solving efforts. Responses that require assistance from other units or more than one officer to conduct safely are put on hold because resources are not available. The re-organization of the Department has meant that fewer resources are available to problem solving. The decrease in the number of officers working on problem solving efforts has increased PSO workload.
- Occupy Oakland detracted from PSO work.



Need for Additional Equipment and PSOs: PSOs reported the need for more updated equipment and additional officers as the primary needs for them to better do their job. The survey of PSOs found that more than 80% of officers in Area 1 reported the need for better computers. A shortage of updated and functioning computers in Area 1 means that officers have trouble accessing the SARA database and crime analysis software necessary to do their job. Area 2 felt more acutely the impact of the re-organization on their problem solving efforts, with almost three quarters of PSO respondents noting the need for additional PSOs.



PSOs also had an opportunity to provide qualitative responses to questions about additional resources and the primary challenges with being a PSO. PSOs also overwhelmingly noted the lack of departmental resources given the decrease in the size of the sworn force. To achieve the kind of reduction in crime and violence that the Department hopes for, additional resources would be needed, according to PSOs.

"The challenges are quite frankly, we don't have enough officers in this Department; therefore, we don't have enough ground support to actually tackle these problems. It would be nice to have a fully staffed Department, so you could have fully staffed motors, CRT, Gang Unit, PAC Team. How can one realistically "task" other units to help assist projects, when they don't exist. Bottom line, we need more cops!"

Problem Solving Officer, PSO Survey

Many also noted the challenges with the mandates that PSOs work on projects individually in their beat. Many responses require a team or squad response, particularly those that are intended to identify sources and successfully address problems related to serious criminal activity.



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"PSO squads should be able to work together as a squad to affect larger or more challenging projects with a lead PSO or case agent."

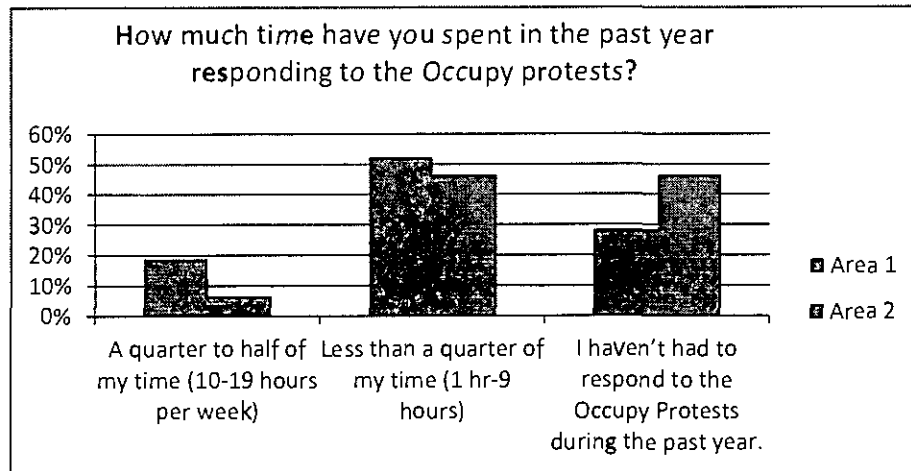
Problem Solving Officer, PSO Survey

Finally, the theme of inadequate computers and outdated laptops and software was mentioned by many PSOs. Time is wasted trying to navigate these different versions and keeps PSOs from being present on their beats.

"PSOs utilize three different types of crime analysis software that are beta versions or out of date versions of the final product. The data from each system often -contradicts one another. The software is not user friendly and is tedious to work with as it was not built from the input from line officers. Officers are spending too much time trying to figure out how to navigate the software then actually doing work. It would be smarter and more cost effective to hire a crime analyst to provide the information to the PSO who would in turn spend less time in the office and focus more on responses to the crime or problems on the beat. PSOs need laptop computers that have the capacity to run S.A.R.A. out in the field. The current laptop is too slow and unstable."

Problem Solving Officer, PSO Survey

Occupy Oakland: More than half of PSOs in Area 1 reported spending about a quarter to half of their time on responding to Occupy Oakland protests downtown and in West Oakland during the past year. While PSOs noted that their level of effort in responding to Occupy had decreased during the second half of the year, they reported that during the Fall and Winter they had spent a significant amount of time on Occupy Oakland, which detracted from their other activities.





Evaluation Question: Did Crime Reduction Teams engage in activities likely to improve public safety?

Finding: Measure Y supported the deployment of 22 CRTs to conduct violence suppression. CRTs are a critical law enforcement resource to PSOs in implementing law enforcement tactics, solving crimes and removing suspects from neighborhoods.

In August 2011, with the approval of the Measure Y Oversight and Public Safety Committees, the Department decided to set up CRT squads in Area 1 and 2 in response to the surge in violent crime, including homicides. Twenty-two (22) Problem Solving Officers were placed on loan to the CRT squads from August 2011 through May 2012 to conduct violence suppression. CRTs work individually, in teams, and as a squad to conduct law enforcement activities that result in the identification, charging and successful prosecution of suspects that are responsible for committing serious crimes in Oakland. The focus of CRT work has centered on areas experiencing high levels of violent crime (shootings and homicides). CRTs are an additional law enforcement resource to PSOs, capable of implementing tactics such as surveillance operations, walking stops, buy busts, under-cover operations, and other activities necessary to identify and detain perpetrators of serious crimes, including narcotics, homicides and shootings, robberies and burglaries. According to supervising Sergeants and Lieutenants, supervisors exercise considerable flexibility in deploying CRTs. Over the past year, CRTs were deployed to specific hotspots plagued by violent crime to gather additional information on the source of the crime and to identify key actors. In other instances, CRTs worked with PSOs to carry out specific law enforcement operations. In Area 1, they were also deployed to assist with the Occupy protests.

According to interviews with CRTs, supervising Sergeants and Lieutenants, CRTs can improve neighborhood because they have the flexibility conduct proactive police work.

Identification: Pattern of crime (robberies, shootings, homicides) is detected in a specific location or area



Intelligence Gathering: CRTs gather intelligence to learn about the source of the crime pattern, including key perpetrators of crimes, through law enforcement tactics. Police have the information they need to issue a search or arrest warrant.



High Visibility Enforcement: CRTs saturate the area with high visibility enforcement, to deter illicit activity and detain individuals perpetrating crimes.





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Arrest & Conviction: Perpetrators of crimes are arrested and charged with a crime. District Attorney's office has the information they need to obtain a conviction for the perpetrators of serious crimes.

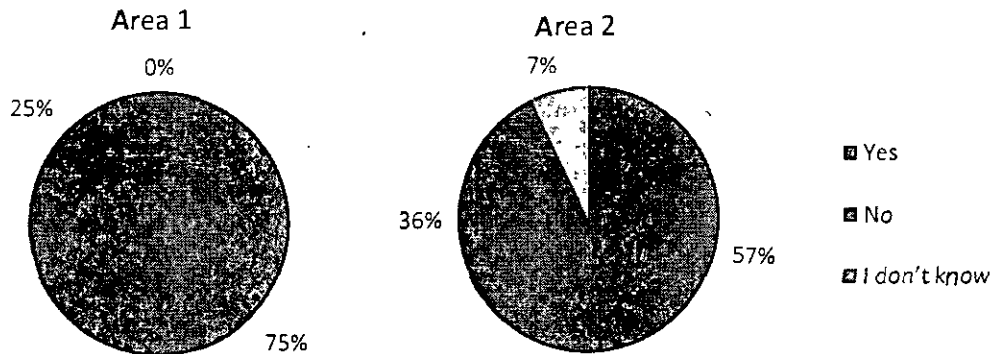


Improved Public Safety: Neighborhood is safer because key actors have been arrested and convicted.

PSO Support to CRTs

According to the PSO survey more than half of PSOs reported that CRTs had provided support to them in solving problems during the past year: three-quarters of Area 1 PSOs received support from CRTs, while more than half in Area 2 had received support.

PSOs Received Support from CRTs



CRT Activities

CRTs do not record their daily activities in the SARA database, but track outputs on daily stat sheets that are submitted to supervising Sergeants. Many of these activities fall into the "intelligence gathering" category, though CRTs respond to calls for service as well. The evaluation analyzed outputs from a one-month snapshot of stat sheets provided by Area 2. Area 1 stat sheets were not available. Outputs for a one-month period of the CRT team in Area 2 are recorded in the table below.



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CRT Outputs: 30 Day Period	TOTAL	West 1B	Central 2	East 3
Calis Dispatched - Primary Unit ⁴	106	0	7	4
Calls Dispatched - Cover Unit	40	0	9	6
Self-Initiated Cover Assignments	121	2	13	2
Self-Initiated Vehicle Stops	189	0	24	8
Self-Initiated Walking Stops	68	0	13	8
STOP Data Forms Completed	246	0	39	13
Crime Reports Completed	69	0	10	3
Field Contacts Completed	174	0	22	7
Firearms Recovered	8	0	0	3
Probation/Parole Searches	55	0	9	1
Felony On-View Arrests	31	0	6	1
Felony Warrant Arrests	12	0	4	2
Misdemeanor On-View Arrests	12	0	0	3
Misdemeanor Warrant Arrests	5	0	1	0
11500(a) H&S Arrests ⁵	4	0	2	0
Traffic	1	0	0	0
DUI	0	0	0	0
Surveillance (from back)	19	0	1	2

Legend	
West 1B	12 th St. (North), Market St. (East), 7 th St. (South), and Union St. (West) AGORNS
Central 2	Cesar Chavez Park, 3700 Blk Foothill Blvd. Areas around 38 th Ave. and Foothill Blvd. Areas around Bridge St. 2200 Bik of E. 15 th St. Areas around Fruitvale Ave. and Galindo St.
East 3	Along International Blvd. from High St. to the San Leandro border.

⁴ Assigned as the primary officer to respond to a call for service.

⁵ Suspects under the influence of narcotics.



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Among the most notable activities:

- CRTs are removing guns from Oakland's streets. During a one-month period, by Area 2 CRTs removed 8 guns from the streets of Oakland. At this rate, during one year CRTs could remove around 70 guns.
- CRTs are arresting individuals with outstanding arrest warrants for felony and misdemeanor crimes.

CRT Impact

The Department was unable to provide specific information on the outcomes achieved by CRTs because the Department does not currently track CRT impact. However, Department staff was able to provide some examples of recent successes during the past year through interviews with the evaluator:

Examples of CRT Impacts during 2011-12

- Interrupted mid-level suppliers of drugs on Beat 6 in West Oakland and significantly reduced shootings and sales at target location.
- Gathered information/intelligence to identify homicide suspects in shooting in West Oakland.
- High visibility enforcement in the 100 blocks across the City to reduce shootings, homicides, narcotics, robberies and prostitution.
- Identifying and beginning to dismantle gangs in West Oakland and East Oakland.
- Robbery suppression at shopping center in East Oakland.
- Arrest of felons involved in illegal activities.



V. Conclusion and Recommendations

The evaluation examined the Measure Y Community Policing Neighborhood Services program's progress towards implementing the program during 2011-12. Among the key findings:

- *Problem Solving Officers are solving problems of concern to residents, though the re-organization of the Department and the loan of 22 Problem Solving Officers to Crime Reduction Teams resulted in a decrease in the number of problems opened and closed during the past year.*
- *The PSO program has made progress in creating a more standardized program, focused on SARA-based problem solving in collaboration with NCPs, residents and other city agencies. However, there is a need for more consistent training, better equipment, and additional resources. While PSOs are generally prepared to do their job, Area 1 PSOs in particular noted an additional need for training.*
- *In Area 1, on average, PSOs spent about a quarter of their time responding to Occupy Oakland, which decreased the amount of time they spent working on projects.*
- *Measure Y supported the deployment of 22 CRTs to conduct violence suppression. CRTs are a critical law enforcement resource to PSOs in implementing law enforcement tactics, solving crimes and removing suspects from neighborhoods.*

While the Department has made progress over the past several years in developing a more coherent and unified program, there are a number of factors that have negatively impacted the implementation of the program, particularly the decrease in the size of the sworn force. Despite these constraints, there are opportunities to continue to strengthen the program within the current context. The evaluation makes the following recommendations:

1. Offer a PSO School annually and ensure that PSOs across the Department have access to the training topics identified through the PSO survey.

While PSOs reported that they were adequately trained in many areas, a third of PSOs have not participated in the comprehensive PSO school that covers many important topics and programmatic policies. In order to maintain program standards and quality for newly assigned PSOs, annual access to comprehensive training is critical. The Department should also offer trainings on the topics identified through the PSO survey, including training on Forensic Logic and Crime Analysis software, the assessment phase of the SARA process, and collaboration/partnership with other city agencies, stakeholders, and residents.

2. Expend Measure Y Equipment and Training funds to upgrade laptops, particularly in Area 1 and identify opportunities for external training.



The Measure Y funding allocation includes up to \$500,000 to expend on training and equipment. During the past year, about \$20,000 was expended from the Equipment fund and \$10,000 from the Training fund for the program. If these funds continue to be available, the Department should make a concerted effort to continue to invest in the professional development of PSOs so that they are able to implement best practices in problem-oriented and problem solving activities. This includes sending PSOs to the annual COPS conference, California Narcotics Officers Association trainings, the Goldstein Annual conferences, and other relevant local and national trainings. It also includes addressing the factors, such as outdated and non-functioning equipment, which reduce officer efficiency. Upgrading Area 1 laptops and computers should be a top priority.

3. Ensure better alignment of effort across Areas 1 and 2, particularly in relation to meeting the training needs of PSOs and provide Department-wide training in community policing and problem solving approaches.

The re-organization of the Department resulted in a bifurcated program, in which the Special Resources Lieutenant in each area is responsible for the development, management and monitoring of the PSO and CRT program in their assigned area. While each continues to receive direction from the upper level command, the evaluation did note differences in the level of preparation and implementation of activities across the two areas. In general, Area 2 PSOs reported being more prepared to do their job, while Area 1 PSOs reported the need for additional training. The Department should identify opportunities to align training and professional development opportunities across the beat. Going forward, it will be important for the Department to monitor the consistency of training and preparation for all Measure Y funded officers, while maintaining a geographic approach to proactive police work.

A best practice in Community Policing is the training of all officers within a Department in the principals and approaches of community and problem-oriented policing. PSOs reported that patrol officers regularly assist with open projects and leadership has expressed a desire to move the Department towards a more proactive approach to crime fighting. Training all officers (including Patrol) in community policing can further these departmental objectives.

4. Balance the need to provide PSO service to each NCPC beat with the need to respond to surges in violent crime through the deployment of Crime Reduction Teams (CRTs).

The reorganization of the Department at the beginning of the fiscal year resulted in the consolidation of the 57 community policing beats into 35 beats. While the Department made a commitment to continue to provide PSO service to each NCPC beat, residents were no longer guaranteed one officer per community policing beat. At the same time, Oakland was



experiencing a surge in violent crime (shootings and homicides). In response, the Department placed 22 problem solving officers on loan to Crime Reduction Teams to conduct violence suppression activities in hotspots plagued by crime. The decrease in PSOs working on projects meant that fewer projects were opened and that a couple of NCPC beats did not receive service from a PSO. On the other hand, CRTs were able to identify and address significant sources of shooting, homicides, robberies, and narcotics in East and West Oakland. CRTs have the flexibility to implement law enforcement tactics in teams or squads to address serious crimes; this flexibility is critical to both ensuring officer safety and solving problems. The Department should establish and monitor policies to ensure that each NCPC beat receives a minimum level of service, such as requiring that PSOs maintain an open project in each NCPC beat (i.e. 10X and 10Y). At the same time, the Department should continue to deploy CRTs, both as a resource to PSOs and as a resource capable of responding to surges in violent crime. In the case that they are re-deployed, the Department should work early on with the evaluation to develop a plan for measuring the impact of CRTs on reducing crime and violence in Oakland.

5. Develop metrics for measuring CRT impact on public safety early on in the fiscal year, should the Department decide to re-deploy CRTs.

Should the Department decide to re-deploy CRTs to engage in violence suppression activities, it will be important for the Department to track CRT impacts and activities in a consistent and uniform manner so that the evaluation can measure CRT's impact on improving public safety and reducing crime in target areas.

6. Align Measure Y's community policing investment with other public safety initiatives and funding sources.

In a constrained fiscal environment, collaboration with other city agencies and efforts to strengthen public safety in the City will likely lead to greater impact. At the same time, the Department and other city agencies are focusing their efforts on meeting program mandates with fewer resources. Alignment and collaboration become secondary priorities. On the ground, this means that PSOs are increasingly self-reliant and operating in silos in their efforts to stem violence and crime. The evaluation recommends that at a minimum Measure Y better align the Community Policing Neighborhood Services investments with the Violence Prevention Programs; opportunities to align with other efforts should also be explored.



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Project Goals and Measures for Closed Projects: The table depicts the goals achieved and measures of achievement for closed projects in 2011-12.

Project #	Goal	Measure
01X-12-001	Abate graffiti in the area Security	<ul style="list-style-type: none"> • Monthly comparison of reports/stats/calls for service regarding graffiti in the area. • Adjust enforcement when necessary. • Discuss with NCPC. • Inform and advise building owner of security issue. • Request installation of additional outside lighting. • Monitor number of calls for service (Graffiti) and address appropriately.
01X-12-002	Better neighborhood involvement Increase lighting in the area	<ul style="list-style-type: none"> • Create business watch program. • Designate a business captain. • Contact all property owners in the West Grand and Telegraph Ave and ask them to leave outside lights on. • Contact Public Works and ensure street lights are fixed; if possible change to high definition lights. • Obtain an estimate for the bulbs and bring it up to the KOREATOWN meeting for funds.
01X-12-009	Reduce robberies in the area of West Grand Ave and Telegraph Ave Reduce the amount of stored vehicles on Stanley Ave Reduce the amount of stolen auto dumps in the area	<ul style="list-style-type: none"> • Monthly comparison of stats. • 10% reduction in robberies in the area. • Community satisfaction survey from "high level of concern" to "low". • Run crime stats in the area to ensure calls of service and recovered stolen autos decrease by 30% • Compare stats prior to project start date.
01X-12-010	Arrest and conviction of narcotic dealers	<ul style="list-style-type: none"> • 4 Convictions with stay away orders • Increase patrols by PSO and Patrol units in the area • Reduction of calls for service in the area by 50%



Project #	Goal	Measure
	Better neighborhood involvement	<ul style="list-style-type: none"> • Creation of neighborhood watch with block captain.
	Property security	<ul style="list-style-type: none"> • 602 Letter signed by management • Install signs prohibiting loitering IFO the apartment complex • Install surveillance cameras IFO the apartment complex
07X-11-023	Obtain search warrant	<ul style="list-style-type: none"> • Gather probable cause to author a search warrant if crimes are being committed.
	Citations	<ul style="list-style-type: none"> • Increase traffic enforcement in target areas issuing citations for both vehicle and pedestrian violators (80%)
11X-11-024	High Visibility	<ul style="list-style-type: none"> • Increase police presence in target areas (60%)
	Lighting and signage	<ul style="list-style-type: none"> • Install proper lighting and signage to assist both vehicles and pedestrians. • Attempt to get "Flashing Light" crosswalk in these target areas.
	Citizen Complaints	<ul style="list-style-type: none"> • Decrease the complaints received by area residents by following below goals (50%)
11X-11-026	Identify	<ul style="list-style-type: none"> • Identify tenant(s) and property owners.
	Address	<ul style="list-style-type: none"> • Address criminal activity and arrest/cite when appropriate
	Civil	<ul style="list-style-type: none"> • Contact property owner and have problem tenants removed when legal.
	Survey	<ul style="list-style-type: none"> • Survey area resident when tenant(s) and owner are addressed/removed.
12X-12-001	Return property to safe condition	<ul style="list-style-type: none"> • Restore property to livable and safe
	Board-up property and relocate elders	<ul style="list-style-type: none"> • Secure property with board-up
21X-11-021	Reduce robberies in the area by at least 50%	<ul style="list-style-type: none"> • Reduce robberies by at least 50% over the next 3 months



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Project #	Goal	Measure
21X-11-022	Elimination of neighborhood complaints	<ul style="list-style-type: none"> Meet with neighbors in the area to ensure: <ul style="list-style-type: none"> no further drug usage no people entering / exiting the property illegally all problems resolved to their satisfaction.
	Eliminate calls for service for 602L	<ul style="list-style-type: none"> Review calls for service at location for drug use or trespassing Ensure no calls for 30 day period.
26Y-11-021	Deter Trespassing/Loitering Secure the Property Positive Community Response	<ul style="list-style-type: none"> No reports of squatters. No calls for service. Property and perimeter fence remain secure Property is either converted to a productive property or demolished No reports of squatters or trespassing calls for service. 70% of NCPC and local neighbors surveys state the community feels the property is secure and the blight issues have been resolved.
27Y-11-022	Reduce drug hotline calls	<ul style="list-style-type: none"> There has been a total of 1 drug hotline call for the year of 2011. Goal is 100% decrease in drug hotline calls for this property over next 3 months.
30Y-11-021	Reduction of calls for service	<ul style="list-style-type: none"> Lower the calls for service in the 2500 and 2600 blocks of Ritchie St by 50% over a one-month period when compared to the month prior to the opening of the project (31 calls) Reduce calls for service to 15 or less over a one month period.
30Y-11-023	Community Satisfaction Reduction of Crime	<ul style="list-style-type: none"> Survey members of the community regarding safety in the area. Achieve approval rate of at least 75%. Reduce calls for service by 30% over a one month period. Bring the total calls for service down to 19 from 27.
32Y-11-021	Reduce robberies	<ul style="list-style-type: none"> 50% reduction in robberies for the 3rd quarter compared to the 2nd quarter.
33X-11-021	Reduce Narcotics Related Activity/ Loitering	<ul style="list-style-type: none"> 50% reduction in narcotics-related calls for service and drug hot line calls compared to the previous 3-month period.



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Project #	Goal	Measure
34X-11-023	Reduction in Calls for service by 50%	<ul style="list-style-type: none"> • Reduce calls for service by 50% for 3 months (Nov1-Jan31) as compared to previous 3-month period. • There were 13 calls for service regarding during the 3-month period of Aug1-Oct31.
35X-11-022	Reduce calls for service/Drug hotline calls by 60%	<ul style="list-style-type: none"> • Reduce calls for service and drug hotline calls by 60% over 3 months. Since May 2011, there have been 10 calls for service and 15 drug hotline calls.
35X-11-023	Have a 70% community satisfaction rating	<ul style="list-style-type: none"> • Survey the community at the community meeting. • Achieve at least 70% satisfaction rate on members' perception of security.
35X-11-024	Community satisfaction	<ul style="list-style-type: none"> • Conduct monthly assessments of activity. • Survey tenants and owner on satisfaction, safety, and security.
35Y-11-002	Reduce calls for service by 30%	<ul style="list-style-type: none"> • Reduce calls for service to group home to average 10 calls per month. From Jan 2011 to Jun 2011, there were 88 calls for service to group home averaging 15 calls per month.
10Y-12-003	No entry	No entry
11X-11-022	No entry	No entry



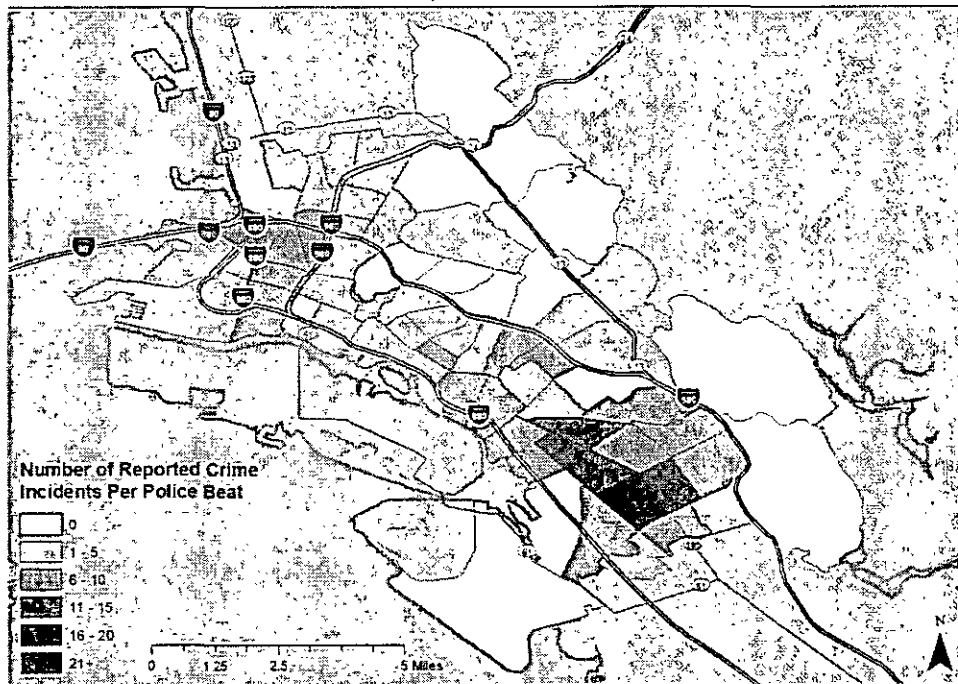
APPENDIX B: Change in Crime by Quarter for Serious Crimes (Homicide/Attempted Homicide; Burglaries & Theft, Narcotics, and Prostitution)

The maps depict the crime levels in each beat by quarter for serious crimes, based on police incident data provided to the evaluation by the Oakland Police Department from July 1, 2011 through March 31, 2012.

Homicides, Shootings, and Assault with a Firearm

There was a reduction in shootings, homicides and assaults with a firearm during the third quarter.

Reported Crime Incident: Shootings (Homicides, Attempted Homicides, Assault with Firearm on Person)
Oakland, California
Quarter 1 (July 1, 2011 - September 30, 2011)

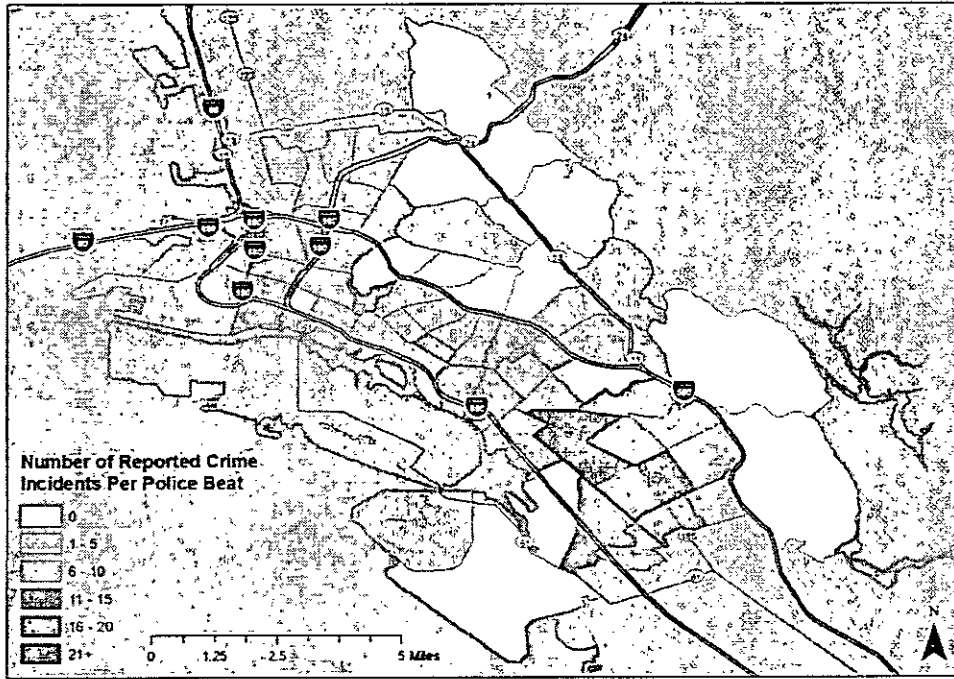




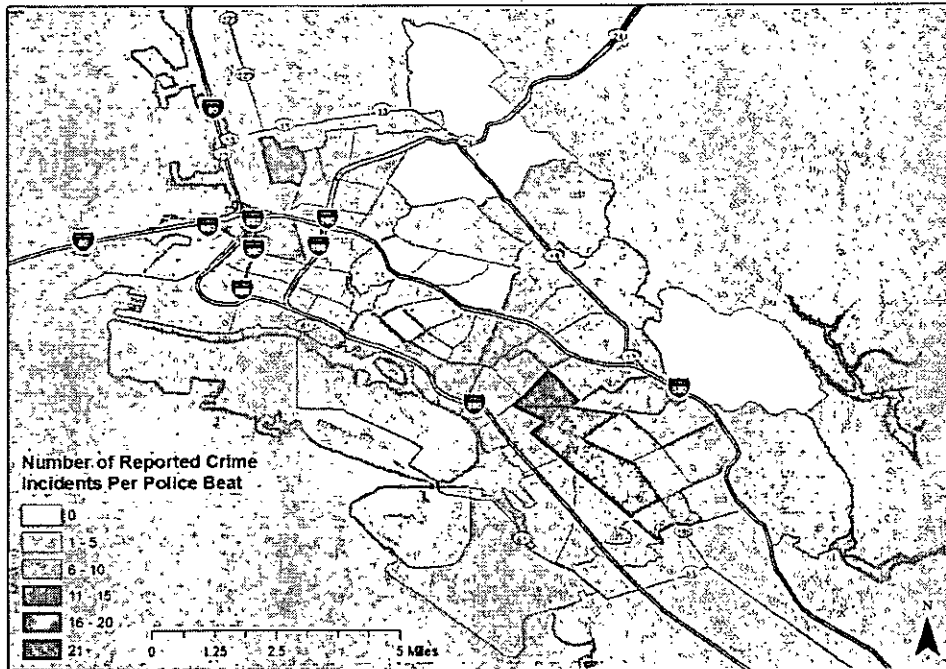
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Reported Crime Incident: Shootings (Homicides, Attempted Homicides, Assault with Firearm on Person)
Oakland, California
Quarter 1 (July 1, 2011 - September 30, 2011)



Reported Crime Incident: Shootings (Homicides, Attempted Homicides, Assault with Firearm on Person)
Oakland, California
Quarter 3 (January 1, 2012 - March 31, 2012)





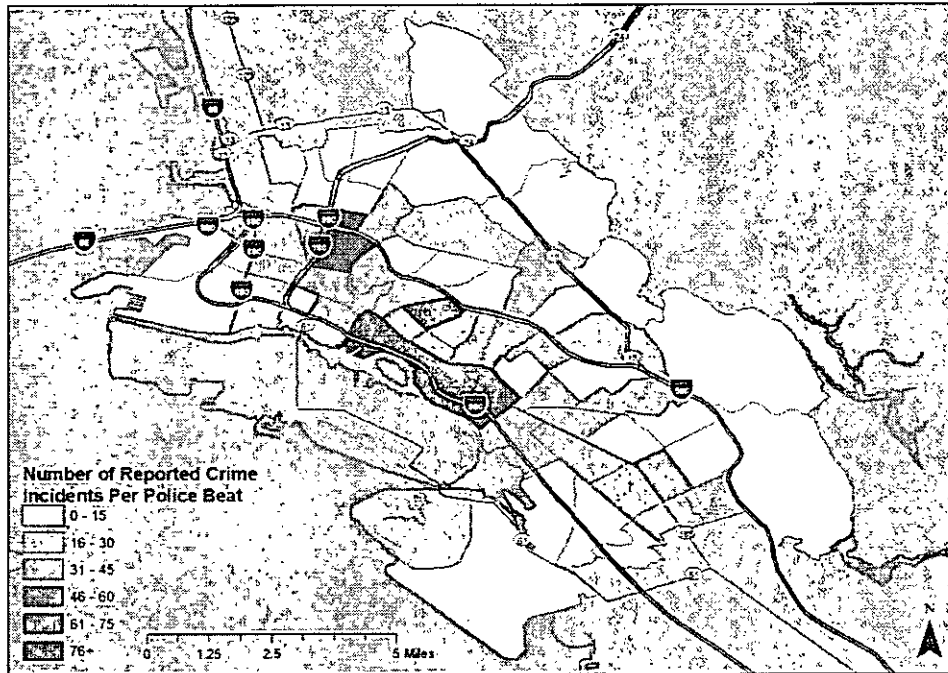
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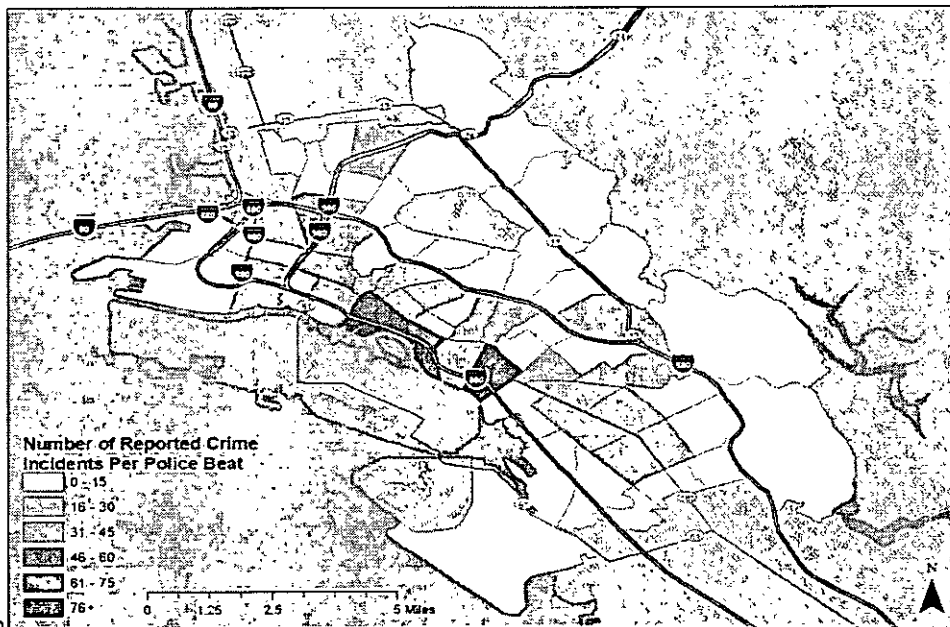
Robberies and Attempted Robberies

Robberies and attempted robberies declined in many beats in Oakland by the third quarter.

Reported Crime Incident: Robberies, Attempted Robberies
Oakland, California
Quarter 1 (July 1, 2011 - September 30, 2011)



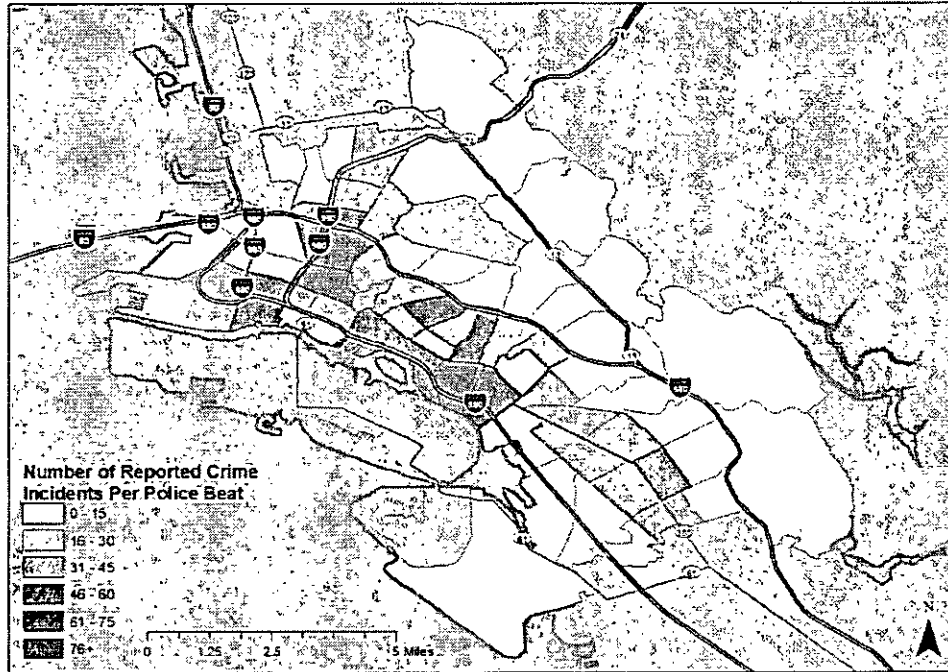
Reported Crime Incident: Robberies, Attempted Robberies
Oakland, California
Quarter 2 (October 1, 2011 - December 31, 2011)



August 3, 2011



Reported Crime Incident: Robberies, Attempted Robberies
Oakland, California
Quarter 3 (January 1, 2012 - March 31, 2012)

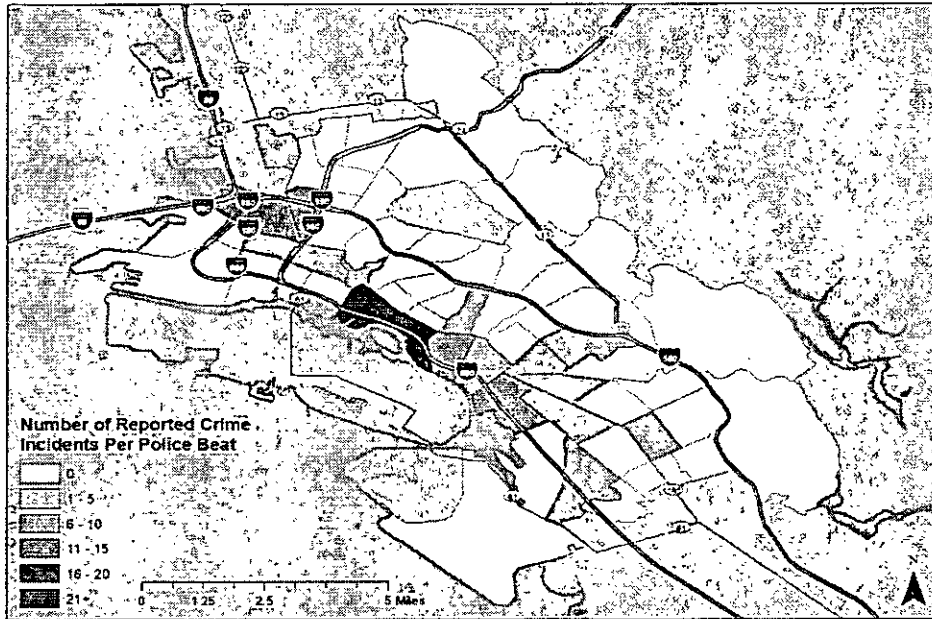




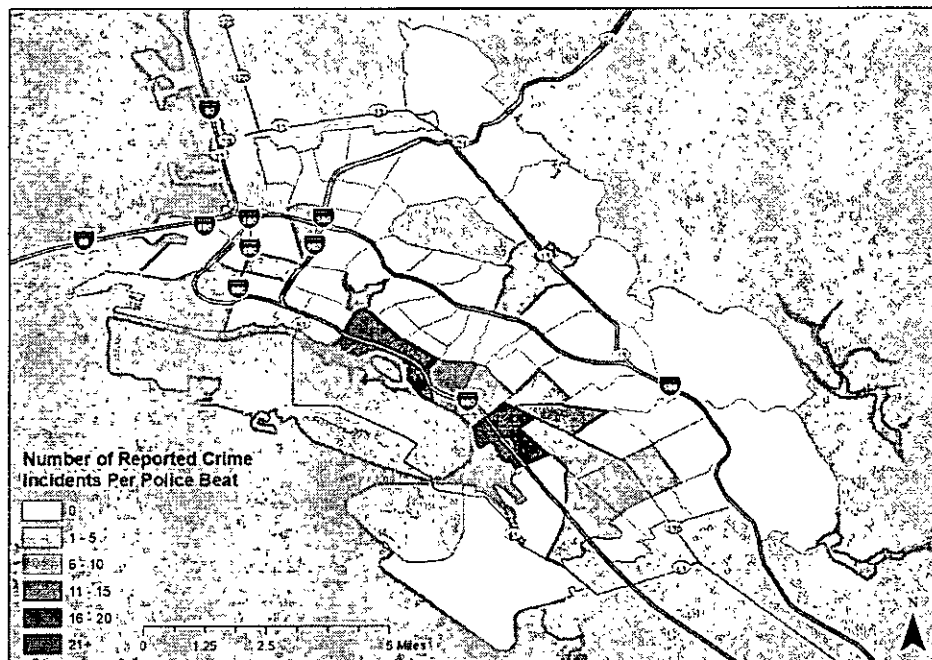
Prostitution

Prostitution increased by the third quarter, particularly along the International and MacArthur corridors. However, incidents of prostitution mean that arrests for prostitution related activities have been made. The increase in reported crimes related to prostitution points to an increase in enforcement in these areas.

Reported Crime Incident Prostitution (Prostitution; Loiter with the Intent of Prostitution; Pimping)
Oakland, California
Quarter 1 (July 1, 2011 - September 30, 2011)



Reported Crime Incident: Prostitution (Prostitution; Loiter with the Intent of Prostitution; Pimping)
Oakland, California
Quarter 2 (October 1, 2011 - December 31, 2011)

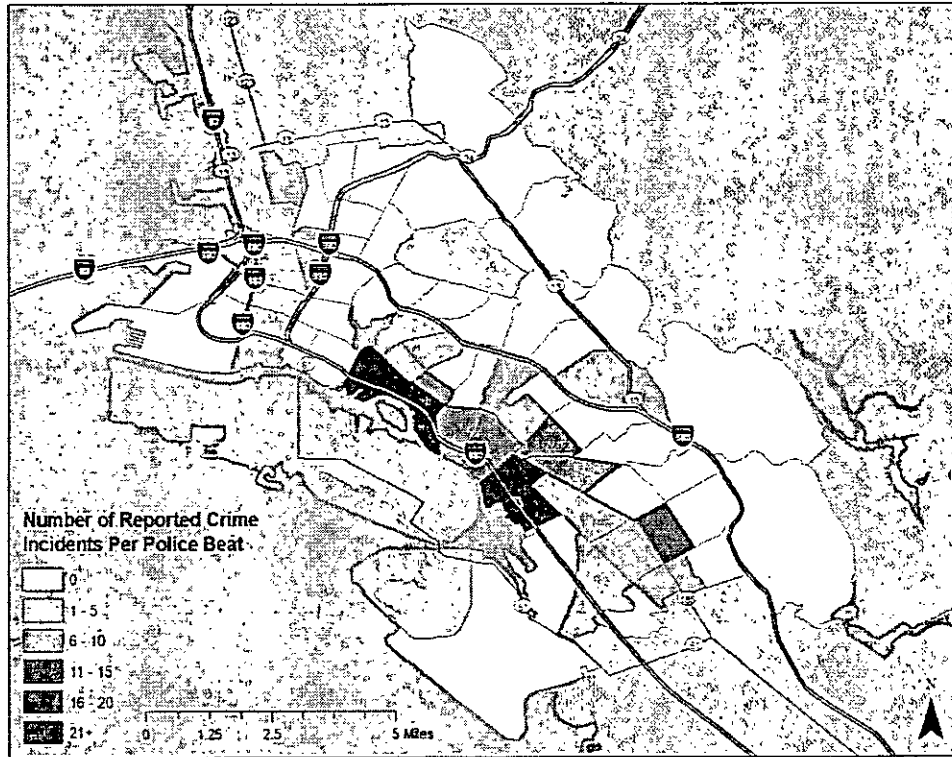




Measure Y Community Policing Evaluation

Client Name *DRAFT REPORT: Not for Distribution*

Reported Crime Incident: Prostitution (Prostitution; Loiter with the Intent of Prostitution; Pimping)
Oakland, California
Quarter 3 (January 1, 2012 - March 31, 2012)





APPENDIX C: 2011-12 Community Policing Logic Model

Resources	Activities	Outputs	Short Term Outcomes	Long Term Outcomes
<p>35 Problem Solving Officers (PSOs)</p> <p>22 CRTs</p> <p>Sergeants</p> <p>Lieutenants</p>	<p>Problem Solving Officer Primary Activities</p> <ul style="list-style-type: none"> Problem Solving: Identification of problems through data analysis and use of software, SARA process, collaborating with NCPCs, Neighborhood Services Coordinators and other City Agencies. Information Gathering and Solving Crimes: Patrolling the beat/gathering information and intelligence; analyzing data, investigating and solving crimes in the beat. Community and relationship building with residents: walking/biking the beat, attending NCPC Meetings, educating residents about city and community resources. Communicating and coordinating internally (with squad, supervisors, other OPD divisions regarding crime trends, problems, and problem solving) and externally (residents, city agencies etc.) <p>Problem Solving Officer Secondary Activities</p> <ul style="list-style-type: none"> Administrative work: documentation in SARA database, general paperwork, and PowerPoint development. Assisting squad or other PSOs with law enforcement actions to solve problems. Assisting squad on area projects that span multiple beats. 	<p># of problems opened</p> <p># of problems closed</p> <p># of problems by type/nature opened and closed</p> <p># of problems opened/closed per beat and per NCPC.</p> <p># of NCPC meetings attended</p> <p># of interactions/contacts with other city agencies to solve problems.</p>	<p>PSOs are regularly deployed to each CP and NCPC beat</p> <p>↓</p> <p>PSOs meet residents, business owners, and other key players in the beat.</p> <p>↓</p> <p>PSOs gather information about key problems in the beat through data analysis, information gathering and relationship building.</p> <p>↓</p> <p>PSOs are knowledgeable of major sources of crime, problems, assets, and stakeholders in the beat that compromise public safety and quality of life in the beat.</p> <p>↓</p> <p>PSOs regularly attend NCPC meetings and share/solicit information on crime and problems in the beat.</p> <p>↓</p> <p>Problems of significant concern to public safety and quality of life are identified and prioritized.</p> <p>↓</p> <p>PSOs use the SARA process to solve problems in collaboration with other city agencies and residents. CRTs provide targeted enforcement and violence suppression in support of PSO efforts.</p> <p>↓</p> <p>PSOs solve problems of concern to residents in the CP and NCPC beats to which they are deployed.</p>	<p>PSOs solve problems of concern to residents in the CP and NCPC beats to which they are deployed.</p> <p>↓</p> <p>Quality of life and public safety improve. Crime goes down.</p> <p>↓</p> <p>Residents feel safer.</p> <p>↓</p> <p>Residents have greater confidence, trust in and support for police.</p> <p>↓</p> <p>Residents are knowledgeable about city resources, actively engaged in building safe communities and bring additional resources to their neighborhoods.</p> <p>↓</p> <p>Neighborhoods are safe.</p>



Measure Y Community Policing Evaluation

Client Name *DRAFT REPORT: Not for Distribution*

Resources	Activities	Outputs	Short Term Outcomes	Long Term Outcomes
	<ul style="list-style-type: none"> Proactive police work- solving small problems, quality of life concerns, or other issues residents bring to PSO attention. Responding to other city events, protests etc. (i.e. Occupy) 			
	<p>Crime Reduction Teams (CRTs) Primary Activities</p> <ul style="list-style-type: none"> Conduct law enforcement operations to suppress violence in high crime areas in Oakland, including (surveillance, buy/bust, buy/walk, high visibility/saturation patrol) Collaborate with Criminal Investigation Division to solve crimes. Collaborate with PSOs to solve problems in high crime areas. 	<p># of operations conducted # of crimes solved through CRT action/collaboration # of PSO problems where CRT assistance was provided (opened and closed)</p>	<p>PSOs identify major sources of criminal activity in their beat. ↓ Special Resource Lieutenant prioritizes areas or projects requiring CRT deployment to address violence (shootings/homicides), narcotics, burglaries and other significant criminal activity. ↓ CRTs are deployed to high crime areas. ↓ CRTs implement law enforcement tactics (i.e. operations, surveillance, high visibility patrol) in target areas. ↓ Evidence is gathered and perpetrators of crime and suspects are positively identified and arrested. ↓ Significant sources of criminal activity in high crime neighborhoods are interrupted and/or disrupted.</p>	<p>Significant sources of criminal activity in high crime neighborhoods are interrupted and/or disrupted. ↓ Violence (shooting/homicides) and other criminal activity in the target area decreases. ↓ Quality of life and public safety improve. ↓ Residents feel safer. ↓ Residents have greater confidence, trust in and support for police. ↓ Neighborhoods are safe.</p>

Oakland Police Department
Bureau of Field Operations

Policy 11-01

27 May 11

Bureau of Field Operations (BFO) Policy and Procedure Manual

Index as: Problem Solving Officer (PSO), Deployment and Responsibilities

I. PURPOSE

The purpose of this directive is to set forth bureau policy and procedures regarding deployment, responsibilities and standards for Departmental PSOs. These objectives and standards are designed not only to meet legal mandates but also to improve police community relations, enhance City-wide problem solving efforts, reduce violent crime, and diminish citizens' perception of crime.

II. BACKGROUND

A. City of Oakland Measure BB

An approved (2 Nov 10) ballot measure that revised Oakland's 2004 Measure Y (MY, Parking Lot and Parcel Tax). Measure BB suspended, until 2015, the requirement that the city maintain at least 739 police officers in order to receive funds from MY.

B. PSO Assignment

On 8 Jan 11, the PSOs were reassigned back to the three (3) Areas' Special Resource Sections. The PSOs will be partially funded through MY/BB. OPD has 76 sworn positions assigned to MY positions; however, MY only provides funding for between 40-50 officers per year. The PSOs were reestablished with existing officers. No new hires resulted from the passage of Measure BB.

C. Community Policing Beats

Commencing 8 Jan 11, OPD began utilizing the Patrol 35 beat structure as our Community Policing Beats, providing consistency between the PSO and Patrol Beat assignments. Previously, PSOs had been individually assigned with one (1) to each of 57 Community Policing Beats. These beats corresponded directly to the 57 Neighborhood Crime Prevention Councils (NCPC). The previous 57 Community Policing Beat structure shall be discontinued. (Reference 1 - 35 Patrol/Community Policing Beats).

D. Neighborhood Crime Prevention Councils

The NCPCs are also known as Neighborhood Councils as they are not limited to addressing only crime issues. Each NCPC has an area of responsibility within the City (Reference 2 – NCPC Areas of Responsibility).

III. POLICY

Role of the PSO

- A. PSOs are responsible for the coordination of problem solving activities on their beats. This includes documenting and tracking progress of Neighborhood Crime Prevention Council (NCPC) priorities, crime and blight problems identified by the Area command staff, and projects the PSO determines to be in the best interests of the community.
- B. The PSO guides and directs the problem solving efforts of other members and employees on their assigned beat. They coordinate with other City agencies and community groups in addressing specific community problems. The PSO encourages the active participation of the NCPC and other community groups and members, while maintaining close and continuous coordination with the NCPCs.

IV. DEPLOYMENT PROCEDURES

A. PSO Assignments to Beats

Area Commanders shall assign and maintain at least one (1) PSO to each of the Community Policing Beats in their respective Area. Area Commanders may also assign multiple PSOs to a Community Policing Beat based on a variety of factors, including, but not limited to:

1. Identified MY high “stressor” beats;
2. The emergence of various crime trends, patterns, and series;
3. Special projects; and
4. To support the COP and community priorities.

2. Crime Hotspots;
3. The Top Problem Property;
4. The Top 3 Call-for-Service Locations;
5. Current Top 3 NCPC Priorities (if a NCPC meeting);
6. PSO Projects Update; and
7. Summary of Key Activities related to these items.

For NCPC meetings PSOs shall conduct their briefings using the proscribed MS PowerPoint slide format unless, upon viewing, the NCPC Chairperson decides an oral briefing only is the preferred briefing format. (Format in Reference 4 - PSO Community Meeting Briefing Format and example in Reference 5 - Beat 26, NCPC 26Y Community Meeting Briefing). It is expected that PSOs will project these slides onto a screen and conduct their briefings in a thoroughly professional manner.

VL CONCLUSION

This policy and procedure may represent a departure from the prior method PSO business has been conducted; It is expected that the methods described above will help focus our efforts on reducing violent crime and the fear that this crime generates in the community.

Approved by

Eric Breshears
Deputy Chief
Bureau of Field Operations

Date Signed: _____

References:

The following references are available on the OPD Publication Resource Library:

1. 35 Patrol/Community Policing Beats
2. NCPC Areas of Responsibility
3. Section II, PSO Performance Appraisal Form (TF-3233 - Feb 11)
4. PSO Community Meeting Briefing Format
5. Beat 26, NCPC 26Y Community Meeting Briefing