Community Policing Advisory Board
Meeting Agenda
April 1st, 2015
1 Frank Ogawa Plaza, Oakland City Hall
Council Chambers, Third Floor

1. **Open Forum:** Public comment is an opportunity to speak on items not on the agenda but within the jurisdiction of the Advisory Board. *Speakers are limited to two minutes.*

2. **Agenda Items:**

   2.1: CPAB Membership Update: Discussion/Possible Action

      1. Introduction of New Members
      2. Update on Membership Terms and Vacancies
      3. Recognition of Service for Members leaving the Board

   2.2: CPAB Officers and Committee Assignments: Discussion/Action

      1. Election of Chair and Vice-Chair
      2. Review of Current Committee Assignments/New Assignments

   2.3: OPD Update: Current trends, Community Policing focus

   2.4: Definition of Community Policing/Action Plan: Continued Discussion/Action

   2.5: CPAB Trifold and On-Line engagement efforts: Discussion/Action

   2.6: Staff Report:

      1. Meeting with Area Advisory Committees
      2. NCPC Updates/Communication
      3. City's Budget Process
      4. Annual Report

   2.7: Member Updates

   2.8: Agenda Building

Adjourn.

Defining and Implementing Community Policing in Oakland

Draft ver. 4 – updated 3/23/15 by JA

Oakland CPAB

Version 4 Notes:
-Added text from ver. 3 is shown in purple
-Removed text from ver. 3 is shown in ~~red~~
(based on CPAB review /feedback of draft ver. 3 – Feb. 2015)

Overview

- Defining Community Policing
- How To Implement
- How To Evaluate Progress
- The Role of the CPAB

Proposed C.P.~~AB~~ Definition

We Define Community Policing in Oakland As:

An OPD agency-wide philosophy that seeks to

1) **Community Partnerships:** build community partnerships to promote mutual trust and cooperation,

2) **Problem Solving:** improve problem-solving capabilities and practices to address the causes of crime and disorder, and

3) **Organizational Support**: build the **structure**, foster the **culture** and implement the necessary **information systems** within OPD to track progress and ensure accountability.

3 Pillars of Community Policing

1. Community Partnerships

How to Implement:

- Identify Key Stakeholders in each Police Area

- PSOs Build Stakeholder Engagement Plan

- PSOs Execute Stakeholder Engagement Plan

How to Measure:

- Track # of PSO Meetings Held Each Quarter/Year with Key Stakeholders

- Annual Survey of Stakeholder Groups to Assess Perceived Effectiveness of Partnership, Track Trends over Time

Community Partnerships

Problem Solving

Community Policing

Organizational Support

2. Problem Solving

Community Partnerships

Problem Solving

Community Policing

Organizational Support

How to Implement:
- Fully Utilize SARA* framework and database
- Enable SARA information access from the field (in progress as of Feb. 2015)

How to Measure:
- Regular Reporting from SARA to OPD command staff, track trends over time
- Annual Survey of Stakeholder Groups to Assess Perceived Effectiveness of Problem Solving, Track Trends over Time

*S.A.R.A. = Scanning, Analysis, Response, Assessment (See Appendix G)

3. Organizational Support

How to Implement:

- Designate member of command staff as implementation lead

- Conduct US DOJ COPS self-assessment (CP-SAT)

- All sworn officers complete training class in C.P.

- Leadership to reinforce emphasis on CP in meetings

Community Partnerships

Problem Solving

Community Policing

Organizational Support

How to Measure:

- CP activities / measurements as part of ongoing officer performance appraisals

- Data tracking systems in place to track outreach activities

- Annual surveys of sworn staff on effectiveness of CP

Evaluation of Progress

- **Metrics**: Successful community policing requires accountability, transparency, and performance outcomes through established metrics of evaluation.

- **Data-Driven**: Evaluation provides an opportunity to collect, analyze and use the information to make informed decisions about the effectiveness of community policing strategies and activities.

- **Outcomes-Based**: This should be accomplished through using evidence-based practices, an outcomes-based process and an information tracking system.

- **Feedback Loop**: The system should have the ability to collect appropriate data/statistics using surveys and other tools to track and analyze the implementation of community policing in the areas of community partnerships, organizational transformation and problem solving.

Role of the CPAB

- Sounding Board to OPD Leadership
  - CPAB to advise OPD leadership on implementation plans and proposed metrics
  - CPAB to hear progress updates from OPD leadership on progress on a quarterly(?) basis

- Liaison for NCPCs
  - Promote and communicate standard definition of Community Policing city-wide
  - Educate NCPC members on core elements of community policing

Group Focus	Oakland Citizens	City (Non-Sworn)	OPD (Sworn)
City-Wide	-CPAB -NWSC	-Mayor -Council -NSD	-OPD Command
Area-Specific	-Advisory Councils	-NSCs	-Area Captains
Beat-Specific	-NCPCs	-NSCs	-PSO/CRO
Block / Neighborhood	-NW Groups	-NSCs	-PSO/CRO -Patrol

Role of the CPAB – Cont'd

- Liaison for Area Advisory Councils

  - Promote standard definition of Community Policing city-wide

  - Educate Advisory members on core elements of community policing

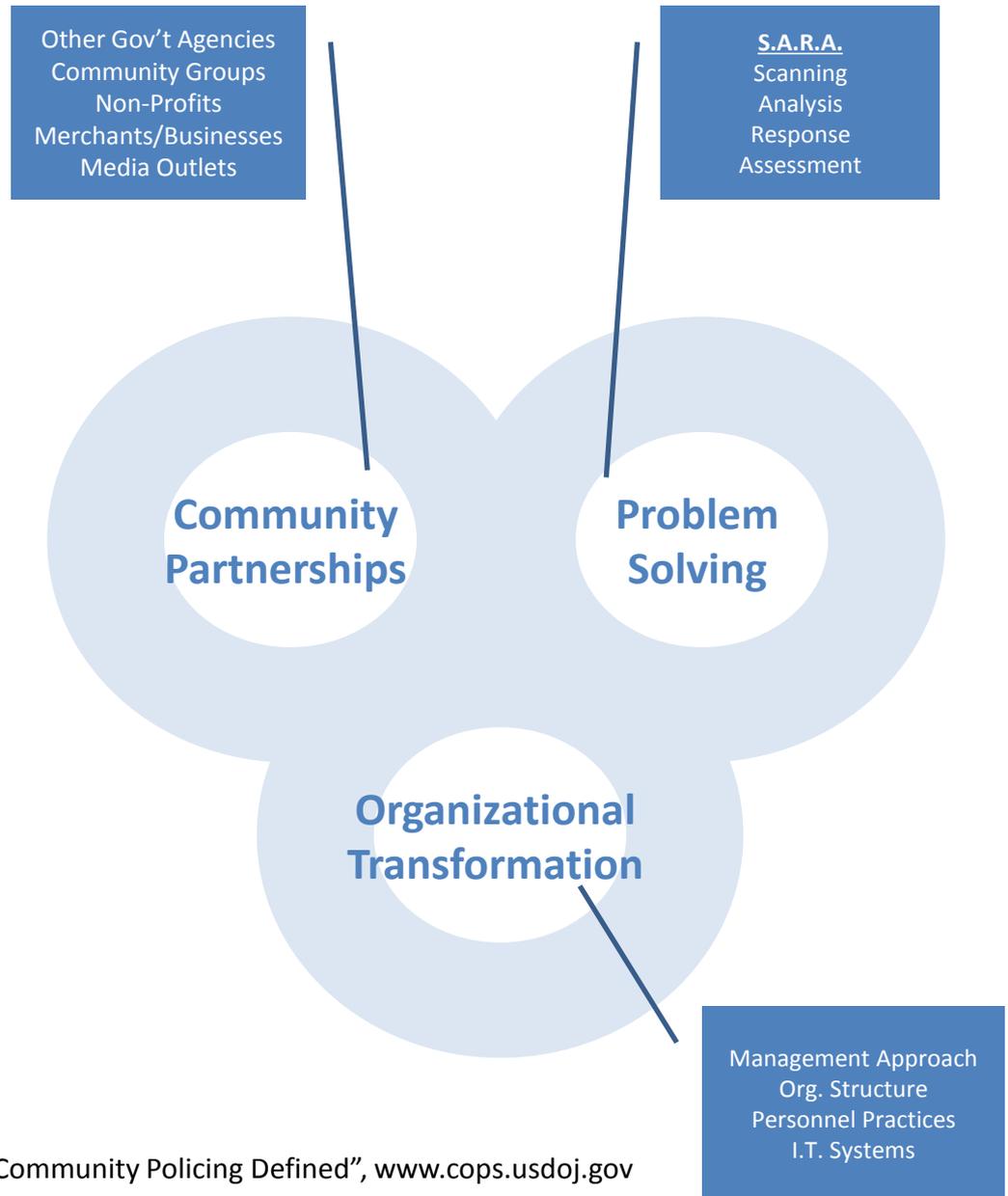- Quarterly Updates to City Council Public Safety Committee

Appendix A – Expert CP Definitions

- "Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime." - **U.S. DOJ C.O.P.S. website**

- "Community policing is associated with decentralized geographic-based police organizations that advocate closer community relationships. The community policing philosophy requires that the police and the community work together to promote mutual trust and cooperation, empower neighborhoods to fight crime, drugs, and the dangers of apathy, despair, and unrest" - **Trojanowicz & Bucqueroux, 1992**

- "Community policing is a policy and a strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime causing conditions. This assumes a need for greater accountability of police, greater public share in decision making, and greater concern for civil rights and liberties. " - **Robert Friedmann, 1992**

- "Four general principles define community policing: community engagement, problem solving, organizational transformation, and crime prevention by citizens and police working together" – **Wes Skogan, 2004**

- "An organization-wide philosophy and management approach that promotes: 1) community, government and police partnerships; 2) proactive problem-solving to prevent crime; and 3) community engagement to address the causes of crime, fear of crime, and other community issues" – **Upper Midwest Community Policing Institute**

Appendix B – US DOJ COPS Diagram

Community policing is comprised of three key components:

- **Community Partnerships -** Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

- **Organizational Transformation -** The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

- **Problem Solving -** The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.

Other Gov't Agencies
Community Groups
Non-Profits
Merchants/Businesses
Media Outlets

S.A.R.A.
Scanning
Analysis
Response
Assessment

Community Partnerships

Problem Solving

Organizational Transformation

Management Approach
Org. Structure
Personnel Practices
I.T. Systems

Appendix C – City Partner Organizations

- Neighborhood Services Division (and NSCs)
- Department of Human Services
- Community and Economic Development Agency
- Office of Economic and Workforce Development
- Public Works Agency
- Office of Parks and Recreation
- OFD

http://www2.oaklandnet.com/oakca1/groups/cityadministrator/documents/memorandum/oak044822.pdf

Appendix D – Community Partner Organizations

- NCPCs
- Neighborhood Watch Groups
- Area Advisory Councils
- Neighborhood Merchant Groups
- Community Service Non-Profits
- Faith Organizations
- Local Media

http://www2.oaklandnet.com/oakca1/groups/cityadministrator/documents/memorandum/oak044822.pdf

Appendix E – Choosing the Right Performance Indicators and Result Indicators

KEY Performance Indicators: Measure the most important daily/weekly activities that will directly drive KRIs

KPI 1 ➡ **KRI 1**

KPI 2 ➡ **KRI 2**
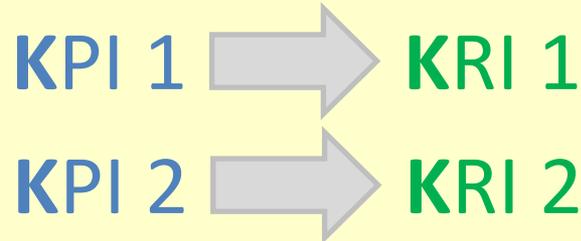
KEY Result Indicators: Measure the most important performance results, as aligned with the organization's mission and top priorities (e.g. reduction in Part 1 crimes, improve homicide clearance rate, etc.)

Performance Indicators: Measure (on a **daily** or **weekly** basis) those activities that will drive results for the organization. PIs allow for corrective action, if there is deviation from performance targets.

PI 1
PI 2 ➡ RI 1

PI 3 ➡ RI 2

PI 4
PI 5 ➡ RI 3
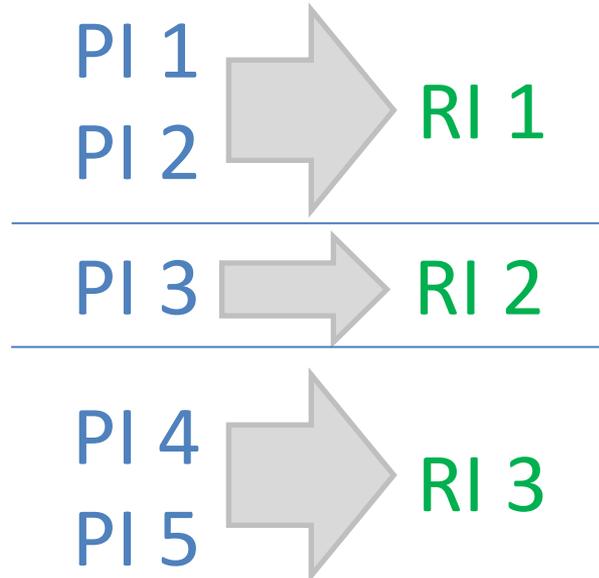
Result Indicators: Measure the organization's performance results (usually measured **quarterly** or **annually**)

Parminter, David, "Key Performance Indicators", John Wiley and Sons, Inc., 2007

Appendix F - Successfully Implementing Organizational Change

Thirty years of research by leadership guru Dr. John Kotter have proven that **70% of all major change efforts in organizations fail**. Why do they fail? Because organizations often do not take the holistic approach required to see the change through. This holistic approach includes **8 steps**:

- **Step 1: Establishing a Sense of Urgency** Help others see the need for change and they will be convinced of the importance of acting immediately.

- **Step 2: Creating the Guiding Coalition** Assemble a group within the organization with enough power to lead the change effort, and encourage the group to work as a team.

- **Step 3: Developing a Change Vision** Create a vision to help direct the change effort, and develop strategies for achieving that vision.

- **Step 4: Communicating the Vision for Buy-in** Make sure as many as possible understand and accept the vision and the strategy.

- **Step 5: Empowering Broad-based Action** Remove obstacles to change, change systems or structures that seriously undermine the vision, and encourage risk-taking and nontraditional ideas, activities, and actions.

- **Step 6: Generating Short-term Wins** Plan for achievements that can easily be made visible, follow-through with those achievements and recognize and reward employees who were involved.

- **Step 7: Never Letting Up** Use increased credibility to change systems, structures, and policies that don't fit the vision, also hire, promote, and develop employees who can implement the vision, and finally reinvigorate the process with new projects, themes, and change agents.

- **Step 8: Incorporating Changes into the Culture** Articulate the connections between the new behaviors and organizational success, and develop the means to ensure leadership development and succession.

Appendix G -
S.A.R.A. Approach

Source: Center for Problem-Oriented Policing: http://www.popcenter.org/tools/assessing_responses/