Community Policing Advisory Board
Meeting Agenda
May 6, 2015
1 Frank Ogawa Plaza, Oakland City Hall
City Council Chambers, 3rd floor Oakland City Hall

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: Presentation and Action on Citywide Neighborhood Summit

   Neighborhood Services Supervisor Jacque Long will present the current plan and the Board will discuss its role in the event.

   2.2: Approval of March 4th, 2015 Meeting Minutes

   2.3: 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

   2.4: CPAB Officers and Committee Assignments: Discussion/Action
      1. Election of Chair and Vice-Chair
      2. Review of Current Committee Assignments/New Assignments

   2.5: OPD Update: Current trends, Community Policing focus

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

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

   2.8: Staff Report:
      1. NCPC Updates/Communication
      2. City's Budget Process
      3. Annual Report

   2.9: Member Updates

   3.0: Agenda Building

   Adjourn.

Community Policing Advisory Board
Meeting Minutes
March 4th, 2015
1 Frank Ogawa Plaza, Oakland City Hall
Sergeant Mark Dunakin Hearing Room, first floor

Members Present: Leonard, Garvey, Gulbransen, Bulls, Johnson, Ashford, Link, Webb
Absent: Walton, Gomez

1. Open Forum:

Colleen Brown introduced herself as a long standing member of the neighborhood watch
Steering Committee and the Beat 29x NCPC and also indicated that she was being
recommended by Council Member Brooks to fill the District 6 vacancy.

Allene Warren spoke about OPD working toward creating public access to the SARA
Database that they use for problem solving efforts. She believes it would be helpful to have
every NCPC upload their top three priorities into that database so residents will have that
knowledge.

2. OPD Stop Data Analysis Project:

Assistant Chief Paul Figueroa presented to the Board on this item, explaining that the data
is still being analyzed and that a final report will not be ready for at least a few more
months. The data analysis has been ongoing since the summer of 2014 and the project has
grown much larger than originally anticipated. Jennifer Eberhardt, the lead researcher and
premier expert on this topic nationally is participating in ride-along(s), management
meetings, monitoring protests and OPDs response to them, and continuing to review raw
footage of Officers' body worn cameras. The research will lead to cutting edge
recommendations for the department and the entire nation. The work is connected to the
department's commitment to Procedural Justice training and is linked to positive outcomes
regarding the Negotiated Settlement Agreement.

3. CPAB Tri-fold Update:

Member Gulbransen provided copies of the draft tri-fold for the Board to Discuss and
several suggested edits/formatting ideas were shared. Krista agreed to review older tri-

folds to see if there were any other items that need to be captured. She will bring a newly edited tri-fold based on people's input to the next meeting.

Collen Brown addressed the Board and thanked Krista for developing the tri- and thought it would be useful but also noted that NCPCs do not have the resources to reproduce the tri-fold since they have no budget.

4. NCPC a) Complaint Process Discussion b) Re-Certification submittals

Chairperson Johnson reviewed the NCPC Complaint Forms that had been adopted in 2010 and suggested they be closely followed when a complaint arises. Specifically the process that was identified and approved then was that any complaint would be referred to the NCPC Resource Committee for review and that committee would then make a recommendation to the Board. Kathy Leonard appreciated the form and had some suggested edits that she agreed to share with Angie Haller including wanting to add some timeframes and other clarifications.

5. Approval of the January Minutes:

The January Minutes were approved with minor edits.

6. Approval of the February Minutes:

The February Minutes were approved with minor edits.

7. Member's Report:

Member Bulls noted an incident in which he witnessed an Officer showing a true act of compassion when addressing a homeless individual who was soliciting money in front of the McDonald's at Eastmont Mall. Apparently the officer had been called to tell the man to leave but in doing so the officer decided to first buy him a meal since he was hungry. Member Bulls noted that the Officer had a job to do but it didn't stop him from treating the individual with respect and decency.

8. Staff Report:

Joe DeVries discussed the Board vacancies and the end of several Board Members' terms. In consultation with the City Attorney's Office it was determined that the CPAB Bylaws do not have any provisions for "holdover status" when a term ends and before a reappointment

takes place, nor does the City Charter create such a status for Boards and Commissions. They also determined that if a member's total allowable years have been served, they cannot remain on the board for any further length of time.

9. Chair's Report:

Based on the above determination by the City Attorney's Office, Marcus Johnson announced that he and Krista Gulbransen could no longer serve after the March meeting and other members had their first terms expiring in March. Even though it was likely that first term members would be reappointed, until they are, they technically are not voting members.

He proposed that the remaining members select an interim chairperson to conduct the next meeting and that the person they select be in the middle of their term to avoid a "non-reappointed" person from being in that role.

Angie Haller made an alternate motion to elect a vice-chair since that position is currently vacant (Vacated by John Nichols in the spring of 2014) and that would allow a vice chair to serve as acting chair until a full election could take place after all of the reappointments were made.

Although that motion passed unanimously, a lengthy discussion ensured during which different people were considered for the role but there was some lack of clarity about different people's term ending dates so ultimately no vice chair was selected. Instead, the Board went with Marcus Johnson's original recommendation; electing an interim chair until the next meeting.

The group unanimously elected Renia Webb to serve in that role. Also, Krista Gulbransen noted that the Board should make sure moving forward that elections of officers occur annually.

The meeting adjourned at 8:25 pm.

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

Community Partnerships

Problem Solving

Community Policing

Organizational Support

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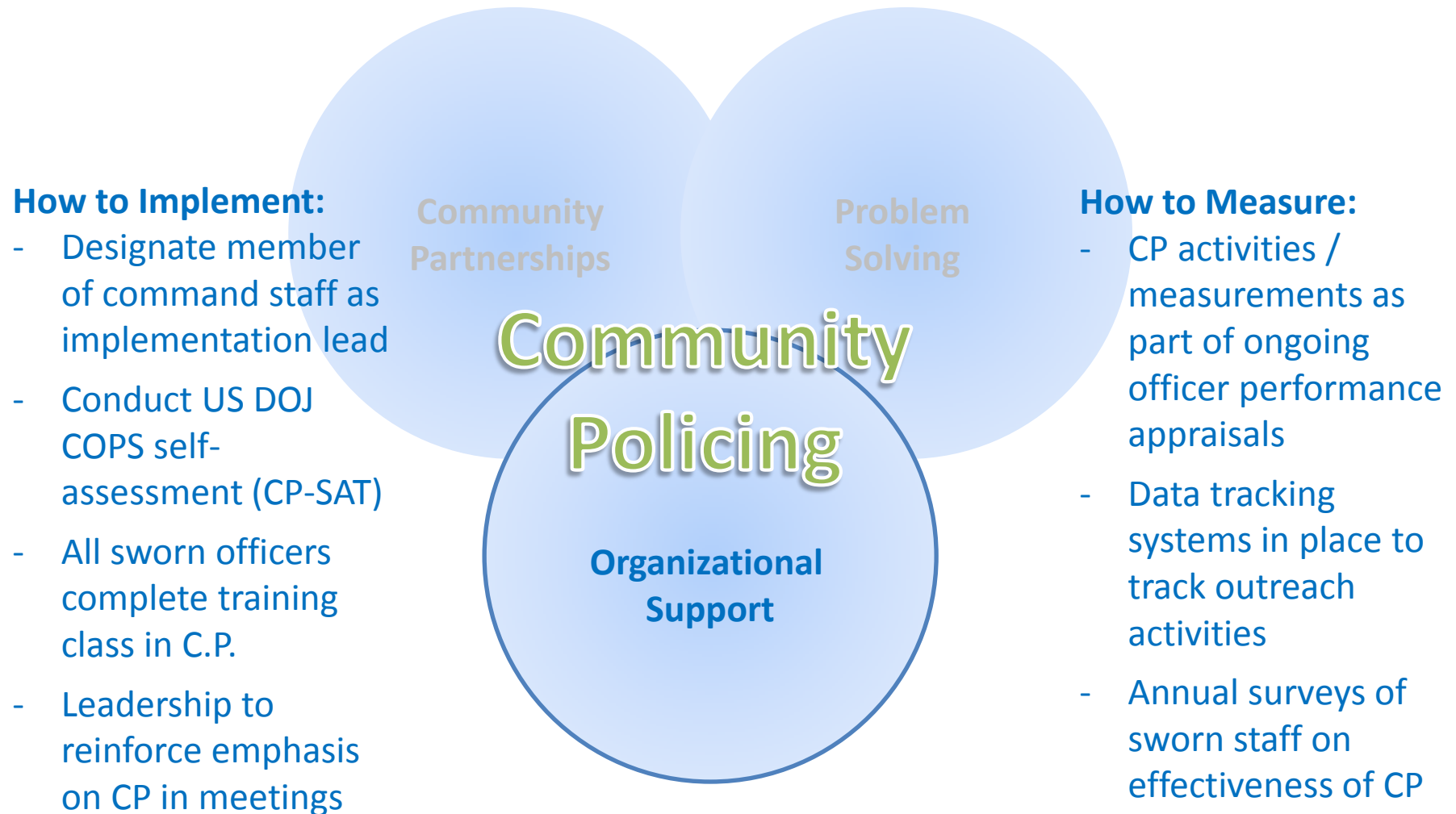
How to Implement:
- Fully Utilize SARA* framework and database
- Enable SARA information access from the field (in progress as of Feb. 2015)

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

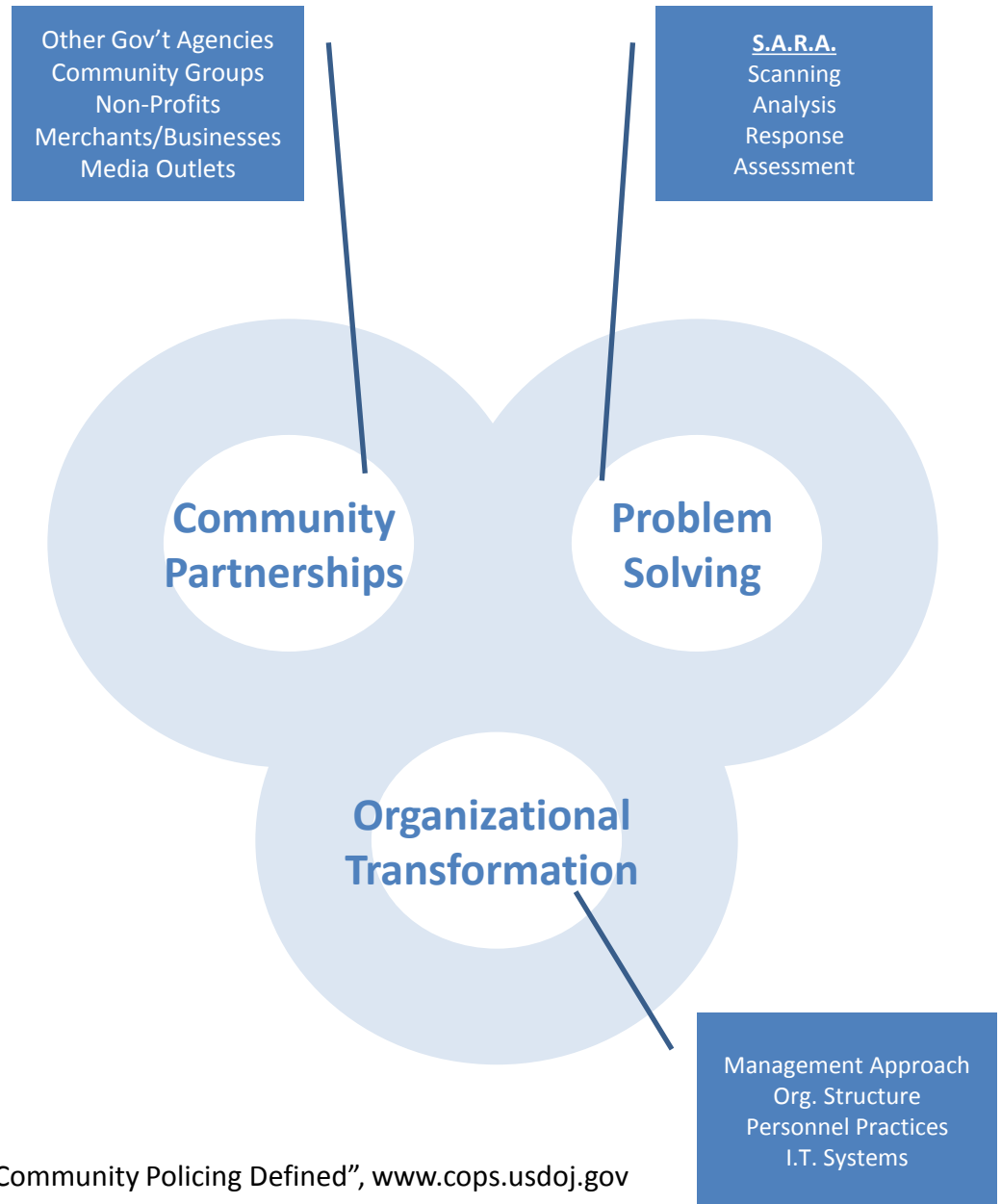- Quarterly Updates to City Council Public Safety Committee

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

- Source: "Community Policing Defined", www.cops.usdoj.gov

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

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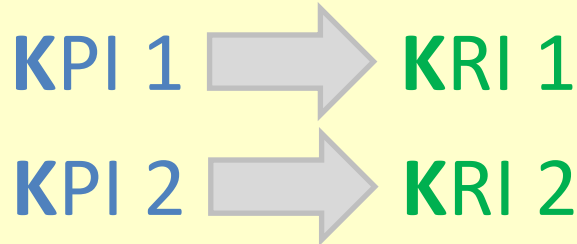
KEY Result Indicators: Measure the most important performance results, as aligned with the organization's mission and top priorities (e.g. reduction in Part 1 crimes, improve homicide clearance rate, etc.)

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

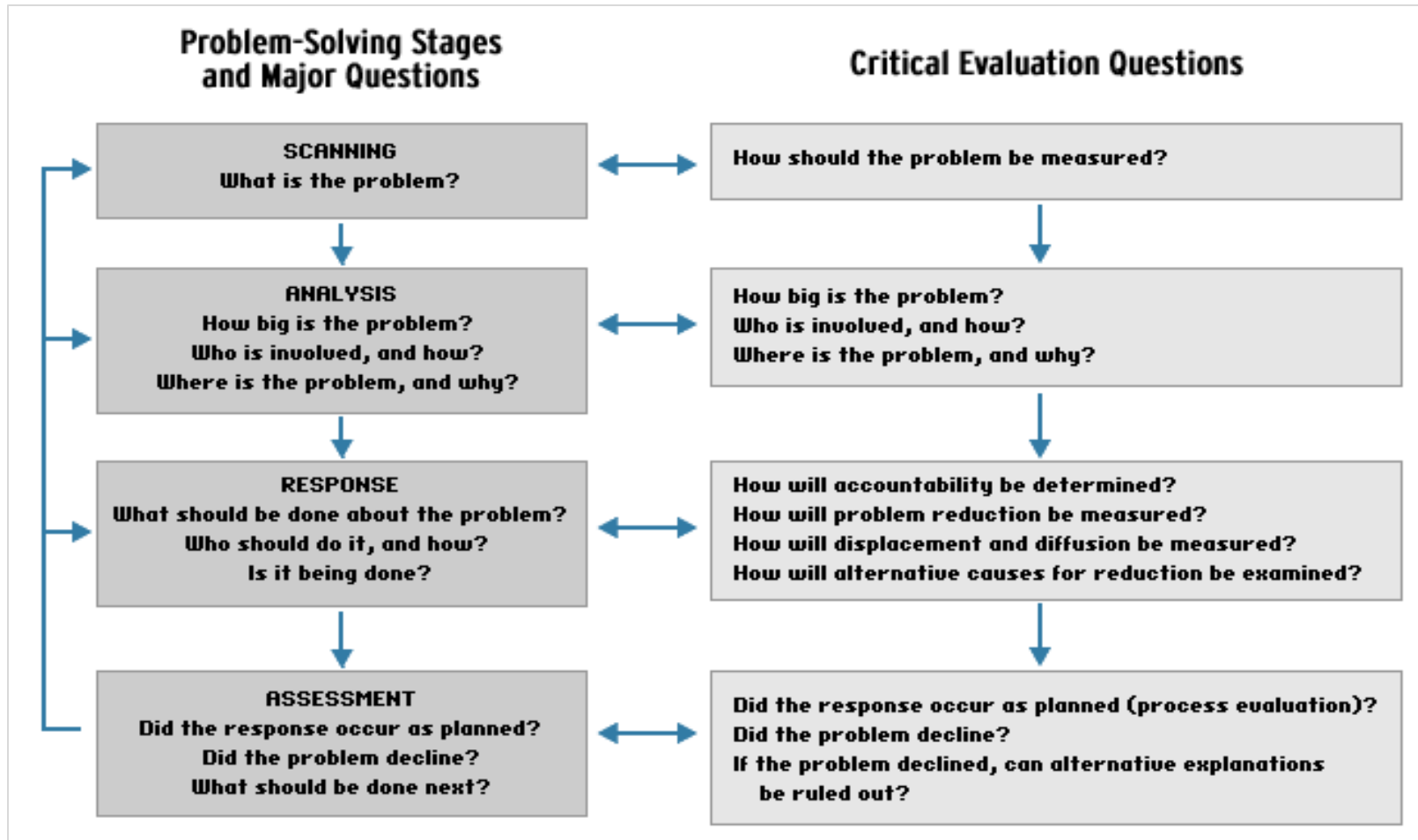PI 3 ➡ RI 2

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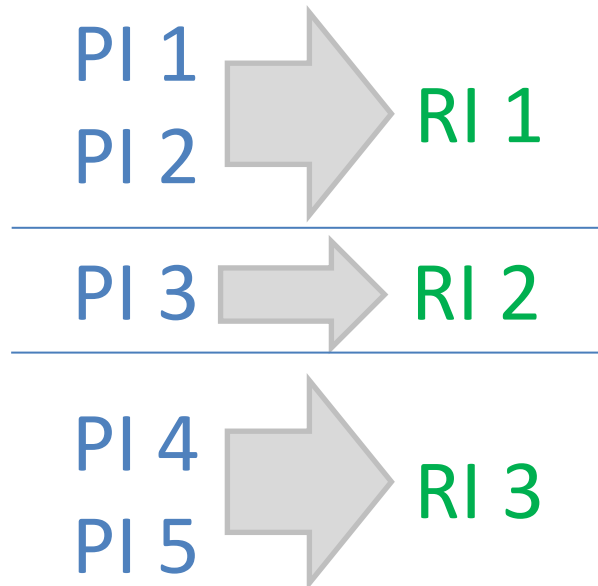
Result Indicators: Measure the organization's performance results (usually measured **quarterly** or **annually**)

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.

Kotter, John P., "Leading Change", Harvard Business School Press, 1996

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

Problem-Solving Stages and Major Questions

Critical Evaluation Questions

SCANNING
What is the problem?

How should the problem be measured?

ANALYSIS
How big is the problem?
Who is involved, and how?
Where is the problem, and why?

How big is the problem?
Who is involved, and how?
Where is the problem, and why?

RESPONSE
What should be done about the problem?
Who should do it, and how?
Is it being done?

How will accountability be determined?
How will problem reduction be measured?
How will displacement and diffusion be measured?
How will alternative causes for reduction be examined?

ASSESSMENT
Did the response occur as planned?
Did the problem decline?
What should be done next?

Did the response occur as planned (process evaluation)?
Did the problem decline?
If the problem declined, can alternative explanations be ruled out?

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

Working together to support community policing in Oakland, California

Community Policing
Advisory Board

CITYWIDE APPROACH TO COMMUNITY POLICING

Residents and merchants are empowered to participate in community policing programs via a graduated approach that includes block, neighborhood and citywide involvement. You have multiple opportunities to become involved, develop skills and network with others to address long-standing problems and quality of life issues.

WON'T YOU JOIN US?

**Meets the First Wednesday of Every Month
6:00 pm •   Oakland City Hall
Includes Public Open Forum**

"WHEREAS, community policing assists in the empowerment of neighborhoods by relying on the organization of people in our communities to identify problems, prioritize, concerns, and develop solutions which are implemented through the cooperation and collaboration of neighborhood residents, public employees, and public officials..."
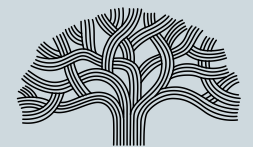
Oakland City Council Resolution No. 72727

CONTACT

Staff Member, Joe DeVries
jdevries@oaklandnet.com
(510) 238-3083 •www.oaklandnet.com

AN OAKLAND CITY COMMISSION

CITY OF OAKLAND

WHO WE ARE.

We are the official Oakland City commission that serves as a source of information about community policing. Established in 1997 and codified in City Council Resolution 79235 (72727 Revised). We're made up of 15 community policing advocates who are appointment by designated city officials and organizations.

WHAT WE DO.

- The Board oversees and monitors the implementation of community policing, making recommendations to city officials and entities how to improve community policing partnership between its citizens & the police.

- Serve as an advisor and advocate for community policing strategies, helping to boost public participation in addition to representing the community to Chief of Police and command staff.

- Assists to empower the **Neighborhood Crime Prevention Councils (NCPCs)** to identify problems, prioritize concerns and develop solutions that can be implemented through community policing partnerships.

- Establishes and maintains the process to certify NCPCs in compliance with the City's community policing resolutions. In the cases of non-compliance, the Advisory Board has the authority to withdraw certification and require that the NCPC reorganize.

- Hears and assists in mediating disputes relating to NCPCs compliance with the community policing resolutions.

HOW WE CAN HELP YOU.

All CPAB meetings are open to the public and have a "public forum" at the beginning of each meeting. You are encouraged to bring issues, problems, ideas and concerns related to community policing to the CPAB's attention.

YOUR COMMUNITY

COMMUNITY POLICING COLLABORATIVE PARTNERS

Neighborhood Services Coordinators (NSCs)

NSCs are a critical liaison between community groups and OPD. They coordinate and provide crime prevention services and resources; facilitate resolution of neighborhood issues in direct support of the philosophy, strategies and techniques of community policing.

Neighborhood Watch Steering Committee

The Neighborhood Watch Steering Committee is made up of Neighborhood Watch Captains and others who participate in oversight and support of the Neighborhood Watch Program. Meetings are held the last Thursday of the month at 6:00 pm and are usually organized around a particular topic of interest. Learn more at www.oaklandnet.com.

Problem Solving Officers (PSOs)

Officers that are assigned by Beat to partner with and proactively address problems in the neighborhood . Neighborhood Services Coordinators are assigned to each Beat and are the liaison between neighbors and the police department. Learn more at www.oaklandnet.com.

Rev 5/2015

COMMUNITY POLICING RESOURCES
www.oaklandnet.com

NEIGHBORHOOD WATCH

Organizes residents on the block level to work together in partnership to improve safety and prevent crime. (510) 238-7929 or Renee Sykes at resykes@oakladnet.com.

MERCHANT WATCH

Organizes business owners in their business corridor to work together with police to improve safety and prevent crime. (510) 238-6200 or Marlon Guzman mguzman3@oaklandnet.com.

NATIONAL NIGHT OUT

America's block party night takes place the first Tuesday in August in the evening. This is an opportunity for you to get together with neighbors, eat good food and get to know one another. Jacqueline Long at jlong@oaklandnet.com.

NEIGHBORHOOD COUNCILS

Bringing together community members in each police beat to work in partnership with OPD, city departments and one another to solve problems and improve quality of life. (510) 238-3038 or Joe DeVries at jdevries@oaklandnet.com.

CPAB
A City Commission comprised of Oakland citizens.

OPD
Oakland's police department.

CITIZENS
Residing or vested in Oakland.