

Community Policing Advisory Board
Notice of Meeting

1 Frank Ogawa Plaza, Oakland City Hall, Oakland, California 94612

Feb, 4 2014 6:00 pm

Sgt. Mark Dunakin Room - 1st Floor

AGENDA (SUPPLEMENTAL)

Welcome / Roll Call/ Call to Order

Board Membership: Jay Ashford (M), Derrick Bulls (Dist. 7), Frank Castro (NW), John Garvey (Dist. 2), Sal Gomez (District 5), Krista Gulbransen (Dist. 4), Angela Haller (NW), Chairperson Marcus Johnson (AL), Cathy Leonard (Dist. 1), Don Link (M), Sheryl Walton (M), and Renia Webb (OHA).

Vacancies: District 3, District 6, and OUSD

Staff: Joe DeVries

Appointee Notes: Dist. = District; M = Mayoral; NW = Neighborhood Watch; OHA = Oakland Housing Authority; OUSD = Oakland Unified School District

Each person wishing to speak on items must fill out a speaker's card. Persons addressing the Community Policing Advisory Board shall state their names and the organization they are representing, if any.

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.*

Agenda

2. Board Member Introductions (2 minutes max)
3. NCPC Re-Certification: Current submissions reviewed (Discussion | Action)
4. NCPC 10X emails-Beat 10X community members expressed some concerns (Discussion | Action)
5. Continued Action Plan Initial Statement and Supporting Statement (Discussion | Action)
6. Continued E-Newsletter and Tri-Fold Updates (Discussion | Action)
7. Members Report
8. Does our (CPAB) advisory role to the City Council, Mayor ...really matter? (Discussion | Action)
9. Chair Report...Member Terms, Retreat, Election
10. Staff Report i.e. Update on vacancies
11. Minutes: January 6, 2015 (Discussion | Action)
12. Agenda Building

Adjournment

Community Policing Advisory Board Webpage

<http://www2.oaklandnet.com/Government/o/CityAdministration/d/CPAB/>

The Community Policing Advisory Board (CPAB) was established in 1996 to:

- Monitor and report to the Mayor and City Council on the implementation of community policing as described in Resolution 79235
- Provide recommendations to the Mayor, City Council, and City staff on steps to improve community policing
- Serve as advisors to the Chief of Police and police command staff on community policing matters
- Maintain communication between the Police Department and the neighborhood Crime Prevention Councils and Neighborhood Watch groups and Merchants Watch groups.
- Assist in educating and informing the public about community policing, its current progress and its direction
- Authorize Neighborhood Crime Prevention Councils and mediate disputes.

Community Policing Advisory Board meetings are wheelchair accessible. Please call 510.238.7570 or TDD: 510.238.3724 to request a sign-language interpreter. Interpretation services are available upon request five days prior to the meeting by calling the Office of Equal Access at 510.238.6448. Copies of explanatory documents and other related materials listed in the agenda are available for public inspection and/or copying at City Hall, the City Clerk's office.

CONVENE / ROLL CALL:

Chairperson Johnson called the meeting to order at 6:20 p.m. NO QUORUM

Board members present were Ashford, Bulls, Garvey, Gomez, Gulbransen, Haller, Leonard, Link, and Chairperson Johnson, Walton

Absent members were Castro, Webb.

Vacancies are District 3, 6, and OUSD appointments (total 3 vacancies)

Note: There was official recording of this meeting.

1. PUBLIC COMMENT / OPEN FORUM: Josephine Lee

2 OPD Stop Data analysis project: This item was rescheduled to March

3 Ceasefire--Procedural Justice & Police Legitimacy

Reygan Harmon, the Manager of the Cease Fire Program framed the conversation about Procedural Justice and OPD Lt. Armstrong provided a framework for Procedural Justice Training

Public speakers: Nancy Sidebotham, Paula Hawthorne, Assata Olugbala, Natalie Thomas, Marion Mills

Action: Informational Report Received

4 NCPC Re-Certification

4.1 NCPC Recertification of NCPCs reviewed at the October Meeting including 3Y, 9X, 10X, 12Y/13X, 13Y, 17XY, 22Y, AND 25X. Motion to approve by Member Haller, Seconded by Member Walton, passed with 8 yea 0 Noes, and 2 abstentions.

4.2 NCPC Recertification of NCPCs reviewed at the November Meeting including 2X/5Y, 6X, 12X, 18XY/19, 25Y, 26XY, 30X, AND 35Y

5 Committee Updates

5.1 Program and Resource Committee: Member Garvey provided an update on the E-Newsletter and CPAB Informational Tri-Fold Brochure

No public speakers

Action: No Quorum, **NO ACTION**

5.2 NCPC Resource Committee: NCPC Recertification status report and Beats under consideration for certification: are 2Y/5Y, 7X, 13Z, 16Y, 22X, 27X, 29X, and 31Y;

Four public speakers: Nancy Sidebotham, Rene Sykes, Natalie Thomas, Ravinder Singh

Action: Motion to approve by Member Gulbransen, seconded by Member Haller and passed with 7 yeas and 2 abstentions.

6 Staff Report: Board Vacancies Update

7 Agenda Building– Discussion of Documents such as the Annual Report, Elections, and Committees. Review of current Appointment Status, inviting OPOA and Board Members visiting NCPCs and attending the Citizen’s Police Academy.

NOTE: JANUARY MEETING DRAFT MINUTES ATTACHED. Action: Quorum

ADJOURNMENT at 8:15 p.m.

The meeting was called to order at 6:15 with role call.

Members Present: Ashford, Bulls, Garvey, Gomez, Gulbransen, Haller, Johnson, Leonard, Link, Walton.

Members Absent: Castro, Webb.

1. Open Forum:

Josephine Lee from Beat 10x spoke and noted that she had a meeting scheduled with Area Commander Anthony Toribio in July that was postponed and she would like assistant getting it rescheduled.

2. OPD Stop Data analysis project: This item was rescheduled to March.

3. Ceasefire—Procedural Justice & Police Legitimacy:

Reygan Harmon, the Manager of the Cease Fire Program framed the conversation about Procedural Justice as aligned with the third goal of the Program of improving the relationship between the Police and Community. She provided background about the trainings that she observed in Chicago and how the department developed a unique training for OPD. She reported that over 400 officers had participated thus far with a 94% approval rating in this POST Certified Training. She introduced Lt.

Lerone Armstrong who is the Lead Trainer in the Program. Lt. Armstrong provided a framework for Procedural Justice Training that includes the components of fair treatment, giving a voice to people when they interact with law enforcement, explaining the process, and treating individuals with respect.

Member Garvey asked about the incorporation of Community Policing and Lt. Armstrong explained that one especially unique aspect to the Oakland training is the inclusion of a community member in the training which requires careful selection to strike a good balance between understanding community and police culture. He also explained that the NSCs had participated early in the trainings to provide feedback on the community component of the material. Ultimately he would like to take an abbreviated training to the NCPCs.

Member Bulls asked about the selection process for community members and Member Gulbransen asked about how the CPAB could support the process. Lt. Armstrong suggested the CPAB help get the message out about the training and that it would be coming to the NCPCs soon. Member Link noted that this is a great fit with both the Wasserman Recommendations and the NSA and would really help build trust in the community.

Chairperson Johnson requested that the CPAB receive quarterly updates and a schedule of when it would be received by the many NCPCs so that individual members of the CPAB could attend meetings in their respective districts.

There were five public speakers on this item:

Nancy Sidebothem advocated for OPD to involve OUSD in the trainings as well.

Paula Hawthorne, stated her support for the Cease Fire program and noted that an increase in trust in OPD equates to a decrease in violence in the community.

Assata Olugbala said that the Cease Fire program was dismantled in Chicago and that one challenge to its success was different communication styles between different races and she is concerned that any Oakland effort will only be successful if the department more closely reflects the community with more African American Oakland natives on the force.

Natalie Thomas (Beat 7x Co-Chair) noted that she lives near St. Andrew's Plaza, has relationships with many different people in her neighborhood, and only believes progress will come when people treat each other as equals and improve the lines of communication.

Marion Mills (from Beat 22x) stated that Cease Fire alone will not work and she would like more information disseminated to the community about the call-in process.

4.1: NCPC Recertification of NCPCs reviewed at the October Meeting including 3Y, 9X, 10X, 12Y/13X, 13Y, 17XY, 22Y, AND 25X: Member Haller made a motion to approve, it was seconded by Member Walton and passed with 8 yeases and 2 abstentions.

4.2 NCPC Recertification of NCPCs reviewed at the November Meeting including 2X/5Y, 6X, 12X, 18XY/19, 25Y, 26XY, 30X, AND 35Y: The Board had a brief conversation about process, Member Link noted in the past the entire Board received all of the recertification packets and Member Bulls aired concern about voting for something that he didn't review. Chairperson Johnson explained that there was a process and the Board agreed to have the NCPC Resource Committee review the bulk of the documents (before Members Bull and Link were seated on the Board).

5.1 Program Committee: E-Newsletter and Trifold Update: Member Garvey reported that to keep the e-newsletter going required a minimal amount of funding that Joe DeVries offered to have the City Administrator's Office cover. He also provided a draft of the updated tri-fold that could be finalized and sent out (Attached).

5.2 NCPC Resource Committee Recertification/Review of Beats 2Y/5Y, 13Z, 16Y, 22X, 27X, 29X, 31YZ, 33/34X: After Chairperson Johnson and Member Haller acknowledged that they had reviewed each individual submission, Member Gulbransen motioned to confirm all of the certification forms that were presented. The motion was seconded by Member Haller and passed with 7 yeases and 2 abstentions.

There were four public speakers on the item:

Nancy Sidebothem spoke in favor of the certification process noting that it was a way to provide some consistent standards among the NCPCs.

Rene Sykes, who has been an NSC since the beginning of the Community Policing Program thanked the Board for moving this process through to completion.

Natalie Thomas asked about creating a business card template for NCPC Officers to use that could be downloaded.

Ravinder Singh (Beat 22x Steering Committee) voiced concern over the process in that it was data rich but info poor. He had a lot of unanswered questions about who actually reviewed the certification packets and how the data would be used.

Chairperson Johnson indicated that the data will be used to inform him as he develops the Annual Report for the CPAB, Member Gulbransen supported this idea and suggested a "State of the NCPCs " report could be prepared and Member Gomez added his support for this as well.

6. Staff Report: Joe DeVries noted the current new additions to the Board, stated that there were still two definite vacancies; one for District 3 and one for District 6 and that he was waiting to hear back from OUSD regarding the status of their appointment.

7. Chair's Report: The Chair had nothing new to add.

8. Agenda Building: Member Gulbransen asked that the following items be placed on the February Agenda: Discussion of Documents such as the Annual Report, a Discussion about Elections, and a Discussion about Committees. Chairperson Johnson added that a Review of current Appointment Status of all Members was needed as some terms may have expired or are about to expire in March. Also, Chairperson Johnson added that he would like the group to consider asking for OPOA to attend an upcoming meeting and would like to have a discussion about Board Members visiting NCPCs and attending the Citizen's Police Academy.

The meeting adjourned at 8:15.

January 7, 2015

Dear Members of the Community Policing Advisory Board:

We would like to express concerns about the current state of the Beat 10X NCPC. We understand that the NCPC is meant to be an important connection between the police department and the community. This connection is not being made in our neighborhood. The result is that only community members who have formed working relationships with police outside of the NCPC have their problems and concerns heard. This is unfair to the rest of the community who does not have the benefit of those relationships.

Here are three major, inter-related problems that we see:

- Attendance at the 10X NCPC meetings is dismally low.
- Community members who have been victims of crime and who bring their concerns to the meetings are often blamed for not doing enough to prevent the crime. It is not a welcoming, encouraging environment for anyone, but especially for people who have recently experienced a traumatic event.
- The meetings are unnecessarily long due to lack of facilitation and poor agenda planning.

We have attempted to work with the current leadership to resolve the issues listed above. The 2014 Beat 10X NCPC election is a good example of why we do not believe that the current state of our NCPC is conducive to solving crime and quality of life issues in our neighborhood:

In April 2014, the first Beat 10X election in recent memory was held at the request of neighborhood leaders. Poor publicity, combined with a poorly facilitated election process, meant that no one offered themselves as alternatives to the incumbents. During the election meeting, a community member (an experienced meeting facilitator) offered to facilitate the meetings in order to make them a more welcoming space for community members to discuss their concerns. The meeting attendees voted unanimously to have the community member facilitate the meetings, while allowing the current leadership to keep their positions. In the weeks following that meeting, Renee Sykes (former 10X NSC) and the current NCPC leadership summoned the community member to city hall and informed her that she would not be allowed to help facilitate the meetings because the bylaws did not allow for it. She would have to wait until the next election and challenge the incumbents for their seats.

According to the Oakland Police Department website, NCPCs should be “inclusive, transparent, independent, democratic institutions, run by neighbors and open to the public.” Based on our experience, the Beat 10X NCPC is not inclusive, transparent, nor democratic. There are numerous members of our community who are

interested in working on crime and quality of life issues who have no outlet to do so due to the dysfunction of our NCPC.

We need the help of the Community Policing Advisory Board to re-invigorate the Beat 10X NCPC and improve the relationship between our neighborhood and the police department. We ask that the CPAB consider:

- Providing oversight to the Beat 10X NCPC to ensure that an open, fair election occurs in April 2015, one year after the last election. We have been told by current leadership that an election will not occur until June 2015.
- Delaying certification to the Beat 10X NCPC until an open, fair election occurs on schedule.

Thank you for your attention and assistance.

Christine Fry
Aileen Street / Lowell Street

Peter Russo
Aileen Street / Lowell Street

Kendall Moalem (former Beat 10X NCPC Secretary)
Lowell / 60th Street

Kirstyn Russell
55th Street / Gaskill Street

Lisa Claxton
55th Street / Gaskill Street

Defining and Implementing Community Policing in Oakland

Draft ver. 3 – updated 6/4/14 by JA/FC/SW

Oakland CPAB

Overview

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

Proposed CPAB Definition

We Define Community Policing in Oakland As:

An OPD agency-wide philosophy that seeks to

- 1) **build community partnerships** to promote mutual trust and cooperation,
- 2) **improve problem-solving capabilities and practices** to address the causes of crime and disorder, and
- 3) 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

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



Problem Solving



How to Implement:

- Fully Utilize SARA framework and database
- Enable SARA information access from the field (if not already in place)

How to Measure:

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

Organizational Support

Community
Partnerships

Problem
Solving

Community
Policing

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

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

- Successful community policing requires accountability, transparency, and performance outcomes through established metrics of evaluation.
- Evaluation provides an opportunity to collect, analyze and use the information to make informed decisions about the effectiveness of community policing strategies and activities.
- This should be accomplished through using evidence-based practices, an outcomes-based process and an information tracking system.
- 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 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
- 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

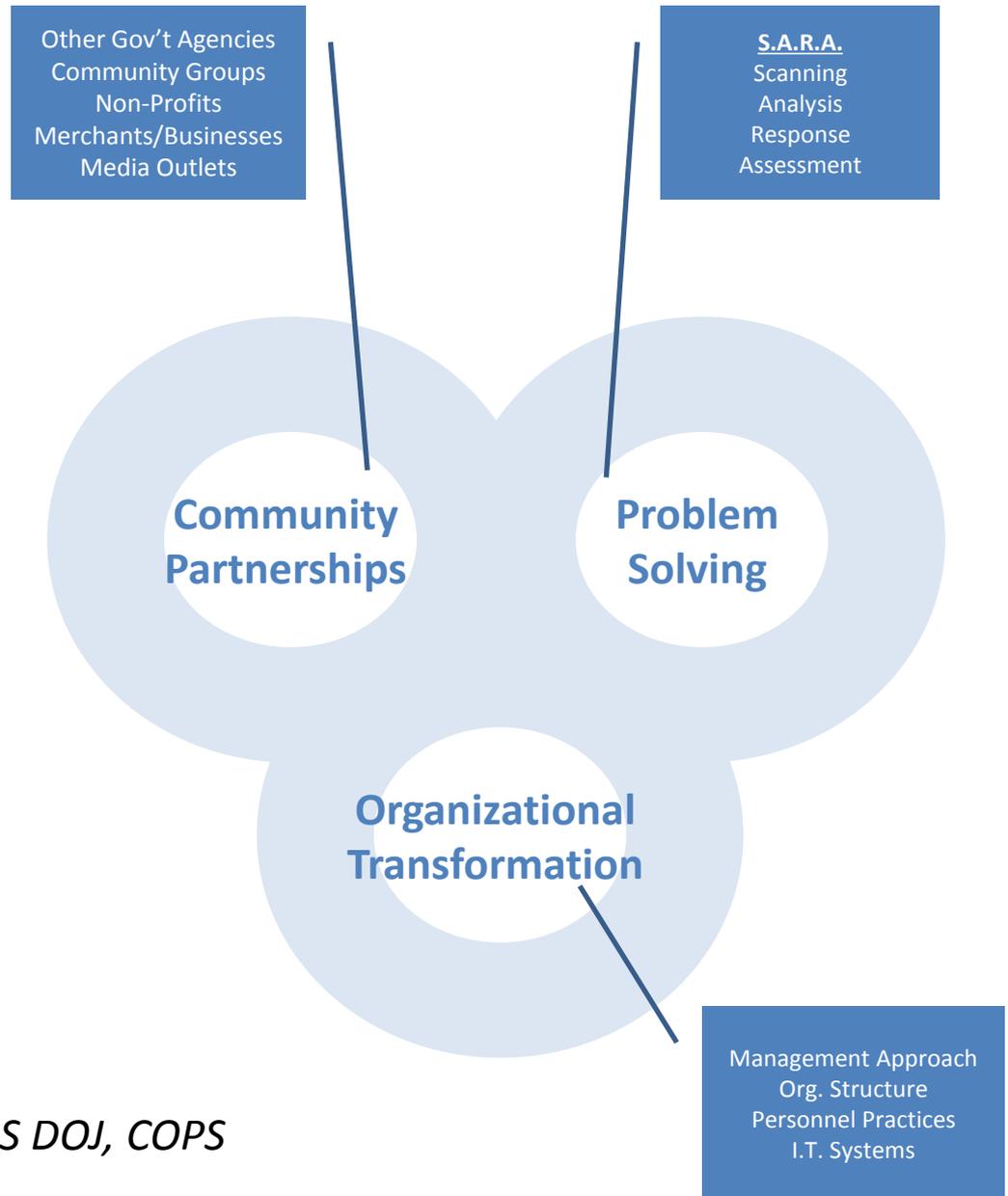
- “Community policing is a **philosophy** that promotes **organizational strategies** that support the systematic use of **partnerships** and **problem-solving techniques**, to **proactively address** the immediate conditions that give rise to public safety issues such as crime, social disorder, and 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.

- *“Community Policing Defined”, US DOJ, COPS*



Appendix C – City Partner Organizations

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

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

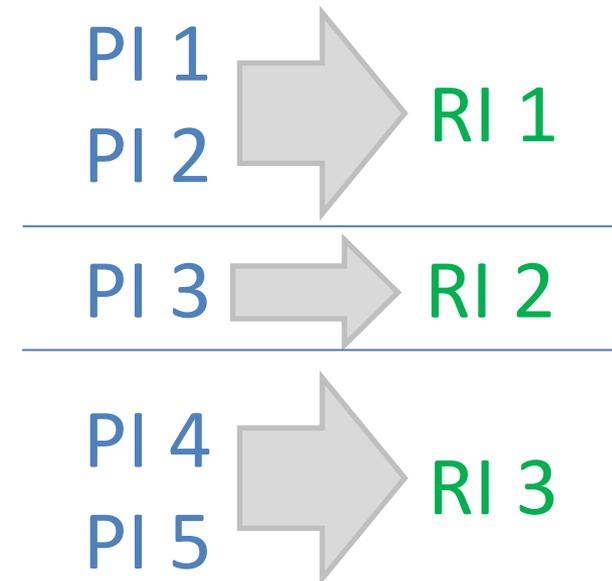


KEY Result Indicators:

Measure the most important performance results, as aligned with the organization's mission and top priorities

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.



Result Indicators: Measure the organization's performance results (usually measured **quarterly** or **annually**)

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.

From: Christine R. Fry [mailto:christinefry@gmail.com]
Sent: Wednesday, January 07, 2015 4:04 PM
To: DeVries, Joe
Cc: pubsafety.santafecan@gmail.com
Subject: Letter for CPAB Regarding Beat 10X Concerns

Mr. DeVries:

Attached is a letter from me and fellow community members regarding our concerns about the Beat 10X NCPC. We understand that the 10X NCPC may be up for re-certification this evening. We hope that the board can consider our concerns before making a decision regarding 10X's status. Please distribute the attached letter to the board, if it's not too late.

I am also cc'ing Cathy Leonard, who represents our district on the board.

Thank you.

Christine Fry

From: Angela Gennino [mailto:agenni13@yahoo.com]
Sent: Wednesday, January 07, 2015 5:05 PM
To: DeVries, Joe; Public Safety-Committee
Cc: Laura Ingram; Kendall MOALEM
Subject: Beat 10X concerns for CPAB consideration

Dear Joe and Cathy:

A growing number of 10x community members are ready to reinvigorate our NCPC with the help of the CPAB -- after new 10X officers are elected in April, 2014. We are excited that there is new energy for strengthening community policing rather than just keeping our NCPC barely afloat for another year. Some of the changes community members would like to make include:

- Conduct community outreach in new ways and with new technologies
- Analyze crime data for more effective problem solving strategies
- Form collaborative relationships with NCPCs of nearby beats
- Facilitate NCPC meetings to be more supportive, welcoming, and effective
- Hold well-publicized elections and an annual meeting the same times each year

Our intention is not to disparage the current leadership. Those of us actively involved in neighborhood organizing for many years are more than grateful for its dedication. But we are long overdue for change.

In order for all stakeholders to move forward with integrity, we request more transparency particularly in regards to CPAB's criteria for Beat 10X's recertification, which is a complete mystery, even to those few who still attend NCPC meetings. Therefore, we call upon the CPAB to hold off on 10X's recertification until the CPAB fully informs the community of the evaluation criteria and the next election date in April.

Looking forward to positive change,

Angela Gennino, SPAGGIA Board President

Laura Ingram, SPAGGIA Board Secretary

Kendall Moalem, former NCPC Secretary