



**Community Policing Advisory Board**  
**Meeting Agenda**  
**September 2<sup>rd</sup>, 2015**  
**1 Frank Ogawa Plaza, Oakland City Hall**  
**City Council Chambers, 3<sup>rd</sup> floor Oakland City Hall**

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**Committee Membership:** Chairperson Jay Ashford (M), Cathy Leonard (Dist. 1) John Garvey (Dist. 2), Ravinder Singh (Dist. 4), Sal Gomez (District 5), Colleen Brown (Dist. 6), Angela Haller (NW), Don Link (M), Sheryl Walton (M), and Renia Webb (OHA), Nancy Sidebothem (NW pending).

**Vacancies:** District 3, District 7, At-Large, and OUSD.

**Staff:** Joe DeVries

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

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*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:** (6:10 – 6:20)
2. **Approval of June 2015 minutes** (Joe, Board) – (6:20 – 6:25)
3. **CPAB Membership Updates** (Joe, Jay) – (6:25 – 6:35)
  - a. Outreach to relevant Council Members, OUSD
4. **Review updated Presentation on Defining/Implementing/Measuring Community Policing** (Jay, Sheryl, Colleen, Nancy, Ravinder) – (6:35 – 7:15)
  - a. **Outcome:** full board review of latest version of presentation (updated by Sheryl, Colleen, Nancy, Ravinder and Jay) and approval for future presentation
5. **Reviewing process for funds disbursement, tracking/audit of funds to NCPCs** (Don, Board) - (7:15 – 7:40)
  - a. **Outcome:** review of existing policies (if applicable), identification/approval of any changes needed, and identification of next steps to notify NCPC chairs.
6. **Review of High-Level CPAB functions and actors diagram** (Jay) – (7:40 – 7:55)
  - a. **Outcome:** review and agreement upon main CPAB functions, adding this document to CPAB binder, and agreement on standing committees and assignments.
7. **Staff Report:** (Joe) – (7:55 – 8:00)

# Community Policing Advisory Board Meeting Minutes

June 3<sup>rd</sup>, 2015

1 Frank Ogawa Plaza, Oakland City Hall  
City Council Chambers, 3<sup>rd</sup> floor Oakland City Hall

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**Committee Membership:** Chairperson Jay Ashford (M), Cathy Leonard (Dist. 1) John Garvey (Dist. 2), Ravinder Singh (Dist. 4), Sal Gomez (District 5), Colleen Brown (Dist. 6), Angela Haller (NW), Don Link (M), Sheryl Walton (M), and Renia Webb (OHA).

**Vacancies:** District 3, District 7, At-Large, Neighborhood Watch (2<sup>nd</sup> appt.), and OUSD

**Staff:** Joe DeVries

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

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*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.*
2. **Approval of May 2015 minutes** (Joe, Board)

*The May Minutes were approved unanimously.*

3. **CPAB Membership Updates** (Joe, Jay)
  - a. Outreach to Council Members, OUSD

*The Board discussed the current vacancies and brainstormed ideas about what would be helpful from an OUSD appointee including someone with "Boots on the Ground" experience with Schools, the Community, and Community Policing as a model. Both Members Walton and Webb indicated they knew potentially good candidates and would reach out to them. Joe DeVries also noted that he would send reminder emails to Council Members with current vacancies.*

4. **Finalize any Preparations for Upcoming Events:** (Jay, Board)
  - a. Community Policing Summit, Sat. June 6<sup>th</sup>

*Several members indicated they would attend the Saturday Retreat and represent the CPAB at the resource fair tables. Member Garvey planned to bring an iPad to give people the opportunity to sign up for the e-newsletter on the spot. Joe DeVries was working with Jay Ashford and John Garvey on final edits to the tri-fold so that color copies would be available on Saturday as well.*

- b. Confirming a date for CPAB Annual Planning Retreat Meeting

*The Board agreed to the proposed date of Saturday July 11<sup>th</sup> from 9 to 2pm and discussed possible agenda items. Member Haller suggested that the same organization (SEEDS) be brought back to facilitate the retreat as they were highly effective last time, especially with guiding the group through relationship building. There was consensus and Joe DeVries agreed to seek the funding approval and to begin planning with SEEDS and*

Chairperson Ashford. Member Walton asked that an evaluation be part of the agenda so that the goals of the retreat could be reviewed afterward.

#### 5. **Update to CPAB Logo** (Jay)

The Board discussed, suggested modifications to, and ultimately approved the new logo unanimously. It will be included on the tri-fold and other printed material and is pictured here:



#### 6. **Review of Outreach efforts to City Council** regarding Restoring Budget dollars for NCPCs (Jay, Don)

The Board reviewed the letter that was drafted asking the City Council to restore funding for NCPCs as well as staffing levels for the Neighborhood Services Division. Member Link already met with CM Kalb and he and Member Gomez have a meeting scheduled with CM Gallo on Friday afternoon. Chairperson Ashford also made a pitch at the District 4 Budget Workshop and Member Brown and Haller were working to schedule a meeting with CM Brooks as well.

#### 7. **Staff Report:**

Joe DeVries reported that he has an excel file of all of the combined answers to the recertification questions posed to NCPCs last year. It showed a clear pattern of concern regarding attendance and outreach efforts without any funding support. This confirmed the need for the Board to advocate for restoration of funding.

#### 8. **Member Reports/Updates** (Board)

Members Haller and Gomez announced that they attended the OPD Open House and it was a great party with many young officers in attendance. Member Webb announced that she attended both the Beat 7 NCPC and the West Oakland Resident Action Council (RAC) last month.

A conversation ensued about neighborhood organizations that are working on similar issues but are not official NCPCs and how the Board (and City) should interact with them. Member Haller expressed concern over competition for limited resources and the fact that NCPCs have really not been well resourced over the years. Member Leonard noted that many people are not comfortable with the NCPC format because they are not comfortable with OPD but they still want to work on issues in their neighborhood. Member Brown commended the conversation and suggested striking a balance where the City welcomes and works with these separate groups while still promoting and encouraging attendance with the NCPCs.

# Defining and Implementing Community Policing in Oakland

Draft ver. 5 – updated 8/06/15 by JA-SW-CB

## Oakland Community Policing Advisory Board

### Version 5 Notes:

-Added text from ver. 4 is shown in **green**

-Removed text from ver. 4 is shown in **red**

(based on CPAB review /feedback of draft ver. 3 – Feb. 2015)

# Overview

- Defining Community Policing
- How To Implement Community Policing
- How To Evaluate Progress of Implementation
- The Role of the ~~CPAB~~ Community Policing Advisory Board

# Proposed Community Policing Definition

The CPAB\* Defines Community Policing in Oakland As Including But Not Limited To:

A ~~OPD~~ city-wide philosophy that seeks to:

- 1) **Community Partnerships:** ~~build~~ strengthen community relationships with Oakland police and other city departments to promote mutual trust and cooperation,
- 2) **Problem Solving:** ~~improve~~ enhance problem-solving capabilities and practices to address the causes of crime and disorder, and
- 3) **Organizational Support:** build the organizational structure, ~~foster~~ promote a ~~the~~ culture that values community, and implement the necessary information systems within OPD\*\* to track progress and ensure accountability.

# 3 ~~Pillars~~ Core Elements of Community Policing



# 1. Community Partnerships

## How to Implement:

- Identify key **community** stakeholders in each police area
- **CROs\*** and **NSCs\*\*** build stakeholder engagement plan
- **CROs** and **NSCs** implement stakeholder engagement plan

## How to Measure:

- Track # of **PSO** community meetings held each quarter/year with key stakeholders
- Annual survey of stakeholder groups to assess perceived effectiveness of partnership, track trends over time





# 2. Problem Solving



## How to Implement:

- Fully utilize SARA\* framework, process and database
- Provide access to SARA information across OPD

## How to Measure:

- Regular reporting from SARA to OPD command staff and community; track data and 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 F)

# 3. Organizational Support

## How to Implement:

- Designate member of command staff as **community policing** implementation lead
- Conduct US DOJ COPS\* self-assessment (CP-SAT\*\*)
- All sworn and non-sworn personnel complete training **class** in community policing (CP)
- **City** leadership to reinforce emphasis on CP in meetings

Community Partnerships

Problem Solving

Community Policing

Organizational Support

## How to Measure:

- Data tracking systems in place to track outreach activities
- Annual surveys of sworn and non-sworn staff on effectiveness of CP
- CP activities / measurements as part of ongoing officer performance appraisals and **promotions**

# 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 **data collection** 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 Community Policing Advisory Board (CPAB)

- Sounding Board to OPD and City Leadership
  - CPAB to advise OPD/City leadership on implementation plans and proposed metrics
  - CPAB to hear progress updates from OPD/City leadership **on progress** on a quarterly basis
- Support for NCPCs and Neighborhood Watch (NW)
  - Engage with NCPCs and neighborhood councils (NC) to discuss definition and core elements of community policing
  - Support, guide, educate and advocate for NSCs, NCPCs, NCs, and NWs

Oakland Community, City and Sworn Groups

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

# Role of the CPAB – Cont'd

- Liaison for OPD Area Advisory Councils
  - Engage with OPD Area Advisory Councils to discuss definition and core elements of community policing
  - ~~– Educate Advisory members on core elements of community policing~~
- Quarterly Updates to City Council Public Safety Committee

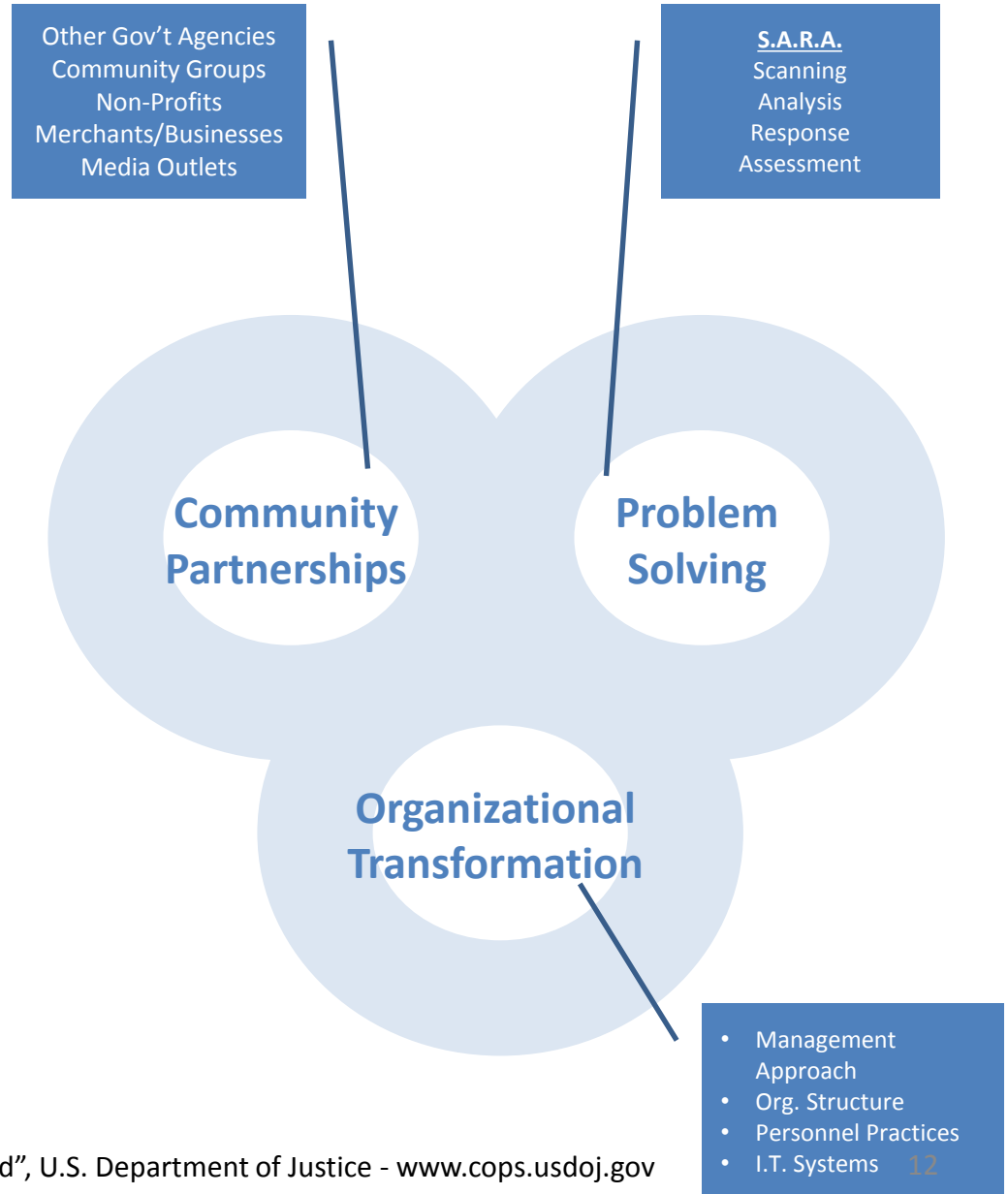
# Appendix A – Common CP Definitions

- “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 – U.S. DOJ COPS Diagram

Community policing is comprised of three key **elements**:

- **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.



# 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
- Oakland Fire Department
- Mayor, City Council, City Attorney, City Administrator
- County, State and Federal Agencies



# Appendix D – Community Partner Organizations

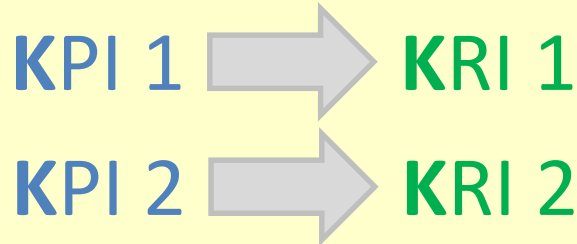
- NCPCs and Neighborhood Councils
- Neighborhood Watch Groups
- Area Advisory Councils
- Neighborhood Merchant Groups
- Community Service Non-Profits
- Faith Organizations
- Local Media
- **Oakland Schools**

# Appendix E – Choosing the Right Performance Indicators and Result Indicators

## KEY Performance

### Indicators (KPI):

Measure the most important daily/weekly activities that will directly drive KRIs

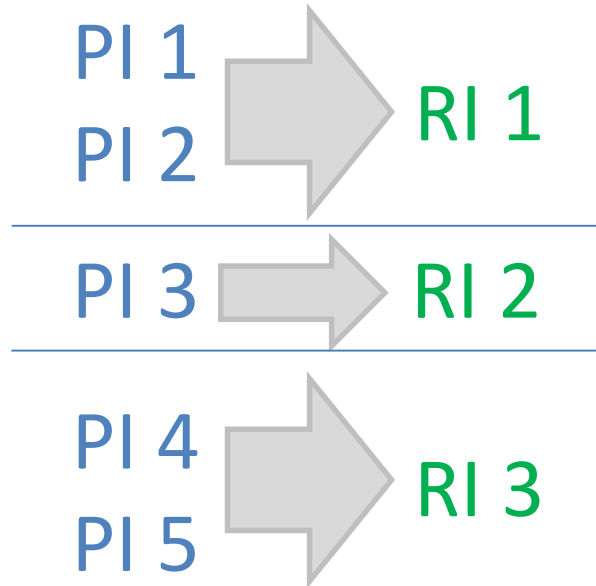


## KEY Result Indicators (KRI):

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 (PI):

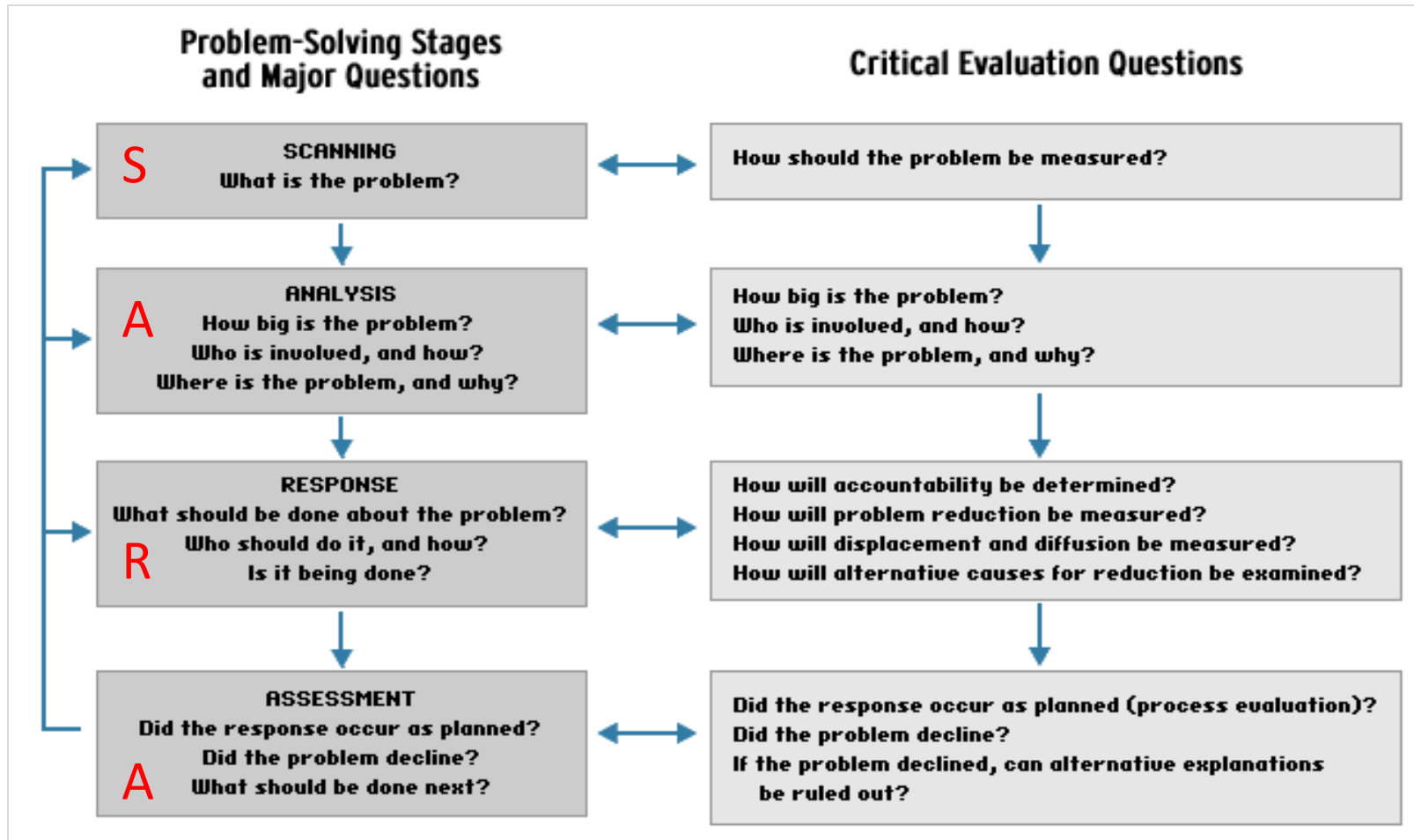
Measure (on a **daily** or **weekly** basis) those activities that will drive results for the organization. PIs allow for corrective action, if there is deviation from performance targets.



## Result Indicators (RI):

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

# Appendix F - S.A.R.A. Approach



Source: Center for Problem-Oriented Policing: [http://www.popcenter.org/tools/assessing\\_responses/](http://www.popcenter.org/tools/assessing_responses/)

# Appendix G – Sustaining 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.

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