



**Community Policing Advisory Board**  
**Meeting Agenda**  
**October 7<sup>th</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. **Minutes:** Approval of Sept. 2015 minutes (Joe, Board) – (6:20 – 6:25)
3. **NCPC Funds Process:** Review process for NCPC funds disbursement, tracking/audit of funds (Joe, Board, Visiting NCPC/NSC representatives) - (6:25 – 7:25)
  - a. **Outcome:** review of proposed OPD/NSD policies (if applicable), discussion/recommendation of any changes needed, and identification of next steps.
4. **CPAB Outreach:** Updates on using the CPAB Twitter Account (John G) – (7:25 – 7:40)
  - a. **Outcome:** CPAB awareness on updates on the use of Twitter for CPAB outreach.
5. **Administrative:** Shift CPAB monthly locales? (Board) – (7:40 – 7:50)
  - a. **Outcome:** discussion of merits of proposal to alternate monthly meetings between City Hall and Eastmont substation, and possible vote to adopt.
6. **Staff Report:** (Joe) – (7:50 – 7:55)
7. **CPAB Apparel** (Jay) – (7:55 – 8:00)

**Community Policing Advisory Board**  
**Meeting Minutes**  
September 2, 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

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Members present: Ashford, Garvey, Singh, Gomez, Brown, Link, Webb, and Walton

Members absent: Leonard, Haller

**1. Open Forum:**

*There were no Open Forum Speakers however, at the beginning of the meeting while awaiting quorum, there was a discussion of the Mayor's Office meeting with NCPC Leaders. Some members expressed concern that the CPAB and Neighborhood Watch Steering Committee were not involved in the conversation. The Board made a motion to ask the Chair to reach out to the Mayor's Senior Policy Advisor to ensure both groups voices are heard in this discussion.*

**2. Approval of June 2015 minutes**

*The June Minutes were approved with one abstention and the motion to add the list of.*

**3. CPAB Membership Updates**

*Joe DeVries notes that he reached out to the Council Members with Vacancies and also to the Mayor's Office. Also, in order for Nancy Sidebothem to be able to serve as the 2<sup>nd</sup> NWSC Representative, an official resolution needs to be submitted to Council by the Mayor after the recess ends.*

**4. Review updated Presentation on Defining/Implementing/Measuring Community Policing (Jay, Sheryl, Colleen, Nancy, Ravinder)**

*The Board discussed the most current document at length and made five substantive changes. The document was approved unanimously by the Board.*

*There were three public speakers on this item:*

*Nancy Sidebothem: Suggested adding language about Compstat and the role of other City Departments.*

*Allene Warren: Commented that the perspective of the document is from the CPAB but thought it should be broader, especially with talk of a Police Commission that would eliminate the CPAB.*

*Assata Olugbala: Suggested that "Training" needed to be incorporated into the document especially around cultural diversity and about creating a better relationship between the police and the community.*

#### **5. Reviewing process for funds disbursement, tracking/audit of funds to NCPCs (Don, Board) -**

*Don Link noted that historically the CPAB made individual funding decisions and the process was cumbersome. Colleen Brown noted that the process was later streamlined and NSCs worked directly with NCPC Chairs and this was a better process. In that time Don could only remember one incident where an NCPC had made a questionable expenditure.*

*Some other concerns that members had from past experience included: Having to spend the money and wait for reimbursement, The lengthy approval process, and disparities between NCPCs in actually spending the money. The Board wants to see these problems addressed at the beginning of this new process with the City.*

*One Public Speaker on the item: Nancy Sidebothem suggested that the CPAB would have no input whatsoever about the spending of the funds and that instead it would all be handled by the Neighborhood Services Coordinators.*

*Joe DeVries confirmed that OPD is interested in having the CPAB help shape the process and asked that the more thorough discussion happen next month when NSC Supervisor Long could be present and after the Department and the Budget and Controller's Offices had approved the internal control plan for the spending.*

*Member Webb suggested that the Board Chair send out a letter inviting all the NCPC Chairpersons to the meeting to give input and the Board unanimously supported this idea.*

#### **6. Review of High-Level CPAB functions and actors diagram (Jay)**

*This item was tabled until next month.*

#### **7. Staff Report: (Joe) – (7:55 – 8:00)**

*Joe DeVries had no new items to report.*

# Defining and Implementing Community Policing in Oakland

Version 1.0 – approved Sept. 2, 2015 by the  
Oakland Community Policing Advisory Board  
(with valuable input from the community)



# Overview

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

# Proposed Community Policing Definition

The CPAB\* defines community policing in Oakland as including but not limited to:

A city-wide philosophy that seeks:

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

# Three 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 with community partners (see Appendix C for a list)
- CROs and NSCs implement stakeholder engagement plan

## How to Measure:

- Track number of community meetings held each quarter/year with key stakeholders
- Conduct 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 CompStat / 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 OPD command staff as community policing implementation lead
- Conduct US DOJ COPS\* self-assessment (CP-SAT\*\*)
- All OPD sworn and non-sworn personnel complete training 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 OPD sworn and non-sworn staff on effectiveness of CP
- CP activities / measurements as part of ongoing officer performance appraisals and promotions

# Evaluation of Progress

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 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.

# Working Together for Community Policing

Oakland Community, City and Sworn Groups

<b>Group</b>  <b>Focus</b>	<b>Oakland Community</b>	<b>City (Non-Sworn)</b>	<b>OPD (Sworn)</b>
<b>City-Wide</b>	<ul style="list-style-type: none"> <li>-Community Policing Advisory Board (CPAB)</li> <li>-Neighborhood Watch Steering Committee (NWSC)</li> </ul>	<ul style="list-style-type: none"> <li>-Mayor</li> <li>-Council</li> <li>-Neighborhood Services Division (NSD),</li> <li>-Other city Departments</li> </ul>	<ul style="list-style-type: none"> <li>-OPD Command Staff</li> </ul>
<b>Area-Specific</b>	<ul style="list-style-type: none"> <li>-Area Advisory Councils</li> </ul>	<ul style="list-style-type: none"> <li>-Neighborhood Services Coordinators (NSCs)</li> <li>-Other City Departments</li> </ul>	<ul style="list-style-type: none"> <li>-OPD Area Captains</li> </ul>
<b>Beat-Specific</b>	<ul style="list-style-type: none"> <li>-Neighborhood Crime Prevention Councils (NCPCs)</li> <li>-Neighborhood Councils (NCs)</li> </ul>	<ul style="list-style-type: none"> <li>-NSCs</li> <li>-Other City Departments</li> </ul>	<ul style="list-style-type: none"> <li>-Community Resource Officers (CRO)</li> </ul>
<b>Block / Neighborhood</b>	<ul style="list-style-type: none"> <li>-Neighborhood Watch Groups</li> </ul>	<ul style="list-style-type: none"> <li>-NSCs</li> </ul>	<ul style="list-style-type: none"> <li>-CRO</li> <li>-Patrol</li> </ul>

# 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 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
- Liaison for OPD Area Advisory Councils
  - Engage with OPD Area Advisory Councils to discuss definition and 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
- Citizens' Police Review Board

# Appendix D – Community Partner Stakeholders and Organizations

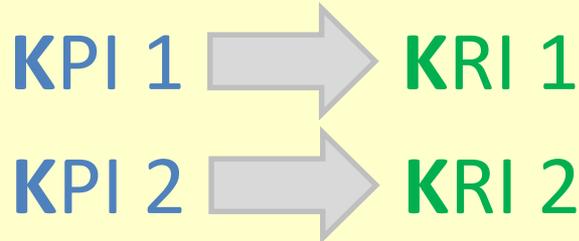
- NCPCs and Neighborhood Councils
- Neighborhood Watch Groups
- Area Advisory Councils
- Neighborhood Merchant Groups
- Community Service Non-Profits
- Faith Organizations
- Local Media
- Oakland Schools

# 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

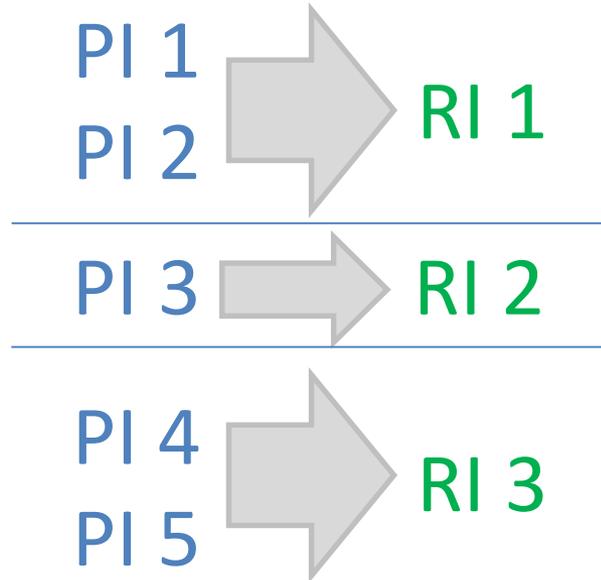


## KEY Result Indicators (KRI):

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):

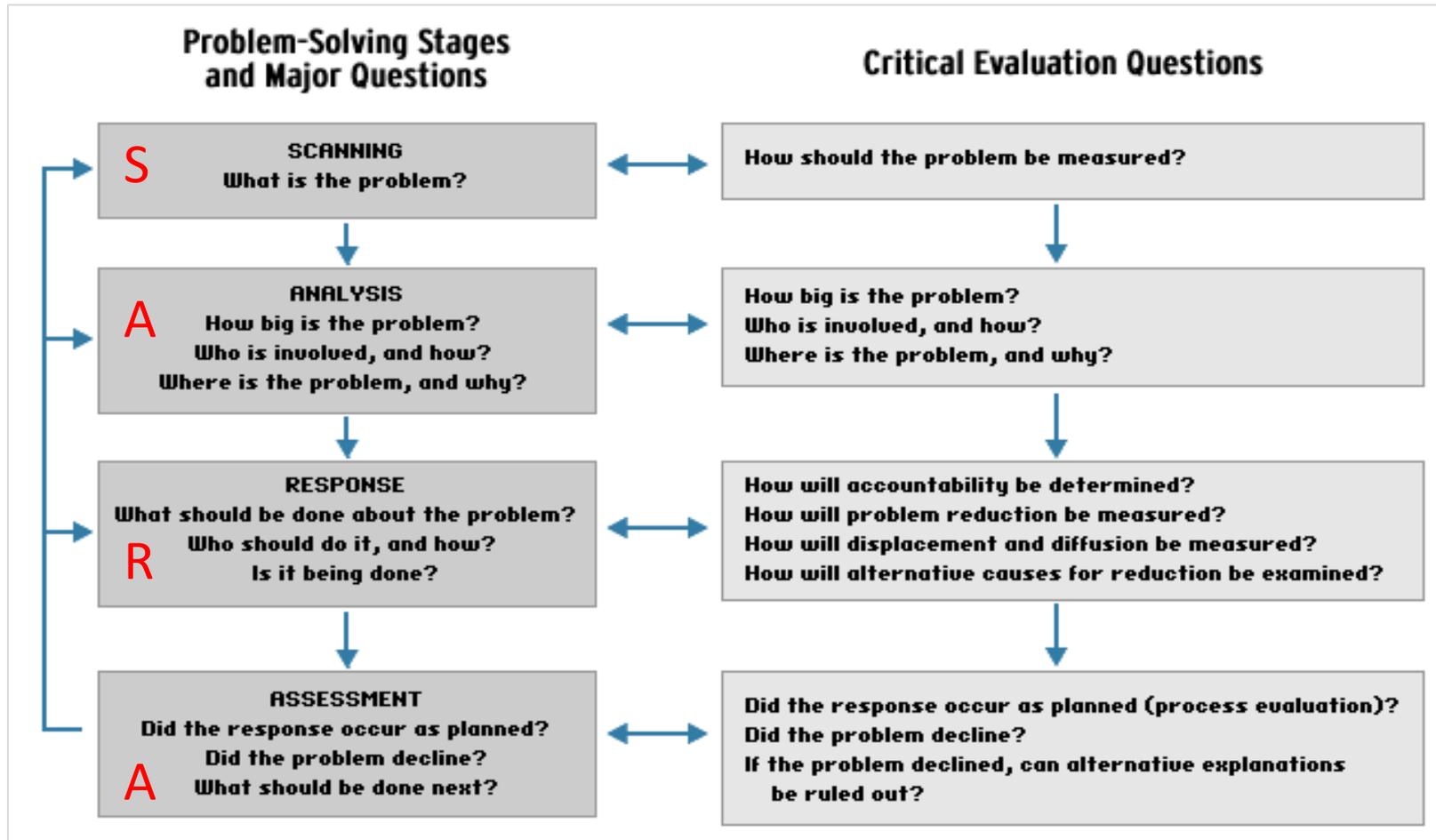
Measure (on a **daily** or **weekly** basis) those activities that will drive results for the organization. PIs allow for corrective action, if there is deviation from performance targets.



## 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



September 22, 2015

Neighborhood Council (NCPC) Chairpersons,

I am writing today to invite you to attend the October 7<sup>th</sup> Meeting of the Community Policing Advisory Board so that we can hear your input on a very important item: How to spend funding to strengthen our Neighborhood Councils!

As you may know, for several years the City provided funding to assist NCPCs in their outreach efforts but the funding was lost during the Great Recession.

Over the past two budget cycles the CPAB and many Neighborhood Leaders have advocated for the restoration of that funding. During the NCPC Recertification Process last year, we heard a consistent theme emerge from almost every NCPC—the need for resources to be effective at outreach to grow our numbers and strengthen our Councils!

This summer the City Council heard the call and earmarked \$40,000 per year for the next two years to NCPCs for that effort. Now, we are asking NCPC Leaders to come join the discussion about how this funding can best serve our Community Policing efforts citywide.

The City must establish certain guidelines for spending this money but also wants to be sure the neighborhoods have a voice in the process and on **Wednesday October 7<sup>th</sup> at 6pm** we will have that conversation. The meeting takes place at City Hall in Council Chambers (third floor) and parking is validated if you park in the Clay Street Garage located behind City Hall at 14<sup>th</sup> and Clay Streets.

In partnership for a safer Oakland,

Jay Ashford, CPAB Board Chair