



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2016 MAY 12 PM 7:39

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Joe DeVries

SUBJECT: Community Policing Advisory Board
2016 Annual Report

DATE: May 2, 2016

City Administrator Approval

Date:

5/12/16

RECOMMENDATION

Staff recommends that the Public Safety Committee accept this informational report from the Community Policing Advisory Board (**Attachment A**).

The Community Policing Advisory Board (CPAB) was originally established in 1996 to monitor and report to the Mayor and City Council on the implementation of community policing. This was the result of the passage of Resolution No. 72727 C.M.S. which created the Community Policing Program. This program and the role of the CPAB were further refined by Resolution No. 79235 C.M.S. in 2005. As described by Resolution No. 79235 C.M.S. the CPAB provides recommendations to the Mayor, City Council, and City staff on steps to improve community policing; serves as advisors to the Chief of Police and police command staff on community policing matters; maintains communication between the Police Department and the Neighborhood Crime Prevention Councils and Neighborhood Watch and Merchants Watch groups, assists in educating and informing the public about community policing, its current progress and its direction; and authorizes Neighborhood Crime Prevention Councils.

In accordance with Resolution No. 79235 C.M.S. the CPAB shall oversee, monitor, and report at least annually on the implementation of Resolution No. 72727 C.M.S. and provide recommendations to the Mayor, City Council, City Administrator, and Chief of Police on further steps necessary to carry out its objectives.

For questions regarding this report, please contact Joe DeVries, Assistant to the City Administrator at (510) 238-3083.

Respectfully submitted,

Joe DeVries
Assistant to the City Administrator
City Administrator's Office

Attachment A- CPAB 2016 Annual Report

Item: _____
Public Safety Committee
May 24, 2016



TO: Mayor Libby Schaaf, City Council
Public Safety Committee, City
Administrator Sabrina Landreth,
Police Chief Sean Whent

FROM: Community Policing
Advisory Board (CPAB)

SUBJECT: CPAB 2016 Annual Report

DATE: April 28, 2016

The following pages contain the CPAB Annual Report. It is formatted in the Council Agenda Report template to make it easier to read and follow.

EXECUTIVE SUMMARY

The objective of this report is to provide City stakeholders with an update on the activities of the Community Policing Advisory Board (CPAB), including:

1. **Recertification of many Neighborhood Councils / NCPCs** during the 2013-2015 timeframe
2. **Restoration of Funding for Neighborhood Councils / NCPCs** – 2015-17 Adopted Policy Budget (Please see Appendix “A”)
3. **The CPAB’s “Definition of Community Policing” Presentation** (Please see Appendix “B”)
4. **CPAB Communication and Outreach Strategy** (Please see Appendix “C”)
5. **Participation in the Oakland Summit** – June 2015
6. **CPAB Retreat** – July 2015

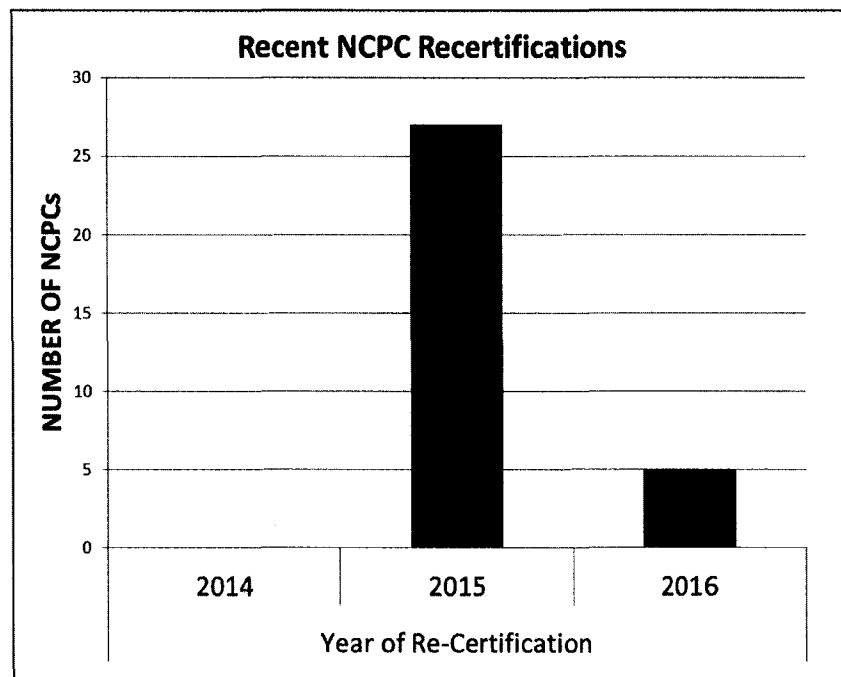
BACKGROUND / LEGISLATIVE HISTORY

Excerpt From Enabling Resolution 79235:

5.3 The Community Policing Advisory Board shall oversee, monitor, and report at least annually on the implementation of Resolution 72727 C.M.S. and provide recommendations to the Mayor, City Council, City Administrator, and Chief of Police on further steps necessary to carry out its objectives.

RECENT ACHIEVEMENTS

- 1. Recertification of Neighborhood Councils / NCPCs during the 2014-2016 timeframe** – The CPAB is pleased to report significant progress in recertifying many of the City's Neighborhood Councils / NCPCs during the 2014-2016 timeframe. The recertification process is an important part of ensuring that NCPCs a) meet regularly, b) notify the community that such meetings are taking place, c) elect NCPC leadership, and d) conduct such meetings in accordance with Resolution 79235. While approximately 12 Neighborhood Councils / NCPCs have not been recertified in the past 3 years, the below graph indicates the significant progress made during the past couple of years. There are a total of 44 active NCPCs. (Please see Appendix "D", for a copy of the re-certification form.)



Source: Data from the City Administrator's Office, 04-08-2016

Additionally, the re-certification process has been valuable for the CPAB as a means of making renewed connections with Neighborhood Councils / NCPCs, while also providing valuable insight to the CPAB as to the structure, size and functioning of the councils who furnished re-certification data.

- 2. Restoration of Funding for NCPCs for the 2015-17 Adopted Policy Budget** – We are pleased to report that City Council has included, as part of the 2015-17 budget cycle, restoration of outreach funding for Neighborhood Councils / NCPCs, which had been eliminated during the municipal budget cuts following the Great Recession of 2007-09. This funding will enable Neighborhood Councils / NCPCs to resume outreach efforts within their respective beats, so as to help reach additional members of each beat who may not already be recipients of existing channels of communication for said beats.

Several members of the CPAB, with the assistance of Neighborhood Council / NCPC chairs, petitioned the Council for restoration of this funding, and we applaud the council's recognition of the importance this funding for community outreach purposes. Once it had been approved, the CPAB invited all Neighborhood Council / NCPC chairs to attend the October 2015 monthly CPAB meeting, to hear suggestions for how best to make this funding available to the Neighborhood Councils / NCPCs, while minimizing administrative overhead on the part of both the city and NCPC chairs. Valuable input was received from over one dozen Neighborhood Council / NCPC chairs at that meeting, which was then forwarded back to the Neighborhood Services Section (NSS) and to the Controller's office.

As a result, the process has been finalized and approved, and communication has been sent to Neighborhood Council / NCPC chairs, advising them of the new process. The CPAB hopes to include in a future report, a summarization of how these funds will have been used, and its impact on community involvement and participation in the Neighborhood Council / NCPC process. (Please see Appendix A for a copy of the notification sent to Neighborhood Council / NCPC chairs in January 2016.)

3. **The CPAB's "Definition of Community Policing" Presentation** – A sub-committee of the CPAB created a presentation to initiate a citywide discussion around the definition of community policing, specifically as it relates to the City of Oakland. (Please see Appendix "B" for a copy of this presentation.)

The sub-committee felt that, in order to successfully implement community policing in Oakland, and to adequately measure said implementation, it was important to define exactly what community policing is. Thus, the presentation presents a definition, examines how to implement community policing based on this definition, and finally how to measure the success of this implementation.

The sub-committee's presentation was reviewed at the September 2015 CPAB monthly meeting, and approved by the Board at the October 2015 monthly meeting. We look forward to engaging in ongoing dialogue with the City Council Public Safety Committee, the Mayor's office, and with OPD Command Staff on the findings outlined in this presentation. We are pleased to see that several of the Community Policing objectives, as outlined in OPD's 2016 Strategic Plan are consistent with the CPAB's findings and recommendations.

4. **CPAB Communication and Outreach Strategy** – During the 2014-2015 timeframe, the CPAB has worked to build and improve its community outreach approaches and efforts. Some of our recent accomplishments include:
 1. **Informational Brochure** – The CPAB approved the general use and distribution of an information brochure in order to increase Neighborhood Council / NCPC and citywide awareness of the CPAB and its duties / functions (Please see Appendix "C" for a copy of the informational brochure)
 2. **CPAB Website** – The Communications/Outreach sub-committee has launched a website (www.oaklandcommunitypolicing.org) which is updated on a weekly basis with news stories and photos that are related to community policing matters in Oakland.

3. **Twitter Feed** – The Communications/Outreach sub-committee has launched CPAB Twitter feed (@oaklandcpab) for Neighborhood Council / NCPC chairs and for interested city staff and residents to follow for timely updates on community policing matters in Oakland. If you have not already done so, please follow us.
4. **Newsletter** – The Communications/Outreach sub-committee has also launched a weekly online newsletter, which is delivered to subscriber mailboxes on a weekly basis. If you have not already subscribed, please consider doing so, using the website URL listed above.
5. **Participation in the Oakland Summit, June 2015** – The CPAB was pleased to participate in the Oakland Summit held in June 2015 at Laney College. The CPAB hosted a table inside the main forum, and members also assisted with other logistical support duties, under the direction of NSS.
6. **Held a CPAB Retreat in July 2015** - In July of 2015, at the request of several CPAB members, the Board held its first retreat in at least two years. The event was coordinated by Joe DeVries of the City Administrator's Office, and facilitated by Marcia Rayene of SEEDS Community Resolution Center. The Board met to discuss the definition of community policing, discuss its own internal committee structure in light of the Board's functions, and to set goals for the upcoming year.

ISSUES AND RECOMMENDATIONS

1. **Community Resource Officers (CROs) still getting pulled into patrol duties** - While the Board does not have verifiable data and numbers on this subject, we have heard anecdotally on many occasions during 2015 that Community Resource Officers (CROs) continue to get pulled away from problem-solving duties on their assigned beats, and assigned to patrol functions (or occasionally protest response functions).

Recommendation: Increase in sworn officers to allow Community Resource Officers (CROs) to remain on their assigned beats - We understand and acknowledge that CRO re-assignment is sometimes necessary in light of protest activity, or other unusual circumstances, but we would advocate for increasing and assigning resources as necessary to ensure that CROs can remain focused on problem solving in their own beats with minimal disruption to that function.

2. **Insufficient Number of Neighborhood Services Coordinators (NSCs) on Staff** - While the addition of 1 NSC position with the 2015-17 budget is a step in the right direction, the Board feels that the overall number of beats assigned to each NSC is too high. Please see a detailed matrix below (from the city's website - Neighborhood Services page, as of March 2015).

NSC	Assigned Beats	# of Assigned Beats
Annie Sloan	2X, 2Y, 5X, 5Y, 6X, & 7X	6
Hoang Banh	3X, 8X, 14X, 15X, 22X, 28X	6
Brenda Ivey	1X,3Y,4X, 9X, 11X, 17X, 17Y	7
Patricia Rose	12X,12Y,13X,13Y,13Z, 14Y, 16X	7
Felicia Verdin (supervisor)	10X, 10Y,	2
Renee Sykes	16Y, 22Y, 25X, 31Y, 31Z	5
Ana Martinez	20X, 21X, 21Y, 23X, 24X	5
Edith Guillen	18X, 18Y, 19X, 26X, 26Y, 33X, 34X	7
Araina Richards	24Y,25Y,27X, 29X, 32Y	5
Karen Harris	27Y, 30X, 30Y, 32X, 35X	5
Jacque Long (supervisor)	31X, 35Y	2
9 NSCs total, and two supervisors	Total Beats	57
Average Beats per NSC		5.9
Average Beats per Supervisor		2

Recommendation: Increased funding for more Neighborhood Services

Coordinators (NSCs) on Staff - We would like to see each NSC have at most 4 (ideally 3) assigned beats, as we feel this would allow NSCs to achieve more “depth” in each of their assigned beats, with the net effect of building effective community relationships to strengthen the problem-solving capabilities of the NCPCs.

3. **Some NCPCs still lack “Critical mass”** – Unfortunately, we hear that some Neighborhood Councils / NCPCs are still struggling to gain “critical mass”, that is, enough committed members who can and do meet regularly in order to effect meaningful change in their neighborhoods. Related to this and the fact that there aren’t enough Neighborhood Services Coordinators (NSCs), is the fact that some Neighborhood Councils / NCPCs have been combined, sometimes for the benefit of OPD, not the community. These combined beats sometimes serve only one beat (the one in which the meeting is located and/or leadership). This is also why the additional funding is very important. While each beat is mandated to have outreach to every household, there have been insufficient funds to help do this.

Recommendation: Implement the recommendations for improving community policing as outlined in the 2016 OPD Strategic Plan

- We support the recommendations that have been outlined in the OPD 2016 strategic report around community policing, especially those recommendations about having all sworn officers participating in small neighborhood gatherings, and increasing the number of foot/bicycle officers on patrol.

4. **CPAB Vacancies Are Not Filled** – The CPAB currently has 3-4 vacancies, and struggles to consistently achieve a quorum at monthly meetings. The current vacancies are from D3, D7, and OUSD.

Recommendation: Please make timely appointments of qualified individuals to the Board - We urge those Councilmembers or other officials who have vacancies within

their district or jurisdiction to nominate qualified individuals with considerable experience volunteering with their Neighborhood Councils / NCPCs, who would be willing to serve on the CPAB.

FISCAL IMPACT

There is no fiscal impact associated with the findings of this report, except for the Board's recommendation of hiring additional Neighborhood Services Coordinators (NSCs), as outlined in the Issues and Recommendations section above.

For questions regarding this report, please contact Jay Ashford, CPAB Board Chair, at 415-577-2770.

Respectfully submitted.



JAY ASHFORD /
CPAB Board Chair

Reviewed by:
Community Policing Advisory Board
Joe DeVries, Assistant to the City Administrator

Prepared by:
JAY ASHFORD
CPAB Board Chair

- Appendix 1:** Letter from Neighborhood Services Section to NCPC Chairs
- Appendix 2:** "Definition of Community Policing" Presentation
- Appendix 3:** 2015 CPAB Informational Brochure
- Appendix 4:** Sample NCPC Recertification Form

APPENDIX 1 – LETTER SENT FROM NSS TO NCPD CHAIRS REGARDING NCPD FUNDING PROCESS:

CITY OF OAKLAND



POLICE ADMINISTRATION BUILDING • 455 - 7TH STREET • OAKLAND, CALIFORNIA 94607-3985

Police Department

Telephone Device for the Deaf (510) 777-3333
Patrol Desk (510) 238-3455
Fax (510) 238-2251

January 11, 2016

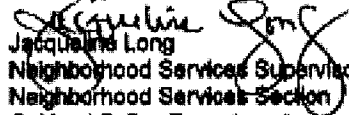
Dear Neighborhood Council Chairs,

The Oakland Police Department (OPD) Fiscal Services and the City of Oakland Controller's Office are currently finalizing the guidelines and procedures for the Neighborhood Council funds that adhere to City policies. The goal is to establish accounts with a few city authorized vendors in order to reduce out of pocket expenses for specific services and items. This will require each Neighborhood Council Chair to complete and submit a proposed spending plan. Please work with your Neighborhood Services Coordinator to develop your two year spending plan. Per the FY 2015-17 Biennial Budget, each Community Policing beat will be allocated \$700.00 per fiscal year. Our current fiscal year, year one July 1, 2015-June 30, 2016 and year two July 1, 2016-June 30, 2017. Your proposed spending plan should include types of items or services that are authorized to use city funds. The following are examples of authorized items or services:

- o Food, refreshments, non-alcoholic beverages for Neighborhood Council meetings & Neighborhood Council sponsored events.
- o Printing i.e. flyers & postcards for Neighborhood Council meetings & Neighborhood Council sponsored events.
- o Mailings for Neighborhood Council meetings & Neighborhood Council sponsored events.
- o Supplies such as paper, stationery, flip charts, markers, display boards to conduct Neighborhood Council meetings.
- o Other special types of expenses:
 - o Rental expense for Neighborhood Council meetings and events.

You can complete the attached spending plan with your Neighborhood Services Coordinator. Remember, your proposed spending plan should list items or services that are allowable expenditures, which adhere to current City policies. Also keep in mind; you will have the option to modify your spending plan. Please submit your completed proposed spending plan by Monday February 1, 2016 to Neighborhood Services Supervisor Jacques Long by email at long@oaklandnet.com. I will submit the proposed spending plans to OPD's Fiscal Services. Guidelines and procedures for spending the funds will be provided in the near future.

Sincerely,


Jacqueline Long
Neighborhood Services Supervisor
Neighborhood Services Section
Oakland Police Department

APPENDIX 2 – “DEFINITION OF COMMUNITY POLICING” PRESENTATION:

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:

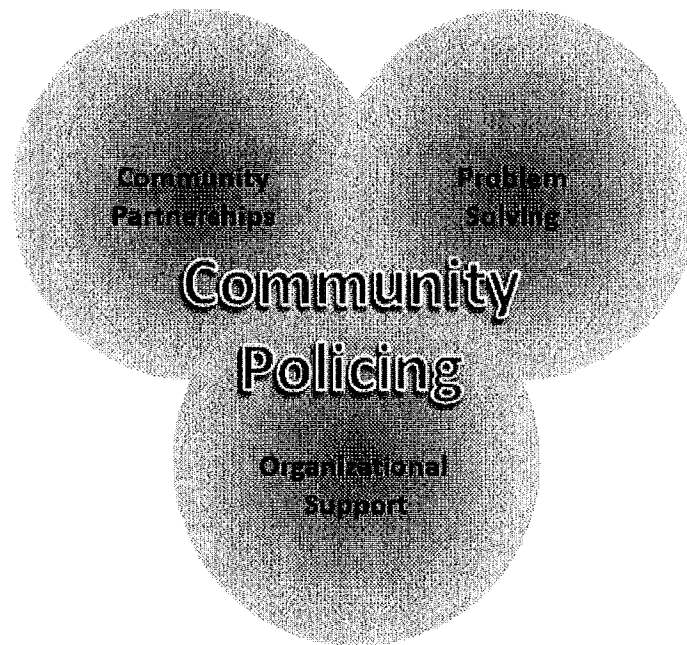
A city-wide philosophy that seeks:

- 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.

*Community Policing Advisory Board

**Oakland Police Department

Three Core Elements of Community Policing



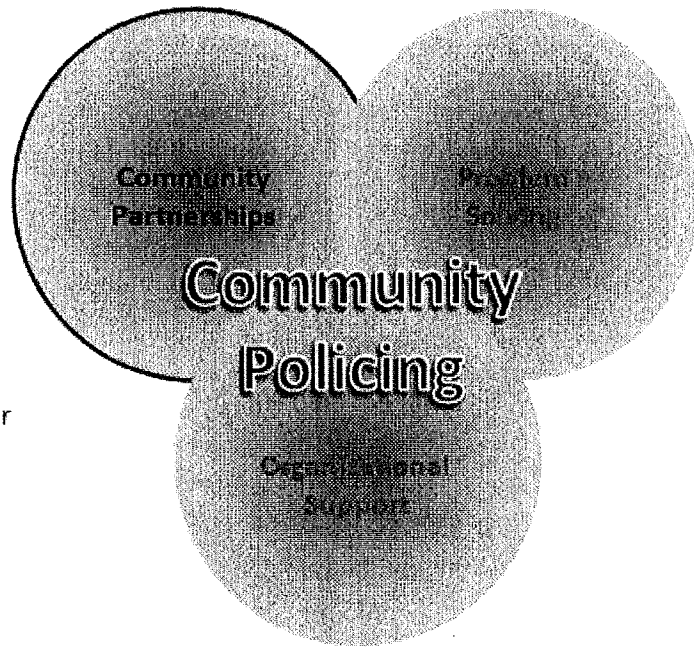
1. Community Partnerships

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

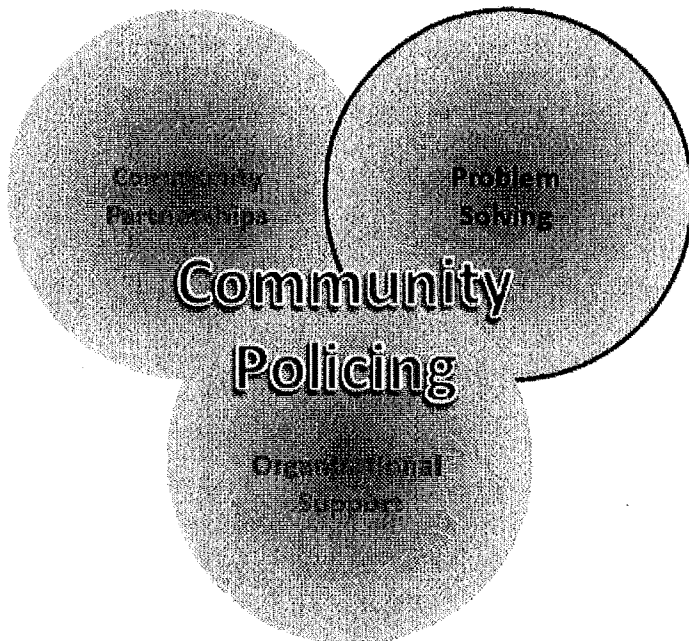
How to Measure:

- 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



*CRO = Community Resource Officer / **NSC = Neighborhood Services Coordinator

2. Problem Solving



How to Implement:

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

How to Measure:

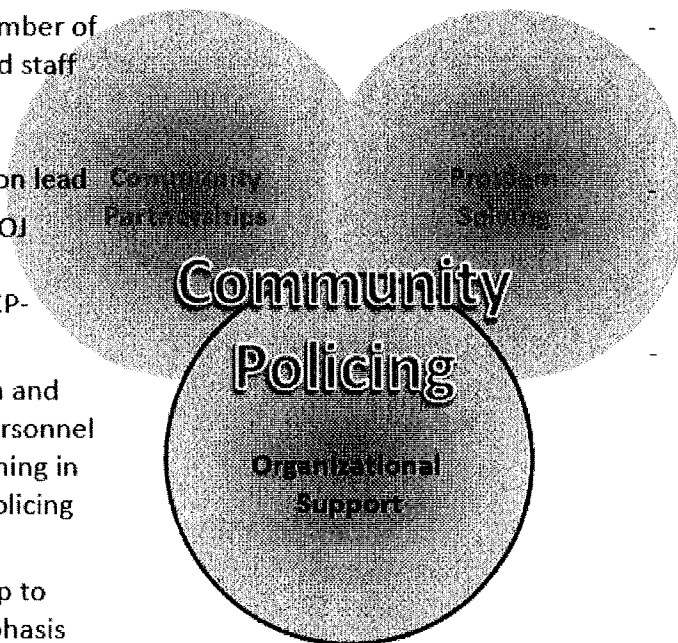
- Regular reporting from CompStat / SARA to OPD command staff and community; track data and trends over time
- Annual survey of stakeholder groups to assess perceived effectiveness of problem solving; track trends over time

*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



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

*U.S. Department of Justice Community Oriented Policing Services / ** CP-SAT = Community Policing Self-Assessment Test

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

Group	Oakland Community	City (Non-Sworn)	OPD (Sworn)
City-Wide	-Community Policing Advisory Board (CPAB) -Neighborhood Watch Steering Committee (NWSC)	-Mayor / Council -Neighborhood Services Division (NSD) -Other city Departments	-OPD Command Staff
Area-Specific	-Area Advisory Councils	-Neighborhood Services Coordinators (NSCs) -Other City Departments	-OPD Area Captains
Beat-Specific	-Neighborhood Crime Prevention Councils (NCPCs) -Neighborhood Councils (NCs)	-NSCs -Other City Departments	-Community Resource Officers (CRO)
Block / Neighborhood	-Neighborhood Watch Groups	-NSCs	-CRO -Patrol

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

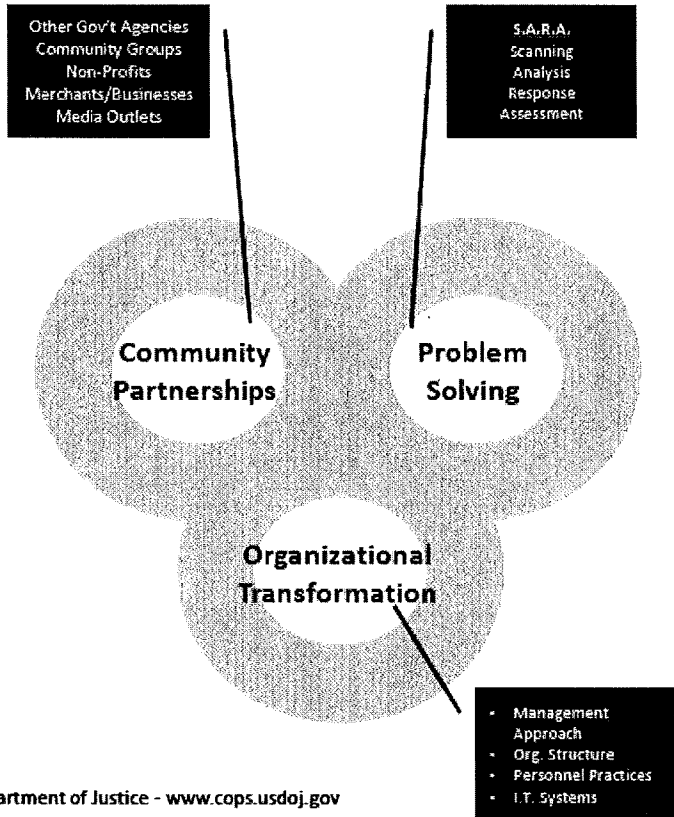
- **“Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.” -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

- Source: "Community Policing Defined", U.S. Department of Justice - 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
- Oakland Fire Department
- Mayor, City Council, City Attorney, City Administrator
- County, State and Federal Agencies
- Citizens' Police Review Board

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

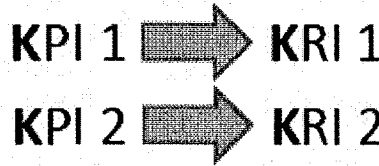
Appendix D – Community Partner Stakeholders and Organizations

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

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

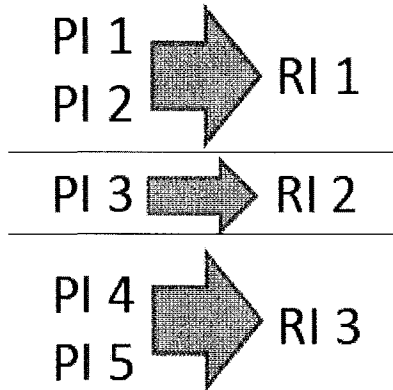
Appendix E – Choosing the Right Performance Indicators and Result Indicators

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.)

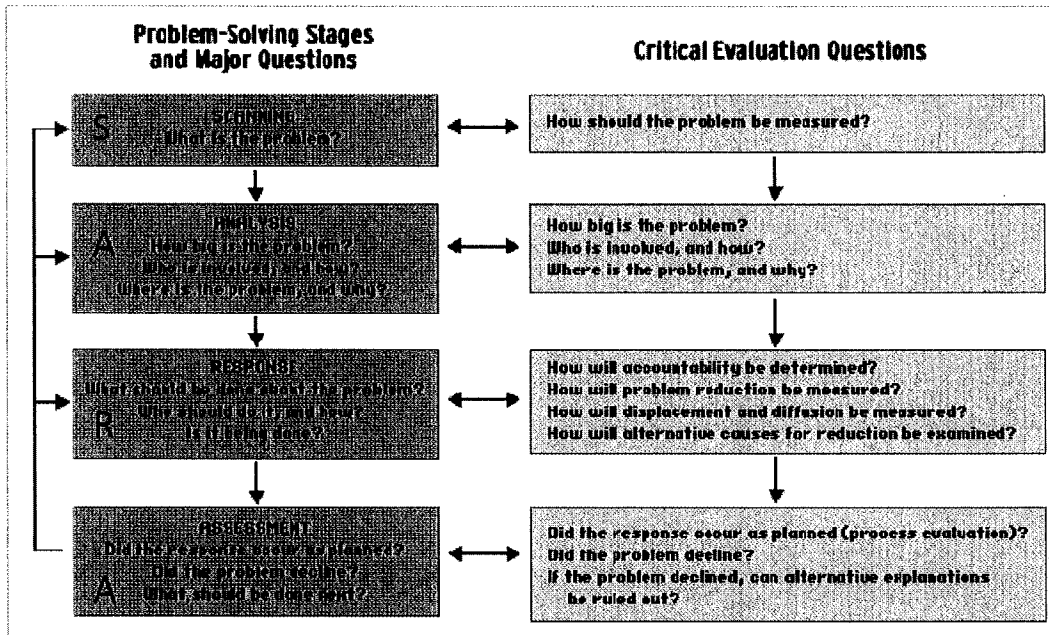
Performance Indicators (PI):
Measure (on a daily or weekly basis) those activities that will drive results for the organization. PIs allow for corrective action, if there is deviation from performance targets.



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

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

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



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

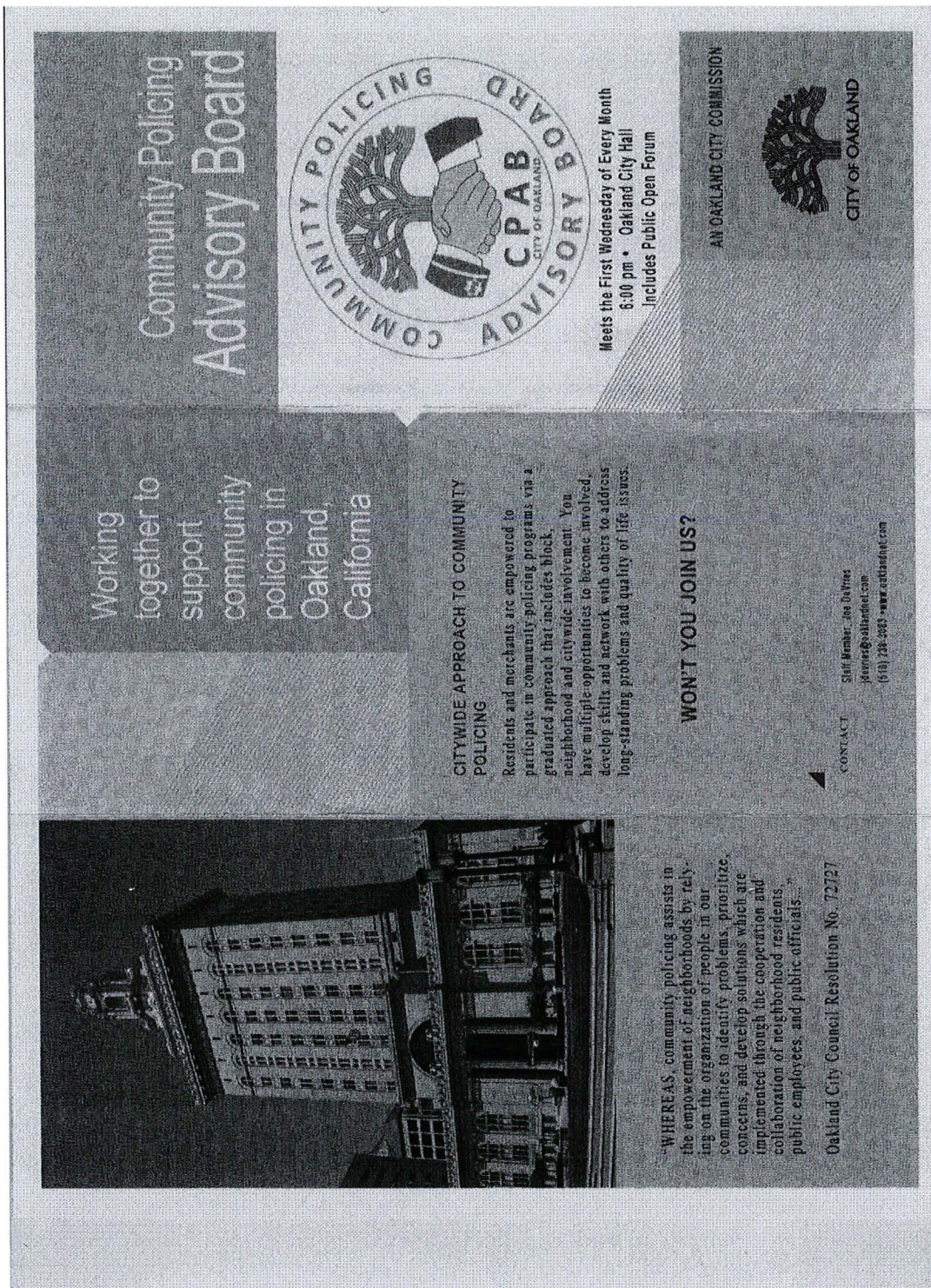
Appendix G – Sustaining Organizational Change

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

APPENDIX 3 – 2015 CPAB INFORMATIONAL BROCHURE:



Community Policing Advisory Board

Working together to support community policing in Oakland, California

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?

CONTACT
Staff Member, Joe LaVines
jlavines@oaklandnet.com
(510) 278-3083 • www.oaklandnet.com

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. 72/27

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

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 appointed by designated city officials and organizations.

WHAT WE DO

- The Board oversees and monitors the implementation of community policing, makes recommendations to city officials and entities on 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 the Chief of Police and command staff.
- Assists in empowering the **Neighborhood Crime Prevention Councils (NCPCs)** also called **Neighborhood Councils**, to identify problems, prioritize concerns and develop solutions that can be implemented through community policing partnerships.
- Creates and maintains the process to certify NCPCs in compliance with the City's community policing resolutions. In 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 NCPC's 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.



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 4th Monday evening of the month at 6:30 pm and are usually organized around a particular topic of interest. Learn more by contacting Renee Sykes at 238-7929 or rsykes@oaklandnet.com or by visiting www.oaklandpolice.com.

Community Resource Officers (CROs)

Officers are assigned by Beat to partner with and to 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.oaklandpolice.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. Call Marlon Guzman at (510) 238-4523, email mguzman3@oaklandnet.com.

MERCHANT WATCH

Organizes business owners in their business corridor to work together with police to improve safety and prevent crime. Call Marlon Guzman at (510) 238-4523, email mguzman3@oaklandnet.com.

NATIONAL NIGHT OUT

America's block party night takes place the first Tuesday in August at 7pm. This is an opportunity for you to get together with neighbors, eat good food and get to know one another. Call Brenda Ivey at (510) 238-3091, email Bivey@oaklandnet.com.

NEIGHBORHOOD COUNCILS (NCPCs)

Brings together community members in each police beat to partner with OPD, city departments and one another to solve problems and improve quality of life. To find out about your NCPC call (510) 986-2713 to leave a message or email NSDadmin@oaklandnet.com.

CPAB
A City Commission
comprised of Oakland
citizens.

OPD
Oakland's police
department.

CITIZENS
Residing or vested in
Oakland.



APPENDIX 4 – SAMPLE NCPC RE-CERTIFICATION FORM:

COMMUNITY POLICING ADVISORY BOARD
NCPC CERTIFICATION/RE-CERTIFICATION FORM INSTRUCTIONS

(REVISED 11/05/2013)

PURPOSE:

The purpose of the Certification/Re-Certification process is to see that NCPC's are in compliance with the minimal requirements of Resolution 79235 and to gather information about the functioning of Community Policing in Oakland. The intent is to discover the nature and variety of Community Policing as it has developed in Oakland's neighborhoods and to foster its growth and performances.

Resolution 79235, Section 4.13: "An organized group may represent itself as a Neighborhood Council, and therefore representative of the citizens of that beat, only if that group is in compliance with Section 4 of this Resolution and has passed certification by the Community Policing Advisory Board (CPAB)."

SECTION I: IDENTIFICATION

Please provide background information on your NCPC.

2. Beat Number
3. Name of NCPC
4. Please estimate the number of participants from each Beat if a combined NCPC.
5. List the name of your current Chair/Co-Chairs. Marcus Johnson
6. List the name of your Neighborhood Services Coordinator (NSC). Annie Sloan
7. List the date of your NCPC's past certification/re-certification, if known. 9/1/99 combined beats

SECTION II: COMPLIANCE WITH RESOLUTION 79235

8. Please indicate how often your NCPC meets.
Section 4.4: "Neighborhood councils shall meet regularly, as determined by their members, but at least quarterly." BI-Monthly
9. Please list the name of the location and address where your meetings are held.
Section 4.12: "Neighborhood Councils shall be encouraged to establish a community center in each police beat in order to provide a regular place for their meetings and activities, a location for positive interaction between residents and police officers...To the extent possible public facilities...shall be utilized."

- Oakland Housing Authority
10. Please indicate the number of meetings held. 6

11. Please estimate the average attendance at General Membership meetings.

Section 4.6: "All meetings of Neighborhood Council shall be public."

12. Please indicate if once a year you notified each address in the beat.

Yes

No

if no, please explain _____

Section 4.8: "The Neighborhood Council will, to the extent safe and reasonable, provide notice of meetings to all addresses in the police beat at least once each year."

13. List the month and year of the last beat-wide notification. May 2014

14. Indicate what form of notification was used and attach copy if available. Notification can be by mail, leafleting, email, publication in press. emails

Section 4.5: "Meetings of neighborhood councils shall be publicly announced."

15. Indicate if your NCPC has a Steering Committee.

(Example: A Steering Committee is usually composed of the Officers of the NCPC and sometimes the Committee Chairs).

16. List the date when your current Bylaws were adopted.

Section 4.9: "Each neighborhood council shall adopt written rules to govern the conduct of its meetings." May 2002

17. Please list the date of your last election of officers.

Section 4.9.... These bylaws must include a requirement for annual elections of any leadership positions..."

18. Indicate who maintains the official records of each meeting. Such records include written minutes or tape recordings, sign in sheets. Chairperson

19. List the number of meetings your Neighborhood Service Coordinator has attended over the past 12 months. 4

20. List the number of meetings your PSO has attended in the past 12 months. 5

SECTION III: NCPC COMPOSITION AND PARTICIPATION

Section 4.3 "Neighborhood councils shall strive to include representatives of a variety of organizations, youth groups, labor unions, merchant associations, school parent-teacher organizations as well as interested members of the community."

21. Please indicate what groups or organizations participate in your NCPC.

Oakland Housing Authority, Zepher Housing, Centennial Club, BART, Union Pacific, EBMUD, Jenkins Housing

22. Please indicate if your meetings are simultaneously translated. **No**

SECTION IV: QUALITATIVE JUDGMENTS AND ACTIVITIES

23. Let us know your biggest challenges, (i.e. Attendance, meeting space, funding).
Funding and lack of attendance by youth

24. Please share with us your accomplishments.

Train Station, Liquor Stores in Compliance. Redevelopment of various properties

25. Please share any major setbacks or disappointments.

Side shows, Robberies of Patrons Using BART.

26. Please share any process for raising funds.

Donations from Community Members when requested

SECTION V: SIGNATURES

Please have an authorized representative from your NCPC sign the form along with your NSC. The NSC should submit the form to the Community Policing Advisory Board (CPAB) Resource Committee for approval.

The NCPC Resource Committee will schedule a hearing to review the NCPC request for Certification/Re-Certification and forward a recommendation to the full CPAB for approval.

Chair or Co-Chair Signature: _____

Date: 10.30.2014

Chair or Co-Chair Signature: _____

NSC Signature: A _____

Date: 9/06/14

CPAB Signature: _____

Date: _____