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April 26, 2005

Councilmember Larry Reid and Members of the Public Safety Committee  
Oakland City Council  
Oakland, CA

**RE: REPORT AND RECOMMENDATIONS TO IMPROVE COMMUNITY  
POLICING BY STRENGTHENING THE NEIGHBORHOOD SERVICES PROGRAM  
AND RESOLUTION AMENDING RESOLUTION 72727 C.M.S. TO PROVIDE A  
STRUCTURED APPROACH TO COMMUNITY INVOLVEMENT.**

Councilmember Reid and Members of the Committee:

The City Administrator's Office seeks approval of a set of recommendations to improve the Neighborhood Services Program "NSP" including a vision, three broad goals, and twenty-three implementation strategies and to amend Resolution 72727 which established community policing as Oakland's official approach to public safety.

**FISCAL IMPACT**

Funding is available in the City Administrator's Office within the General Purpose Fund (fund 1010) and within the Administrative Unit (Org 02111) to implement all but recommendation 3.2, the creation of two Lead NSC positions, which would require additional funding; if it is approved for implementation, a supplemental funding request will be brought forward during the FY 2005-06 Mid-cycle Budget, after programmatic and managerial changes are underway.

**BACKGROUND**

City Council established community policing as Oakland's official approach to public safety in 1996 through the adoption of Resolution 72727 (Exhibit A) and subsequent amendments Resolution 73185 C.M.S. (Exhibit B) and 73916 C.M.S (Exhibit C). Resolution 72727 institutionalized community policing through such strategies as creating Neighborhood Crime Prevention Councils, establishing the Community Policing Advisory Board, and mandating that every police officer be trained in community

Item: \_\_\_\_\_  
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policing. Resolution 72727 also outlined the following duties for the Neighborhood Services Coordinators “NSCs”:

- Organize a Neighborhood Crime Prevention Council “NCPC” in assigned beats.
- Act as staff for the NCPCs in their assigned beats.
- Initiate contact with each resident of the beat.
- Assess neighborhood concerns and identify neighborhood problems.
- Work with the NCPC and other institutions to establish priorities and develop and implement community policing strategies and other activities to improve the safety and health of the community.

This report acknowledges the work of the Neighborhood Services Coordinators to develop the NSP. Their work has resulted in 47 certified Neighborhood Crime Prevention Councils and more than 1,000 residents dedicated to working with each other and with police to mobilize resources and solve problems. The purpose of the following program recommendations, including amending Resolution 72727, is to build on their work by aligning the Neighborhood Services Program to the City Council’s goals, with best practices in the field of community engagement and community policing, and with established management practices.

Program improvements are already underway. In the last six months Neighborhood Services Coordinators have received training in the following areas:

- community organizing,
- the psychology of empowerment,
- personal safety,
- nuisance properties (levels I & II),
- dealing with the mentally ill,
- disaster preparedness (CORE),
- conducting surveys,
- youth leadership,
- clean city academy,
- computer and other training offered by the City of Oakland,
- Law Records Management System (LRMS),
- *Making a Difference* Conference sponsored by Berrett-Koehler Publishers.

In addition, NSCs have received:

- Blackberry, mobile communication units,
- some computer upgrades,
- business cards,
- increased access to office supplies and equipment.

## KEY ISSUES AND IMPACTS

The seventeen Neighborhood Services Coordinators are civilian employees of the Police Department. Historically, they have been managed by the seven Police Service Area “PSA” Lieutenants who are responsible for the work of the NSCs within their assigned

PSA. In addition, many of the NSCs are located in different sites throughout the city including the Chinatown office, the Eastmont Station, the Police Administration Building, the Grand Lakeshore Community Center, among others. This has been an invaluable tool in helping facilitate a strong working relationship between the police staff and the community. The changes outlined in this report seek to retain this relationship, but to augment it with a centralized office to provide consistency, citywide, in the development of the NSP program and in the management, training, and oversight of the NSCs.

As discussed in Moving Oakland Forward! recommendation #2, the decentralization of NSC services is positive for both the police and for the community, however, to be successful it requires strong internal leadership and organization to direct and support it. A Neighborhood Services Manager “NSM” was hired in September 2004 to address these inconsistencies and to provide the internal leadership and organization to insure the program’s success. The following recommendations will provide the NSM with the necessary tools to eliminate program and managerial inconsistencies and increase community participation city-wide.

## **PROGRAM DESCRIPTION**

The following recommendations are based on: 1) the City Council’s goals and objectives adopted in January 2005, and 2) best practices in the field of community engagement and community policing combined with information gained from a series of interviews, observations and discussions over a five-month period with more than fifty individuals and groups in Oakland including the Neighborhood Services Coordinators, Council members and aides, City staff, Community Policing Advisory Board and Home Alert Steering Committee members and residents including NCPC members, and Home Alert participants.

### **City Council Goals and Objectives Supported by these Recommendations:**

- ***Develop and institutionalize sound financial management policies and practices.*** These recommendations support this objective by providing a management infrastructure for the NSP program that will produce program efficiencies through increased staff and resource coordination, enhanced oversight of the NSC work product, and greater accountability of staff time.
- ***Reduce crime by implementing a comprehensive crime prevention and/or reduction strategy.*** These recommendations support this objective by providing a comprehensive strategy for community involvement in crime prevention at three levels: on the block, in the neighborhood, and citywide
- ***Reduce blight and nuisance.*** These recommendations support this objective by increasing proactive resident involvement in problem solving at the block, neighborhood, and citywide levels resulting in early intervention and resolution of blight and nuisance issues.
- ***Encourage and support civic engagement.*** These recommendations support this objective by identifying and developing grassroots leadership and skills through a block by block canvassing effort and a training and mentoring program.

### **Best Practices in the Field of Community Engagement and Community Policing**

Although community policing is an excellent philosophy, it lacks a well-developed methodology for involving and working with the community. A community policing model<sup>1</sup> that combines community organizing techniques with community policing philosophy provides a methodology for police personnel to work successfully with the community.

Community organizing also emphasizes the development of grassroots leadership and skills to increase the capacity of residents to solve problems. These recommendations adopt this model as a way to improve the organizing skills of staff and provide a framework for action. Current thinking in the area of community engagement is based on the research and findings of Professors Robert Putman, John McKnight and others<sup>2</sup> who advocate for the development of community programs that build *social capital* as a strategy to increase neighborhood resiliency and problem solving capabilities. These recommendations, when implemented, will retool and realign the existing Neighborhood Services Program to build social capital as one of the primary strategies to improve community health.

When viewed as a whole, these recommendations provide a vision and a set of goals and strategies for the Neighborhood Services Program for the next two years. These recommendations are based on Oakland's unique opportunities and challenges and are aligned with cutting-edge thinking in the area of community engagement and community policing.

### **Examples of Community Organizing Techniques used in Community Policing**

- Canvassing door to door to engage residents.
- One-on-one interviews with leaders to strengthen commitment and participation.
- Use of a strategy template to define roles, responsibilities, goals and resources for collective problem solving.

### **What is social capital?**

**Social capital is the glue that holds a community together. It is the bonds of trust and reciprocity that are created when residents know each other. When a community has social capital, information flows faster, resources are mobilized more efficiently and problems are solved more effectively.**

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<sup>1</sup> City of Fremont, California (2002) Innovation in Community Policing Award, International Association of Chiefs of Police. See also Suzanne W. Morse, *Smart Communities: How Citizens and Local Leaders Can Use Strategic Thinking to Build a Brighter Future*, (2004) Jossey-Bass, pages 106-111.

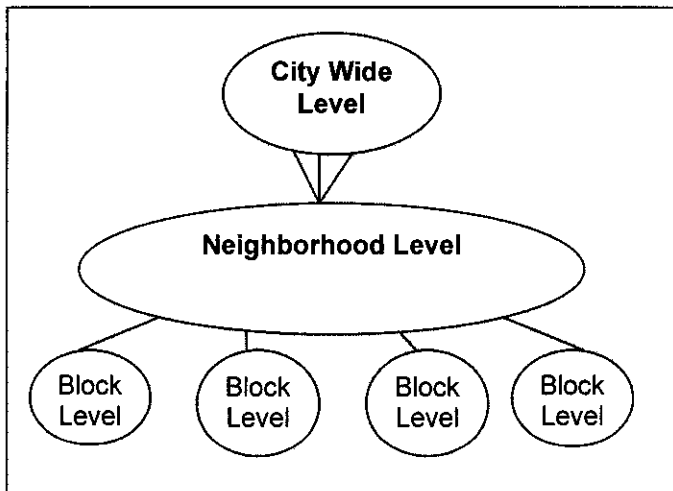
<sup>2</sup> Robert D. Putnam, Harvard University *Bowling Alone: The collapse and revival of American community*, New York: Simon and Schuster; John McKnight and Jody Kretzman, North Western University, *Building Communities from the Inside Out* (2002).

***Vision of the Neighborhood Services Program:  
Every block is organized, and every neighbor is skilled,  
networked, and empowered to work together and in partnership  
with the City to solve problems and build a healthy, resilient  
community.***

The following three goals and a set of implementation strategies are designed to actualize the vision of the Neighborhood Services Program.

**Goal 1: Consolidate existing community policing efforts into one coordinated program that develops citizen participation in crime prevention and problem solving at the block, neighborhood, and citywide levels.**

This goal is consistent with relational models of community organizing that are based on a graduated system of participation that begins at the block level where residents' self-interest is most engaged. For residents and business owners who are interested in broadening their skills, or working on behalf of the neighborhood as a whole, a graduated system offers additional ways to participate at the neighborhood and citywide levels.



The City of Oakland currently offers a variety of crime prevention and community engagement efforts at the three levels, but they are not well connected and are located in different divisions within the police department. They include the Home Alert Program, National Night Out, the Neighborhood Crime Prevention Councils, and the Community Leadership Summit.

- **On the block** – The Home Alert program and National Night Out are currently housed in the Community Services Division of the Police Department. There are more than 500 Home Alert groups citywide and more than 1000 people have participated in National Night Out. These two efforts are the City of Oakland's key block-level organizing strategies. They strengthen relationships among neighbors at the block level, build spirit and unity, and develop *social capital* which is the basis of collective action to solve problems. Coordinating these efforts with neighborhood and citywide efforts will strengthen the program as a whole and allow the skills and leadership developed at one level to be leveraged at subsequent levels where they can continue to build and develop.

**What is a Home Alert group?**

A Home Alert group consists of a Block Captain and residents who have come together to meet each other and learn how to make their block safer by securing their homes and working together to report suspicious activity. The group elects the Block Captain and s/he calls the meetings and coordinates efforts with the Police Department.

- **In the neighborhood** – The over forty certified Neighborhood Crime Prevention Councils are the City of Oakland’s key neighborhood-level organizing strategy. They are organized by police beat, and at a monthly meeting involve residents in identifying and prioritizing crime issues in partnership with the Police Department. Many NCPCs also work on other quality of life issues.

Linking the Home Alert groups through increased staff and program coordination with the NCPCs will strengthen the NCPCs by offering an important connection to block-level issues, interests, & leaders. Home Alert groups will benefit by their access to the training, networking, advocacy, & problem solving available at the NCPC.

- **Citywide** – Block and neighborhood-level leaders will be encouraged by the NSCs and the Home Alert Coordinator to participate in citywide events, such as the Community Summit, which are organized to help leaders network citywide, improve their skills at a higher level, participate on boards and commissions and learn about citywide issues and initiatives.

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***STRATEGIES TO ACHIEVE THIS GOAL:***

***1.1 Amend Resolution 72727 to include the block, neighborhood, and citywide operational levels and the coordinated, programmatic linkages included in these recommendations.*** As the resolution now reads, citizen involvement in community policing is defined primarily through participation in the NCPCs. By amending Resolution 72727 to include the three levels, as discussed above, and updating the language and concepts to include the programmatic linkages included in these recommendations it will again provide a strong foundation for a comprehensive approach to community involvement in community policing in Oakland.

The Resource Committee of the Community Policing Advisory Board redrafted Resolution 72727, attached (including red-lined version), and it was reviewed and unanimously supported by the full Board on April 6, 2005.

***1.2 Redesign and retool the Home Alert program in partnership with the Home Alert Steering Committee.***

The concept of neighbors coming together to form block groups as a way to prevent crime originated in Oakland more than 30 years ago. Now, as a nationwide program

## CAO – Improvements to Neighborhood Services Program

commonly known as Neighborhood Watch, forming a block group is acknowledged as one of the most important actions residents can take to insure neighborhood safety. Home Alert is not only a key block-level public safety program; it is also an entry point for citizen involvement in civic life. When people know their neighbors and become involved in solving problems that are important to them they are more likely to engage in other efforts that strengthen the community and increase social capital.

The Home Alert program is managed by the Community Services Section of the Police Department and is run by a Home Alert Coordinator who schedules meetings, gives Home Alert presentations, and maintains records and materials. Currently, to become an official Home Alert group, seventy percent of the neighbors on a block must participate and they must hold four meetings. The Home Alert Coordinator maintains contact with individual Home Alert groups through the program's database and periodic contact with Home Alert captains. The Home Alert Coordinator also produces National Night Out every year. In recent years, the number of active Home Alert groups has decreased due to a decline in resources to promote and sustain the program. Currently, there are 1,500 names in the Home Alert database; however it has not been updated in many years. On average there are approximately 20 Home Alert presentations given by Community Services staff each month. There has also been little coordination between Home Alert groups and the Neighborhood Crime Prevention Councils which could act to reinforce and support each other.

The Home Alert Steering Committee was established by the Oakland Police Department in the 1970s to provide citizen input into the program. There is a core group of participants who meet monthly with the Home Alert Coordinator. In recent years participation has been sporadic. The Oakland Home Alert Coalition is the non profit arm of the Home Alert Steering Committee. It meets quarterly and has the capacity to raise funds to support the Home Alert program; however they have not done so in recent years. These groups are committed to the Home Alert program, and are interested in re-thinking and redesigning it to be more effective. Several of the tasks include: revising the criteria to become an official group, developing a plan to sustain the organization utilizing Home Alert captains, updating and upgrading the curriculum and the data base, updating and reprinting materials, and improving community outreach and recruitment strategies.

### ***1.3 Bring the Home Alert Program under the Management of the Neighborhood Services Manager***

The vision of the Neighborhood Services Program is to develop an integrated approach to community engagement at three levels. This vision is consistent with the intent of the Home Alert program to develop leaders and groups at the block level. Under the management of the Neighborhood Services Manager, the Home Alert program will be integrated with the effort to develop NCPCs and receive the staff, resource and programmatic coordination it needs to revive. As a part of the NSP staff, the Home Alert Coordinator will work closely with the NSCs to insure that Home Alert groups and the NCPCs are coordinated.

***1.4 Partner with the Violence Reduction Team to develop block-level groups in specific neighborhoods.***

At the direction of Mayor Brown, a fifth point was added to the Violence Reduction Strategy developed by the Oakland Police Department. This strategy will utilize the skills of the Neighborhood Services Coordinators to develop block-level groups once the Violence Reduction Team has been successful in curbing street-level drug dealing in targeted neighborhoods. The NSCs will establish active groups as a strategy to increase resident involvement and communication with the Police Department so that criminals will have a more difficult time reestablishing footholds in those neighborhoods.

***1.5 Increase involvement in National Night Out from all block-level groups.***

National Night Out is an excellent way to strengthen communities at the block-level. On National Night Out, Home Alert captains are encouraged to host a block party on their street so neighbors can meet each other, share information and learn about City programs. The recruitment for National Night Out block parties would be broadened to include CORE, Homeowner Associations, and other groups. By doing this we can increase the number of events and strengthen the relationships among residents at the block level which is crucial to developing social capital and neighborhood resiliency.

**What is National Night Out?**

National Night Out is a nation-wide event held the first Tuesday in August. It is the nation's block party night where residents come together on their street for a pot luck barbeque, ice cream social or other event that will help neighbors get to know each other.

***1.6 Develop and implement a systematic door to door outreach program.***

Currently, some NSCs canvass neighborhoods as part of a Service Delivery System team effort or to engage residents around a particular issue. This recommendation builds on that experience by requiring door to door outreach from all NSCs. It will be a weekly, systematic effort to engage residents around block-level issues, recruit for Home Alert and the NCPCs, and/or provide crime prevention and other information about programs and resources.

This effort will also be coordinated with the Home Alert program so that Home Alert captains or other interested leaders can join the NSCs in canvassing neighborhoods in a resident-to-resident recruitment effort. Staff and volunteers will be provided appropriate safety training and every precaution will be taken to insure their safety, including the development of a safety protocol.

**What is the Community Summit?**

The Summit is an annual citywide event sponsored by the Community Policing Advisory Board and the Home Alert Steering Committee. It is a forum for grassroots leaders involved at the block, neighborhood & citywide levels to come together to network, share information, build their skills, learn about issues and opportunities, and recognize and celebrate success.



**1.7 *Coordinate recruitment efforts with other block-level City-sponsored volunteer efforts.***

Neighborhood Services Coordinators currently encourage resident participation in a variety of city programs and events such as Earth Day or Creek to Bay Day. However, coordination in terms of materials and outreach among departments with block and neighborhood level programs can be improved so that residents are offered a coordinated *menu* of activities they can be involved in regardless of the originating department. For example, Home Alert groups can be recruited to participate in the CORE training sponsored by the Fire Department or in the Maintain-a-Drain program sponsored by Public Works and vice versa.

**1.8 *Neighborhood Services Program to include the Community Summit and National Night Out***

The NSCs and the Home Alert Coordinator will partner with the Community Policing Advisory Board, and the Home Alert Steering Committee to organize the annual Community Summit and National Night Out to insure participation from leaders at all levels.

**1.9 *Revise and/or develop outreach tools.***

Develop a webpage for the NSP and develop links to other city volunteer efforts. Review and update current outreach materials.

**1.10 *Community Engagement Newsletter***

Establish a Community Engagement Newsletter that includes information about NCPCs, Home Alert, CORE, and other programs, and more generally, community engagement efforts across Oakland. The quarterly newsletter, *Neighbor to Neighbor*, will be coordinated by staff and written with input from residents who are involved in community building efforts. The newsletter will be produced both electronically and in hard copy.

**Goal 2: Adopt the principles of community organizing as the operating principles of the Neighborhood Services Program.**

Community organizing practice offers a valuable set of principles and techniques to engage residents in community life. It has also proven useful in other jurisdictions in providing a methodology to actualize the community policing philosophy. Integrating community organizing with the NSP program will provide the program with a strong methodological focus and central organizing principles.

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***STRATEGIES TO ACHIEVE THIS GOAL:***

**2.1 *Redraft the job description of the Neighborhood Services Coordinators.***

Redraft the NSC job description to include such community organizing skills as the ability to identify, train, and develop grassroots leaders to effectively solve problems and build strong grassroots groups such as Home Alert and the NCPCs.

**2.2 Train the Neighborhood Services Coordinators and the Home Alert Coordinator in community organizing**

The NSCs and the Home Alert Coordinator are an important part of the City of Oakland’s community policing program. Created under Resolution 72727, they are primarily responsible for crime prevention education and supporting the NCPCs.

Providing staff with training in community organizing will enable them to more effectively identify, train, and develop grassroots leaders at the block, neighborhood, and citywide levels.

**2.3 Provide training and mentoring to community leaders**

Develop a leadership training program for grassroots leaders involved in city-sponsored programs. Training topics may include navigating city government, tools for neighborhood outreach, running effective meetings, public speaking, and conflict resolution techniques. The program will be provided through existing NSP and other City training resources, and will be offered in different languages. Residents will also be encouraged to participate in City sponsored training opportunities such as the Citizens Academy.

**What are the principles of community organizing?**

1. Assist residents in winning concrete improvements on their blocks and in their neighborhoods.
2. Empower residents to speak and act effectively on their own behalf by helping residents improve their skills through training, modeling and mentoring.
3. Encourage residents to participate in the deliberative process by active participation in civic life and the democratic process.
4. Help residents build strong, effective grassroots groups and organizations such as Home Alert and the NCPCs to help sustain resident involvement over time.

**Goal 3: Improve the coordination, management and accountability of the Neighborhood Services Program**

These recommendations will serve to enhance communication among NSCs, focus responsibility, improve coordination of efforts, and strengthen staff accountability.

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***STRATEGIES TO ACHIEVE THIS GOAL:***

**3.1 Base staff in one location**

All NSCs, the Home Alert Coordinator, and the Neighborhood Services Manager will locate to 250 Frank Ogawa Plaza, 6<sup>th</sup> floor as their central operational base.

Neighborhood locations will be retained for field duties and community meetings. All staff will report to the central office. As appropriate, after check in and briefing with the Neighborhood Services Manager, staff can re-locate to the neighborhood offices. A central office for staff will improve teamwork, coordination of activities and overall management and supervision. The Neighborhood Services Coordinators will remain civilian employees of the Police Department.

***3.2 Create two Lead NSC positions***

Develop a Lead Neighborhood Service Coordinator position and promote two existing NSCs into those positions to: work with a team of NSCs to provide coordination of team activities, facilitate discussion of common problems, provide mentoring on organizing issues, and facilitate common organizing efforts. The Lead NSC would retain their regular NSC duties in addition to this function. This position would provide an advancement opportunity for NSCs for those interested in working at a higher level of skill and responsibility.

***3.3 Increase coordination and usage of 444-City and the Oaklanders Assistance Center.***

The Oaklanders Assistance Center “OAC” was formed to address inquiries and complaints from the community through information and referral and case management services. OAC staff has some of the strongest customer service skills in the City and the broadest knowledge of City government. Increasing coordination with OAC will enable the NSCs to streamline their workload and focus on implementing the recommendations in this report. Instituting a feedback mechanism will insure NSCs are kept abreast of inquiries, and patterns of calls, etc.

***3.4 Interface with City staff.***

With the exception of assignments from SDS Teams and PSA Lieutenants, requests from OPD and other departments for NSC assistance will go through the Neighborhood Services Manager for assignment based on NSC workload and priorities.

***3.5 Utilize accepted management tools for greater staff coordination, management and accountability***

The Neighborhood Services Manager will utilize tools such as daily activity logs, major projects lists, weekly staff meetings, and individual briefings to increase the oversight and coordination of staff activity.

***3.6 Neighborhood Services Manager will complete the annual NSC staff evaluations***

The Neighborhood Services Manager will develop annual performance plans with the NSCs and complete annual NSC staff evaluations.

***3.7 Upgrade and improve utilization of communications equipment***

All NSCs have/will receive computer upgrades so they can be networked with other staff and can utilize upgraded software. All NSCs will be trained to use the calendar function on the computer and keep it updated with the Neighborhood Services Manager as the proxy. All NSCs will be available by cell phone while on duty.

***3.8 Re-determine beat assignments***

There is an inequitable distribution of beat assignments among NSC due to a vacant position which resulted in some NSCs being assigned additional beats. The average assignment is three beats per NSC; however some have as many as six and some as

few as two. With the hiring of a seventeenth NSC, beat assignments will be re-determined to balance workload, and consider language needs of the community.

### **3.9 Recognition**

At least once per year, formally recognize the efforts of staff and NSP program volunteers.

### **3.10 Annual Report to Council**

An annual report will be given highlighting successes, challenges and changes in program implementation. Progress will be measured against the goals outlined, and the implementation plan will be updated yearly.

## **SUSTAINABLE OPPORTUNITIES**

Economic: The NSP support a variety of community building, beautification and crime prevention activities in the community. These activities result in productive increases in social capital and reductions in criminal activity which actively decreases the flight of local capital out of the community and contributes to the overall livability and desirability of Oakland's neighborhoods.

Environmental: The NSP leverages community resources by encouraging residents to utilize their collective energy and materials to solve problems. Whenever possible, recycled materials are used in clean-up and beautification projects.

Social Equity: The NSP promotes leadership and awareness of crime issues toward the goal of neighborhood empowerment and social equity.

## **DISABILITY AND SENIOR CITIZEN ACCESS**

NSP program and events are open to residents of all ages and are accessible.

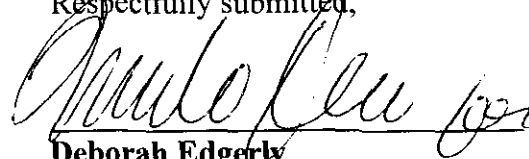
## **RECOMMENDATION(S) AND RATIONALE**

The approval of the recommendations and amending Resolution 72727 will enable the City Administrator to move forward with Neighborhood Services Program improvements over the next twelve months. This will improve community involvement and participation in the City's community policing program and allow modifications for the Neighborhood Services Coordinator position to move forward.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that the City Council approve the recommendations contained herein and amend Resolution 72727.

Respectfully submitted,



**Deborah Edgerly**  
City Administrator

Prepared by: Wayne Tucker  
Chief of Police, and  
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Neighborhood Services Manager  
City Administrator's Office

# OAKLAND CITY COUNCIL

RESOLUTION NO. \_\_\_\_\_ C. M. S.

INTRODUCED BY COUNCILMEMBER \_\_\_\_\_

OFFICE OF THE CITY CLERK  
OAKLAND  
2005 APR 13 PM 6:24  
*Rocío Quiñones*

RESOLUTION AMENDING RESOLUTION NO. 72727 C.M.S., WHICH IMPLEMENTED THE CITY OF OAKLAND'S COMMUNITY POLICING POLICY, TO PROVIDE A STRUCTURED APPROACH TO COMMUNITY INVOLVEMENT

WHEREAS, the people of Oakland require that their municipal government provide police services in the manner calculated to best insure public safety; and

WHEREAS, for the last two decades cities and police departments across the United States have adopted strategies to reduce reliance on 911-response policing and instead utilize approaches known as "Community Oriented Policing," "Problem Oriented Policing," or "Community Policing;" and

WHEREAS, the experience of the police departments which have adopted community policing strategy demonstrates the effectiveness of this approach in both reducing crime levels and increasing public sense of safety; and

WHEREAS, the Oakland Police Department has been a pioneer in the development and utilization of community policing strategies through such programs as Beat Health, Neighborhood Watch, and Home Alert; and assuming a leadership role in comparable efforts by the Oakland Housing Authority; and

WHEREAS, on June 11, 1996 the City Council of the City of Oakland passed Resolution No. 72727 to implement the community policing program in the City of Oakland and this Resolution was subsequently amended by Resolution No. 73185 C.M.S on December 17, 1996 and by Resolution No. 73916 C.M.S. on November 4, 1997; and

WHEREAS, community policing creates a working partnership between the community and the police to analyze neighborhood problems, set priorities, develop strategies, and work together to improve the quality of life in our neighborhoods; and

WHEREAS, community policing focuses on issues of ongoing public concern rather than specific incidents as reported; and

WHEREAS, community policing employs a comprehensive City inter-departmental approach to solving neighborhood problems; and

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;

NOW THEREFORE, the City Council of the City of Oakland hereby adopts the following policies for the implementation and institutionalization of community policing:

## **Section 1 - Title and Philosophy**

- 1.1 This program shall be known as the Community Policing Program of the City of Oakland.
- 1.2 Four principles govern the Community Policing Program of the City of Oakland:
  - 1.2.1 Its purpose is to reduce crime, enhance public safety, and to improve quality of life.
  - 1.2.2 It is a peer level partnership between the community, the Police Department, and other city agencies.
  - 1.2.3 In contrast to the 911 emergency response system, it addresses long term, chronic problems using proactive, collaborative problem solving methods.
  - 1.2.4 It fosters a geographically based crime prevention effort on three levels: at the block level, at the neighborhood level, and at the citywide level.
- 1.3 Community policing is hereby reaffirmed as the public safety policy and philosophy of the City of Oakland.

## **Section 2 - Police Beats**

- 2.1 Police beats shall conform as nearly as possible to the natural boundaries of neighborhoods and communities in the City of Oakland, taking into account historical neighborhood boundaries, natural boundaries such as streams, artificial boundaries such as major thoroughfares and highways, shopping and commercial districts, and public school attendance areas. The beat boundaries shall be reviewed from time to time to accommodate the natural evolution of population and neighborhood boundaries.
- 2.2 Each police beat should, to the extent feasible, contain between 5,000 and 7,000 residents.

## **Section 3: Block Level Organization**

- 3.1 Home Alert is the block-level component of the City's Community Policing Program.
- 3.2 Home Alert will recruit and engage residents in crime prevention and problem solving through block-level organizing.
- 3.3 Home Alert Groups shall, to the extent safe and reasonable, strive to include representatives from each address on the block.
- 3.4 City Staff will partner with Home Alert Groups regarding issues of block health and safety. Home Alert Groups shall cooperate actively with police officers and other city staff and interested individuals and organizations to improve the quality of life on their blocks.
- 3.5 Once a year there will be a citywide meeting of Home Alert captains.
- 3.6 The Home Alert Coordinator will oversee the Home Alert Program and shall be a non-

sworn employee of the police department working under the supervision of the Neighborhood Services Manager.

3.7 The Neighborhood Services Manager will determine the specific duties of the Home Alert Coordinator.

3.8 The city shall encourage Home Alert captains and members to participate in neighborhood-level and citywide-level components of the Community Policing Program.

#### **Section 4 - Neighborhood Level Organization**

4.1 Neighborhood Councils (also known as Neighborhood Crime Prevention Councils or NCPCs) are the neighborhood-level component of the City's Community Policing Program.

4.2 A Neighborhood Council shall be established and maintained in each police beat.

4.3 Neighborhood Councils shall strive to include representatives of a variety of organizations sensitive to community needs and interests, such as, but not limited to, community organizations, service groups, Home Alert groups, church organizations, youth groups, labor unions, merchant associations, school parent-teacher organizations, as well as interested members of the community.

4.4 Neighborhood Councils shall meet regularly, as determined by their members, but at least quarterly.

4.5 *Meetings of Neighborhood Councils shall be publicly announced.*

4.6 All meetings of Neighborhood Councils shall be public. The Neighborhood Services Coordinators and Community Policing Officers shall be directed to attend meetings of the Neighborhood Council. Other city staff shall attend Neighborhood Council meetings when appropriate or as requested.

4.7 Meetings of Neighborhood Councils shall be democratically run, but need not conform strictly to Robert's Rules of Order.

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.

4.9 Each Neighborhood Council shall adopt written bylaws to govern the conduct of its meetings. These bylaws must include a requirement for annual elections of any leadership positions, whether they are called officers, steering committee members, or other names. These bylaws shall be available to all residents of the police beat.

4.10 Neighborhood Service Coordinators, police officers assigned to the beat, and employees of other city departments shall meet with Neighborhood Councils to identify neighborhood concerns



regarding issues of public health and safety, establish priorities for law enforcement efforts, and develop strategies to resolve public health, safety, neighborhood improvement and revitalization, and other concerns.

4.11 Neighborhood Councils shall cooperate actively with police officers and other public employees and interested individuals and organizations to improve the quality of life in their neighborhoods, through such activities as involvement in litter and graffiti abatement, community patrols, providing supervision for youth recreation activities, monitoring problems at liquor stores, and other actions.

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, and a center for the provision of activities and services to residents of that police beat. To the extent possible public facilities, which can accommodate a large range of activities, such as youth recreation and classes for adults, shall be utilized as community centers. The City Council shall solicit the cooperation of the Oakland Unified School District in making school facilities available for Neighborhood Council meetings without charge to the community.

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 5 – Citywide Organization**

5.1 The Community Policing Advisory Board (CPAB) and the Home Alert Steering Committee (HASC) are citywide advocates for community policing, and help bring the block and neighborhood groups together as a citywide voice for community policing.

5.2 The Community Policing Advisory Board (CPAB) shall be comprised of the following fifteen appointees:

5.2.1 Three members appointed by the Mayor.

5.2.2 One Member appointed by each Councilperson (total of eight appointees).

5.2.3 One Member appointed by the Board of Commissioners of the Oakland Housing Authority

5.2.4 One member appointed by the Board of Trustees of the Oakland Unified School District.

5.2.5 *Two members appointed by the Oakland Home Alert Steering Committee.*

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.

5.4 A member selected by the Board shall serve as the Community Policing Advisory Board Chairperson.

5.5 As part of its responsibilities for overseeing and monitoring the implementation of Resolution 72727 C.M.S., the Community Policing Advisory Board has the authority to establish a process to include documentation for certifying that Neighborhood Councils have been organized and continue to function in compliance with the requirements of this resolution. Should the Board discover that a Neighborhood Council is not in compliance, it has the authority to withdraw certification from that Neighborhood Council and require that it reorganize itself and reapply for certification.

5.6 The Board may hear and mediate disputes relating to a Neighborhood Council's compliance with Resolution 72727 C.M.S.

5.7 To facilitate the Community Policing Advisory Board in carrying out its duties, the Oakland Police Department will consult the Board before implementing policy, operational or organizational changes that will affect the functioning and operation of Community Policing as described in the provisions of Resolution 72727 C.M.S.

5.8 The City Administrator or his designated representative and Chief of Police shall attend advisory board meetings and provide the advisory board with all information it deems necessary to carry out its responsibilities.

5.9 The City Council shall provide the Community Policing Advisory Board with sufficient funding for its activities, including attendance at conferences, observation of community policing programs elsewhere in the country, and retaining consultants to assist it with its responsibilities.

5.10 The Home Alert Steering Committee (HASC) is an advisory group drawn from Home Alert participants and other interested residents to provide advice and feedback regarding the Home Alert Program. The HASC is sponsored by the Oakland Police Department.

5.11 The CPAB, HASC, Police Department and City Council will sponsor an annual citywide Community Policing Summit.

## **Section 6 – Neighborhood Services Coordinator**

6.1 The City shall assign a Neighborhood Services Coordinator (NSC) to each community policing beat.

6.2 The Neighborhood Services Coordinator shall be a non-sworn employee of the police department working under the supervision of the Neighborhood Services Manager.

6.3 To the extent allowed by law Neighborhood Services Coordinators shall be residents of Oakland.

6.4 Neighborhood Services Coordinators shall receive sufficient training and supervision to adequately perform their duties.

6.5 The Neighborhood Services Coordinator shall have, but no be limited do, the following duties:

6.5.1 Organization of the Neighborhood Council for that community policing beat.

6.5.2 Assist the leaders of the neighborhood council to develop peer level partnerships with the police to solve problems.

6.5.3 Initiate contact with residents, block level organizations, merchant and community organizations of the beat for participation in crime prevention and community engagement efforts.

6.5.4 Working with the Neighborhood Council, other residents, police officers and employees of other city agencies and other institutions to establish priorities and develop and implement community policing strategies and other activities to improve the safety and health of the community.

6.6 The Neighborhood Services Manager shall determine the specific duties or job description of the Neighborhood Services Coordinators. The NSC job description shall be available to the public upon request.

## **Section 7 – Police Staffing**

7.1 All City of Oakland police officers shall be trained in the philosophy and practice of community policing and problem solving.

7.2 Police officers assigned to each community policing beat shall be known as Community Police Officers. Community Police Officers shall focus their efforts on problem solving and quality of life improvement on their community policing beat, and shall not be routinely reassigned to 911 patrol or other non-community policing duties.

7.3 The City shall staff each police beat with community police officers, a minimum of one officer per police beat.

7.4 Assignments of Community Police Officers to beats shall be made for terms in accordance with Police Department policy. As a specialized assignment, they can remain in this assignment for six years with extensions of up to two years as approved by the Chief of Police. The city will negotiate applicable agreements with employee organizations to allow such six-year assignments.

7.5 Community Police Officers assigned to each beat shall work with any assigned Neighborhood Council and Neighborhood Services Coordinator in that beat to carry out the objectives established by the Neighborhood Council.

7.6 Specialized police units shall be decentralized to the extent possible in order to establish

continuity of services and relationships between police department personnel assigned to such units and community residents, community police officers, Neighborhood Councils, and Neighborhood Services Coordinators.

**Section 8 – Implementation**

8.1 The City Administrator or his/her designated agency head(s) shall be primarily responsible for the implementation of this program.

8.2 The implementation of this program shall require the cooperation of all city departments. The City Administrator shall establish an inter-departmental coordinating committee to insure the prioritization of community policing programs and activities by all relevant city departments and employees.

8.3 City staff shall work with other public agencies, the non-profit sector, and the business community to insure the successful implementation of this program.

In council, Oakland, California, \_\_\_\_\_, 2005

**PASSED BY THE FOLLOWING VOTE:**

AYES– BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID AND  
PRESIDENT DE LA FUENTE

NOES–

ABSENT–

ABSTENTION–

ATTEST: \_\_\_\_\_

LaTonda Simmons  
Interim City Clerk and Clerk of the Council  
of the City of Oakland, California

**Red Line Version of Resolution 72727**

**A Resolution Establishing Implementation  
of the City of Oakland's Community Policing Policy**

WHEREAS, the people of Oakland require that their municipal government provide police services in the manner calculated to best insure public safety; and

WHEREAS, for the last two decades cities and police departments across the United States have adopted strategies to reduce reliance on 911-response policing and instead utilize approaches known as "Community Oriented Policing," "Problem Oriented Policing," or "Community Policing;" and

WHEREAS, the experience of the police departments which have adopted community policing strategy demonstrates the effectiveness of this approach in both reducing crime levels and increasing public sense of safety; and

WHEREAS, the Oakland Police Department has been a pioneer in the development and utilization of community policing strategies through such programs as Beat Health, Neighborhood Watch, and Home Alert; and assuming a leadership role in comparable efforts by the Oakland Housing Authority; and

WHEREAS, community policing creates a working partnership between the community and the police to analyze neighborhood problems, set priorities, develop strategies, and work together to improve the quality of life in our neighborhoods; and

WHEREAS, community policing focuses on issues of ongoing public concern rather than specific incidents as reported; and

WHEREAS, community policing employs a comprehensive City inter departmental approach to solving neighborhood problems; and

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;

NOW THEREFORE, the City Council of the City of Oakland hereby adopts the following policies for the implementation and institutionalization of community policing:

***Section 1 - Title and Philosophy***

1.1 This program shall be known as the Community Policing Program of the City of Oakland.

1.2 Four principles govern the Community Policing Program of the City of Oakland:

1.2.1 Its purpose is to reduce crime, enhance public safety, and to improve quality of life.

1.2.2 It is a peer level partnership between the community, the Police Department, and other city agencies.

1.2.3 In contrast to the 911 emergency response system, it addresses long term, chronic problems using proactive, collaborative problem solving methods.

1.2.4 It fosters a geographically based crime prevention effort on three levels: at the block level, at the neighborhood level, and at the citywide level.

1.3 Community policing is hereby reaffirmed as the public safety policy and philosophy of the City of Oakland.

***Section 2 - Police Beats***

2.1 Police beats shall conform as nearly as possible to the natural boundaries of neighborhoods and communities in the City of Oakland, taking into account historical neighborhood boundaries, natural boundaries such as streams, artificial boundaries such as major thoroughfares and highways, shopping and commercial districts, and public school attendance areas. The beat boundaries shall be reviewed from time to time to accommodate the natural evolution of population and neighborhood boundaries.

2.2 Each police beat should, to the extent feasible, contain between 5,000 and 7,000 residents.

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### **Section 3: Block Level Organization**

3.1 Home Alert is the block-level component of the City's Community Policing Program.

3.2 Home Alert will recruit and engage residents in crime prevention and problem solving through block-level organizing.

3.3 Home Alert Groups shall, to the extent safe and reasonable, strive to include representatives from each address on the block.

3.4 City Staff will partner with Home Alert Groups regarding issues of block health and safety. Home Alert Groups shall cooperate actively with police officers and other city staff and interested individuals and organizations to improve the quality of life on their blocks.

3.5 Once a year there will be a citywide meeting of Home Alert captains.

3.6 The Home Alert Coordinator will oversee the Home Alert Program and shall be a non-sworn employee of the police department working under the supervision of the Neighborhood Services Manager.

3.7 The Neighborhood Services Manager will determine the specific duties of the Home Alert Coordinator.

3.8 The city shall encourage Home Alert captains and members to participate in neighborhood-level and citywide-level components of the Community Policing Program.

### **Section 4 - Neighborhood Level Organization**

4.1 Neighborhood Councils (also known as Neighborhood Crime Prevention Councils or NCPCs) are the neighborhood-level component of the City's Community Policing Program.

4.2 A Neighborhood Council shall be established and maintained in each police beat.

4.3 Neighborhood Councils shall strive to include representatives of a variety of organizations sensitive to community needs and interests, such as, but not limited to, community organizations, service groups, Home Alert groups, church

organizations, youth groups, labor unions, merchant associations, school parent-teacher organizations, as well as interested members of the community.

4.4 Neighborhood Councils shall meet regularly, as determined by their members, but at least quarterly.

4.5 Meetings of Neighborhood Councils shall be publicly announced.

4.6 All meetings of Neighborhood Councils shall be public. ~~The Neighborhood Services Coordinators and Community Policing Officers shall be directed to attend meetings of the Neighborhood Council. Other city staff shall attend Neighborhood Council meetings when appropriate or as requested.~~

4.7 Meetings of Neighborhood Councils shall be democratically run, but need not conform strictly to Robert's Rules of Order.

~~Neighborhood councils shall, following notice to residents of the police beat and an opportunity for interested persons to speak and vote on proposals, determine their form of organization, including whether to elect officers, the titles of such officers, and whether to select and empower a steering committee to act on behalf of the council between regular meetings.~~

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.

4.9 Each Neighborhood Council shall adopt written bylaws to govern the conduct of its meetings. These bylaws must include a requirement for annual elections of any leadership positions, whether they are called officers, steering committee members, or other names. ~~These rules~~ bylaws shall be available to all residents of the police beat.

4.10 ~~Neighborhood Councils shall make every effort to meet with their Neighborhood Service Coordinators, police officers assigned to the beat, and employees of other city departments shall meet with Neighborhood Councils to identify neighborhood concerns regarding issues of public health and safety, establish priorities for law enforcement efforts, and develop strategies to resolve public health, safety, neighborhood improvement and revitalization, and other concerns.~~

4.11 Neighborhood Councils shall cooperate actively with police officers and other public employees and interested individuals and organizations to improve the quality of life in their neighborhoods, through such activities as involvement in

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litter and graffiti abatement, community patrols, providing supervision for youth recreation activities, monitoring problems at liquor stores, and other actions.

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, and a center for the provision of activities and services to residents of that police beat. To the extent possible public facilities, which can accommodate a large range of activities, such as youth recreation and classes for adults, shall be utilized as community centers. The City Council shall solicit the cooperation of the Oakland Unified School District in making school facilities available for Neighborhood Council meetings without charge to the community.

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 5 – Citywide Organization

5.1 The Community Policing Advisory Board (CPAB) and the Home Alert Steering Committee (HASC) are citywide advocates for community policing, and help bring the block and neighborhood groups together as a citywide voice for community policing.

5.2 The Community Policing Advisory Board (CPAB) shall be comprised of the following fifteen appointees:

5.2.1 Three members appointed by the Mayor.

5.2.2 One Member appointed by each Councilperson (total of eight appointees).

5.2.3 One Member appointed by the Board of Commissioners of the Oakland Housing Authority

5.2.4 One member appointed by the Board of Trustees of the Oakland Unified School District.

5.2.5 Two members appointed by the Oakland Home Alert Steering Committee.

5.3 The Community Policing Advisory Board shall oversee, monitor, and report at least ~~twice yearly~~ annually on the implementation of Resolution 72727 C.M.S.

and provide recommendations to the Mayor, City Council, City Administrator, and Director of Police Services Chief of Police on further steps necessary to carry out its objectives.

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5.4 The A member selected by the Mayor-Board shall serve as the Community Policing Advisory Board Chairperson.

5.5 As part of its responsibilities for overseeing and monitoring the implementation of Resolution 72727 C.M.S., the Community Policing Advisory Board has the authority to establish a process to include documentation for certifying that Neighborhood Councils have been organized and continue to function in compliance with the requirements of this resolution. Should the Board discover that a Neighborhood Council is not in compliance, it has the authority to withdraw certification from that Neighborhood Council and require that it reorganize itself and reapply for certification.

5.6 The Board may hear and mediate disputes relating to a Neighborhood Council's compliance with Resolution 72727 C.M.S.

5.7 To facilitate the Community Policing Advisory Board in carrying out its duties, the Oakland Police Department will consult the Board before implementing policy, operational or organizational changes that will affect the functioning and operation of Community Policing as described in the provisions of Resolution 72727 C.M.S.

Deleted: Manager

5.8 The City Administrator or his designated representative and Chief of Police shall attend advisory board meetings and provide the advisory board with all information it deems necessary to carry out its responsibilities.

5.9 The City Council shall provide the Community Policing Advisory Board with sufficient funding for its activities, including attendance at conferences, observation of community policing programs elsewhere in the country, and retaining consultants to assist it with its responsibilities.

5.10 The Home Alert Steering Committee (HASC) is an advisory group drawn from Home Alert participants and other interested residents to provide advice and feedback regarding the Home Alert Program. The HASC is sponsored by the Oakland Police Department.

5.11 The CPAB, HASC, Police Department and City Council will sponsor an annual citywide Community Policing Summit.

Section 6 – Neighborhood Services Coordinator

6.1 ~~It shall be the goal of the City to~~ The City shall assign a Neighborhood Services Coordinator (NSC) to each community policing beat.

6.2 The Neighborhood Services Coordinator shall be a non-sworn employee of the police department working under the supervision of the Neighborhood Services Manager.

6.3 To the extent allowed by law Neighborhood Services Coordinators shall be residents of Oakland.

6.4 Neighborhood Services Coordinators shall receive sufficient training and supervision to adequately perform their duties.

6.5 The Neighborhood Services Coordinator shall have, but not be limited to, the following duties:

6.5.1 Organization of the Neighborhood Council for that community policing beat.

6.5.2 Assist the leaders of the neighborhood council to develop peer level partnerships with the police to solve problems.

6.5.3 Initiate contact with residents, block level organizations, merchant and community organizations of the beat for participation in crime prevention and community engagement efforts.

6.5.4 Working with the Neighborhood Council, other residents, police officers, and employees of other city agencies and other institutions to establish priorities and develop and implement community policing strategies and other activities to improve the safety and health of the community.

6.6 The Neighborhood Services Manager shall determine the specific duties or job description of the Neighborhood Services Coordinators. The NSC job description shall be available to the public upon request.

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**Deleted:** 6.5.5 . Coordination of special events and programs to assist community development and crime prevention efforts.¶

Section 7 – Police Staffing

7.1 All City of Oakland police officers shall be trained in the philosophy and practice of community policing and problem solving.

7.2 Police officers assigned to each community policing beat shall be known as Community Police Officers. Community Police Officers shall focus their efforts on problem-solving and quality of life improvement on their community policing beat, and shall not be routinely reassigned to 911 patrol or other non-community policing duties.

7.3 It shall be the goal of The City shall to staff each police beat fully with community police officers, a minimum of one officer per police beat.

7.4 Assignments of Community Police Officers to beats shall be made for terms in accordance with Police Department policy. As a specialized assignment, they can remain in this assignment for six years with extensions of up to two years as approved by the Chief of Police. The city will negotiate applicable agreements with employee organizations to allow such six-year assignments. To the extent possible, and if consistent with applicable agreements with employee organizations, assignments of community police officers to beats and shifts shall be made for terms of no less than two years.

7.5 Community Police Officers assigned to each beat shall work with any assigned Neighborhood Council and Neighborhood Services Coordinator in that beat to carry out the objectives established by the Neighborhood Council.

Deleted: of this program

7.6 Specialized police units shall be decentralized to the extent possible in order to establish continuity of services and relationships between police department personnel assigned to such units and community residents, community police officers, Neighborhood Councils, and Neighborhood Services Coordinators.

### **Section 8 - Implementation**

8.1 The City Administrator or his/her designated agency head(s) shall be primarily responsible for the implementation of this program.

Deleted: Manager

8.2 The implementation of this program shall require the cooperation of all city departments. The City Administrator shall establish an inter-departmental coordinating committee to insure the prioritization of community policing programs and activities by all relevant city departments and employees.

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8.3 City staff shall work with other public agencies, the non-profit sector, and the business community to insure the successful implementation of this program.

OAKLAND CITY COUNCIL  
RESOLUTION NO. 72727 C. M. S.

WR  
Exhibit A

INTRODUCED BY COUNCILMEMBER \_\_\_\_\_

WPR:trc

**A RESOLUTION ESTABLISHING IMPLEMENTATION OF THE  
CITY OF OAKLAND'S COMMUNITY POLICING POLICY**

WHEREAS, the people of Oakland require that their municipal government provide police services in the manner calculated to best insure public safety; and

WHEREAS, for the last two decades cities and police departments across the United States have adopted strategies to reduce reliance on 911-response policing and instead utilize approaches known as "Community Oriented Policing," "Problem Oriented Policing," or "Community Policing;" and

WHEREAS, the experience of the police departments which have adopted community policing strategy demonstrates the effectiveness of this approach in both reducing crime levels and increasing public sense of safety; and

WHEREAS, the Oakland Police Department has been a pioneer in the development and utilization of community policing strategies through such programs as Beat Health, Neighborhood Watch, and Home Alert; and assuming a leadership role in comparable efforts by the Oakland Housing Authority; and

WHEREAS, community policing creates a working partnership between the community and the police to analyze neighborhood problems, set priorities, develop strategies, and work together to improve the quality of life in our neighborhoods; and

WHEREAS, community policing focuses on issues of ongoing public concern rather than specific incidents as reported; and

WHEREAS, community policing employs a comprehensive City inter departmental approach to solving neighborhood problems; and

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;

NOW THEREFORE, the City Council of the City of Oakland hereby adopts the following policies for the implementation and institutionalization of community policing:

### Section 1 - Title and Philosophy

1.1. This program shall be known as the Community Policing Program of the City of Oakland.

1.2. Community policing is hereby reaffirmed as the public safety policy and philosophy of the City of Oakland.

### Section 2 - Police Beats

2.1. Police beats shall be established to as nearly as possible conform to the natural boundaries of neighborhoods and communities in the City of Oakland, taking into account historical neighborhood boundaries, natural boundaries such as streams, artificial boundaries such as major thoroughfares and highways, shopping and commercial districts, and public school attendance areas.

2.2. Each police beat should, to the extent feasible, contain between 5,000 and 7,000 residents.

### Section 3 - Neighborhood Councils

3.1. A neighborhood council shall be established in each police beat.

3.2. Neighborhood councils shall strive to include representatives of a variety of organizations sensitive to community needs and interests, such as, but not limited to, community organizations, service groups, Home Alert groups, church organizations, youth groups, labor unions, merchant associations, school parent-teacher organizations, as well as interested members of the community.

3.2.1. Neighborhood councils shall meet regularly, as determined by their members, but at least quarterly.

3.2.2. Meetings of neighborhood councils shall be publicly announced.

3.2.3. All meetings of neighborhood councils shall be public. Whenever feasible, the City's Neighborhood Services Coordinator, dedicated beat officer, and other city staff assigned to the beat shall be directed to attend meetings of the neighborhood council.

3.2.4. Meetings of neighborhood councils shall be democratically run, but need not conform strictly to Robert's Rules of Order.

3.2.5. Neighborhood councils shall, following notice to residents of the police beat and an opportunity for interested persons to speak and vote on proposals, determine their form of organization, including whether to elect officers, the titles of such officers, and whether to select and empower a steering committee to act on behalf of the council between regular meetings.

3.2.6. Each neighborhood council shall adopt written rules to govern the conduct of its meetings. These rules shall be available to all residents of the police beat.

3.3. Neighborhood councils shall make every effort to meet with their Neighborhood Services Coordinators, police officers assigned to their beat, and employees of other city departments to identify neighborhood concerns regarding issues of public health and safety, establish priorities for law enforcement efforts, and develop strategies to resolve public health, safety, and other concerns.

3.4. Neighborhood councils shall cooperate actively with police officers and other public employees and interested individuals and organizations to improve the quality of life in their neighborhoods, through such activities as involvement in litter and graffiti abatement, community patrols, providing supervision for youth recreation activities, monitoring problems at liquor stores, and other actions.

3.5. 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, and a center for the provision of activities and services to residents of that police

beat. To the extent possible public facilities, which can accommodate a large range of activities, such as youth recreation and classes for adults, shall be utilized as community centers. The City Council shall solicit the cooperation of the Oakland Unified School District in making school facilities available for Neighborhood Council meetings without charge to the community.

#### Section 4 - Neighborhood Services Coordinator

4.1. It shall be a goal of the City to assign a Neighborhood Services Coordinator to each community policing beat.

4.1.1. Neighborhood Services Coordinators shall be non-sworn employees of the police department.

4.1.2. To the extent allowed by law Neighborhood Services Coordinators shall be residents of Oakland.

4.1.3. Neighborhood Services Coordinators shall receive sufficient training and supervision to adequately perform their duties.

4.2. The Neighborhood Services Coordinator shall work under the supervision of the police command structure for that community policing beat.

4.3. The Neighborhood Services Coordinator shall have the following responsibilities:

(a) Organization of the Neighborhood Council for that community policing beat;

(b) Acting as staff for the Neighborhood Council in that community policing beat;

(c) Initiating contact with each resident of the beat;

(d) Assessing neighborhood concerns and identifying neighborhood problems;

(e) Working with the Neighborhood Council, other residents, police officers, and employees of other city agencies and other institutions to



establish priorities and develop and implement community policing strategies and other activities to improve the safety and health of the community;

(f) Coordination of special events and programs to assist community development and crime prevention efforts.

## Section 5 - Police Staffing

5.1. All City of Oakland police officers shall be trained in the philosophy and practice of community policing.

5.1.1. Police officers shall be known as "community police officers."

5.2. It shall be a goal of the City to staff each police beat fully with community police officers.

5.2.1. To the extent possible, and if consistent with applicable agreements with employee organizations, assignments of community police officers to beats and shifts shall be made for terms of no less than two years.

5.2.2. Community police officers assigned to each beat shall work with any assigned Neighborhood Council and Neighborhood Services Coordinator in that beat to carry out the objectives of this program.

5.3. Specialized police units shall be decentralized to the extent possible in order to establish continuity of services and relationships between police department personnel assigned to such units and community residents, community police officers, Neighborhood Councils, and Neighborhood Services Coordinators.

## Section 6 - Implementation

6.1. The City Manager or his designated agency head(s) shall be primarily responsible for the implementation of this program.

6.2. The implementation of this program shall require the cooperation of all city departments. The City Manager shall establish an inter-departmental coordinating committee to insure the prioritization of community policing programs and activities by all relevant city departments and employees.

6.3. City staff shall work with other public agencies, the non-profit sector, and the business community to insure the successful implementation of this program.

Section 7 - Community Policing Task Force

7.1. The Mayor and City Council shall establish a nine-member Community Policing Task Force to oversee, monitor, and report at least twice yearly on the implementation of this Resolution and to provide recommendations to the Mayor, Council, City Manager, and Chief of Police on further steps necessary to carry out its objectives.

7.2. The City Manager or his designated representative and Chief of Police shall attend task force meetings and provide the task force with all information it deems necessary to carry out its responsibilities.

7.3. The City Council shall seek to provide the Community Policing Task Force with sufficient funding for its activities, including attendance at conferences, observation of community policing programs elsewhere in the country, and retaining consultants to assist it with its responsibilities.

*I certify that the foregoing is a full, true and correct copy of a Resolution passed by the City Council of the City of Oakland, California on*

JUN 11 1996

*CEDA FLOYD  
City Clerk and Clerk of the Council*

Per

*Onetha Middleton*

Deputy

OAKLAND CITY COUNCIL

RESOLUTION NO. 73185 C. M. S.

INTRODUCED BY COUNCILMEMBER

RESOLUTION AMENDING SECTION 7.1 OF RESOLUTION NO. 72727 C.M.S REGARDING THE COMMUNITY POLICING TASK FORCE

WHEREAS, on June 11, 1996, the City Council established a nine member Community Policing Task Force; and

WHEREAS, the City Council wishes to expand the Task Force to fifteen members, establish how they shall be appointed and designate a chairperson; and

WHEREAS, the City Council wishes to authorize each Councilperson to appoint one member; and

WHEREAS, the City Council wishes to authorize the Mayor to appoint three members; and

WHEREAS, the City Council wishes to authorize each of the following to appoint one member:

- Board of Commissioners of the Oakland Housing Authority,
- Board of Trustees of the Oakland Unified School District; and

WHEREAS, the City Council wishes to authorize the Oakland Home Alert Steering Committee to appoint two representatives; and

WHEREAS, the City Council wishes to designate one of the members appointed by the Mayor as the Chairperson of the Task Force; now, therefore, be it

RESOLVED: That Section 7.1 of Resolution No. 72727 C.M.S. is hereby amended to read as follows:

7.1. The Community Policing Task Force shall be comprised of the following fifteen appointees:

- Three members appointed by the Mayor,
- One member appointed by each Councilperson (total of eight appointees),
- One member appointed by the Board of Commissioners of the Oakland Housing Authority,
- One member appointed by the Board of Trustees of the Oakland Unified School District,
- Two members appointed by the Oakland Home Alert Steering Committee.

The Task Force shall oversee, monitor, and report at least twice yearly on the implementation of Resolution No. 72727 C.M.S. and provide recommendations to the Mayor, Council, City Manager, and Director of Police Services on further steps necessary to carry out its objectives.

And be it

FURTHER RESOLVED: That Section 7.1.1 is hereby added to the policies to read as follows:

7.1.1. That the member appointed by the Mayor shall serve as the Community Policing Task Force Chairperson.

Y20/CP Task Force

IN COUNCIL, OAKLAND, CALIFORNIA, DEC 17 1996, 19 \_\_\_\_\_

PASSED BY THE FOLLOWING VOTE:

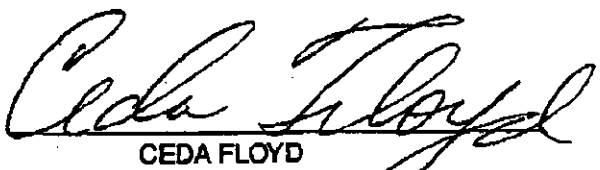
AYES-- BAYTON, DE LA FUENTE, JORDAN, MILEY, ~~MOORE, OGAWA~~, <sup>CHANG, RUSCO</sup> SPEES, WOODS-JONES, and PRESIDENT HARRIS - 9

NOES-- None

ABSENT-- None

ABSTENTION-- None

ATTEST:



CEDA FLOYD

City Clerk and Clerk of the Council  
of the City of Oakland, California

OAKLAND CITY COUNCIL

RESOLUTION NO. 73916 C.M.S.

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RESOLUTION AMENDING Sections 7, 7.1, 7.1.1, 7.2 and 7.3 of RESOLUTION NO. 72727 C.M.S., as amended by RESOLUTION NO. 73185 C.M.S. FOR THE PURPOSE OF CHANGING THE NAME OF THE ORGANIZATION "COMMUNITY POLICING TASK FORCE" TO "COMMUNITY POLICING ADVISORY BOARD"

**WHEREAS**, Resolution No. 72727 establishing implementation of the City's Community Policing Policy and establishing a Community Policing Task Force responsible for overseeing, monitoring and reporting on the implementation of Resolution No. 72727 was passed by the City Council on June 11, 1996; and

**WHEREAS**, Resolution No. 73185 C.M.S. amending Resolution No. 72727 C.M.S. by expanding the Task Force membership from nine (9) members to fifteen (15) members was passed on December 17, 1996; and

**WHEREAS**, the organization referred to as Community Policing Task Force functions more as an advisory board than a task force; and

**WHEREAS**, it is in the best interest of the City to have the name of the organization more appropriately reflect the duties of the organization; now, therefore be it

**RESOLVED**: That Resolution No. 72727 C.M.S., as amended by Resolution No. 73185 C.M.S., is hereby further amended as follows:

Section 7 - Community Policing Advisory Board

7.1 The Community Policing Advisory Board shall be comprised of the following fifteen appointees:

- Three members appointed by the Mayor,
- One member appointed by each Councilperson (total of eight appointees),
- One member appointed by the Board of Commissioners of the Oakland Housing Authority,
- One member appointed by the Board of Trustees of the Oakland Unified School District,
- Two members appointed by the Oakland Home Alert Steering Committee.

The Community Policing Advisory Board shall oversee, monitor, and report at least twice yearly on the implementation of Resolution No. 72727 C.M.S. and provide recommendations to the Mayor, Council, City Manager, and Director of Police Services on further steps necessary to carry out its objectives.

7.1.1 The member appointed by the Mayor shall serve as the Community Policing Advisory Board Chairperson.

7.2 The City Manager, or his designated representative, and Chief of Police shall attend advisory board meetings and provide the advisory board with all information it deems necessary to carry out its responsibilities.

7.3 The City Council shall seek to provide the Community Policing Advisory Board with sufficient funding for its activities, including attendance at conferences, observation of community policing programs elsewhere in the country, and retaining consultants to assist it with its responsibilities.

(Underscoring indicates amendment.)

IN COUNCIL, OAKLAND, CALIFORNIA, NOV 04 1997, 19    

PASSED BY THE FOLLOWING VOTE:

AYES- ~~BRUNNER, CHANG, DE LA FUENTE, MILEY, NADEL, REID, RUSSO, SPEES, and~~  
PRESIDENT HARRIS -5

NOES- None

ABSENT- BRUNNER/Miley-2

ABSTENTION- None

Excused- chang/Reid-2

ATTEST:

Ceda Floyd

CEDA FLOYD  
City Clerk and Clerk of the Council  
of the City of Oakland, California