



**City of Oakland - Community Policing Advisory Board**

**Annual Report to City Council - 2018**

## **EXECUTIVE SUMMARY**

The City of Oakland's Community Policing Advisory Board (**CPAB**) is pleased to present our annual report to the Public Safety Committee of the Oakland City Council. The board undertook several initiatives in 2017, as summarized below, and described in greater detail, further below.

- 1) **Survey** of Neighborhood Crime Prevention Council / Neighborhood Council (**NCPC/NC**) participants on their views on the current state of community policing in Oakland.
- 2) **NCPC/NC Outreach Funds** – the CPAB provided advice and received updates from the Neighborhood Services department on the process of outreach funds distribution, and on the amount and nature of the spending of the funds. Additionally, the CPAB requested the continuance of NCPC/NC outreach funds for the 2017-2019 budget cycle.
- 3) **Review of CRO Policy** – The CPAB provided to OPD leadership its feedback on the first draft copy of the new Community Resource Officer (CRO) policy.
- 4) **Presentation of “Definition of Community Policing”** – the CPAB chair provided several in-person presentations of its 2016 report “The Definition of Community Policing” at various NCPC/NC meetings around town.
- 5) **CRO and NSC Presentations** – The CPAB held quarterly presentations by CROs at its meetings, providing a summary of various projects across the city, and utilization of the Scanning, Analysis, Response and Assessment (S.A.R.A.) process. Additionally, the NSCs provided presentations to the Board regarding beat coverage and staffing levels, and discussed ways the NSCs and the CPAB could better partner together.
- 6) **NCPC/NC Leader Presentations** – The CPAB held one presentation by one of the NCPC/NC leaders, who shared with the Board and with other NCPC/NC leaders, her group's success at using social media to boost neighborhood outreach.

## **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.*

### **REPORT ITEM #1:**

**A Snapshot of Community Policing in Oakland:** For this year's annual CPAB report to City Council on the state of community policing, the Board solicited the input of NCPC/NC attendees and leaders, to better understand how NCPC/NC participants viewed community policing in Oakland.

The CPAB authored, reviewed and approved a written survey instrument to help gauge how participants of NCPC/NC meetings viewed the state of Community Policing in Oakland. The

Board used the survey to help assess the functioning and health of Community Policing, as viewed through the lens of:

- 1) Healthy **police-community partnerships**
- 2) Effective **problem solving practices**

## 3 Pillars of Community Policing



- Source: "Community Policing Defined", [www.cops.usdoj.gov](http://www.cops.usdoj.gov)

which the CPAB had defined as two of the three primary pillars of community policing in its 2016 "Definition of Community Policing" report to City Council. The Board surveyed NCPC/NC attendees to gauge their views on these two pillars.

### **OVERVIEW OF SURVEY METHODOLOGY:**

In prior years, the CPAB has strived to provide reports to City Council on an annual basis. In addition to feedback which the Board has heard at its regular monthly meetings, our reports include findings on the state of community policing in Oakland, driven by our board members' visits to NCPCs/NCs and conversations with NCPC/NC leaders and attendees, many of whom are Neighborhood Watch and Merchant Watch group leaders.

**Data-Driven Analysis:** This year, in an attempt to provide a more data-driven analysis of community policing in Oakland, our board decided to conduct a survey of NCPC/NC members, in person and onsite at each meeting. Surveys were distributed and collected at a total of **33 NCPC/NC meetings** between March and November 2017, and gathered feedback from over **420 respondents** in attendance (Figure 1). CPAB board members attended approximately one-half of those meetings to provide participants an overview of the process, while NSCs coordinated the distribution/collection of surveys at the meetings. (Please note: due to scheduling and logistical challenges, it proved difficult to schedule survey collection at all 45 of the city's NCPC/NCs. We hope during future surveys to be able to collect input from all NCPC/NCs across the city.)

The information from the written surveys was entered into an online database by City Administration staff, from which the data visualizations shown below were derived. The CPAB's findings have been summarized in this report, and we hope to continue these surveys annually in upcoming years, to be able to track changes in responses year over year, and determine how participant opinions regarding the state of community policing in Oakland are trending over time.

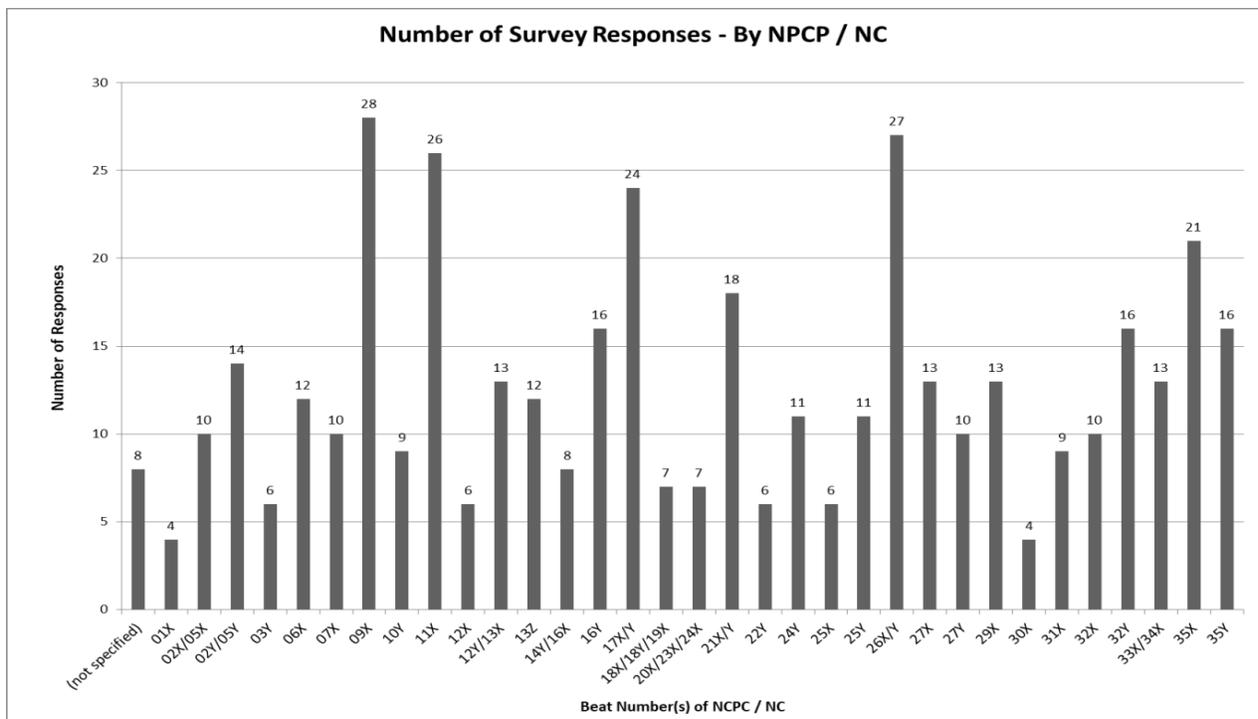


Figure 1 (Please reference Appendix E on Page 40 for a map of police beats)

\* The CPAB would like to thank all the participating NCPC/NC leaders and attendees, Neighborhood Services Coordinators (NSCs), NSC Supervisors Jacqueline Long and Felicia Verdin, as well as Assistant City Administrator Joe DeVries and his staff, for their efforts and coordination to make this survey possible.

## **FINDINGS FROM THE SURVEY:**

### **SECTION 1 Summary: Participant Activity and Motivation Regarding NCPC/NCs**

Below are included data visualizations for those survey questions that could be easily represented as a chart or graph.

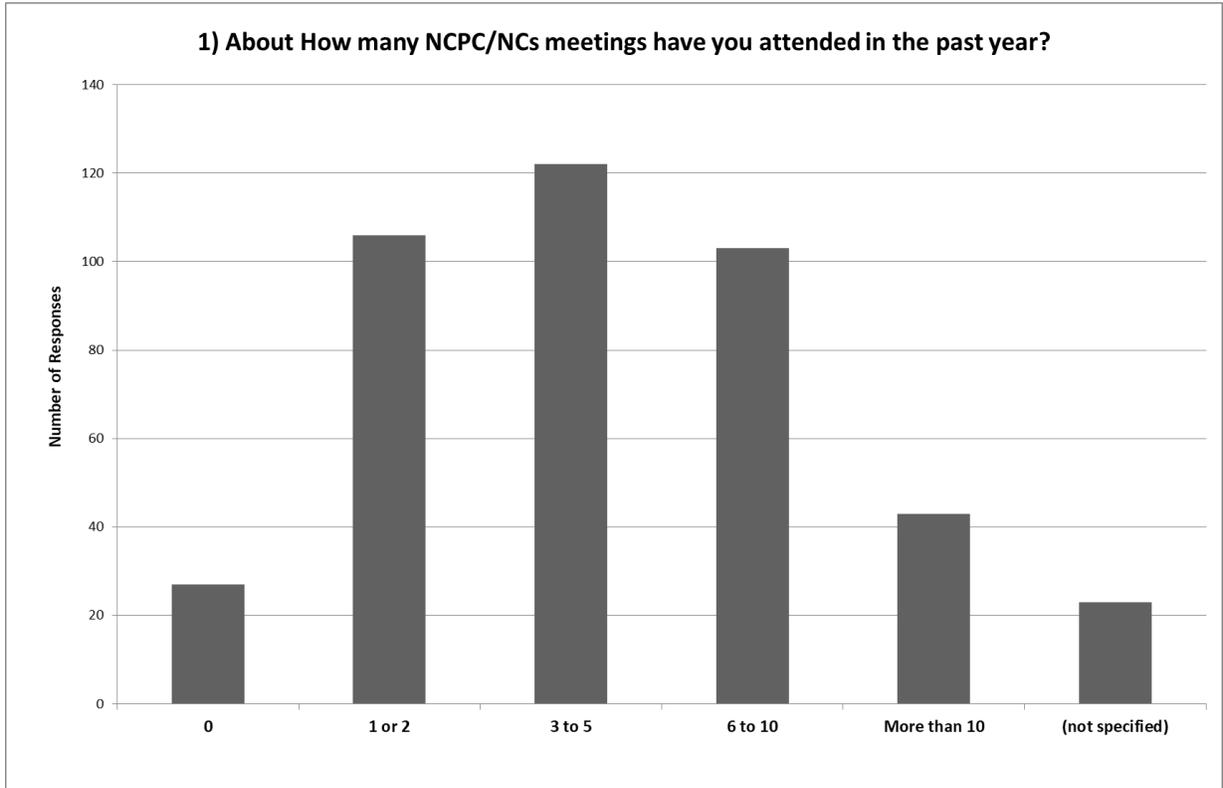


Figure 2

\*Please note that certified NCPC/NCs are required to meet at least quarterly each year, but approximately one-third of the city's NCPC/NCs hold monthly meetings, while many others meet every other month. The current meeting schedule can be found here:

<http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak068784.pdf>

**2) About how long have you been attending NCPC/NC meetings?**

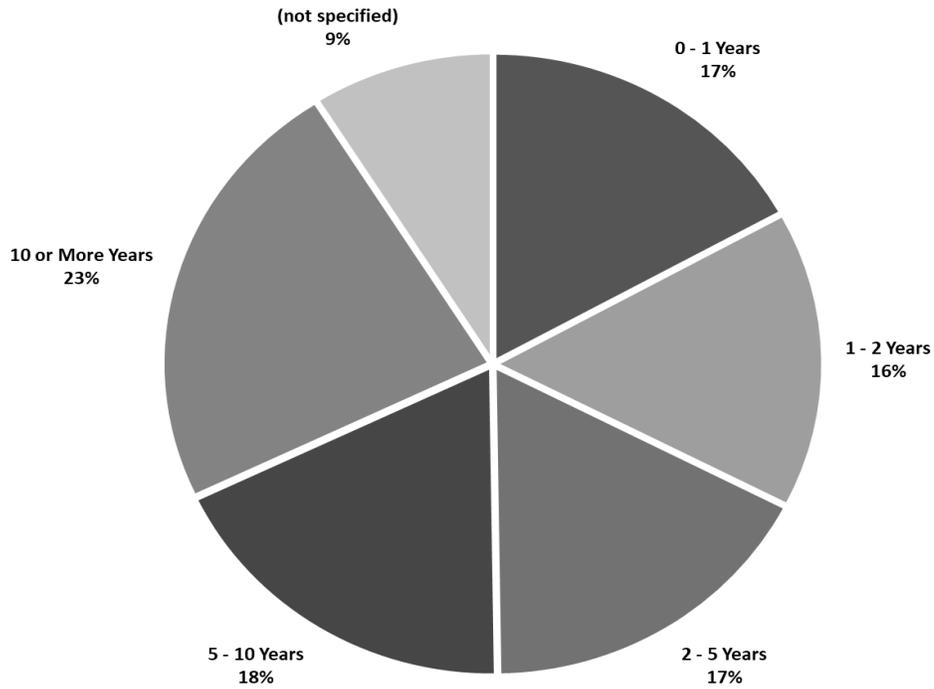


Figure 3

**3) Why do you typically come to an NCPC/NC meeting?  
(Top 4 Reponses)**

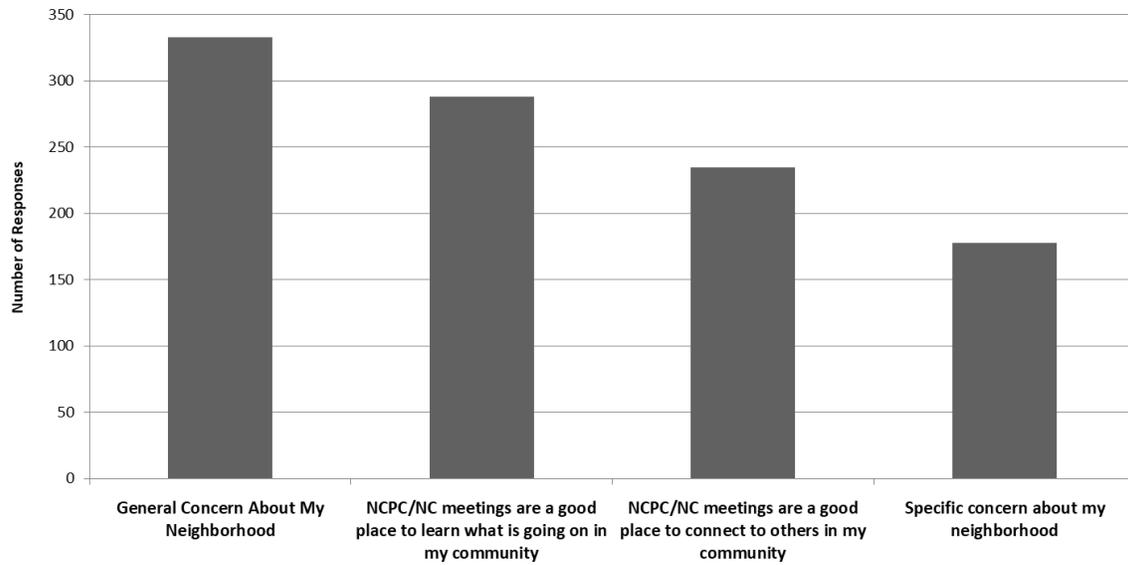


Figure 4

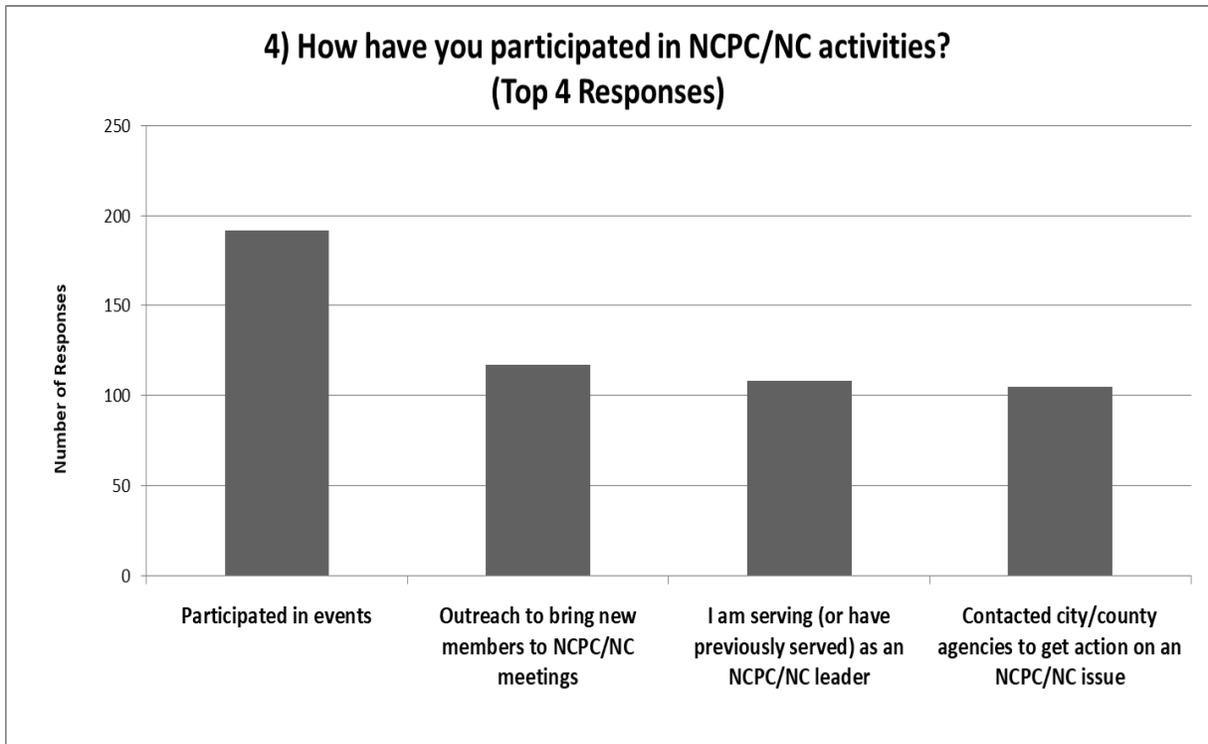


Figure 5

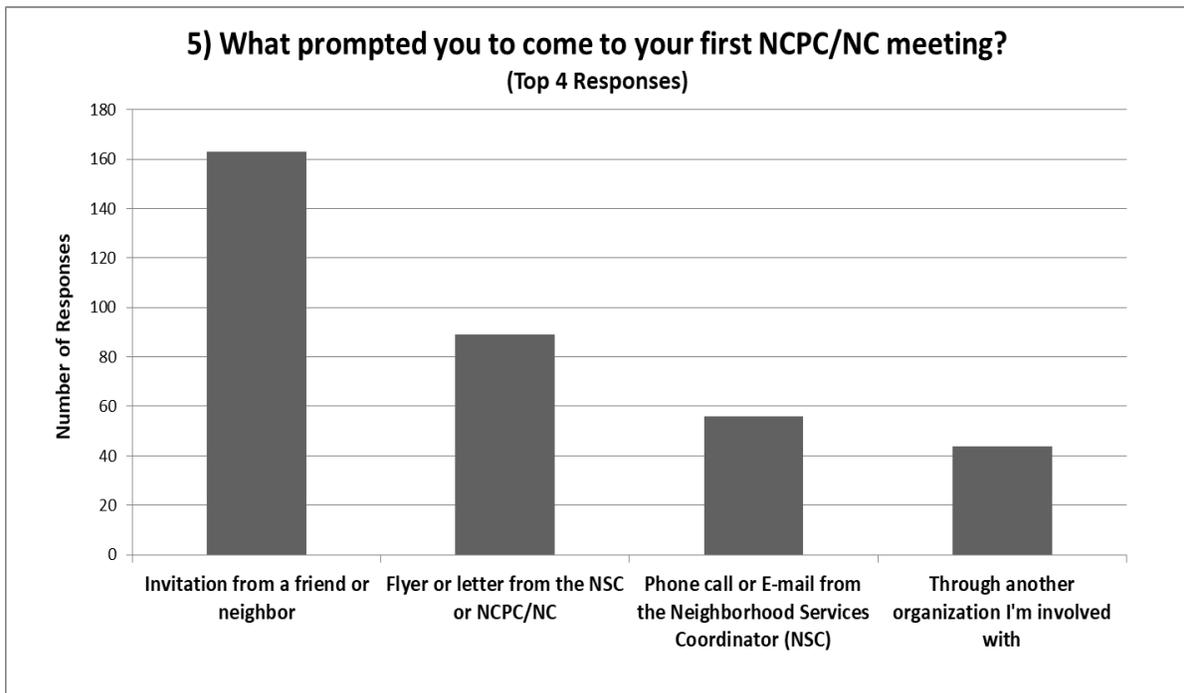


Figure 6

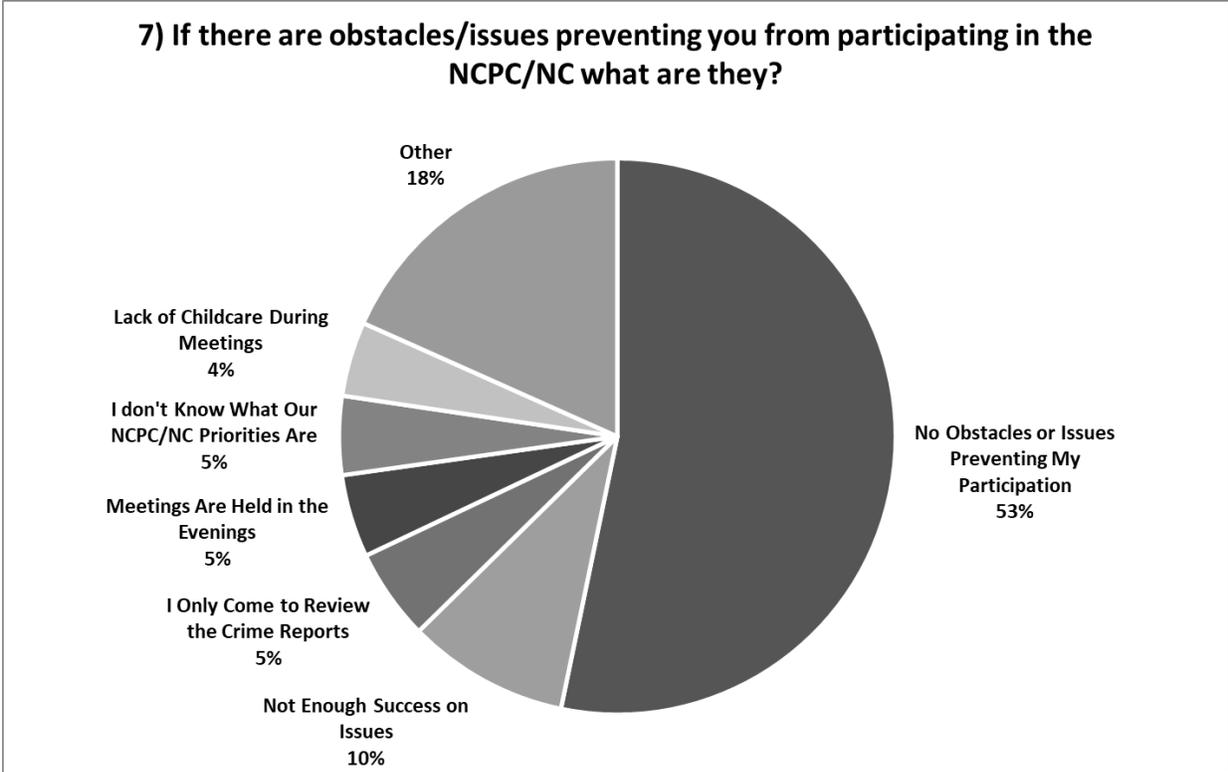


Figure 7

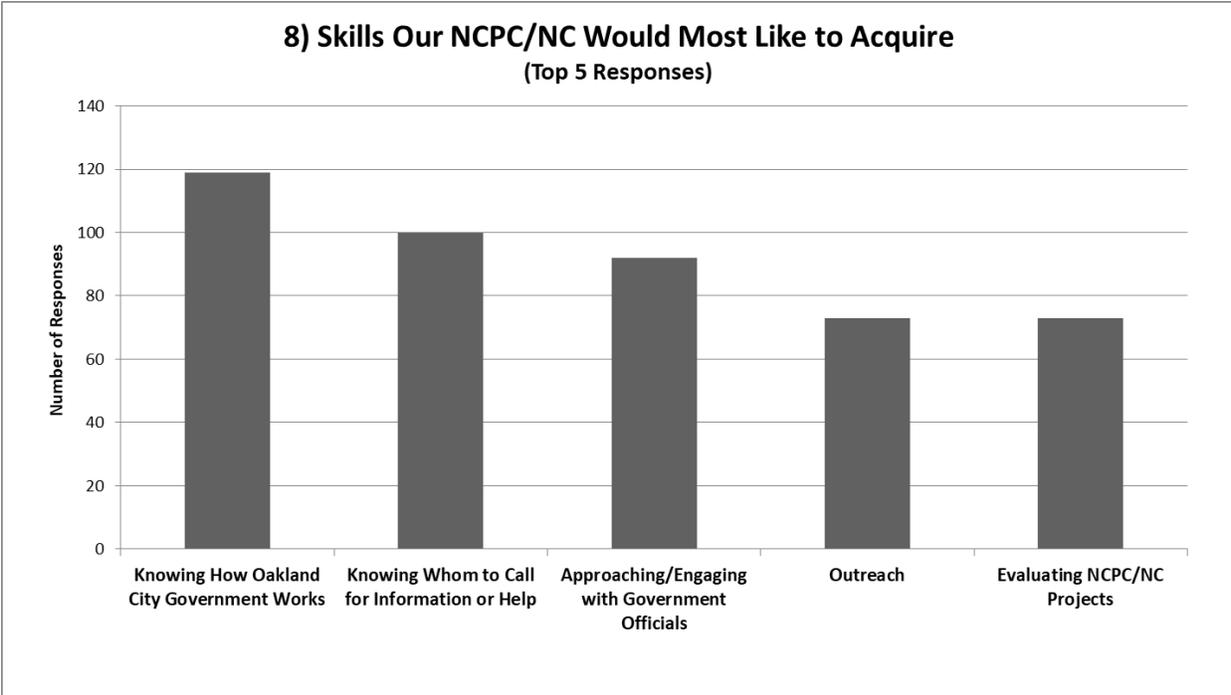


Figure 8

## **SECTION 1 - CPAB Recommendations:**

As is illustrated above, participation by survey respondents in the NCPC/NC process is both frequent (during the year), and long-standing (over a number of years). In addition to participating due to either a general or specific concern within their neighborhoods, attendees also felt that NCPC/NC meetings were a good way to learn what was happening in the community, as well as to connect with others in the community.

### The CPAB recommends:

- 1) **Personal Outreach to Broaden Participation** – Question 5 shows that personal outreach (either by NSCs and/or by NCPC/NC leaders) remains the most effective way to broaden participation in the NPCP/NC process. The CPAB would advocate for NCPC/NC leaders to continue to engage in personal outreach to their neighbors, and to local members of community and faith-based groups, as a means to increase participation in the NCPC/NC process.
- 2) **Continue to Focus on Communicating Ways to Access City Services** – Question 8 shows that a primary concern of NCPC/NC participants remains knowing how and whom to contact to engage with needed City services. The CPAB advocates for continued distribution of fliers, laminated wallet cards, refrigerator magnets, and similar easy-to use, easy-to-reference sources of information on available City services, as well as ways to contact NCPC/NC leaders.

## SECTION 2: Neighborhood Concerns, Health of Community-Police Relationships, and Problem-Solving Effectiveness

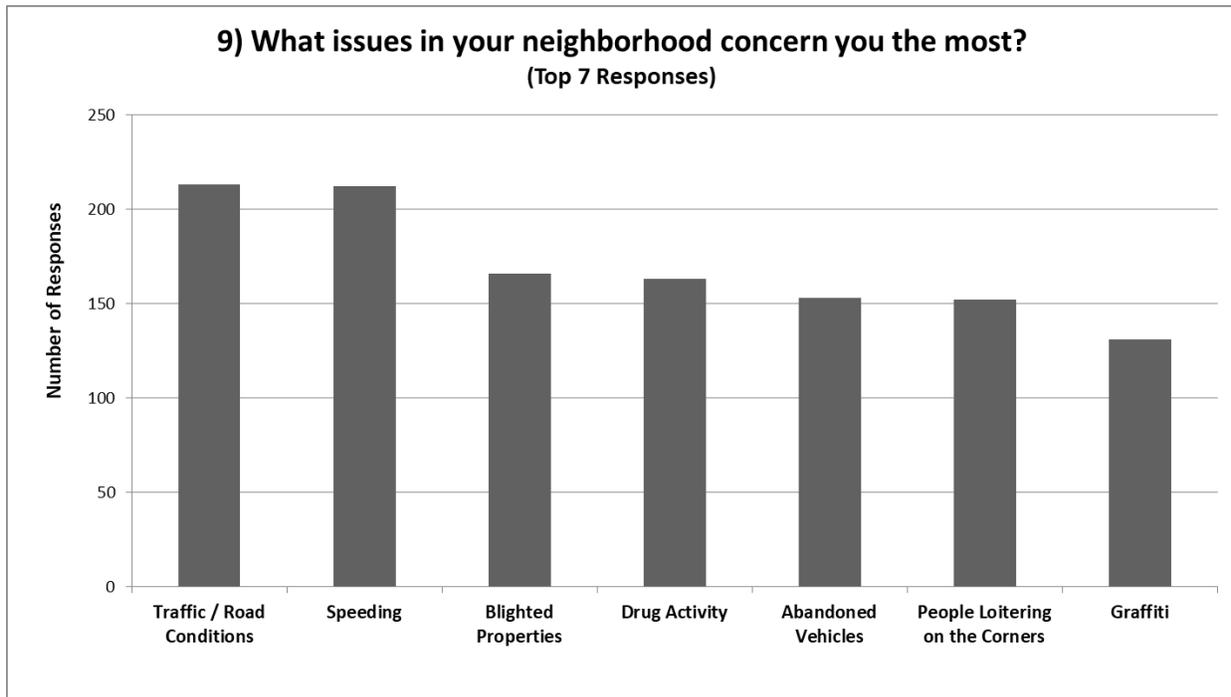


Figure 9

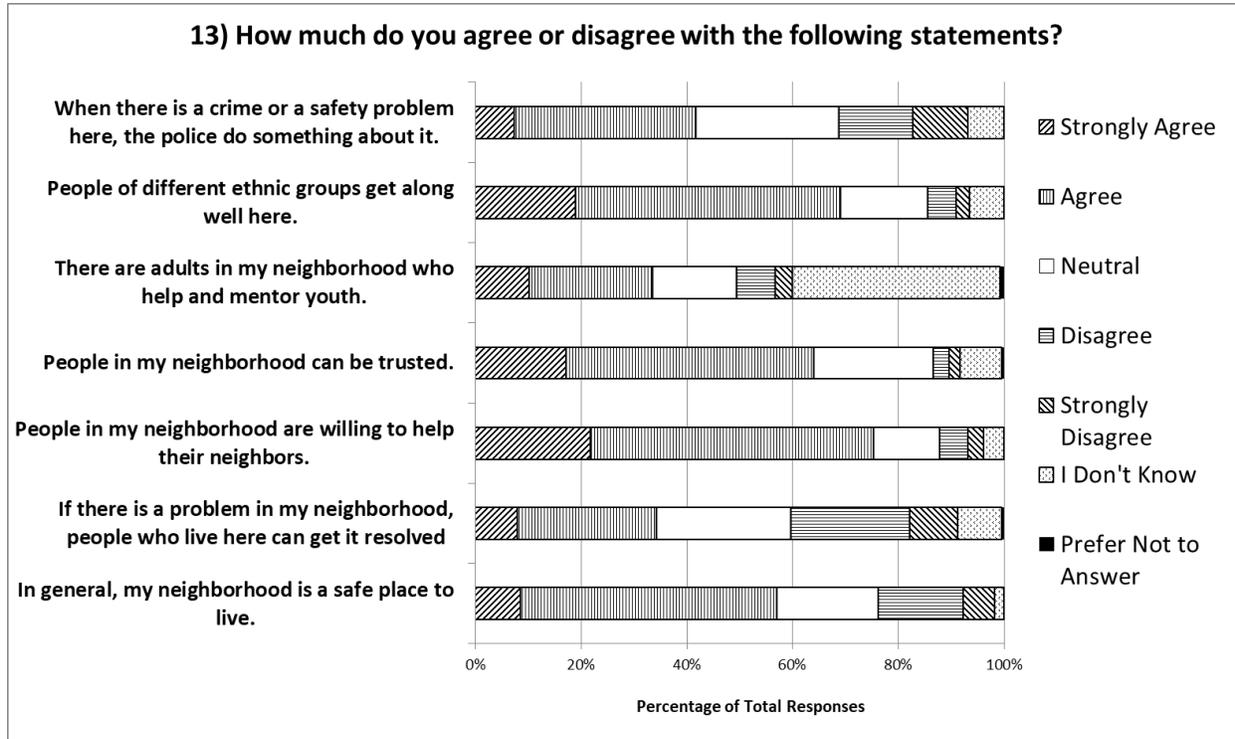


Figure 10

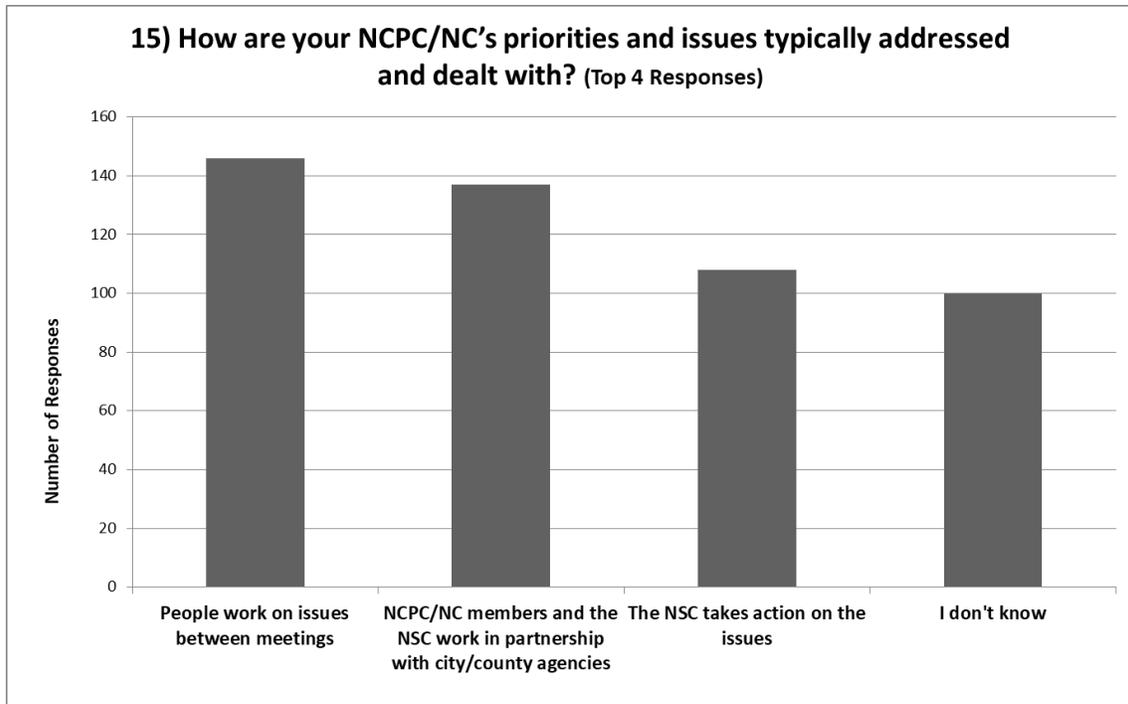


Figure 11

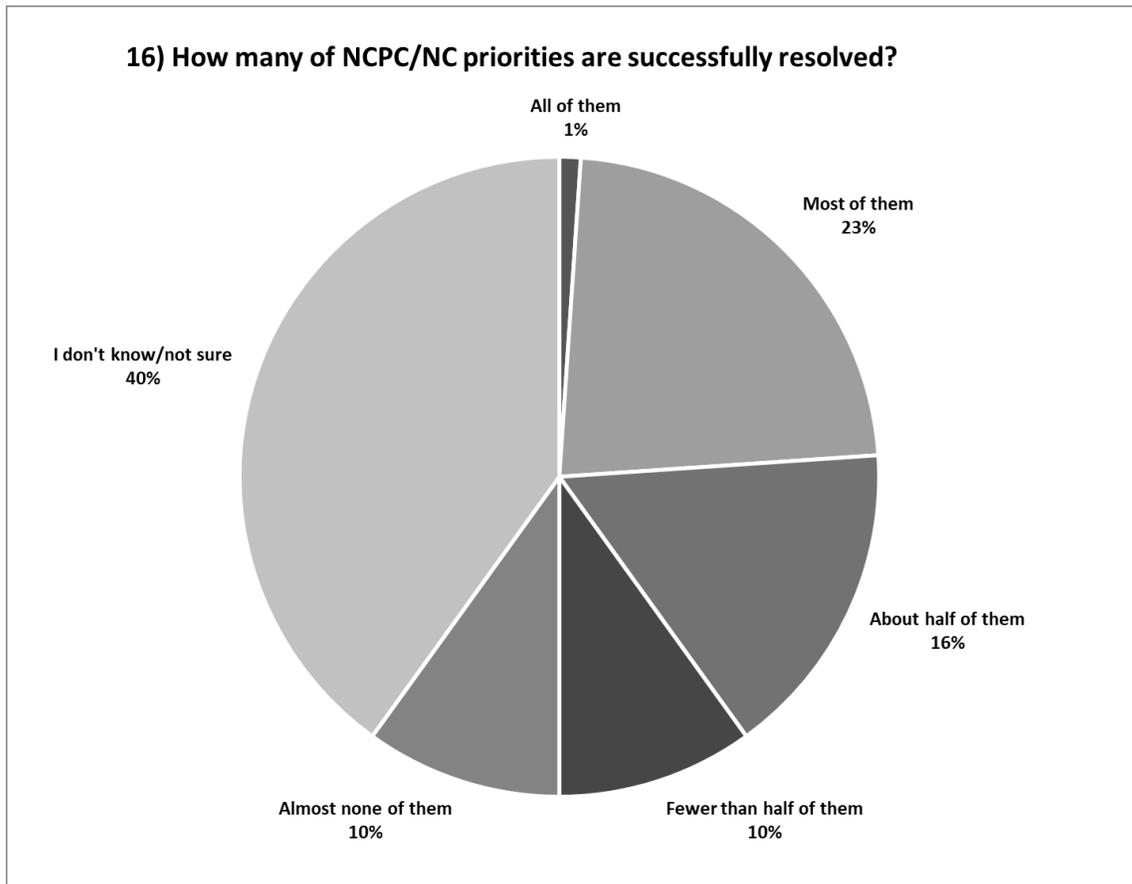


Figure 12

**18) How much do you agree or disagree with the following statements?**

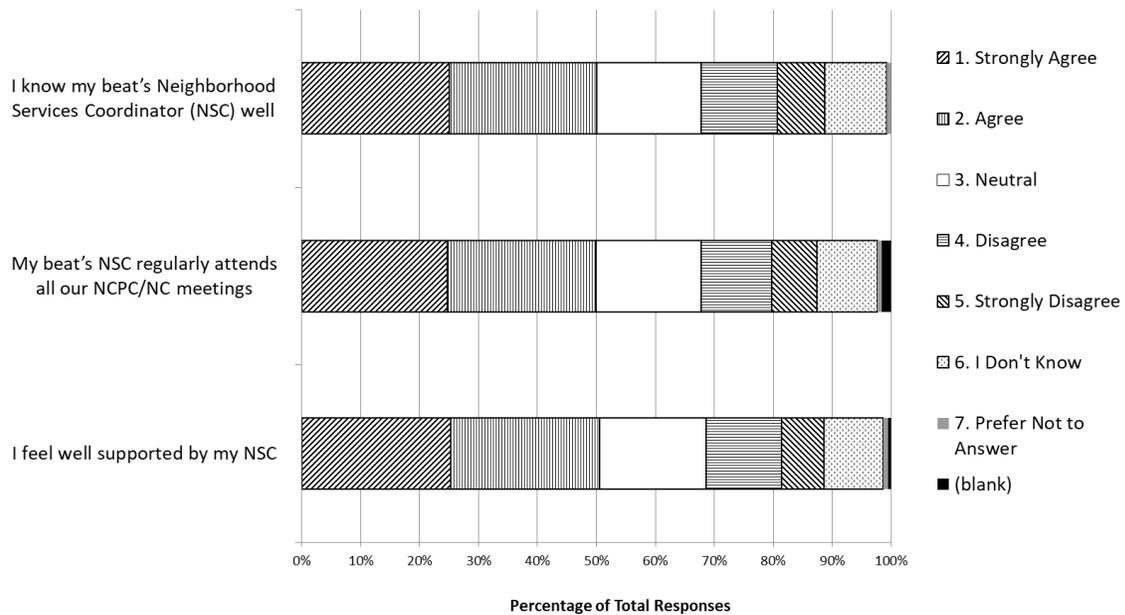


Figure 13

**19) How much do you agree or disagree with the following statements?**

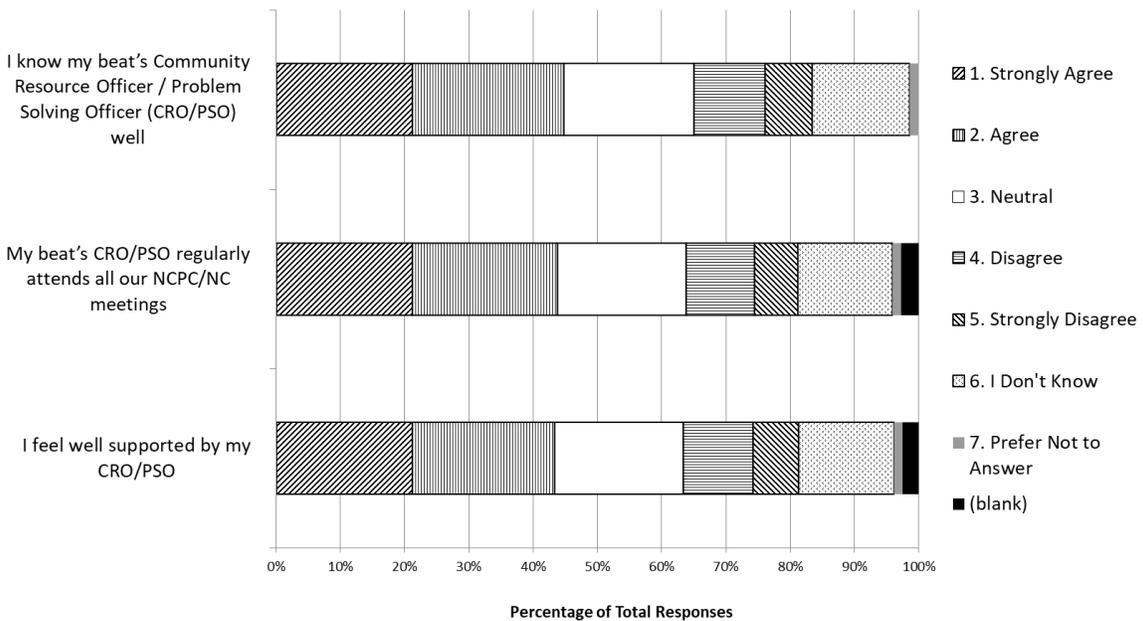


Figure 14

## SECTION 2 - CPAB Recommendations

As is illustrated above, Question 13 (Figure 10 above) would indicate that a majority of neighbors generally feel safe in their neighborhoods (57%) and trust one another (63%). However, less than a majority agreed they had the ability (either their own ability (35%), or the City's ability (42%)) to get resolution on problems facing the neighborhood.

The CPAB recommends:

- 1) **Focus on Problem-Solving and Communicating Status of Problem Resolution** – Questions 15 and 16 indicates that a significant number of respondents either don't know or are not sure about the resolution of neighborhood problems. The CPAB would recommend that NSCs, CROs and NCPC/NC leaders produce a monthly/quarterly snapshot (as applicable) to bring to the NCPC/NC meetings that would provide a quick update on the current status of previous reported problems. Ideally, this information would be made available from the S.A.R.A. database used by CROs to track open problems to resolution. A simple one-pager that lists a) date problem opened, b) description of problem, c) current status, and d) next steps, will help provide visibility and confidence to NCPC/NC participants that problems are being worked on and driven toward resolution.
- 2) **Relationship Building**– Questions 18 and 19 would indicate that NSCs and CROs enjoy generally good relationships with NCPC/NC participants. To build upon that success, the CPAB would advocate that NSCs and CROs be allowed to remain in their assigned beats and communities for as long as possible to help strengthen and deepen those personal relationships that make community policing as effective as it can be. As currently stated in Resolution 79235, Section 7.4, CROs "...can remain in this assignment for six years, with extensions of up to two years".
- 3) **Ongoing Training and Recognition** - Additionally, the CPAB advocates that NSCs continue to host NCPC/NC new-leader trainings on an annual basis to assist those new NCPC/NC leaders to be effective partners in their roles. Lastly, the CPAB advocates that OPD leadership continue to host an annual recognition and awareness event for all NCPC/NC leaders city-wide, to allow NCPC/NC leaders to meet each other, build relationships, and share best practices and ideas with one another.

### SECTION 3: Survey Respondent Demographics

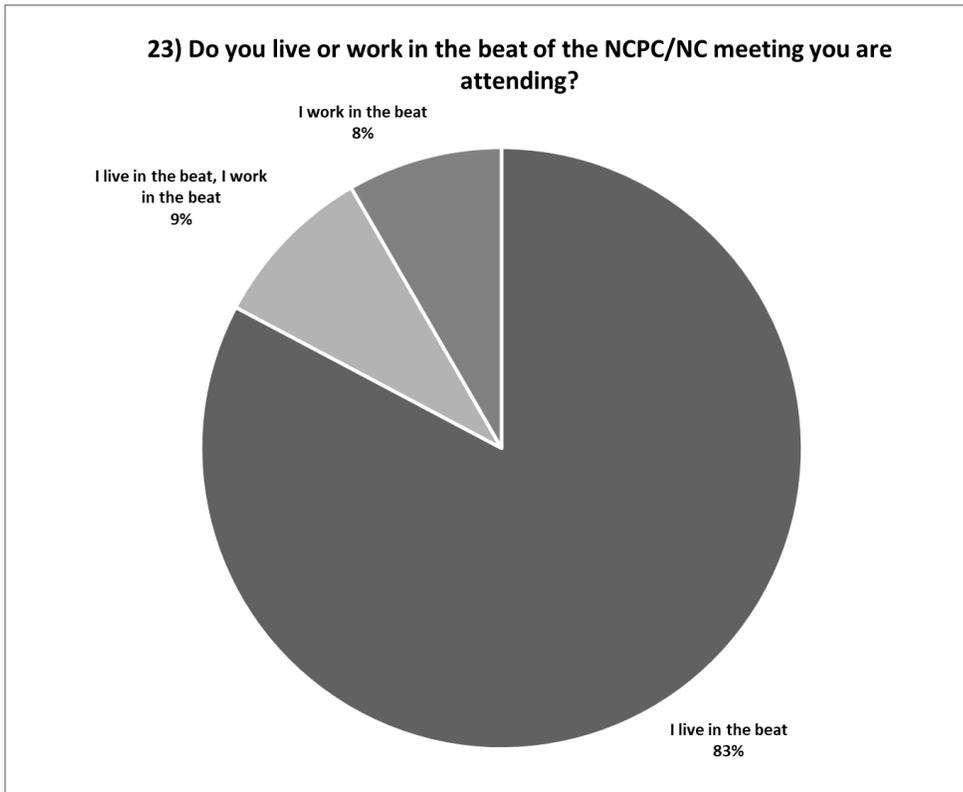


Figure 15

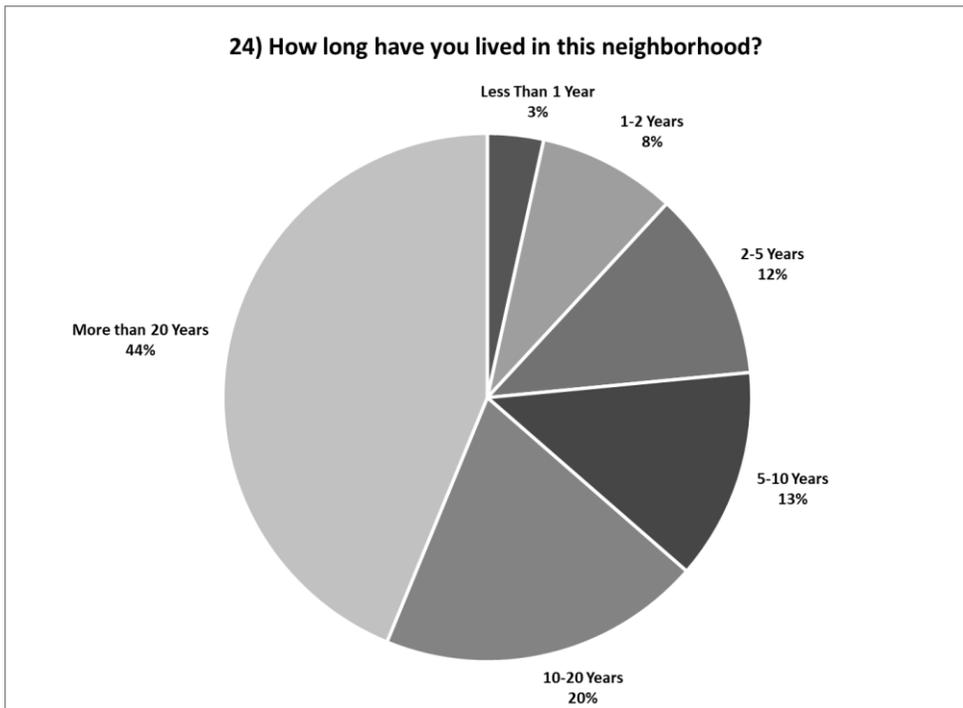


Figure 16

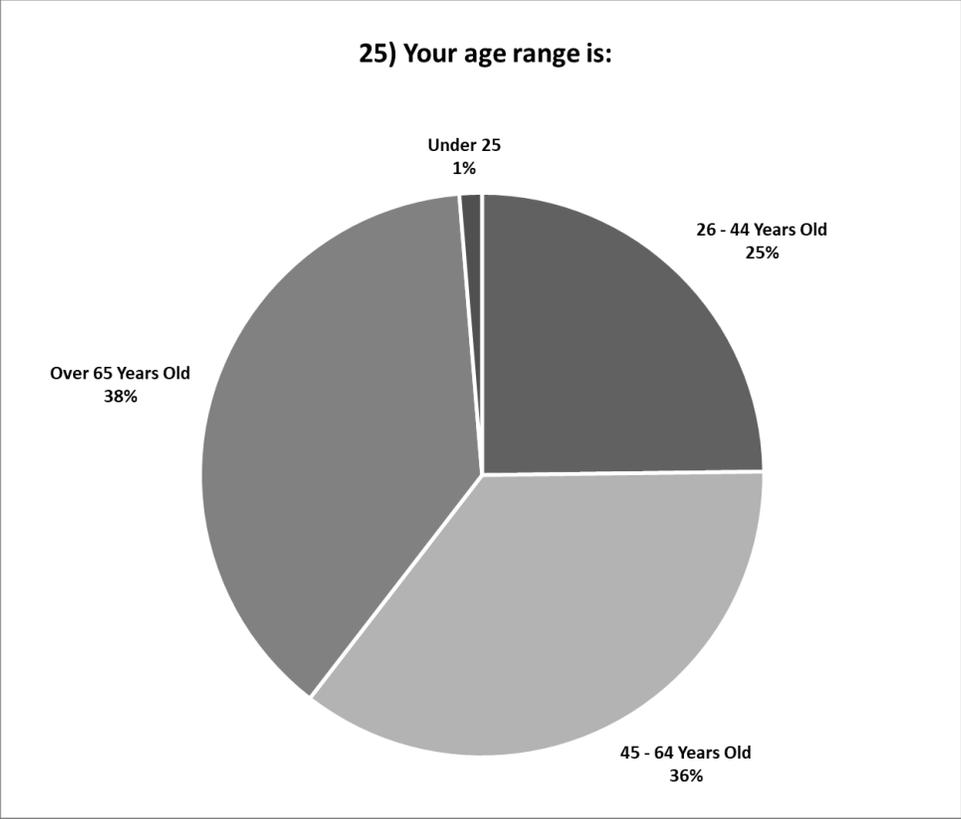


Figure 17

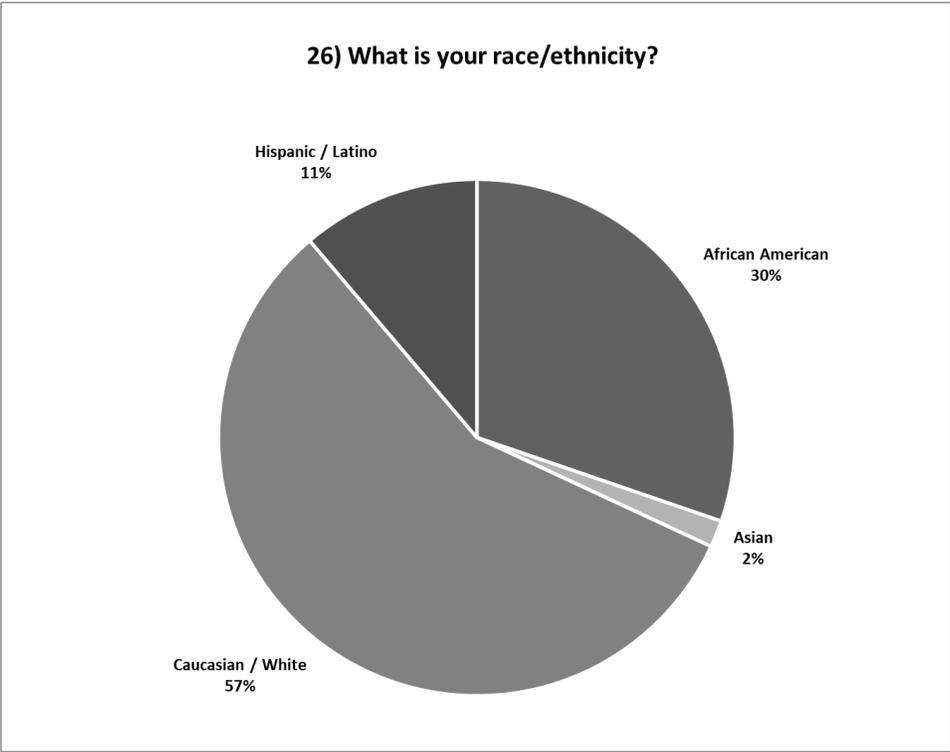


Figure 18

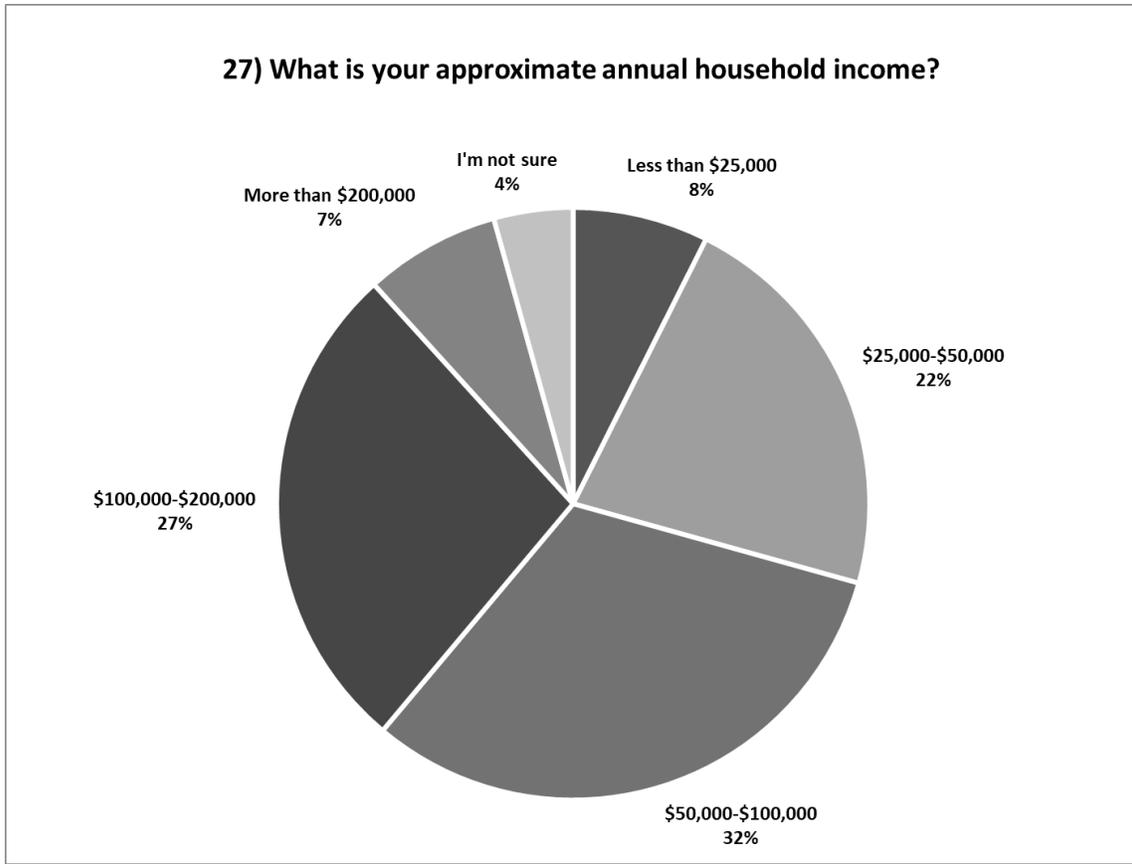


Figure 19

**SECTION 3 - CPAB Recommendations:**

As is illustrated above, two-thirds of participants generally have lived in Oakland for at least 10 years, presumably bringing a great deal of context, knowledge and understanding of the city to the NCPC/NC process.

The CPAB recommends:

- 1) **Continue to Broaden Participation and Diversity of Participants** – As indicated by some of the graphs above, the CPAB would advocate that NCPC/NC leaders look for creative ways to broaden the inclusion of a diverse group of participants in the NCPC/NC process, including residents who are new to the city, Oakland natives, residents of diverse racial/ethnic backgrounds, and younger residents.

Please see **Appendix A on page 20**, for a list of free-form comments from survey respondents.

## **REPORT ITEM #2:**

**NCPC/NC Outreach Funds** – In 2015, the CPAB advocated for the restoration of NCPC/NC outreach funds to be included in the 2015-17 budget cycle. Oakland City Council passed the restoration of these funds (which had been eliminated during the budget crunch of the Great Recession) as part of the 2-year budget cycle, allocating \$40,000 per year across 57 community policing beats, or approximately \$700 per beat. In late 2015 and into early 2016, a process was developed which provided a way to allow NSCs to charge approved NCPC/NC expenses, that would avoid having to reimburse NCPC/NC leaders, who were not City employees (per IRS regulations).

At the April 2017 CPAB meeting, several NCPC Chairs were present and spoke about their experience in using the funds. Funds were used for: Bilingual door hangers, flyers, t-shirts, food for events, a portable PA system with a microphone for meetings, table skirts with the NCPC logo, pens, canopies to use at block parties, food baskets for distribution in November to families in need, and banners. The board discussed whether to place a time limit on when NCPCs use the money after which it would be made available to other groups. It was proposed that the Board set a deadline on September 1st so that NCPCs could use their funds for National Night Out and after that date any unspent funds would be available for other NCPCs to use. The motion was passed unanimously.

In May 2017, the CPAB (along with several NCPC/NC leaders) requested during the 2017-2019 budget deliberations that the NCPC/NC outreach funds be renewed, and City Council renewed the funding level at \$40,000 per year, as noted above. Please see **Appendix B on page 24** for a copy of the letters sent to Councilmembers and Mayor Libby Schaaf.

Additionally, the CPAB recommends that the City host another neighborhood safety summit, as was held at Laney College in 2015, and we recommend hosting an annual NCPC/NC new leaders' training class.

## **REPORT ITEM #3**

**Review of CRO Policy** – At its June 2017 meeting, OPD Deputy Chief Oliver Cunningham presented the first draft of a new Community Resource Officer (CRO) policy, which would provide guidelines to the CROs regarding policies, procedures and protocols they should follow.

A CPAB Ad-Hoc Committee met later in the summer to review the policy and provide recommendations, which were then brought back to the full CPAB for review at its September meeting. A copy of the recommended changes and updates that were approved by the CPAB at the September 2017 meeting can be found in **Appendix C on page 27**.

The CPAB urges the City to include the Board early in the process of any policy development, CRO training, and any other considerations related to issues of Community Policing.

#### **REPORT ITEM #4**

**Presenting “The Definition of Community Policing”** – Throughout the first half of 2017, the chairperson of the CPAB visited several NCPC meetings around the city and shared the Board’s 2016 presentation of the “Definition of Community Policing” (see **Appendix D on page 33**), which generated discussions, ideas and suggestions amongst attending NCPC/NC members around the role of community policing in Oakland.

#### **REPORT ITEM #5:**

**CRO/NSC Presentations** – The CPAB held quarterly presentations by CROs at its meetings, providing a summary of various projects across the city, and utilization of the Scanning, Analysis, Response and Assessment (S.A.R.A.) process. These presentations provided an interactive format in which CPAB members and attending NCPC/NC members could ask questions of the presenting CROs regarding open S.A.R.A. project and their resolution. Additionally, the NSCs came to at least 2 CPAB meetings and presented their views on beat staffing levels, historical workload levels, and discussed ways that NSCs and the CPAB could better partner together.

#### **REPORT ITEM #6:**

**NCPC/NC Leader Presentations** – At its April 2017 meeting, the CPAB held a presentation by one of the NCPC/NC leaders, who shared with the Board and with other NCPC/NC leaders, her group’s success at using social media to boost neighborhood outreach. We hope to be able to host additional meetings into 2018, in which NCPC/NC leaders can share best practices with other leaders.

## APPENDIX A:

**Survey Question 28:** What suggestions would you give that could make the NCPC/NCs more effective? *(Free-form response from NCPC/NC survey-takers. Responses are verbatim.)*

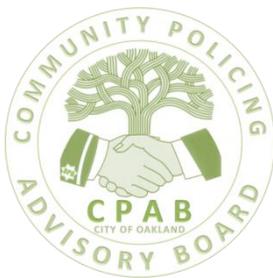
- New interest, would like to learn more.
- Cameras
- Speakers from city government
- Better conduit to the agencies / departments that should be helping solve these problems
- We need more participants
- Later meeting times, better promotion via social media
- More participation by residents
- Set goals and reach goals
- Set up sub-committees to work on problems and report to the full group
- Training in community organizing more frequent attendance by policy makers
- Continue to work with residence
- This meeting is a little rambling, Marcus' is a little better run. I'd like to see more long-term residents, more men, more young people ---> maybe more targeted outreach. Maybe we could create a year-long High School Service project which includes participating.
- Get more representatives + higher ranging officers. Include more information on the on the goings-on in the community.
- Healing, safety, county/state/city/government folks need to come and do some enforcement in my neighborhood.
- Have a more dedicated and objective meeting facilitator.
- Meeting minutes w/ action items. Ongoing spreadsheet of issues.
- More coordination between groups: Residents should be members of neighborhood associations, mandatorily
- Make such surveys + other info available on demand on the web
- Integrate NCPC/CRO/NSC roles to facilitate a team approach.
- Less complaining + more action!
- More active in their outreach
- Less griping about things that were seen and more concrete information (from both sides). Lots of the members interrupt to complain with points. Lots of talking out of turn.
- It's perfect!
- First time to attend a meeting
- "Drain the swamp."
- Training for chair / co-chair. Community members not personally attacking (verbally). Guest speakers (provide snacks / dinner for participants).
- We must address issues related to the community in general— not just those issues related to OPD.
- To be on time. To make sure that NCPC speaker speak and other thing come after.
- Meetings are run well. It's that the city don't follow up on it. It takes a long time for results.
- Deal more thoroughly with priorities. Discuss them, and report back in detail.
- Regular progress requests (aka SARA), elections of NCPC officials
- Potluck food and drink? volunteer clean up people
- Provide advertising, meeting announcements.
- Better training for NSC's
- Focus beginning of meeting on crime/safety issues . . . then presentations.
- Advertise and educate through resources like next door.
- Not sure how to get folks more involved and invested in their "hood"
- More community involvement
- Better trained NSC's. Ours is very ineffective
- More community involvement

- City agencies need better coordination and the ability to solve community concerns i.e. the street sweeping, abandoned vehicles, public works, code compliance etc. these agencies need to work together.
- Meet at Santa Fe School
- More members to attend the meeting
- I don't know yet since it is so new.
- Responding to concerns expressed on social media. People are sometimes looking for guidance on the best way to handle a situation.
- More resources - disassociate with police.
- Give us more funds to do more; cameras, activities, coordinate with other orgs.
- Wrap up meeting more quickly
- Wrap up which potholes are
- Not sure - will think about this
- not sure- will think about this
- Fix potholes
- Wrap up meeting more quickly
- Give us more funds to do more
- Continue building community
- Continue building community
- They seem to work hard and to do a good job.
- Draw in more people from the neighborhood somehow!
- Day meetings— morning meetings to include a broader spectrum of the neighborhood population.
- More emphasis on organizing and getting more residents involved.
- Get more people involved, more public participation.
- Some kind of messages of what NCPD does on a regular. Like maybe Next Door or on Facebook or Twitter.
- Doing a great job. Need to advertise about hidden phones or laptops in vehicles will give a signal that they are there. This is not widely known.
- I am a board-member of Piedmont Pines Asn. and Montclair Neighborhood Council.
- Consider Podcasts to reach those who do not or cannot attend.
- Do more outreach
- More communication to coordinate adjacent neighborhoods. How to introduce new topics.
- Stop the rapid turnover of CROs. I think we've had 3 in the last 7 months.
- Funding! More of it.
- Outreach to other members of the community
- Outreach, esp to monolingual residents.
- More authentic diversity- not just ethnic diversity also socioeconomic diversity. More focus on strengths, assets, community building rather than crime and problems.
- More communication with members.
- More community lead, managed
- Earlier outreach on meetings and agendas
- Get public works to work/respond
- More outreach
- More authentic diversity, not just ethnic diversity. More focus on community.
- more communication
- More community
- Get public works to respond
- More citizen involvement
- Organizing a neighborhood clean up day
- Finish projects
- City government must be involved
- More effective outreach, more "events" to entice more participation in the meeting
- More notices of meetings posted in area

- More neighborhood events
- Have NSC and OPD at all meetings
- Be more transparent
- More participation from people who live here, more (and quicker) help + communication from both our NSC and our \*illegible\*, more cops in our city, and a change in some issue/policy/(whatever!) to make all the trash dumping stop.
- Tonight to many items on the agenda, a whole bunch of short unfinished conversations
- Stability is CRO stifling (illegible)
- Better communication from NSC/CRO + closer reading of our emails to reduce hbr we have to re-send. Advance notice of vacations, clearer articulation of expected service.
- City of Oakland has systemic dysfunction and corruption. Sometimes/often it feels like nothing changes through NCPC which is why I took a six year break.
- I'd love to have a problem solved.
- Beat 22y is very effective!
- It makes a big positive difference when the police show up @ the NCPC meetings.
- More community participation— make people aware of NCPC (or NAC) at National Night Out.
- CROs need to actually work in the beat in which they're assigned.
- Outreach to get more involved.
- Ensure that the city of Oakland staff and OPD share information
- Please have officers come to the next NCPC meeting
- Keep up the hard work
- Get city to trim city trees in Sequoia hills - trees have fallen, blocking streets
- Publicly + outreach
- Speakers addressing primary concerns
- 1) We need to develop more effective outreach to recruit more folks to attend. 2) City/Neighborhood services needs to fo more announce meetings and promote and raise awareness about NCPC groups!
- Better communication by email
- More people attending
- Que puseran mas efrocacia para resolver Mas Pronto Los Problems
- Patrullar mas seguido las calles
- Recursos monetarios hacia NCPC
- My first meeting not sure of any suggestions
- I think it's effective and they're doing a great job
- I am new to the neighborhood, but thus far am very impressed with our NCPC and its efforts.
- Video recording meetings an uploading them to social media so that those that can't attend are also aware of our plight.
- N/A - doing a great job from what I can see and have experienced. Commitment is truly here in this community, and that is why I choose to volunteer my time here.
- Doing a great job now
- Have bilingual people translate for spanish-speakers.
- I don't know, this is my first meeting.
- Use local radio stations and TV for free advertising to get the community to attend meetings. Use billboards if affordable or free.
- Great questions!
- Need to get our CSO coming regularly.
- Dumping trash— needs to be addressed more
- More facts
- I would have suggested by now
- Keep doing what they are doing
- postcards to neighbors, announcements on radio, flyers door-to-door, telephone, more defined issues
- Be available and helpful. Be informed + able to direct. Do their own follow-ups.
- Try to get at least on problem on issue resolved a year. Better lighting more speed bumps.

- More community outreach to attend meeting
- Table the specific issue; set up office hours. Be more strategic with agenda.
- Perhaps more outreach on Social Media so people are aware of actions, priorities, etc.
- NCPC would be more effective if your complaint is followed through and you can see a difference before your next NCPC meeting.
- None
- find better ways to get more people involved and improve by themselves in their own neighborhood
- Community outreach to bring in more business
- Better communication
- Have NSC present more often
- more people to attend the meeting. We do have fliers but people from the neighborhood do not attend we need to find out why this is
- Activities (neighborhood council action oriented by participants)
- Don't give up
- Meet & greet with refreshments after or before the meeting so folks can mingle with each other.
- Need young people involved
- Have folks here who can make decisions and have solutions and answers
- N/A
- CRO Turnover
- Need more NCS & CRO's in beat. Budget needs to be increased
- Increase budget for more NCS & CRO's.
- Need more NSC and CRO
- Shortage of staff
- Publish agenda with background info. More productive meetings. More voice in decision making process.
- Outreach
- Please address issues other than petty nuisance crimes. Address issues like gentrification, police reform and jobs. Move solution-oriented not just complaints about young people.
- Share more information between NCPCs
- Use email more often
- Very pleased with leadership provided— glad officer attends + provides report but needs more time for report + questions and answers.
- More city support of police services
- Web conference / stream meetings . start earlier
- I need to be more involved
- Community for better environment open Oakland
- It sucks!!! Too much politics. I would rather do away with it and give my money to city agencies which directly deal with the issues. No problem was ever resolved @ NCPC. I am not a newbie. No agenda is given out ahead of time. Votes are moved to the next meeting if sentiments doesn't coincide with the powers that be. Oakland is political enough without having problem solving becoming another political football.
- Could use more direct calls to action at each meeting.
- Have neighbors learn about adjoining neighborhoods
- Sent out postcard to our neighbors
- We had to do more recruiting especially new neighbors (we are working on it)
- More attendance
- Maybe when there is an issue officers can give us suggestions on how to solve the issue (the a video, call dept "x") even more than they do
- Have good programs like tonight's
- Share meetings online via an e-mail
- More oversight by CPAB

**APPENDIX B: (Letter sent by the CPAB Chair to all 8 Councilmembers – one example below)**



May 15, 2017

Hon. Councilmember Dan Kalb  
1 Frank Ogawa Plaza, 2<sup>nd</sup> Floor,  
Oakland, CA 94612

Dear Councilmember Kalb,

At the May meeting of the Community Policing Advisory Board (CPAB), the board members have voted to petition city councilmembers to include NCPC Funds in the city's finalized budget for 2017-19.

Forty thousand dollars a year (approximately \$ 700.00 per community policing beat) were included in the 2015-17 budget cycle, and all but \$ 5756.00 of those funds have either been spent or encumbered for activities budgeted to occur before August 31, 2017. The Controller has told Neighborhood Services that funds not yet disbursed will be carried over to cover budgeted activities occurring after July 1.

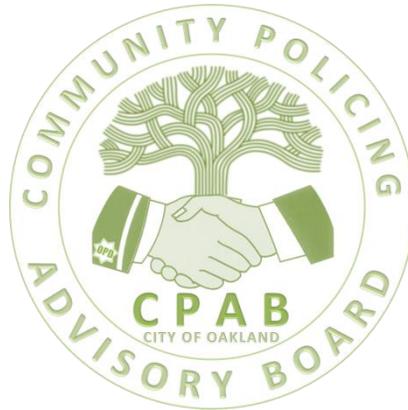
One issue with the 2015-17 NCPC funds is that they did not become available to the NCPCs until May of 2016, nearly a year after they were approved, because OPD Budget & Finance and the Controller's Office had to develop a new system for disbursing and monitoring them. This should no longer be an issue going forward, with the new process in place.

Instead of being a one-time expense, as the 2015-17 NCPC funds were, we ask that they be a recurring expense beginning in the 2017-19 budget cycle. NCPCs need resources for their activities if they are to do effective outreach to their respective beats. \$ 40,000 per year is a modest cost for this vital public safety and community-building activity.

We hope that you agree, and that you will include the NCPC funding in the final budget by June 30th.

Respectfully,

Jay Ashford  
Chairperson, CPAB



April 20, 2017

The Honorable Mayor Libby Schaaf

Dear Mayor Schaaf,

The signers below—NCPC leaders from throughout the city—ask that NCPC Funds be included in your budget recommendations for 2017-19.

Forty thousand dollars a year (approximately \$ 700.00 per community policing beat) were included in the 2015-17 budget cycle, and all but \$ 5756.00 of those funds have either been spent or encumbered for activities budgeted to occur before August 31, 2017. The Controller has told Neighborhood Services that funds not yet disbursed will be carried over to cover budgeted activities occurring after July 1.

Part of the problem with the 2015-17 NCPC funds is that they did not become available to the NCPCs until May of 2016, nearly a year after they were approved, because OPD Budget & Finance and the Controller's Office had to develop a new system for disbursing and monitoring them.

Instead of being a one-time expense, as the 2015-17 NCPC funds were, we ask that they be a recurring expense in the 2017-19 budget cycle. NCPCs need resources for their activities if they are to be effective and thrive. \$ 40,000 per year is a modest cost for this vital public safety and community building activity.

We hope that you agree, and that you will include the NCPC funding in your budget proposal.

Respectfully,

Don Link, Chair CPAB NCPC Funds Committee

Allene Warren, Co-Chair South Hills NCPC Beat 35Y

Carl Chan, Chair Chinatown NCPC Beat 3X  
Mary Forte, Chair Beat 35X NCPC  
Preston Turner, Chair Melrose-High Hopes NCPC Beat 27X  
Cynthia Arrington , Chair Sobrante Park NCPC Beats 31Y & 31Z  
Bob Bodnar, Chair Rainbow Community Neighborhood Council Beat 27Y  
Carolyn Winters, Chair Montclair Neighborhood Council Beat 13Z  
Mike Ubell, Chair Greater Rockridge NCPC Beats 12Y & 13X  
Carol Wyatt, Chair Beat 7 NCPC  
Allan Brill, Chair Glenview Neighborhood Association Beat 16Y  
Carolyn Burgess, Board Member North Hills Community Association Beat 13Y  
Otha McCain, Co-Chair Beat 32X NCPC  
Cheryl Golden, Chair Allendale Park Community Council Beat 24Y  
David Flack, Chair Grand Lake Neighbors Beats 14Y & 16X  
Collette McPherson, Chair Greater San Antonio NCPC Beats 18X 18Y & 19X  
Jose Dorado, Chair Maxwell Park Neighborhood Council Beat 28X  
Nancy Sidebotham, Chair Burbank Millbrae NCPC Beat 29X  
Marcus Johnson, Chair Prescott Neighborhood Council Beats 2Y & 5Y  
Bobbie Bond, Chair Laurel & Redwood Heights NCPC Beat 25X  
Barbara Montgomery & Katie Rabinowitz Co-Chairs On the Westside NCPC Beats 2X & 5X  
Margitta Gardner, Chair Piedmont Avenue Neighborhood Improvement League NCPC Beat 9/X  
Valerie Winemiller, Steering Committee “ “ “ “ “  
Madeline Wells, Co-Chair Beat 6X NCPC  
Mary Boergers & Ana Marie Jones, Co-Chairs Adams Point NCPC Beat 14X  
Don Link, Chair Shattuck NCPC Beat 11X

**APPENDIX C:** \*(Please note: CPAB’s suggested changes/edits are shown below in *italics*.)

**Oakland Police Department  
Bureau of Field Operations  
Policy and Procedures Manual**

**Effective Date:  
08 March 2017**

**Policy 15-01**

**Index as: Community Resource Officer Deployment**

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*General CPAB Comments on the Policy Document:*

***Greater Focus on CRO-NSC Collaboration :** The CPAB sub-committee feels that more language should be added to the policy that describes how the CRO will collaborate with the NSC and the chairperson of the NCPC. The sub-committee feels that the NSC is (in both theory and practice) the primary point of contact for the NCPC and the neighborhood into OPD.*

***Provide Greater Context Around the History/Implementation of Community Policing in Oakland:** The policy document should reference the enabling resolutions that provide context and history around the implementation of Community Policing in Oakland, either as an appendix to the document, or with online links to the original documents.*

***We Need to Promote and Sell Community Policing to Residents :** The policy document assumes a premise of trust of the system and community policing in general. There are many neighbors who need to be a) made aware of community policing, and b) sold on it benefits to the point where they are inclined to participate in it.*

The purpose of this directive is to set forth bureau policy and procedures regarding deployment, responsibilities and standards for Departmental Community Resource Officers (CRO). These objectives and standards are designed not only to meet legal mandates but also to improve police community relations, enhance City-wide problem solving efforts, reduce violent crime, and diminish citizens’ perception of crime.

**I. BACKGROUND**

**A. City of Oakland Measure Z**

On 04 Nov 14, voters approved a ballot measure to maintain a special parcel tax and a special tax surcharge (implemented in 2004 under Measure Y) for ten years to improve police and fire services and fund violence prevention and intervention strategies. To receive funds from Measure Z, the City must maintain at least 678 police officers.

**B. CRO Assignment**

The CROs are assigned to the five (5) Area Special Resource Sections. The CROs will be funded through Measure Z (Modified).

C. Community Policing Beats

OPD utilizes the Patrol 35 beat structure as our Community Policing Beats, providing consistency between the CRO and Patrol Beat assignments.

D. Neighborhood Crime Councils (formerly NCPC)

NCPCs are also known as Neighborhood Councils as they are not limited to addressing only crime issues. *Each NCPC covers 1 or more beats within the City*

## II. POLICY

### Role of the CRO

- A. CROs are responsible for the coordination of problem solving activities on their beats. This includes documenting and tracking progress of Neighborhood Crime Prevention Council (NCPC) priorities, crime and blight problems identified by the Area command staff, and projects the CRO determines to be in the best interests of the community. The CRO encourages the active participation of the NCPC and other community groups and members, while maintaining close and continuous coordination with the NCPC's. *[CPAB Comment: The CROs are not primarily responsible for coordinating activities. Rather they should work with NSCs and with NCPCs and neighbors for prioritizing and coordinating activities. "The CRO shall maintain close and continuous coordination with the NSC and NCPC".]*
- B. The CROs *shall* engage in problem solving projects, attend NCPC meetings, serve as a liaison with city service teams, provide foot/bike patrols, answer calls for Service if needed, lead targeted enforcement projects and coordinate these projects with Crime Reduction Team (CRT) personnel, Patrol units and other Sworn police personnel.

## III. DEPLOYMENT PROCEDURES

A. CRO Assignments to Beats

Area Commanders shall assign and maintain at least one (1) CRO for each police beat in their respective Area.

B. CRO Assignment to Neighborhood Councils

CROs will be responsible for close and continuous coordination with their assigned NCPC's and the associated Neighborhood Service Coordinator (NSC). However, each of the 57 NCPCs may not have a solely dedicated CRO.

Area Commanders have the flexibility to assign a CRO to a maximum of two (2) separate NCPCs, with the exception of Beat 13, where one (1) CRO may be assigned to all three (3) NCPCs. CROs shall meet with and assist their assigned NCPC(s) in accordance with the NCPC's published meeting schedule. NCPC are not the single point of contact for the CRO and attention must also be paid to the other community and faith based organizations on their beat.

*[CPAB Comment on Sections III.A and III.B: This section should address how CROs get assigned and reassigned. The policy should recommend a % guideline on how much of a CRO's time should be spent within their Beat.]*

**IV. CRO RESPONSIBILITIES**

A. General Responsibilities

CRO's shall act as the lead project managers for problems on their assigned Community Policing Beats. They shall utilize the SARA (Scanning, Analysis, Response, and Assessment) process to Solve problems and document all aspects of this process in OPD's SARA Database Management System. CROs shall minimally accomplish the following tasks:

1. *Build trust through consistent and positive outreach ;*
2. Be visible to, and engaging with the community;
3. Identify violent crime hot spots on their Community Policing Beat;
4. Assist their assigned NCPC in establishing appropriate priorities based on crime data ;
5. Research and identify the three locations generating the highest calls for service on their Community Policing Beat; as appropriate, open projects aimed at reducing these calls for Service;
6. Support ABAT efforts to abate problem liquor stores;

7. Identify the most critical problem property on their Community Policing Beat; open project aimed at abating problems associated with this property; *[CPAB Comment: How does the CRO determine what is the “most critical problem property” on their Beat? Is it be severity of occurrence, number of occurrences within a particular time frame? Other?]*
8. Communicate the above listed information to Patrol officers and coordinate the response activities of these officers in solving projects;
9. Regularly communicate and coordinate with Neighborhood Service Coordinators to facilitate NCPC priorities and events, and other non-NCPC-sponsored community events in their assigned area.
9. Check email and voice mail messages daily and respond within a reasonable time;
10. Know and identify formal and informal community leaders (e.g., Neighborhood Watch block captains, school principals, community center Staff, religious leaders, etc.); and
11. Coordinate with other City, county and state agencies to resolve problems to include:
  - a. CEDA;
  - b. OFD;
  - c. City Attorney;
  - d. Nuisance Abatement;
  - e. Legal Aid;
  - f. Legal Assistance for Seniors;
  - g. District Attorney’s Office;
  - h. Public Guardian; and

*[CPAB Comment: (Add OHA, HHS, Public Works, to this list.)]*

i. Other allied agencies as the situation requires.

12. Prepare and submit a Beat Matrix form (TF-3347) to their Special Resource Lieutenant on a quarterly basis. *[CPAB Comment: recommend adding an example as an appendix to this document.]*
13. Carry out tasks as specified in Part II, B or other tasks as directed by a superior in the CROs chain of command.
14. CROs shall ensure that a transitional briefing takes place when replaced by another officer on a Community Policing Beat.

B. Specific Responsibilities

CROs specific duties, responsibilities and performance standards shall be listed in detail in Section II of the CRO Performance Appraisal Form. *[CPAB Comment: recommend adding an example as an appendix to this document.]*

C. CRO Responsibilities at Community Meetings

CROs shall be required to make presentations at a variety of community meetings including but not limited to: NCPC, community policing subcommittees, and other community and business groups. Their briefings shall include the following key elements:

1. Key Crime Data (focusing on violent crimes):
2. Crime Hotspots;
3. The Top Problem Property;
4. The Top 3 Call-for-Service Locations;
5. Current NCPC Priorities (if a NCPC meeting);
6. CRO Projects Update; and

7. Summary of Key Activities related to these items.

CROs conducting briefings at NCPC meetings should prepare a PowerPoint presentation unless the NCPC Chairperson decides an oral briefing or other format is sufficient or preferred.

It is expected that CROs conduct their briefings in a thoroughly professional manner.

**V. CONCLUSION**

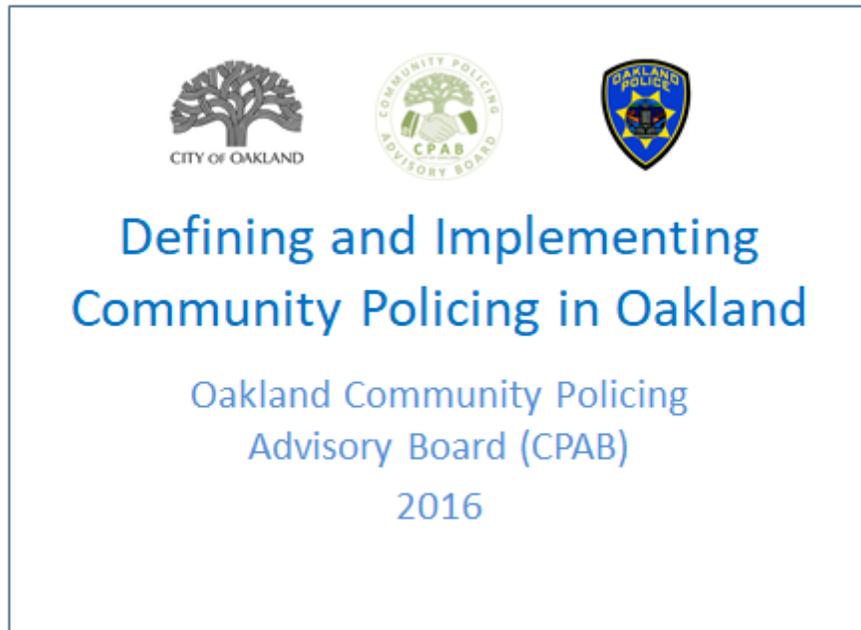
It is expected that the methods described above will help focus our efforts on reducing all crime and the fear that this crime generates in the community. *[CPAB Comment: Reduce all crime, not just violent crime.]*

Approved by

Darren Allison  
Deputy Chief of Police Bureau of Field Operations Area 1

Oliver Cunningham  
Deputy Chief of Police Bureau of Field Operations Area 2

**APPENDIX D:** “The Definition of Community Policing in Oakland” Presentation



## Eras of Policing in the U.S.

The Political Era 1840 - 1930	The Reform (Progressive) Era 1930 – 1980	The Community Era 1980 - Present
-Police officers served at the pleasure of political officeholders	-Police officers became civil servants.	-From reactive (response to calls) to proactive (collaborative problem solving)
-Chiefs had relatively little authority over officers	-Implementation of training and standards (August Vollmer, Berkeley, CA)	-From crime fighter to community servant
-Foot patrols brought officers close to the communities they served	-Car patrols made police less close to the communities they served	-Building and maintaining trust relationships. More localized presence in communities
-Little training, standards or discipline (Hoover's 1929 Commission on Law Observance)	-Emphasis on rapid response to calls for service	
	-Tensions in the 60s and 70s	

# History of C.P. in Oakland

- Resolution 72727 (1996)
  - Implementing Community Policing
  - Establishment of Neighborhood Councils (NCPCs)
  - Assignment of NSCs to beats
  - Assignment of (CPOs > PSOs > CROs) to beats
  - Establish Community Policing Task Force (-> CPAB)
- Resolution 79235 (2004-05)
  - Home Alert Program (-> Neighborhood Watch)

## Oakland Community Policing

### Groups and their Roles

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

CPAB = Community Policing Advisory Board  
 NWSC = Neighborhood Watch Steering Committee  
 NCPC = Neighborhood Crime Prevention Council (aka Neighborhood Council)

NSC/NSD = Neighborhood Services Coordinator / Division  
 PSO = Problem-Solving Officer  
 CRO = Community Resource Officer

## Defining, Implementing and Measuring C.P. in Oakland

- How do we **define** Community Policing? What does Community Policing mean for Oakland?
- Based on this definition, how should the city and OPD **implement** community policing?
- How should the city and OPD **measure** the effectiveness of its implementation strategy?

### 3 Pillars of Community Policing



Source: "Community Policing Defined", [www.cops.usdoj.gov](http://www.cops.usdoj.gov)

# 1. Community Partnerships

## **How to Implement:**

- Identify Key Stakeholders\* in each Police Beat
- PSOs/NSCs Build Stakeholder Engagement Plan
- PSOs/NSCs Execute Stakeholder Engagement Plan

## **How to Measure:**

- Track # of Meetings Held Each Quarter/Year with Key Stakeholder Groups
- Annual Survey of Stakeholder Groups to Assess Perceived Effectiveness of Partnership, Track Trends over Time

\*e.g. NCPGs/NCS, Merchant Groups, Communities of Faith, Non Profits, Schools

# 2. Problem Solving

## **How to Implement:**

- Fully Utilize SARA\* framework and database
- Enable SARA information access from the field
  - in progress as of Feb. 2015

## **How to Measure:**

- Regular Reporting from SARA to OPD command staff, track 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 cycle of problem-solving

## 3. Organizational Support

### **How to Implement:**

- Designate member of command staff as implementation lead
- All sworn officers complete training class in C.P.
- Leadership to reinforce emphasis on CP in meetings

### **How to Measure:**

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

## Role of the CPAB

- Advise OPD command staff, City Council and the Mayor on the implementation of C.P.
- Oversee and certify NCs/NCPCs
- Communication link between NCs/NCPCs and OPD/City leadership.
- Listen to complaints from NCs/NCPCs
- Educate and Inform the Community about C.P.
- Advocate for city funds for NCs/NCPCs
- Advocate for sufficient C.P. city staffing

## CPAB 2017 Initiatives

- Begin Annual Surveys of NCPCs/NCs
  - Measure trends of effectiveness over time
- Quarterly Speakers Series at CPAB Meetings
  - NCPC/NC Leaders sharing best practices
- Advocate to City Council
  - Continue/Increase NCPC/NC outreach funding
  - Hire additional NSCs

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## Additional Resources

- CPAB Meetings – First Wednesday of each month (at City Hall and Eastmont locations)
- Join the CPAB E-mail subscriber list
  - E-mail [jdevries@oaklandnet.com](mailto:jdevries@oaklandnet.com) to be added
- Website: [www.oaklandcommunitypolicing.org](http://www.oaklandcommunitypolicing.org)
- CPAB Twitter Feed: [@oaklandcpab](https://twitter.com/oaklandcpab)
- US DOJ COPS Website: <https://cops.usdoj.gov/>

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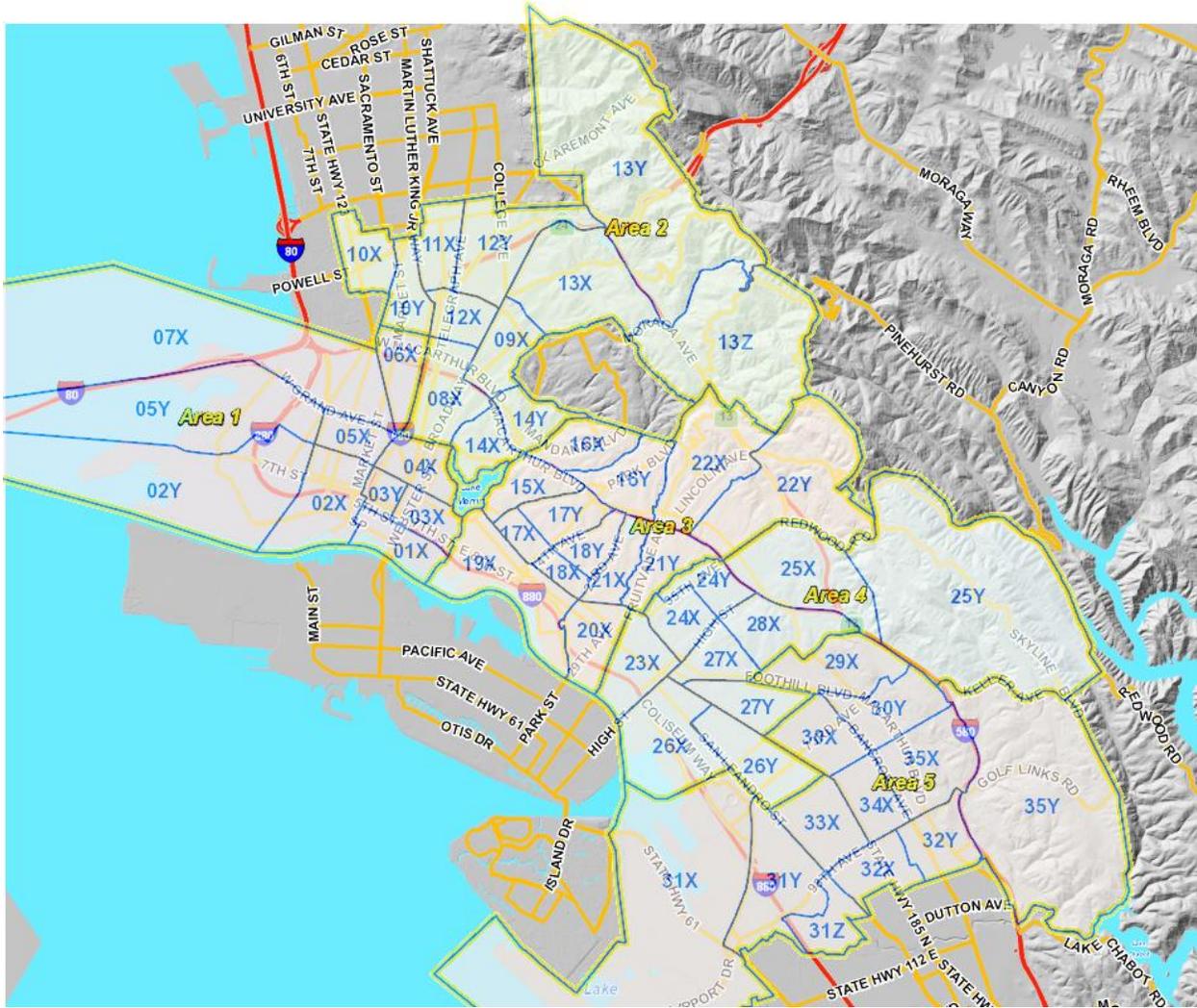
“The police are the public, and the public are the police.”

- Sir Robert Peel, 1829



**APPENDIX E:** A Map of Community Policing Beats in Oakland

**Police District Locator**



Source: <http://mapgis.oaklandnet.com/PoliceDistricts/>

**APPENDIX F:** List of CPAB Board Members (as of March 2018)

## Board Members

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District 1	Cathy Leonard
District 2	John Garvey
District 3	Akiba Bradford
District 4	Ravinder Singh
District 5	Jorge Lerma
District 6	Vacant
District 7	Vacant
At-Large	Jennifer Tran
Neighborhood Watch	Geraldine Wong
Neighborhood Watch	Nancy Sidebotham
Oakland Housing Authority	William Mayes
Oakland Unified School District	Vacant
Mayor's Office	Sheryl Walton
Chairperson	John Ashford
Mayor's Office	Don Link
City Administrator Staff	Joe DeVries

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