

OAKLAND POLICE COMMISSION

OPD Community Policing Policy 15-01

Ad Hoc Committee

Agenda

Zoom Meeting

Saturday, Aug. 14, 2021

2:00 p.m. to 3:30 p.m.

<https://us02web.zoom.us/j/84923551956>; Webinar ID: 849 2355 1956

2:00-2:05pm I. Welcome to all

2:05pm-2:50pm II. Slide Show: From Policing in the U.S. to Community Policing in Oakland

2:50pm-3:15pm III. Examples of what is working well in Oakland Community Policing
Examples of what is not working well in Oakland Community Policing
Challenges for Community Policing in the current state

3:15pm-3:30pm IV. Agenda Building, Review of assignments and homework for next meeting
Scheduled for August 28, 2021, at 2pm

V. Adjournment

Public Participation

- To observe the meeting by video conference, please click on this link: <https://us02web.zoom.us/j/84923551956> at the noticed meeting time. Instructions on how to join a meeting by video conference are available at: <https://support.zoom.us/hc/en-us/articles/201362193>, which is a webpage entitled "Joining a Meeting"
- To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location):

+1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 646 558 8656 or +1
301 715 8592

Webinar ID: 849 2355 1956

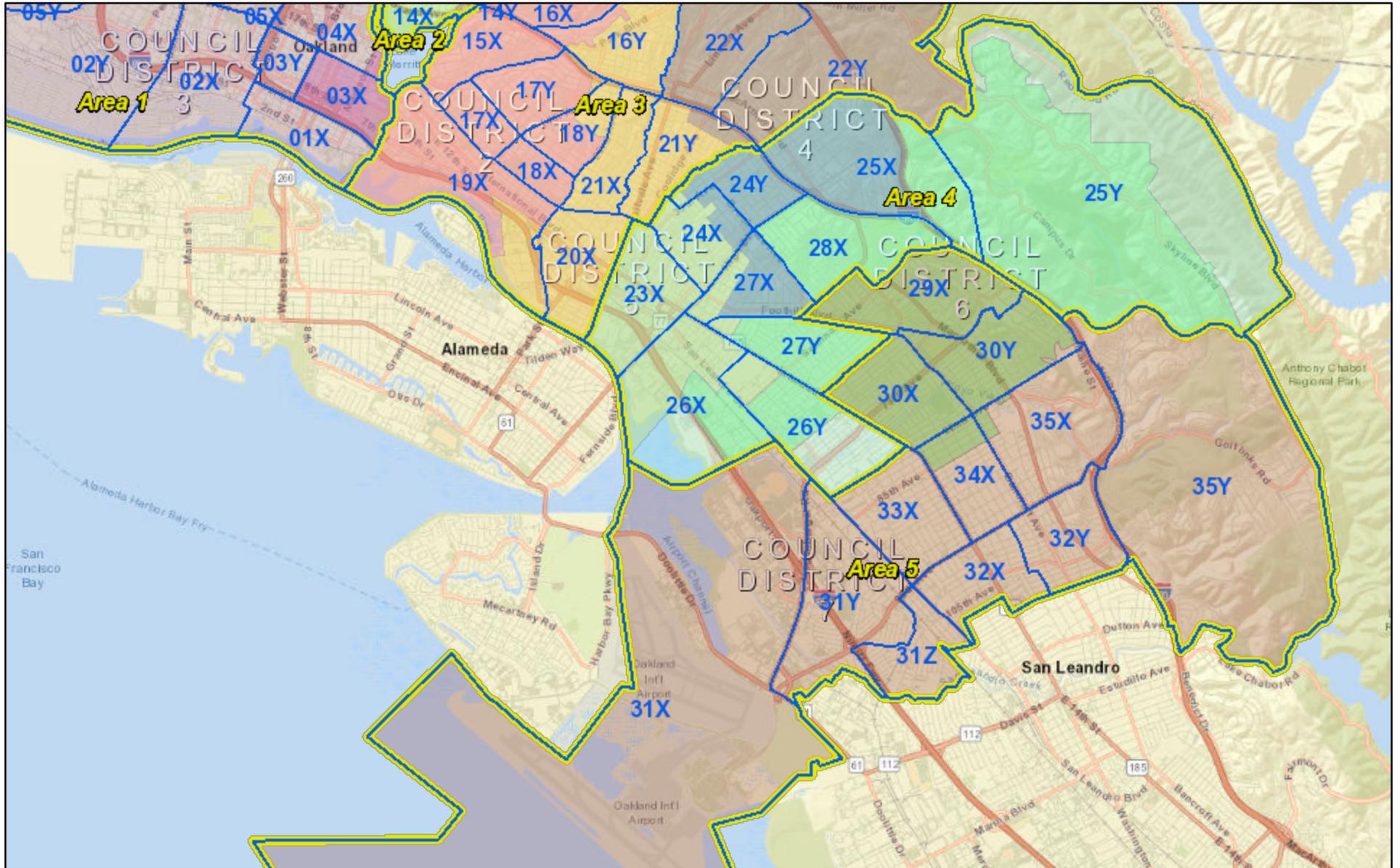
After calling any of these phone numbers, if you are asked for a participant ID or code, press #. Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled "Joining a Meeting By Phone."

DRAFT Framework, Objectives and Rationale for the Two Track Approach to Community-oriented Policing and Neighborhood Empowerment

OPD Community-Oriented Policing Policy	Replacing Community Policing with a Community-led Model Focused on Block + Neighborhood Empowerment
<p>Rationale:</p> <p>Many OPD officers state, and the data supports such statements, that today's OPD is vastly different from the OPD of 10 or 20 years ago. Unfortunately, there is a disconnect between improvements in practice and community perception as well as still a sizable gulf in trust among members of the community due to certain, more recent, actions. Through OPD's community-oriented policing policy, can OPD establish trust, improve relationships and address past harms and trauma so healing can occur through:</p> <ul style="list-style-type: none"> (i) clear guidance and procedures that provide a framework for engaging and developing relationships with community members (ii) training that might include neighborhood / community history, implicit bias, etc., and (iii) an community-led incentive system that rewards officers who develop strong relationships with community <p>Objectives:</p> <ol style="list-style-type: none"> 1. Establishing and developing trust between OPD and the community by building relationships, forging partnerships and participating in community-led projects and events with a targeted focus on neighborhoods and communities that have historically endured negative or traumatic encounters with law 	<p>Rationale:</p> <p>The current model, amended 25 years ago by Resolution 79235, centers community policing as the philosophy that animates the relationship within our neighborhoods and among our neighbors. The problem is the term "community policing" possesses negative connotations of enforcement and vigilantism that ultimately discourages engagement from a broad swath of residents. Our community model should focus on two goals: increasing broad and diverse community engagement and partnership and empowering our neighbors with the skills, training and resources to impact issues, build relationships and ultimately create a tight-knit, inclusive, community. The stated orientation of this model is community-led rather than law enforcement or City-led but it involves all members of the community, which include OPD, City departments, faith-based centers, community organizations, schools, etc. Symbols and philosophy matter -- it is time we put in place the philosophy and symbols (are NW signs the right message, for example?) to reflect the type of neighborhoods and communities we want to create.</p> <p>Objectives:</p>

<p>enforcement</p> <ol style="list-style-type: none">2. Promoting community healing by participating in perspective-sharing community dialogues and restorative justice-focused complaint resolution3. Improving methods of communication with the community that include easily accessible resources explaining enforcement limitations, scope of service and approaches to issues that leverage other City departments and non-law enforcement strategies	<ol style="list-style-type: none">1. Increasing broad and diverse community engagement2. Empowering neighbors with the skills, training and resources to impact issues, build relationships and create a tight-knit, inclusive community.
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Oakland Council Districts & Police Beats, Districts



August 13, 2021

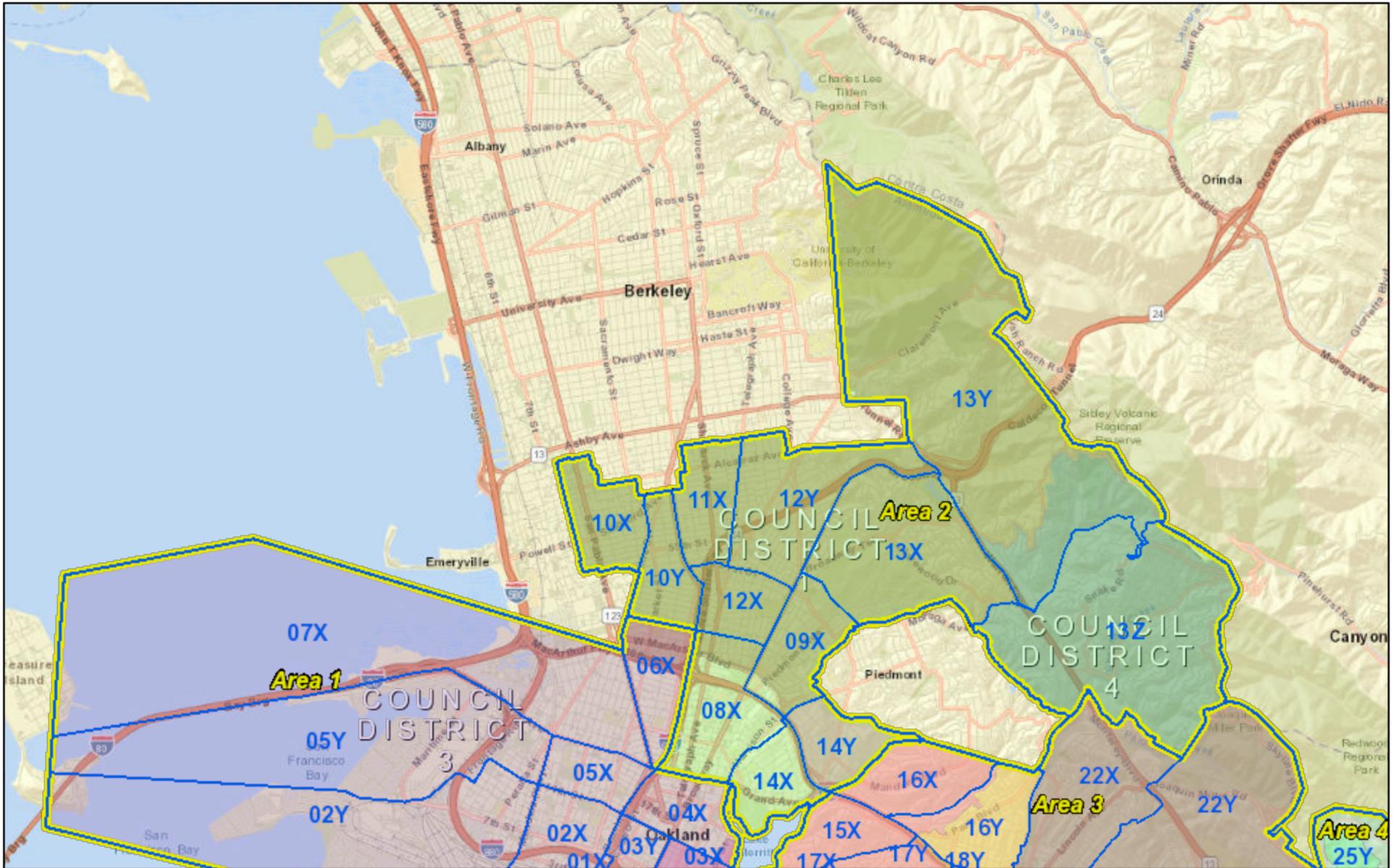
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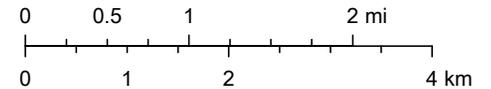
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Oakland Council Districts & Police Beats, Districts



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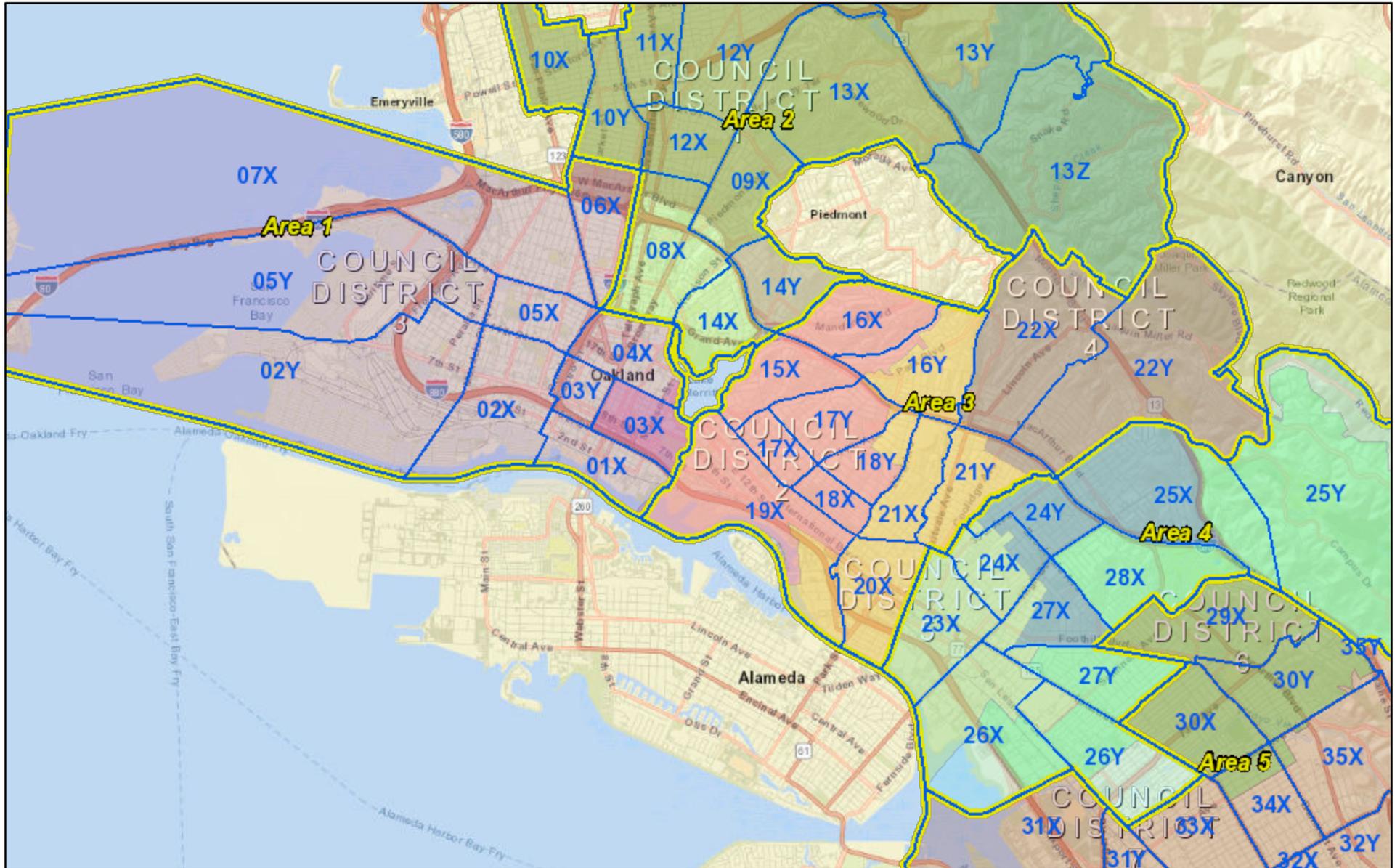
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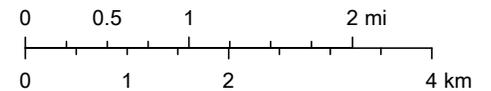
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Oakland Council Districts & Police Beats, Districts



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OAKLAND CITY COUNCIL

RESOLUTION NO. 79235 C. M. S.

FILED
OFFICE OF THE CITY CLERK
OAKLAND
Bruce V. Diery
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INTRODUCED BY COUNCILMEMBER _____

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 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.

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, MAY 17 2005, 2005

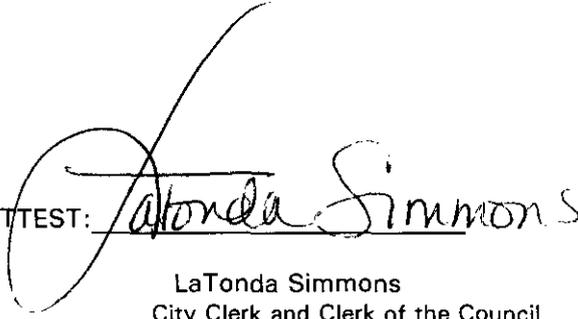
PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID AND
PRESIDENT DE LA FUENTE - 7

NOES- 0

ABSENT- 0

ABSTENTION- 0

ATTEST: 
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

Policy 15-01

Index as: Community Policing

I. BACKGROUND

Community Policing is the affirmed public safety policy and philosophy of the City of Oakland and Oakland Police Department and its purpose is to reduce crime, enhance public safety and to improve quality of life through police and community partnerships. Proactive problem solving in collaboration with other public service agencies and community-based organizations reduces crime and the fear of crime and improves the overall quality of life in our neighborhoods. Community Policing is a customer service approach to policing that embodies a true partnership, one in which all stakeholders advise, listen and learn, and the resultant strategies reflect that input. Community Policing involves a commitment from all Oakland Police Departmental (OPD) employees at every level in the organization to work smarter in finding creative approaches to traditional and non-traditional problems, and to do so in a manner that recognizes and rewards integrity, creativity, courage, and commitment.

II. PURPOSE

The purpose of this directive is to set forth bureau procedures regarding expectations and responsibilities for ~~Neighborhood Service Coordinators (NSCs)~~, Community Resource Officers (CROs), Foot Patrol Officers, Crime Reduction Team (CRT) Officers, and Community Meetings.

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This policy is designed to improve police community relations, enhance Citywide problem-solving efforts, reduce serious and violent crime, and address public safety issues through the community policing philosophy.

III. POLICE DEPARTMENT MISSION, VISION AND GOALS

A. The three fundamental components of the OPD's mission, vision, and goals:

1. Reduce Crime
2. Strengthen Community Trust and Relationships
3. Achieve Organizational Excellence

B. Police Department Structure

In order to achieve the above goals, OPD has continued to provide a structure that includes the following positions:

1. ~~Neighborhood Service Coordinators~~
2. Community Resource Officers
3. Foot Patrol Officers
4. Crime Reduction Teams

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IV. COMMUNITY POLICING AND PROBLEM SOLVING

Effective community policing focuses not only on developing and maintaining relationships with the citizens, businesses, and/or community organizations it serves but understanding that to resolve the issue(s) facing an area, it requires a collaborative effort.

Community Policing and problem solving places a high value on responses that are preventive in nature, that are not dependent on the use of the criminal justice system, and that engage other public agencies, the community and the private sector when their involvement has the potential for significantly contributing to the reduction of the problem. Problem solving carries a commitment to implementing responses, rigorously evaluating effectiveness and subsequently reporting the results of priorities and projects in ways that will benefit the community, the organization, and policing practices in general.¹

A. Community Priorities

Community priorities are prioritized issues of concern, generated by the community itself, which can be addressed in whole or in part by partnership with the Department. While typically set by attendees of the Neighborhood Councils (NC's), priorities can come from a variety of different sources. Neighborhood Council Priorities should be identified through a specific procedure and produced in written form following SMART principles. However, priorities should be applicable to a larger section of the Community Policing Beat rather than just one individual. Such priorities should be determined by a representative group of community stakeholders with a focus on diversity. Community Policing Beats should have one to three priorities at any given time.

CRO's should take the lead in taking NC Priorities of a more serious nature through the SARA Process. NSC's should take the lead in taking NC Priorities of a less serious nature through the SARA Process. In either case, the CRO/NSC should report back to the sponsoring NC at the completion of each step in the SARA Process in real time.

B. SARA Projects

A SARA project is a way to identify specific priorities or problems and to design tailored solutions for those issues. Each CRO is expected to have at least one open SARA project at any given time. The SARA concept includes evaluation assessment of the solutions and results to determine the efficacy of the designed response. The SARA model includes the following steps: ²

¹ Problem-Oriented Policing, Herman Goldstein, 2015

² Center for Problem Oriented Policing, 2018, <http://www.popcenter.org/about/?p=sara>

1. Scanning

- a. Identifying recurring problems of concern to the public and the police.
- b. Identifying the consequences of the problem for the community and the police.
- c. Prioritizing those problems.
- d. Developing broad goals.
- e. Confirming that the problems exist.
- f. Determining how frequently the problem occurs and how long it has been taking place.
- g. Selecting problems for closer examinations.

¹Problem Oriented Policing, Herman Goldstein, 2015

²Center for Problem Oriented Policing, 2018, <http://www.popcenter.org/about/?p=sara>

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2. Analysis

- a. Identifying and understanding the events and conditions that precede and accompany the problem.
- b. Identifying relevant data to be collected.
- c. Researching what is known about the problem type.
- d. Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.
- e. Narrowing the scope of the problem as specifically as possible.
- f. Identifying a variety of resources within and without Oakland that may be of assistance in developing a deeper understanding of the problem.
- g. Developing a working hypothesis about why the problem is occurring.

3. Response

- a. Brainstorming for new interventions.
- b. Searching for what other Oakland NC Beats and other communities with similar problems have done.
- c. Choosing among the alternative interventions.
- d. Outlining a response plan and identifying responsible parties.
- e. Stating the specific objectives for the response plan.
- f. Carrying out the planned activities.

4. Assessment

- a. Determining whether the plan was implemented (a process evaluation).
- b. Collecting pre- and post- response qualitative and quantitative data.
- c. Determining whether broad goals and specific objectives were attained.
- d. Identifying any new strategies needed to augment the original plan.
- e. Conducting ongoing assessment to ensure continued effectiveness.

C. Priority and Project Review

Upon completion of responding to a priority – including the closure of a SARA project -- the involved CRO should discuss with the relevant Neighborhood Council.

~~V. NEIGHBORHOOD SERVICE COORDINATORS~~

~~A. General Roles and Responsibilities~~

~~Neighborhood Service Coordinators (NSC) are expected to support Neighborhood Crime Prevention Councils (NCPC) and help residents work together, in partnership with the police and other city departments, to address ongoing problems in their neighborhoods.~~

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B. ~~Community Engagement~~

1. ~~NSCs should conduct outreach, to include:~~
 - a. ~~Development and distribution of outreach material promoting Neighborhood Council meetings and other events.~~
 - b. ~~Use of door to door and social media communications.~~
 - e. ~~Distribution of crime prevention information based on crime trends (such as auto burglaries).~~

2. ~~NSCs should create an outreach strategy with their Neighborhood Council board to include:~~
 - a. ~~Planning to conduct door to door and online outreach.~~
 - b. ~~Contacting Neighborhood Watch Block Captains and National Night Out hosting and assisting with outreach in their neighborhoods.~~
 - e. ~~Advising the Neighborhood Council board of allocated NCPC funds to purchase outreach material.~~
 - d. ~~Working with Neighborhood Council boards to share successes with other Neighborhood Councils.~~

3. ~~NSCs should use social media to share information.~~
 - a. ~~NSCs will receive training on social media.~~
 - b. ~~Social media should be used to promote community successes, especially those involving OPD:~~
 - 1) ~~NSCs should compose a brief narrative that highlights a successful community event, good news, a closed and/or otherwise completed priority or project. This story should be submitted to the NSC's manager for review and approval. Photos should be included. NSCs will not report out on closed SARA projects.~~
 - 2) ~~NSCs should work with their Neighborhood Council boards and other members to identify positive stories related to Neighborhood Council activity.~~
 - e. ~~NSCs should post meetings on social media and in the social media event calendars.~~
 - d. ~~Two NSCs from BFO 1 and two NSCs from BFO 2 will be designated to post on OPD social media accounts, including Facebook, Instagram, and Twitter. CROs and CRTs should forward stories and photos to the designated NSCs.~~

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- ~~4. NSCs should coordinate with other City, county and state agencies to resolve problems. These include:~~
- ~~a. Community Policing Advisory Board~~
 - ~~b. Safety and Services Oversight Commission~~
 - ~~e. Law Enforcement Partners (BART, Alameda County Sheriff, Oakland Unified School District)~~
 - ~~d. City Administrator's Office (Nuisance Abatement, Homeless Management Team, Special Activity Permits)~~
 - ~~e. Oakland Fire Department~~
 - ~~f. Office of the City Attorney (Neighborhood Law Corps Attorneys)~~
 - ~~g. Nuisance Abatement (City Administrator's Office)~~
 - ~~h. Alameda County Office of the District Attorney~~
 - ~~i. Public Works~~
 - ~~j. Department of Transportation~~
 - ~~k. Building Services/Code Compliance~~
 - ~~l. Oakland Housing Authority~~
 - ~~m. OUSD and other agencies as required.~~
- ~~5. NSCs attend community events.~~

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VI. COMMUNITY RESOURCE OFFICERS

A. General Role

Community Resource Officers (CRO's) are responsible for the coordination of problem-solving activities in specific geographic areas, including:

1. Documenting and reporting on the following:
 - a. Neighborhood Council Priorities
 - b. Community concerns
 - c. Area Command staff priorities
 - d. Crime issues
 - e. Blight concerns
 - f. SARA projects
 - f.g. Crime statistics including ShotSpotter data
2. Encouraging active participation of OPD personnel in Neighborhood Council and other community groups.
3. Initiating and completing SARA projects including NC Priorities.
4. Attending all Neighborhood Council regular meetings and providing routine updates as well as a fully briefed alternate when necessary.
5. Serving as liaisons with City Departments.
6. Providing foot and bicycle patrols.
7. Answering calls for service if needed.
8. Leading targeted enforcement projects.
9. Coordinating enforcement efforts with CRT and other personnel.

In addition to the above crime-reduction activities, CROs may assist CRTs in serving as first responders to crowd management events. CROs may also work with CRTs in providing violence or other serious crime suppression.

B. Specific Responsibilities

CROs act as coordinators and liaisons for projects and priorities in their assigned Community Policing Beats. Absent other urgent and specific Department needs, the Department is committed to keeping continuity of CROs assigned to a specific beat. Therefore the Department will establish the criteria for reassigning CRO's outside their designated Beats. Such reassignments will be fully documented as to length and reason for reassignment. Said documentation shall be reported to the NC of the CRO assigned Beat.

The CROs utilize the SARA process to solve problems. This process is documented by CROs in the community project database, SARAnet. CROs are expected to:

1. Build community support for OPD through positive customer service;
2. Be visible to, and engage with, the community;
3. Identify violent crime hot spots on their Community Policing Beat;
4. Assist Neighborhood Councils in establishing appropriate priorities and open SARA Projects based on these NC priorities based on crime data;
5. Research and identify the three locations generating the highest calls for service on their Community Policing Beat and, as appropriate, open projects aimed at reducing these calls for service;
6. Identify properties associated with neighborhood problems (calls for service, crime, blight, and nuisance) and institute projects to address these problems;
7. Communicate important information to Patrol officers and coordinate the response activities of these officers in solving projects;
8. Check email and voicemail messages daily and respond within a reasonable time (CROs shall use beat-specific email addresses for all communication related to issues in Community Policing beats);
9. Know and identify formal and informal community leaders (e.g., Neighborhood Watch block captains, school principals, community center staff, religious leaders, etc.); and
10. Coordinate with other City, county and state agencies to resolve problems. These include but are not limited to:
 - a. Oakland Fire Department
 - b. Office of the City Attorney
 - c. Nuisance Abatement (City Administrator's Office)
 - d. Alameda County Office of the District Attorney
 - e. Public Works
 - f. Department of Transportation
 - h. Building Services/Code Compliance
 - i. Oakland Housing Authority
 - ~~j.~~ OUSD and other agencies as required.
 - ~~k.~~ Oakland City Dept. of Violence Prevention and Dept. of Race and Equity
11. Create, gather or provide updates, results, and events regarding projects or priorities, responses, and results to NSCs for posting to social media platforms.

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C. Use and Auditing of the SARANet Database

CROs ~~shall~~ ~~should~~ update the SARANet Database on the status of their project responses regularly, at minimum once per ~~week~~ ~~month~~. CROs should maintain contact with other personnel to include updates of coordinated responses to projects in the database.

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~~Open projects should be formally assessed by CROs on a monthly basis.~~

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The SARANet Database will be reviewed or audited by the Area commander no less than on a ~~monthly~~ ~~an annual~~ basis to ensure that projects are properly documented.

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The Department will make available to the public information on all Projects in the SARA Database in properly redacted form.

D. CRO Assignment to Neighborhood Councils

CROs will be responsible for close and continuous coordination with their assigned Neighborhood Council (NC) and NSCs. However, each of the 57 NCs may not have a solely dedicated CRO.

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

E. Data Collection and Dissemination

CROs are required to use SARANet to document community-based projects. In addition to using SARANet, CROs should track other activities undertaken (such as crowd management).

CROs should make every effort to disseminate information on community projects and priorities to involved or required Department staff.

F. Professional Development

OPD shall provide annual training to all CROs that will include content and curriculum developed and presented by diverse community representatives and organizations. Possible courses may include, but are not limited to, the below:

1. CRO-specific training course provided by OPD
2. Problem-oriented or problem-solving using SARA model
3. Search warrant
4. Undercover and crime reduction operations
5. Custom notifications
6. Community relations/customer service
7. Cultural diversity and competency
8. Tactical training and Procedural Justice

Additionally, supervisors and commanders of CROs should identify training which will enhance the professional development of CROs. CROs should identify training which will enhance their development or job performance and submit training requests for consideration. In all cases, CRO training shall involve community resources to the greatest extent possible.

G. Tenure ~~Selection~~

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There is no mandatory length of time for CRO members to serve in their role. Transfers into and out of any CRO unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly appointed members are expected and encouraged to serve a minimum of ~~five to~~ two years in the position.

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Outgoing CRO's shall fully update, orient and educate the incoming CRO to Beat priorities and issues, past and present, as well as introduce him/her to Beat Stakeholders.

VII. FOOT PATROL OFFICERS

A. Roles and Responsibilities

Foot Patrol Officers maintain a high-visibility presence in specific geographic areas, such as Downtown Oakland. Foot Patrol Officers also serve as Bicycle Patrol Officers.

B. Professional Development

Foot Patrol should attend all of the below-listed training:

1. Problem solving (SRS school)
2. Bicycle patrol

C. Tenure

There is no mandatory length of time for Foot Patrol Officers to serve in their role. Transfers into and out of any Foot Patrol unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly appointed members are expected and encouraged to serve a minimum of five years in position.

VIII. CRIME REDUCTION TEAM OFFICERS

A. Roles and Responsibilities

Crime Reduction Teams (CRT) are OPD's primary means of addressing and reducing violent and other serious crime. CRT officers are expected to perform a variety of tasks to achieve these objectives, including:

1. Directed enforcement and operations in line with Department or Area Crime Reduction Plans.
2. Conducting basic to intermediate-level investigations.
3. Service of search and arrest warrants.
4. Location and arrest of suspects.

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Community Policing

Effective Date:
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In addition to the above crime-reduction activities, CRTs generally serve as OPD's first responders to crowd management events.

B. Direction

While direction for CRT activities may come from a variety of sources, primary mission direction should come from Area Commanders using the Department's crime-reduction plans.

C. Data Collection

CRT supervisors and commanders are required to provide evidence of their activities through completion of a weekly activity report. This report shall include, at a minimum:

1. Number of arrests made.
2. Number and type of warrants served.
3. Number and type of investigations conducted.
4. General descriptions of any other activities undertaken (such as intelligence-led stops, operations and crowd management incidents).

D. Data Collection Review

Weekly activity reports shall be reviewed by area commanders when evaluating crime reduction plans and results.

E. Professional Development

Newly-assigned CRT officers should attend all of the below-listed training:

1. Undercover operations
2. Basic narcotics enforcement
3. Advanced Procedural Justice
4. Search Warrant
5. Crime reduction field operations

OPD should provide annual on-going training to all CRTs that will include content and curriculum developed and presented by diverse community representatives and organizations. Possible courses may include, but are not limited to, the below:

1. Undercover operations
2. Basic narcotics enforcement
3. Advanced Procedural Justice
4. Search Warrant
5. Operational planning and supervision for crime reduction strategies
6. Community Relations/Customer Service
- 5-7. Cultural Diversity and Competency

Additionally, supervisors and commanders of CRTs should identify training which will enhance the professional development of CRTs. CRTs should identify training which will enhance their development or job performance and submit training requests for consideration. In all cases, CRT training shall involve community resources to the greatest extent possible.

F. Tenure

There is no mandatory length of time for CRT officers to serve in their role. Transfers into and out of any CRT unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly appointed members are expected and encouraged to serve a minimum of five years in position.

IX. **COMMUNITY MEETINGS**

Appropriate personnel attend and document attendance at community meetings and public appearances in accordance with the provisions of DGO B-7, PUBLIC APPEARANCES.

A. Attendance at Community Meetings

BFO personnel attending a community meeting or public appearance shall complete and forward a Public Appearance Report (PAR, TF-3225) as follows:

1. Personnel receiving an appearance request shall complete Part I (Request Information) of the PAR and forward the PAR to the appropriate commander.
2. Immediately upon completing the public appearance, ~~the NSC (for NCPC meetings) or in his/her absence~~, the primary OPD speaker/attendee, shall complete and forward the PAR to the BFO Administrative Unit through the chain-of-command of the person completing the PAR.
3. When there is more than one attendee, multiple PARs may be completed and forwarded. However, multiple attendees may be listed in Part III of the PAR.

B. Records Maintenance

The PARs shall be maintained by the BFO Administration Unit Command in accordance with DGO B-7. The BFO Administrative Unit shall be responsible for the following:

1. Assigning control numbers to completed PARs.
2. Maintaining an electronic database/log of all completed PARs.
3. Monitoring the community meeting? attendance and the completion of PARs.
4. The commander of the BFO Administrative Unit Shall provide BFO Deputy Chiefs and Area commanders a monthly summary report of public appearances attended by Department personnel which shall include data on adherence to the 60-day attendance rule noted in Part II.B of DGO B-7.

C. Presentations at Community Meetings

Depending on assignment and/or classification, staff members may be required to make presentations at community meetings. CROs ~~and NSCs~~ are expected to make

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presentations on a regular basis. When presenting a community meeting, the assigned ~~CRO~~ NSC should do the following in order to ensure City-wide consistency:

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1. Send an Outlook calendar invite (specific to a single meeting – not a recurring appointment) to the:
 - a. BFO Deputy Chief
 - b. BFO Neighborhood Services Manager
 - c. Area Captain
 - d. Area Special Resource Lieutenant
 - e. Area CRO Sergeant
 - f. Area CRT Sergeant
 - g. Assigned NSC ~~CRO~~

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The calendar invite should include beat priorities and ~~CRO~~ NSC contact information.

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2. Provide an agenda that minimally includes:
 - a. Contact information.
 - b. Current beat priority and project updates (Status of priority or project, responses since last meeting, status of assessment or evaluation).
 - c. Identification of new priorities or projects (if needed).
 - d. Community Beat crime trends and crime rates.
 - e. Misc. Agenda Items (Other announcements, other presentations, etc.).
 - f. Summary of key activities related to these items.
3. Introduce yourself at the beginning of the meeting.
4. Explain the role of CROs and CRTs. If needed, required, or requested.
5. CROs are required to provide:
 - a. Crime statistics for the Area and Beat.
 - b. Updates on priorities and projects, including:
 - 1) Defined priority and project problem and goal.
 - 2) Status of each active priority or project or for each priority or project closed since the last meeting or update.
 - 3) Responses completed or logged by all priority or project partners since last meeting or update.

OPD staff should consider hosting community meetings and other events in different areas in the beat.

6. CRO and NSC Interaction
 - a. CROs and NSCs should collaborate prior to every Neighborhood Council meeting to review and discuss beat information, crime statistics, crime trends, priorities, and projects. Identification of current neighborhood concerns including problem properties and hot spots should be included.
 - b. CROs should provide NSCs with the CRO's report prior to the meeting.

D. Living Room Meetings

Living room meetings are a specific type of community meeting. Like all community meetings, the goal of a living room meeting is to improve police-community relations. Living room meetings employ specific criteria, such as the following:

1. Intimate setting (such as an actual residential living room) OR Local facility recommended by the assigned NSC (such as a library or recreation center)
2. Small group size (no more than 20 participants)

Living room meetings are generally attended by Area command staff, supervisors, and officers. NSCs should attend when possible.

Approved by

Roland Holmgren
Acting Deputy Chief
Bureau of Field Operations 1

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Deputy Chief
Bureau of Field Operations 2