

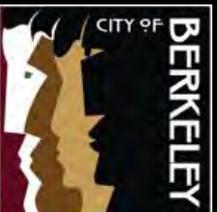
# CITY OF BERKELEY

## Reimagining Public Safety



***Fall 2024 Status Update and Report Out***

October 29, 2024



# Reimagining Public Safety Status Update

- Reimagining Public Safety Background
- Status of Reimagining Public Safety Initiatives
- Considerations and Next Steps

## Transition to Workload Study

### Citygate Associates Report

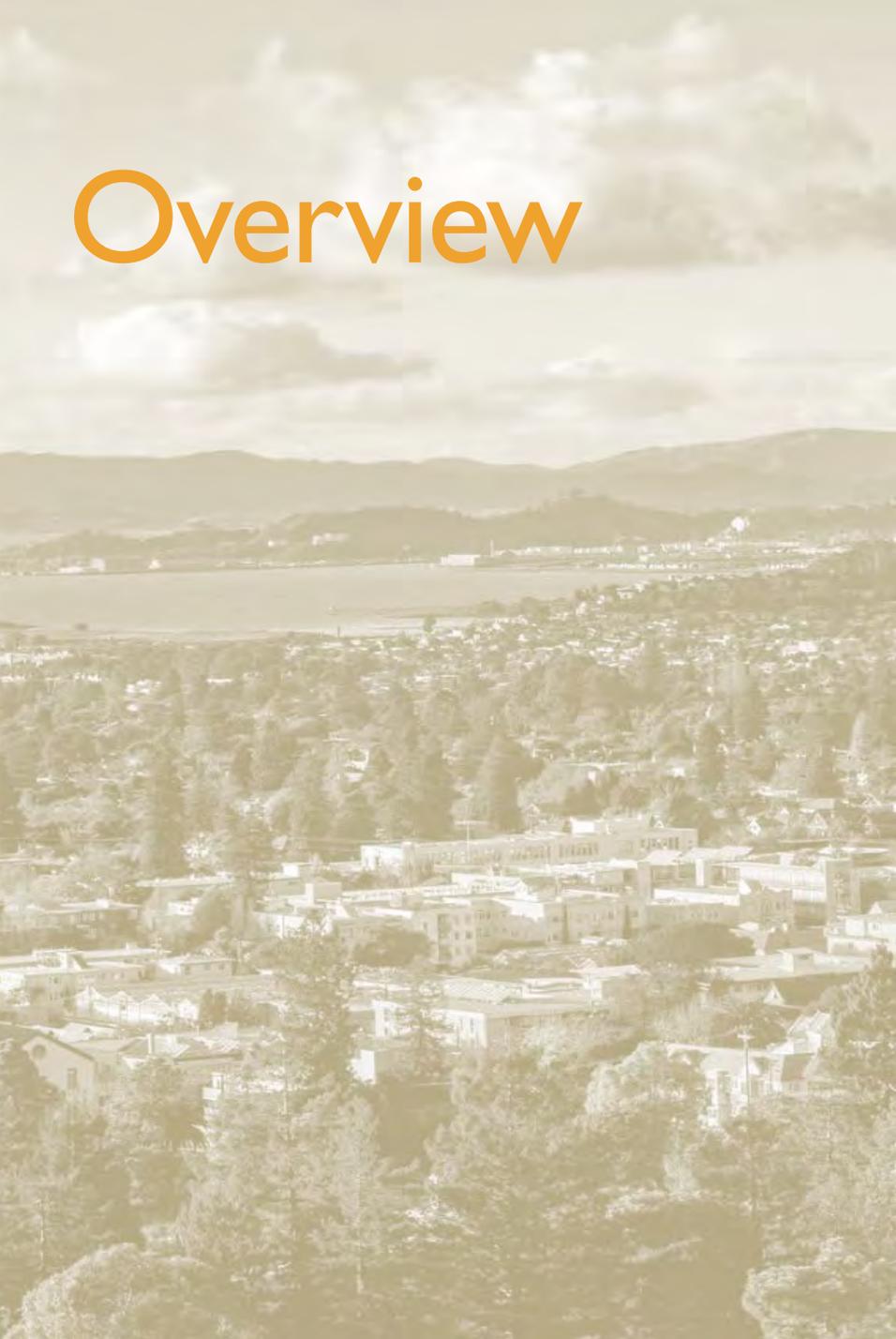
- Key Findings & Recommendations

### Berkeley Police Department Response

- Implementation Strategy

## Closing Remarks & Thank You

# Overview

An aerial photograph of a city, likely Berkeley, California, showing a dense residential area with many houses and trees. In the background, there is a large body of water (the San Francisco Bay) and a range of mountains under a cloudy sky. The image has a warm, golden-brown color cast.

# Leadership Team



*Paul Buddenhagen  
City Manager*



*LaTanya Bellow  
Deputy City Manager*



*Anne Cardwell  
Deputy City Manager*



*Sharon Friedrichsen  
Budget Manager*



*Rex Brown  
Diversity, Equity, and  
Inclusion (DEI) Officer*



*Carianna "Cari" Arredondo  
Assistant to the City Manager  
Reimagining Public Safety*



*Jennifer Louis  
Berkeley Police  
Department (BPD)  
Chief*



*David Sprague  
Berkeley Fire  
Department (BFD)  
Chief*



*Terrance Davis  
Public Works (PW)  
Director*



*Scott Gilman  
Health, Housing, and  
Community Services (HHCS)  
Director*



*Farimah Brown  
City Attorney*



*Brendan Darrow  
Assistant City Attorney*

ONE CITY, ONE TEAM

# Phased Timeline & Deliverables

## Completed

### Staffing Hires:

- Reimagining Public Safety Coordinator
- Diversity, Equity, and Inclusion Officer
- DEI Administrative Assistant
- Vision Zero Coordinator
- Community Services Specialist II

### Milestones:

- Crisis Response Bridge Services
- SCU *Development & Implementation*
- Violence Prevention and Youth Services
- Youth Peers Mental Health Response
- Fair and Impartial Policing
- Police Staffing Assessment
- Dispatch Needs Assessment
- Wellness Funding
- Collision Analysis
- Office of Equity
- Language Equity

## In Progress

- Crisis Needs Assessment
- Respite from Gender Violence
- Staffing (CSO & Dispatchers)
- BerkDOT *Development (Phase I)*
- Grant Assistance
- Transportation Fines/Fees Analysis
- Gun Violence Prevention Program *Implementation*

## To Be Initiated/Pending Funding

- Department of Community Safety
- Expand Downtown Streets Teams
- Alternatives to Sanctions/Fines
- BerkDOT *Implementation*

## PHASE I

July 2020 – July 2022  
*Community Process & Research*

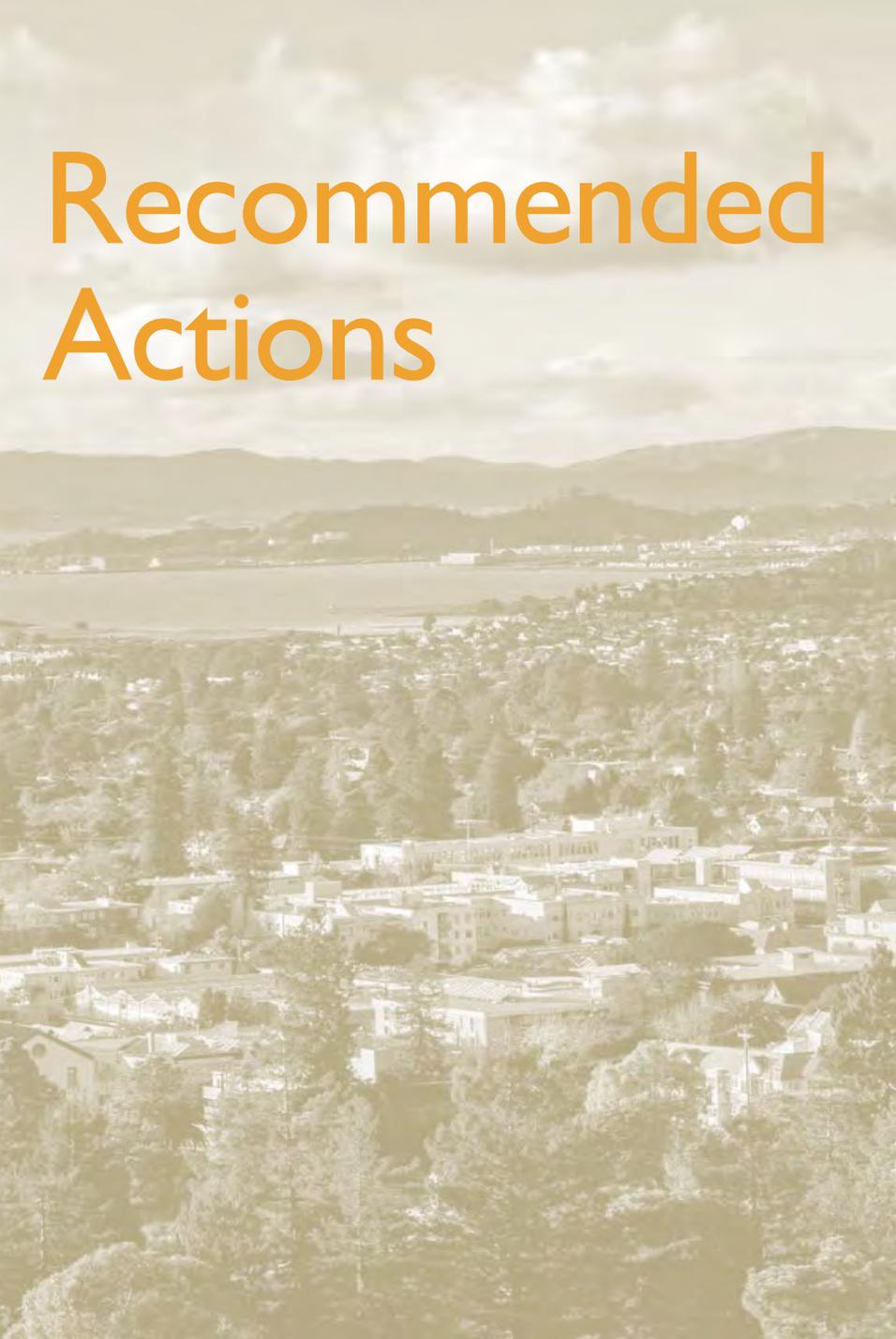
## PHASE 2

July 2022 – July 2024  
*Continued Analysis & Implementation*

## PHASE 3

July 2024 – July 2026  
*Continued Implementation & Expansion*

# Recommended Actions

An aerial photograph of Berkeley, California, showing a dense residential area with many houses and trees. In the background, there are rolling hills and a body of water. The entire image is overlaid with a semi-transparent yellow filter.

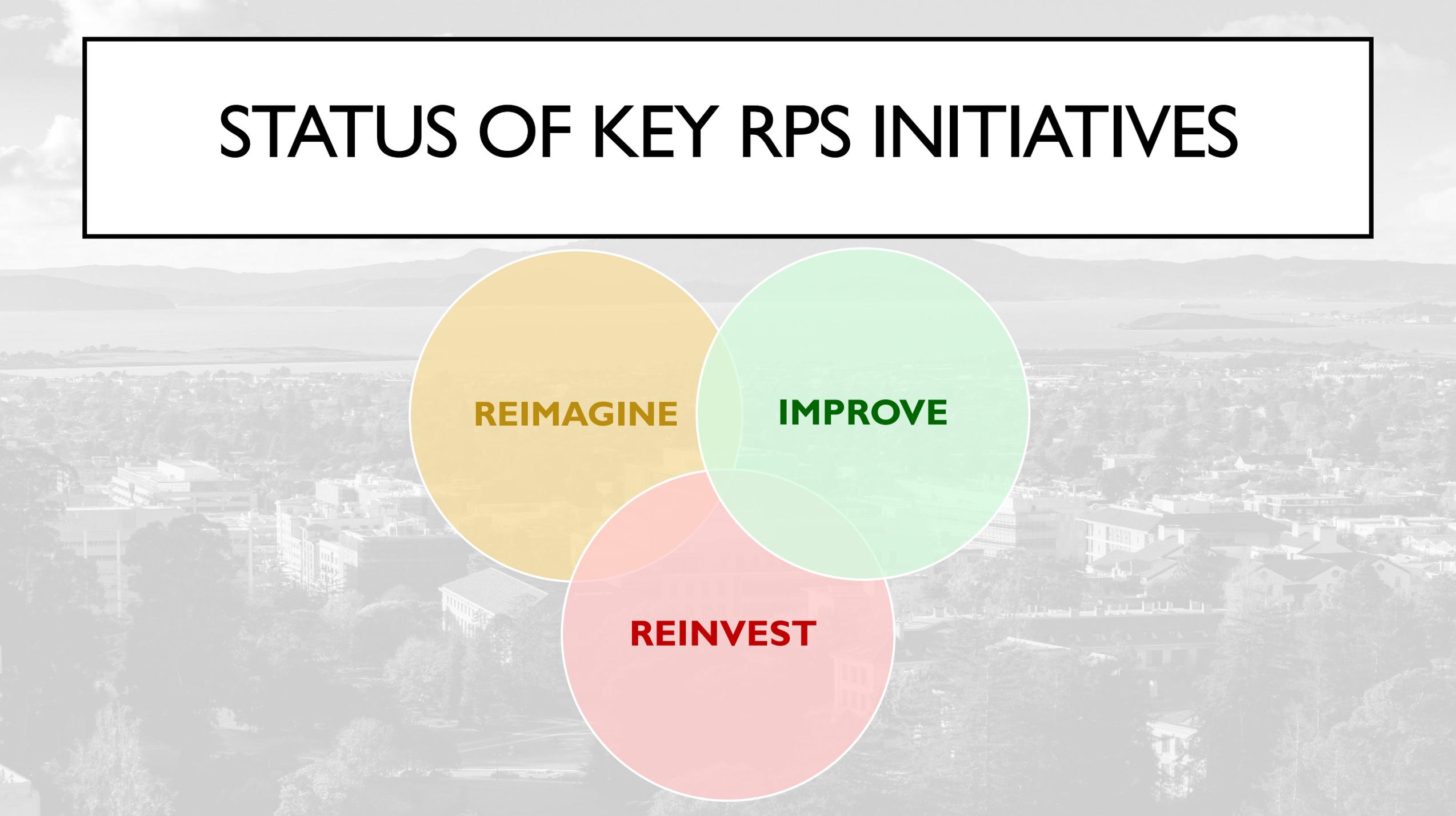
- 1. Review and discuss the provided status report** from the City Manager with the goal of demonstrating transparency and facilitating informed council discussion towards the advancement of the Reimagining Public Safety initiative in Berkeley.
- 2. Provide comments on the “City of Berkeley Workload and Organizational Study of the Police Department”** Citygate report, with the goal of facilitating a thorough and informed Council discussion on the report's findings and implications.

# STATUS OF KEY RPS INITIATIVES

**REIMAGINE**

**IMPROVE**

**REINVEST**



# REIMAGINE

Project  
Coordination

Reimagining Public Safety Assistant to  
the City Manager

Departments /  
Divisions

Berkeley Department of Transportation  
Department of Community Safety  
**Office of Diversity, Equity, and  
Inclusion**

Pilot Units /  
Staffing

**Specialized Care Unit**  
Community Service Officer Unit

***Redesign  
public safety from  
a traditional Police-  
Centered Model to  
one that is focused  
on the diverse needs  
of the community  
it serves.***

# Office of Diversity, Equity, and Inclusion (ODEI)

## Overview & Implementation Progress

### Deliverable/Recommendation:

Establish an Office of Diversity, Equity, and Inclusion (ODEI).

### Goals/Outcomes:

Execute initiatives in alignment with Berkeley's mission for inclusivity and equity.

Milestone	Status
DEI Officer Hired	<b>Complete</b> November 2023
Onboarding, strategic DEI planning, employee & community engagement.	<b>In Progress</b> Fall 2023 – ongoing
DEI Strategic Plan Partnerships: <ul style="list-style-type: none"> <li>• <b>Healthy Black Families</b> <ul style="list-style-type: none"> <li>○ Equity 4 Black Berkeley</li> <li>○ African American Holistic Resource Center</li> </ul> </li> <li>• <b>Berkeley Police Department (BPD)</b> <ul style="list-style-type: none"> <li>○ LGBTQ+ Liaison website</li> </ul> </li> <li>• <b>Pacific Center for Human Growth</b> <ul style="list-style-type: none"> <li>○ City and community training</li> </ul> </li> <li>• <b>Commission on Disability</b> <ul style="list-style-type: none"> <li>○ Access &amp; engagement</li> </ul> </li> </ul>	<b>In Progress</b> Summer 2024 – ongoing
Develop RFP for local reparations and prioritize investments in environmental justice.	<b>Anticipated</b> Winter 2024 – ongoing

# Specialized Care Unit (SCU)

## Overview & Implementation Progress

### **Deliverable/Recommendation:**

Implement the Specialized Care Unit -- Berkeley's first independent crisis response team.

### **Goals/Outcomes:**

Ensure responsive crisis intervention, promoting community well-being, and enhancing public safety.

Milestone	Status
SCU Design Process (Phase I)	<b>Complete</b> January 2021- Spring 2022
Hiring and Training of initial SCU Staff and soft launch of SCU. SCU phone number starts receiving calls: <b>(510) 948-0075</b>	<b>Complete</b> September 2023 - ongoing
Community engagement and public education efforts.	<b>In Progress</b> <b>Ongoing</b>
Evaluation of SCU Pilot & Expansion to 24/7 Operations	<b>In Progress</b> Fall 2023 - ongoing

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Resource  
Optimization

Grant Assistance

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**Respite from Gender Violence**

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**Language Equity**

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Community  
Investments

**Youth Peers Mental Health  
Response**

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**Violence Prevention & Youth  
Services**

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**Gun Violence Intervention and  
Prevention**

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Public Safety/Crime Prevention for  
Women and Older Persons

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**REINVEST**

*Increase equitable  
investment in  
vulnerable  
communities and  
for those who have  
been historically  
marginalized.*

# Respite from Gender-Based Violence

## Overview & Implementation Progress

### Deliverable/Recommendation:

Perform systems analysis concerning respite from gender violence and its intersections with other pertinent crisis response systems.

### Goals/Outcomes:

Increase the community's knowledge about respite resources, understand their strengths and challenges, and to identify gaps that can be addressed.

Milestone	Status
Temporary Community Services Specialist II hired.	<b>Complete</b> Fall 2023
Community-based needs assessment to determine alignment between researched best practices and local survivors' experience.	<b>Complete</b> Fall 2023
Internal-external stakeholder meetings with service providers, city departments, including the Commission on the Status of Women to gather feedback on drafted recommendations.	<b>In Progress</b> Fall 2023 – ongoing
Continued stakeholder engagement, ongoing refinement of policy recommendations, and exploration of synergies with other City referrals.	<b>In Progress</b> March 2024 – ongoing

# Language Equity

## Overview & Implementation Progress

### Deliverable/Recommendation:

Translate and publish key public safety and survivor support resources into top non-English languages spoken in Berkeley.

### Goals/Outcomes:

Increase accessibility to critical safety resources for Berkeley's non-English speaking and limited-English proficiency communities, enhancing equity and inclusivity.

Milestone	Status
Research and evaluation to identify community language needs.	<b>Complete</b> Spring 2024
Completing translations of key resources, including the Specialized Care Unit brochure, by end of 2024.	<b>In Progress</b> Fall 2024
Coordination with DEI Officer for additional projects in Phase 3 to address ongoing language equity needs.	<b>In Progress</b> Ongoing

# Youth Peers Mental Health Response

## Overview & Implementation Progress

### **Deliverable/Recommendation:**

Support the establishment of the Berkeley High Wellness Center to address student mental health needs.

### **Goals/Outcomes:**

Provide a dedicated space for students to address academic stress, anxiety, and other mental health concerns while enhancing mental health resources through both preventive and crisis interventions.

<b>Milestone</b>	<b>Status</b>
Soft opening of the BHS Wellness Center	<b>Complete</b> Summer 2023
Launched key wellness services; logged 1,120 student visits.	<b>Complete</b> December 2023 – May 2024
Expanding outreach and engagement efforts on campus, increasing family involvement, and tracking post-engagement outcomes.	<b>In Progress</b> Summer 2023 – Ongoing

# Violence Prevention & Youth Services

## Overview & Implementation Progress

### Deliverable/Recommendation:

Invest in community-based organizations to support youth violence prevention and services.

### Goals/Outcomes:

Reduce youth violence, promote community healing, expand access to mental health services, and support youth development through leadership, teamwork, and engagement initiatives.

Milestone	Status
<p>Allocated funding to McGee Avenue Baptist Church Voices Against Violence (VAV) and Berkeley Youth Alternatives (BYA).</p> <ul style="list-style-type: none"><li>• <b>Voices Against Violence:</b> Focuses on mentoring and violence prevention for high-risk youth.</li><li>• <b>Berkeley Youth Alternatives:</b> Engaged youth in camp and provided counseling, emphasizing violence prevention and mental health support.</li></ul>	<p><b>Complete</b> Summer 2022 – June 2024</p>
<p>Continued support for VAV, BYA, and Berkeley Junior Jackets through FY 2026, focusing on violence prevention and youth development.</p>	<p><b>In Progress</b> Fall 2023 – June 2026</p>

# Gun Violence Intervention and Prevention

## Overview & Implementation Progress

### Deliverable/Recommendation:

Design and implement a Gun Violence Prevention Program in the City of Berkeley.

### Goals/Outcomes:

Address Berkeley shootings by developing evidence-based gun violence prevention strategies, drawing insights from successful programs in mid-sized cities across the nation.

Milestone	Status
Preliminary recommendation stages of Project Ceasefire.	<b>Complete</b> Spring/Summer 2022
GVP Report Completed.	<b>Complete</b> Summer 2023
RPS Update to City Council and GVIPP Framework adopted	<b>Complete</b> January 2024
RFP Process & Contract Finalization with Live Free USA.	<b>Complete</b> Spring/Summer 2024
Preliminary Implementation Planning and Soft Launch of GVIPP Program.	<b>In Progress</b> Summer – Fall 2024

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Assessments /  
Analysis

**Vision Zero Program**

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Crisis Needs Assessment

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**BPD Staffing Assessment**

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**Dispatch Needs Assessment**

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Transportation Fines & Fees Analysis

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Training/  
Resources

Fair and Impartial Policing

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Wellness Funds

---

Expand Downtown Streets Teams

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Expand Hearing Officer Resources  
(Alternatives to Sanctions & Fines)

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**IMPROVE**

***Improve the City of Berkeley's public safety system for residents and communities that have experienced the greatest harm from the existing public safety model.***

# Vision Zero Program & Collision Analysis

## Overview & Implementation Progress

### Recommendation:

Hire Vision Zero staffer to conduct collision analysis and support the City's Vision Zero Action Plan.

### Goals/Outcomes:

Prioritize Vision Zero action items, including the collision analysis, with an equity-focused, data-driven effort to eliminate traffic deaths and severe injuries on Berkeley's city streets by 2028.

Milestone	Status
Vision Zero Program Coordinator (Associate Planner Hired October 2023 – Vacant November 2024).	<b>In Progress</b> Fall 2024 – Winter 2024
Associate Planner supporting the implementation of programmatic and capital project delivery elements of the Vision Zero Action Plan, including collision analysis.	<b>In Progress</b> October 2023 – onwards
Martin Luther King Jr Way Vision Zero Quick Build construction.	<b>In Progress</b> Fall 2023 – Summer 2024
Southside Complete Streets Project construction.	<b>In Progress</b> December 2023 – Early 2025
Recruitment for Vision Zero Program Manager (Senior Planner).	<b>In Progress</b> January 2024 – December 2024

# Staffing Assessment

## Overview & Implementation Progress

### Deliverable/Recommendation:

Analyze BPD Staffing and Beat Structure.

### Goals/Outcomes:

Conduct an in-depth study of the Berkeley Police Department to ultimately contribute to:

- *Enhanced **organizational structure**,*
- *Optimized **resource allocation**,*
- *Improved **patrol boundaries**,*
- *and other **actionable recommendations**.*

Milestone	Status
Contract with Citygate for Staffing Assessment <i>Initiated.</i>	<b>Complete</b> June 2023
Citygate Staffing Assessment data collection.	<b>Complete</b> August 2023 – January 2024
Stakeholder Interviews.	<b>Complete</b> October 2023 – January 2024
Review of Organizational Functions and Workload.	<b>Complete</b> November 2023 – December 2023
Final report delivered to Department.	<b>Complete</b> September 2024

# Dispatch Needs Assessment

## Overview & Implementation Progress

### Deliverable/Recommendation:

Assessment to examine existing dispatch capabilities and the City's goals to develop a gap analysis and path forward.

### Goals/Outcomes:

Enhance the City's Dispatch center:

- to allow for the **systematic triage** of emergency calls,
- to provide **pre-arrival emergency medical instructions** to callers, and,
- to create the opportunity to **send alternate resources** like an alternative mobile health unit (BFD Advanced Medical Unit) or the Specialized Care Unit (SCU).

Milestone	Status
Dispatch Needs Assessment (DNA) process and research	<b>Complete</b> Winter 2021 – Spring 2024
Validation Report	<b>Complete</b> Spring 2024
Assess validation report and staff presentations from MCP	<b>Complete</b> Spring 2024
Discussion with project stakeholders to determine next steps for the DNA	<b>In Progress</b> Spring 2024 – Fall 2024
Contract for ongoing implementation support approved by council on Oct 15	<b>Anticipated</b> Fall 2024

# Dispatch Needs Assessment

## Priority Protocol Recommendations and Expected Improvements

### Recommendation:

Needs Assessment and Validation Study both included recommendation to implement dispatch protocols

### Benefits:

- Increase the success of new recruits and their confidence and higher retention
- Expand Emergency Communications Center capacity
- Implement tiered dispatching
- Deliver pre-arrival instructions
- Create opportunities for more alternative response types (behavioral health)

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### Risk Reduction

Scripts reduce call taker miscommunication and error

Unnecessary dispatches reduce risk of responder traffic and wake effect collisions

Prearrival safety instructions help mitigate risks before responders arrive on scene

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### Cost Savings

Improved resource allocation avoids unnecessary dispatches reducing operational costs

Standardized protocols reduce training and mitigate turnover costs

# Dispatch Needs Assessment

## Timeline & Budget

### Timeline Considerations

- Berkeley procurement process
- Vendor availability for scheduling
- Staff training timeline
- Average implementation: ~6 months

### Budget Considerations

- **\$375,000:** Implementation costs typically averages \$125k per protocol set (Police, Fire, EMS)
- **\$57,375:** Training \$425 per person per certification – 45 personnel recommended in validation study
- **\$8,000:** Ongoing costs for recertification maintenance and updates

An aerial, grayscale photograph of a university campus. In the foreground, there are several large, multi-story buildings with classical architectural features, surrounded by dense trees. In the background, a range of mountains stretches across the horizon under a sky filled with scattered clouds. A white rectangular box with a black border is centered horizontally across the middle of the image, containing the text "CONSIDERATIONS AND NEXT STEPS" in a bold, black, sans-serif font.

# CONSIDERATIONS AND NEXT STEPS

## ***Ongoing Funding***

- **Challenge:** Budget constraints and deferred funding.
- **Proactive Efforts:** Exploring alternative funding, grants, and reassessing resources.

## ***Implementation Timeline***

- **Challenge:** Delays from vacancies, deferred funding, and legislative holds.
- **Proactive Efforts:** Regular evaluation, timeline adjustments, and strategic planning.

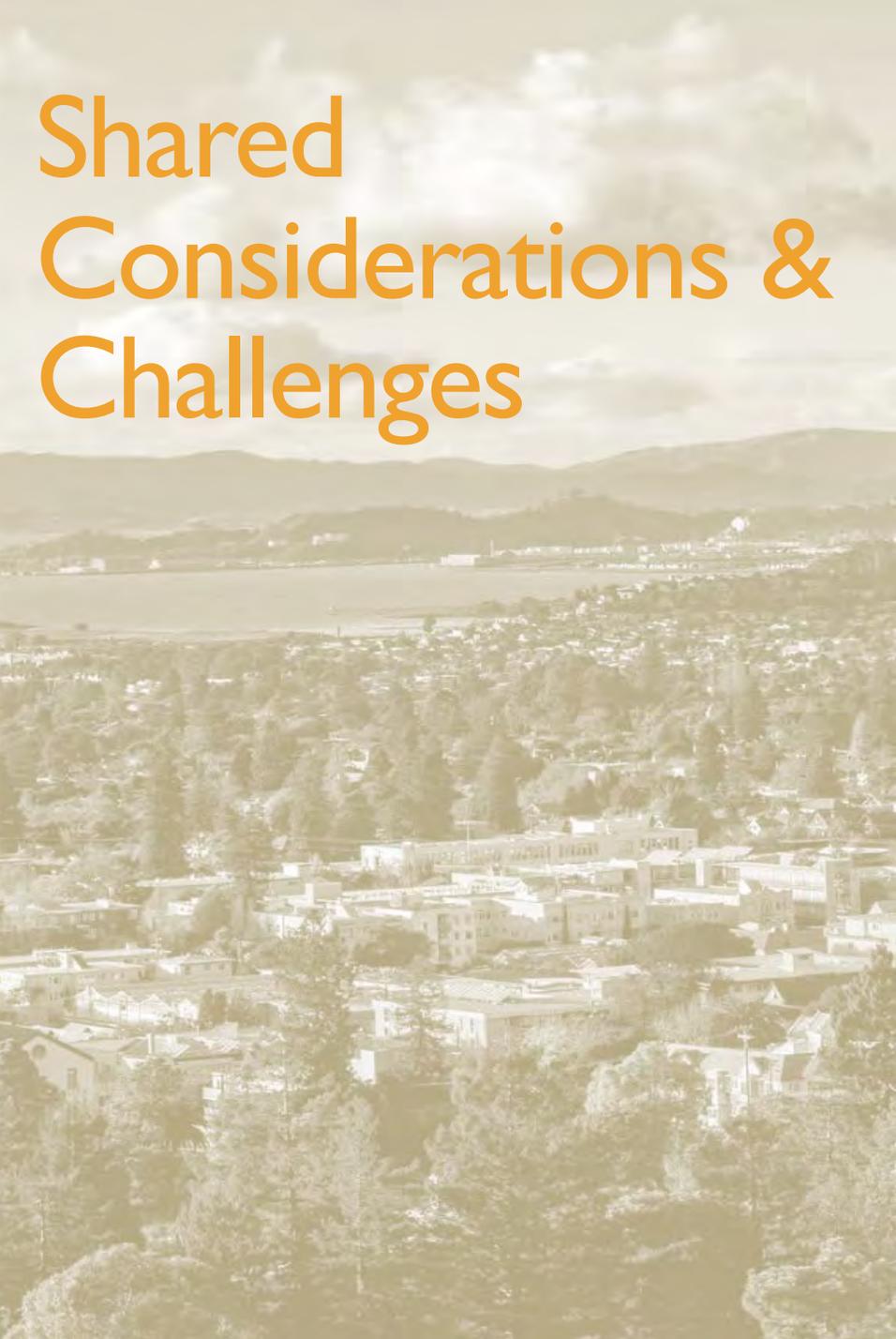
## ***Staffing Vacancies and Attrition***

- **Challenge:** High turnover for a stable workforce.
- **Proactive Efforts:** EOC initiative for recruitment, retention, and strategic marketing.

## ***Regulatory Compliance***

- **Challenge:** Meeting all-level regulations.
- **Proactive Efforts:** Ongoing partnership with the City Attorney's Office.

# Shared Considerations & Challenges



## **Fall 2024**

- Third progress update on Reimagining Public Safety.

## **Winter – Spring 2025**

- AAO#1
- Continued work and engagement, transitioning to Phase 3.

## **Spring – Summer 2025**

- Fourth progress update on RPS, focus on Dispatch Assessment and the Specialized Care Unit

Next Steps



# *Comments from City Council*



*Transition to Next Presentation*



CITYGATE  
ASSOCIATES

# Workload Organizational Study of the Police Department

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## FINAL REPORT BRIEFING

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CITY OF BERKELEY, CA

Presented on October 29, 2024



# About Citygate

- Founded in 1990, employing a “Virtual City Hall” model
- Our police consultancy includes police chiefs, undersheriffs, social justice and statistical and data specialists, and former elected officials
- Successfully completed 600+ projects over 32 years serving over 400 communities
- We debate and deliberate internally to deliver actionable recommendations that are customized to meet client needs

# Methodology and Data Collection

- Reviewed available documents and electronic records related to the management, operations, staffing, training, and budgeting of the Department
- Developed, administered, and analyzed an anonymous online internal employee survey
- Interviewed sworn and professional staff, along with bargaining groups, other City staff, and elected officials
- Reviewed relevant policies, City charter provisions, other studies, and audit reports of the Department
- Conducted on-site visits of the Department's facilities

# Employee Survey Details

- Approximately one-third of the Department's sworn staff and less than 10 percent of professional staff responded to our anonymous online survey
- Questions were developed to evaluate the Department's strengths, weaknesses, opportunities and threats
- Specific questions solicited responses on workload, communication, external obstacles, and hours committed to collateral assignments and proactive activities

# Employee Survey Details (cont.)

- Staff noted the extensive amount overtime worked and the stress of working with reduced staffing
- Supervisors emphasized a growing administrative workload that leaves them less time in the field to lead, coach, and mentor
- Staff crave more support and communication
- Many staff carry more than one ancillary assignment

# Patrol Operations Overview

- Current staffing of 60 officers in Patrol is not sustainable given current workloads
- Overtime and ancillary duties have led to burnout and morale concerns
- Adding staff, especially in Patrol, would allow the Department to meet *current* operational demands and afford staff more time for proactive activities, including community engagement

# Patrol Findings

- 34,111 overtime hours were worked in Patrol in 2023
- Calls for service and calls per shift per officer have increased
- Median officer time on-scene has increased
- Most Part 1 crime categories have increased
- Median response time to Priority 2 and Priority 3 calls has increased since 2020
- Case reports have steadily risen since 2020
- Officer-initiated activity has declined
- Sergeants are spending more time on administrative tasks that take them off the street
- Other operational demands are consuming more officer time

# Key Recommendations

# Timing

- Citygate's recommendations represent a menu of items that will help to improve the organization by reducing staff workloads
- We understand that not all recommendations can be implemented immediately, and more viable alternatives may be discovered over time
- Some initiatives are already underway: Adding CSOs, organizational restructuring, dedicating an officer to recruitment

# Patrol

- By adding police officers (to Patrol) and more dispatchers, the Department should see further reductions in some overtime categories
- By adding CSOs to Patrol—to both free up more Patrol officer time and to handle non-urgent calls and reports—the Department will further reduce the need for officer overtime in Patrol (*separate and distinct from the SCU duties*)
- Continue to record, analyze, and manage overtime to reduce the likelihood of employee fatigue and burnout
- Consider diverting or referring more calls to online reporting

# Patrol (cont.)

- Add 15 officers [four (4) each to Teams 1, 2, and 3; and three (3) officers to Team 7, bringing the total to 73]
  - These positions are currently funded sworn vacancies
- Add 5 CSOs to Patrol to supplement and support Patrol officers on weekday morning and evening shifts
- CSOs can be trained to take many non-emergency calls and write such reports, recover stolen vehicles and found property, tow abandoned vehicles, retrieve and download video evidence, transport witnesses and victims, etc.
- Modify Use of Force (Level 1) reporting

# Investigations

- Add a real-time Crime Analyst who can help to enhance the Department's data-driven efforts, which can lead to quicker and more precise and informed decisions
- Develop a training matrix for investigators
- Add a CSO to take over lab runs to Richmond; detectives currently make such trips
- Consider hiring a cold case detective—potentially a retired annuitant
- Consider adding a second School Resource Officer (SRO)
- Add 1 additional Crime Scene Technician to the current staff of 4

# Traffic Bureau

- Restore the Traffic Bureau to full staffing so that it can handle most injury collisions
- Expand the use of social media to inform the public of traffic safety and enforcement efforts
- Add a CSO to conduct or aid in collision investigations
- Collaborate with the City Traffic Engineer to update outdated traffic surveys
- Consider appointing an additional supervisor within the Parking Enforcement Unit to reduce the current span of control and to provide coverage across three shifts

# Jail

- Consider creating a civilian manager's position to oversee Jail operations; the assigned Sergeant could then be reassigned to address a higher-priority need for sworn supervision
- Consider reducing the requirement to always have 3 CSOs on duty given that booking officers are required to remain in the booking area during the entire booking process
- Consider a change to the current requirement that does not allow CSOs to transport prisoners

# Records Unit

- Staffing the unit with an entry-level Records Specialist I would provide needed help to manage the increased CPRA volume
- Conduct ergonomic assessments of workstations and a workflow analysis to improve operational efficiency

# Communications Center

- Citygate concurs with the issues and recommendations identified in the two recent Communications Center studies
- New recruitment and retention efforts for dispatchers have been effective and should be continued
- Consider prioritizing the planning and acquisition of additional floor space and workstations to meet current and future needs
- Consider increasing supervisory Public Safety Dispatcher staffing to ensure proper leadership and supervision for all shifts

# Conclusion / Overall Assessment

- The Department has shown a strong commitment to strengthen its culture through employee wellness programs, transparency, and data-driven policing
- The Department's Data Analysis and Transparency Hub are impressive and include current data on calls for service, police stops, the use of force, and current trends
- Staff work hard and have done well to bring forth new and creative ideas given staffing constraints and workload demands
- Staffing Patrol with enough officers to regularly patrol assigned areas (versus relying on overtime) would provide greater opportunities to build community relationships and foster trust

# Questions and Discussion



CITYGATE  
ASSOCIATES

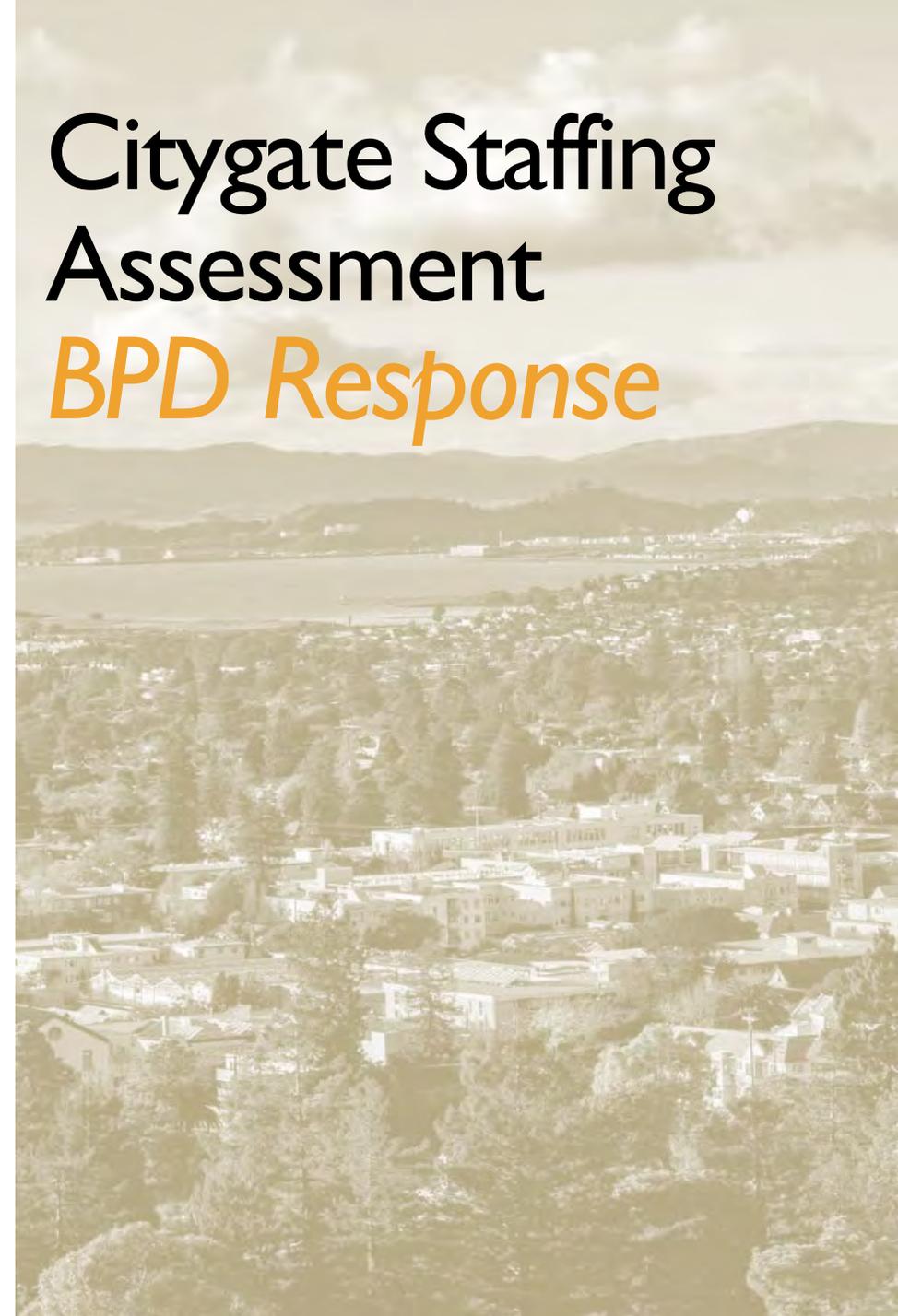
Thank You



# Recommendation Themes



# Citygate Staffing Assessment *BPD Response*





# *Comments from City Council*



*Closing Remarks & Thank you*