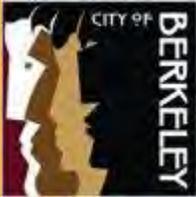


# REIMAGINING PUBLIC SAFETY



***Status Update and Report Out***

**City Manager's Office**

**Fall 2024**

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## EXECUTIVE SUMMARY

*This section provides an overview of Berkeley's work towards Reimagining Public Safety, highlighting key milestones and the City's commitment to creating an equitable and effective model for all residents.*

# Introduction

Reimagining Public Safety in the City of Berkeley aims to foster an equitable, holistic, and community-centered approach to safety, transforming traditional public safety models to prioritize health, wellness, and security for all residents. Through a collaborative, multidisciplinary strategy, it seeks to reshape the scope of a traditional police-centered model, address systemic inequities, and enhance community trust and well-being. By reinvesting in health, education, and social services, and introducing alternatives to traditional enforcement, the initiative aspires to establish a sustainable, inclusive public safety system that effectively serves the diverse needs of the community.

This initiative involves a comprehensive and inclusive process that unfolds in three main phases:

- **Phase 1 (2020-2022) Community Process and Research.** Phase 1 of the City of Berkeley's Reimagining Public Safety initiative, the City Council adopted critical resolutions to transform public safety through extensive community engagement and research, guided by the expertise of the National Institute for Criminal Justice Reform and the input of the Reimagining Public Safety Task Force. This phase was characterized by partnerships and collaborations aimed at developing a new paradigm of community-centered safety, with a focus on equity and inclusivity, and informed by comprehensive community dialogue and expert analysis. The culmination of these efforts was presented in a series of reports and recommendations that laid the groundwork for transforming Berkeley's approach to public safety, emphasizing the principles of reimagine, improve, and reinvest to address the community's diverse needs.
- **Phase 2 (2022-2024) Continued Analysis and Implementation.** Phase 2 focused on putting the conceptual framework developed during Phase 1 into practice, marked by the continuation of analytical work and the beginning of implementation efforts. This phase involves significant staffing investments across various city departments, consulting for critical assessments, and community investments aimed at strengthening resilience through various support and engagement programs. An integrated and interdepartmental approach ensures that all efforts are cohesive and aligned with the City Council's directives, leveraging partnerships and collaborations to inform and guide the work towards a community-centric safety model.
- **Phase 3 (2024-2026) Continued Implementation and Expansion.** Phase 3 of the Reimagining Public Safety initiative in Berkeley is set to focus on the expansion and further implementation of the strategies developed in earlier phases, aiming to solidify a comprehensive and responsive public safety model. This third phase is dedicated to broadening the scope of the initiatives to more thoroughly incorporate and address the varied needs of the Berkeley community. The objective is to establish a public safety framework that is both effective and reflective of the community's diversity, ensuring resilience and inclusivity in its approach to safety and well-being. Prior direction is incorporated, but also amended, as needed to align with current fiscal circumstances.

# Timeline

Timeline of Events		
Date	Milestone Description	References
June 16, 2020	The "Urgency Item: Safety for All" introduced, initiating Berkeley's in-depth public safety discussions.	<ul style="list-style-type: none"> <li>• <a href="#">Annotated Agenda</a></li> </ul>
July 14, 2020	Berkeley City Council approved the Omnibus motion, committing to public safety reforms.	<ul style="list-style-type: none"> <li>• See <a href="#">Action Calendar</a>: Items 18a-18e</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
December 15, 2020	The City of Berkeley partnered with the National Institute of Criminal Justice Reform (NICJR) to integrate expert input and community engagement.	<ul style="list-style-type: none"> <li>• See <a href="#">Consent Calendar</a>: Item 7</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
January 19, 2021	The Reimagining Public Safety (RPS) Task Force was established to ensure and enhance efforts, including community and stakeholder engagement.	<ul style="list-style-type: none"> <li>• See <a href="#">Consent Calendar</a>: Item 18</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
March 10, 2022	NICJR, the RPS Task Force, and other experts presented comprehensive public safety reports.	<ul style="list-style-type: none"> <li>• See <a href="#">Action Calendar</a>: Item 1-2</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
April 21, 2022	The City Manager presented a synthesis of efforts, providing an in-depth roadmap and strategic vision for Berkeley.	<ul style="list-style-type: none"> <li>• See <a href="#">Action Calendar</a>: Item 1</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
May 5, 2022	Council adopted the Mayor's phased plan, allocating \$5.3 million for FY 2023-24 to fund staff, community investments, and consultant support to drive this initiative forward.	<ul style="list-style-type: none"> <li>• See <a href="#">Action Calendar</a>: Item 1a-1c</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
June 28, 2022	FY 2023-24 Biennial Budget adopted, integrating RPS deliverables.	<ul style="list-style-type: none"> <li>• See <a href="#">Action Calendar</a>: Item 44</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
January 23, 2024	Staff delivered a presentation, after which the City Council reviewed the Fall 2023 Status Report and formally adopted the Gun Violence Intervention and Prevention Program framework.	<ul style="list-style-type: none"> <li>• See <a href="#">Action Calendar</a>: Item 1</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
May 14, 2024	Staff presented the Spring 2024 RPS update, outlining Phase 3 deliverables and budget priorities for FY 2025-26.	<ul style="list-style-type: none"> <li>• See <a href="#">Action Calendar</a>: Item 27</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>
June 25, 2024	<p>The FY 2025-26 Biennial Budget adopted with the following funding tiers:</p> <ul style="list-style-type: none"> <li>• Tier 1A: Recommended for funding in the adopted budget.</li> <li>• Tier 1B: Referred to FY25 AAOI.</li> <li>• Tier 1C: Referred to the FY26 Mid-Biennial Budget Update.</li> <li>• Tier 2: Recommended for funding as it becomes available (AAOI and/or Mid-Biennial).</li> <li>• Tier 3: Recommended for funding as it becomes available (AAOI and/or Mid-Biennial).</li> </ul>	<ul style="list-style-type: none"> <li>• See <a href="#">Action Calendar</a>: Item 53</li> <li>• <a href="#">Annotated Agenda</a></li> </ul>

# Phased Deliverables & Status Updates

City Manager's Office-led Deliverables		
Deliverable	Recommendation	Status Update
<b>Community/Consultant Engagement Process</b>	Engaging a qualified firm(s) and/or individual(s) to lead a robust, inclusive, and transparent community engagement process with the goal of achieving a new and transformative model of positive, equitable and community-centered safety for Berkeley.	<b>Complete.</b> Initiated in <b>Phase 1</b> . The City of Berkeley engaged with several key community stakeholders and field experts in the Reimagining Public Safety process recommendations shared include: the <a href="#">SCU Response Recommendation</a> , <a href="#">Reimagining Public Safety Taskforce Recommendations</a> (shared March 10, 2022), and <a href="#">City Manager's Report and Recommendations</a> (shared April 21, 2022).
<b>Assistant to the City Manager RPS Coordinator</b>	The responsibilities of project management have fallen under the already heavy burden of the existing Deputy City Manager, with part-time support from a Management Analyst. To effectively coordinate the ongoing work, a full-time senior level staff person is required.	<b>Complete.</b> Initiated in <b>Phase 2</b> . This position was successfully filled on August 2023. The Assistant to the City Manager will continue to support and report out on the city's Reimagining efforts.
<b>Office of Diversity, Equity, and Inclusion (ODEI)</b>	The development of the Office should consider the recommendations from the Task Force. Particular attention from the Office of Equity should be paid to language access.	<b>Complete.</b> Initiated in <b>Phase 2</b> . The DEI Officer position was successfully filled on November 2023; DEI Officer is actively engaging with key stakeholders to assess the city's current DEI landscape and familiarize themselves with the city's structure and essential personnel.
<b>Grant Assistance</b>	Recommended by City Manager to access grant funds to support reimagining efforts and other programs.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . The city is currently engaged with California Consulting for grant writing support and coordinated efforts.
<b>Language Equity</b>	Publish victim resources in plain language and in multiple languages.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . Efforts related to Language Equity are ongoing, with research and evaluation to identify community language needs currently underway. The team is working to complete the translation of key resources, including the SCU brochure and survivor resources, by the end of 2024.
<b>Gun Violence Intervention and Prevention</b>	Fully implement the Ceasefire violence intervention program.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . The Gun Violence Intervention and Prevention program is in progress, with Live Free USA selected as the vendor, partnerships established, and a soft launch initiated in Fall 2024. Ongoing efforts include data collection, community engagement, and training.
<b>Fine and Fees Analysis</b>	Review Municipal Code for proposed changes to increase equity and racial justice in City's transportation fines and fees, and explore the civilianization of the municipal code.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . Staff are researching fines and fees, building partnerships, and developing a plan to reevaluate those impacting Berkeley's low-income residents.
<b>Alternative Response Implementation Plan</b>	Develop an implementation plan to expand alternative response from civilian responders beyond the proposed pilot for SCU for other low-level calls that includes but is not limited to: Community Service Officers for only those calls that necessitate police, code enforcement, environmental health, fire inspectors or city-hired community mediators.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . Preliminary research is underway, with progress dependent on ongoing department and program assessments and evaluations.
<b>Department of Community Safety</b>	Support an organizational design process to create an umbrella Department of Community Safety.	<b>To Be Initiated.</b> Deferred to <b>Phase 4</b> . Efforts related to Department of Community Safety design are in preliminary stages; <b>project deferred, funding reallocated to existing city services and council referrals.</b>

# Phased Deliverables & Status Updates

City Attorney-led Deliverable		
Deliverable	Recommendation	Status Update
<b>Litigation Analysis</b>	Analyzing litigation outcomes and exposure for city departments in order to guide the creation of City policy to reduce the impact of settlements on the General Fund.	<b>In Progress.</b> Initiated in <b>Phase 1</b> . The City Attorney's Offices continues to partner with departments on all Reimagining Public Safety-related efforts.

City Auditor-led Deliverable		
Deliverable	Recommendation	Status Update
<b>City Auditor Analysis</b>	Having the City Auditor perform an analysis of City's emergency 9-1-1 calls-for service and responses, as well as analysis of the Berkeley Police Department's (BPD) budget.	<b>Complete.</b> Initiated in <b>Phase 1</b> . The City Auditor Completed their report, <a href="#">Data Analysis of the City of Berkeley's Police Response</a> , July 2, 2021.

Police-led Deliverables		
Deliverable	Recommendation	Status Update
<b>Fair and Impartial Policing Implementation</b>	Recommendation to implement and prioritize FIP and continue to support employee training and professional development.	<b>Complete.</b> Initiated in <b>Phase 1</b> . 14 of the 14 Task force recommendations have been implemented; BPD will continue to support and fulfill officer training needs.
<b>Auditor Recommendations</b>	Complete Auditor Recommendations on overtime and calls for service.	<b>Complete.</b> Initiated in <b>Phase 1</b> . The Berkeley Police Department initiated efforts to implement the recommendations. Progress updates have been communicated to council and the community via memos and information reports.
<b>Staffing Assessment</b>	Analysis of BPD Staffing and Beat Structure.	<b>Complete.</b> Initiated in <b>Phase 2</b> . Citygate's Staffing Assessment contract was completed, with the report published on September 4, 2024.
<b>Wellness Funding</b>	Continue to support employee health and wellness.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . Continued partnerships and efforts towards BPD Wellness Practices for officers are underway.
<b>Staffing (CSO &amp; Dispatcher)</b>	Launch a pilot Community Services Officer unit using Police salary savings. Positions would be project based for two-years. Evaluate pilot after two-year period to align with the FY 25-26 Budget Process and determine the appropriate location of the CSO unit within a new Public Safety Department and the role for other non-sworn responders.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . The CSO unit has transitioned from NTE 3 years to full-time, and recruitment is underway with current applicants being assessed.

# Phased Deliverables & Status Updates

Fire-led Deliverable		
Deliverable	Recommendation	Status Update
<b>Dispatch Needs Assessment (DNA)</b>	Continue development and implementation of prioritized dispatch, request staff return with a recommended plan.	<b>Completed.</b> Initiated in <b>Phase I</b> . BFD contracted a Dispatch Needs Assessment, and subsequent validation study on staffing. Implementation plan is underway.

Health, Housing, and Community Services-led Deliverables		
Deliverable	Recommendation	Status Update
<b>Community Crisis Response (CCR) Bridge Services</b>	Implement the CCR services while Specialized Care Unit stands up.	<b>Complete.</b> Initiated in <b>Phase I</b> . Contracts with Alameda County Network of Mental Health Clients (Berkeley Drop-in Center), Options Recovery, and Women’s Daytime Drop-in Center renewed/amended, the program sunset in Summer 2024.
<b>Specialized Care Unit (SCU)</b>	Adopt the report, “City of Berkeley Specialized Care Unit Crisis Response Recommendations by Resource Development Associates” and implement the pilot SCU.	<b>Complete.</b> Initiated in <b>Phase I</b> . HHCS worked extensively with Resource Development (RDA), the Reimagining Public Safety Taskforce, the SCU Steering Committee, and other key community stakeholders to support with the Specialized Care Unit <i>development</i> process. The Specialized Care Unit is working towards 24/7 operations; additionally, RDA had been contracted to conduct a retrospective evaluation.
<b>Crisis Needs Assessment</b>	Behavioral Health, Crisis Response, and Crisis-related Services Needs and Capacity Assessments.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . The SCU program evaluation contract has been amended to include RDA’s crisis needs assessment, with work underway and expected completion by Spring 2025.
<b>Respite from Gender Violence</b>	Implement recommendations from the Reimagining Task Force relating to Gender Violence, LGBTQIA and PEERS as feasible. Provide services and housing leads for victims of Gender Violence. Request staff to work with county partners and CBOs to map the system, identify gaps, recommend how to fill them.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . HHCS has hired a Community Services Specialist II to support the implementation of these recommendations, with research and stakeholder engagement currently underway.
<b>Violence Prevention and Youth Services</b>	Community investments for violence prevention/services programs (McGee Ave. Baptist Church and Berkeley Youth Alternatives, and Berkeley Junior Jackets).	<b>In Progress.</b> Initiated in <b>Phase 2</b> . New contracts for FY 25-26 are in progress, with impact reporting and updates to be provided through the RPS biannual reporting.
<b>Youth Peers Mental Health Response</b>	Youth Peers Mental Health response as proposed by the Berkeley High School student-led plan for mental health services.	<b>In Progress.</b> Initiated in <b>Phase 2</b> . Contract with BUSD initiated; wellness center opened Winter 2024, with impact reporting and updates to be provided through the RPS biannual reporting.

# Phased Deliverables & Status Updates

Public Works-led Deliverables		
Deliverable	Recommendation	Status Update
<b>Berkeley Department of Transportation (BerkDOT) Development &amp; Implementation</b>	Pursuing the creation of a Berkeley Department of Transportation (“BerkDoT”) to ensure a racial justice lens in traffic enforcement and the development of transportation policy, programs and infrastructure, and identify and implement approaches to reduce and/or eliminate the practice of pretextual stops based on minor traffic violations.	<b>In Progress.</b> Initiated in <b>Phase I</b> . While the Public Works Department continues to work with stakeholders and constituents in the BerkDOT development process, progress has been slow, especially concerning legislative matters. For instance, the California SB-50 Bill supporting civilian traffic enforcement was declined on September 14, 2023. Funds have been requested for FY 26 allocation. <b>Project deferred, funding reallocated to existing city services and council referrals.</b>
<b>Transportation Functions Consolidation</b>	Continue consolidating transportation functions as recommended by staff.	<b>In Progress.</b> Initiated in <b>Phase I</b> . Continued efforts are underway.
<b>Crossing Guards Transition</b>	Transition crossing guards from BPD to Public Works until a Department of Transportation is developed.	<b>Complete.</b> Initiated in <b>Phase I</b> . Transition of crossing guards from BPD to Public Works until a Department of Transportation is developed is completed.
<b>Vision Zero Coordinator (Collision Analysis)</b>	Approve a new Vision Zero staff position in Public Works’ Division of Transportation to conduct collision analysis. This will promote the City’s Vision Zero approach by boosting the City’s capacity to analyze collision data collected by the Police Department.	<b>Complete.</b> Initiated in <b>Phase 2</b> . The Associate Planner position supporting the Vision Zero (VZ) Program was successfully filled in October 2023. However, this position is expected to become vacant in November 2024. The recruitment process to fill this vacancy is set to begin in Fall 2024. Ongoing efforts continue on the Vision Zero Quick Build and corridor studies, which remain critical components of the city’s VZ transportation improvement strategy.
<b>Expand Downtown Streets Teams (DST)</b>	Expand DST as placement for <i>low-level violations</i> (e.g. vehicular camping/parking and sidewalk ordinance infractions).	<b>In Progress.</b> Initiated in <b>Phase 2</b> . A contract with DST has been renewed and it has been expanded to cover additional areas; however, for the specific work to place low-level violators, the DST contract will need to be expanded to include this, thus a carryforward will be requested during AAO.
<b>Alternatives to Sanctions/Fines Hearing Officer</b>	Expand hearing officer resources in the City Manager’s Office to provide alternative referrals to community service and social services for <i>parking and other infractions</i> .	<b>In Progress.</b> Deferred to <b>Phase 4</b> . Hearing officer resources have been expanded, but the implementation of alternatives to sanctions and fines is pending the results of the Fines & Fees analysis. <b>Project deferred, funding reallocated to existing city services and council referrals.</b>

# Considerations

As highlighted in previous status reports, Berkeley's Reimagining Public Safety initiative has encountered several interconnected challenges that may impact its overall direction, effectiveness, and timeline. Addressing these challenges is essential to ensure the initiative fulfills its vision of creating a safer, more equitable community while remaining compliant, sustainable, and resilient.

## Ongoing Funding

The City of Berkeley made significant financial commitments to the Reimagining Public Safety (RPS) initiative for Fiscal Years 2023 and 2024. However, due to fiscal constraints, the FY 2025-26 Biennial Budget was adopted with a tiered funding approach, deferring many RPS-related budget requests (See Appendix B for Fiscal Summary). Key RPS items were postponed to the next budget cycle, aligning with Phase 4 (FY 2027-28), or placed in lower tiers based on funding availability. These decisions may cause delays and uncertainties in implementing components of the initiative. Additionally, the unpredictable nature of securing competitive grants and shifting budget priorities further complicates long-term financial planning. This funding structure reflects the current fiscal environment, requiring the City to prioritize initiatives across departments while pursuing alternative revenue sources, exploring additional grants, and reassessing available resources to support RPS goals.

## Implementation Timeline

The initiative is an ambitious, multi-phase undertaking with a projected timeline of 3-5 years for full implementation. However, several budget deferrals and the adoption of a tiered funding approach in the FY 2025-26 Biennial

Budget may impact the original timeline, particularly as key initiatives have been pushed to Phase 4 (FY 2027-28) or placed in lower funding tiers. Legislative changes, budget constraints, and other unforeseen challenges may further affect the timeline.

## Vacancies and Attrition

From 2018 to 2022, the City of Berkeley observed a concerning attrition trend, with departures exceeding hires. Although hiring has improved, the previous staffing shortages affected service delivery and created challenges for the Reimagining Public Safety initiative. The reduction in staff required departments to adjust operations and manage costs, while the loss of institutional knowledge further impacted efficiency. A stable and dedicated workforce is crucial to keeping the initiative on track with the City Council's goals for timeline, scope, and budget. Addressing staffing challenges in key departments is essential for Berkeley's public safety objectives, underscoring the importance of the Employer of Choice (EOC) initiative to strengthen recruitment and retention efforts.

## Regulatory Compliance

As Berkeley advances its initiatives, a comprehensive approach to regulatory compliance is crucial for success. Aligning with federal laws helps avoid legal risks and ensures adherence to regulations. Meeting federal standards is also key for securing grants and maintaining national partnerships that support city programs. At the state level, navigating California's regulatory landscape requires ongoing updates to ensure legal compliance. Locally, adherence to Berkeley's municipal code, ordinances, and by-laws ensures that departments operate within established guidelines. This multi-level regulatory framework is essential to the success and long-term goals of the city's initiatives.

# Next Steps

As Berkeley continues to advance the Reimagining Public Safety (RPS) initiative, a holistic approach driven by the principles of Reimagine, Improve, and Reinvest guides efforts to create a safer, more equitable public safety system through targeted investments in staffing, expert consultation, and community violence prevention.

## **Key Focus Areas:**

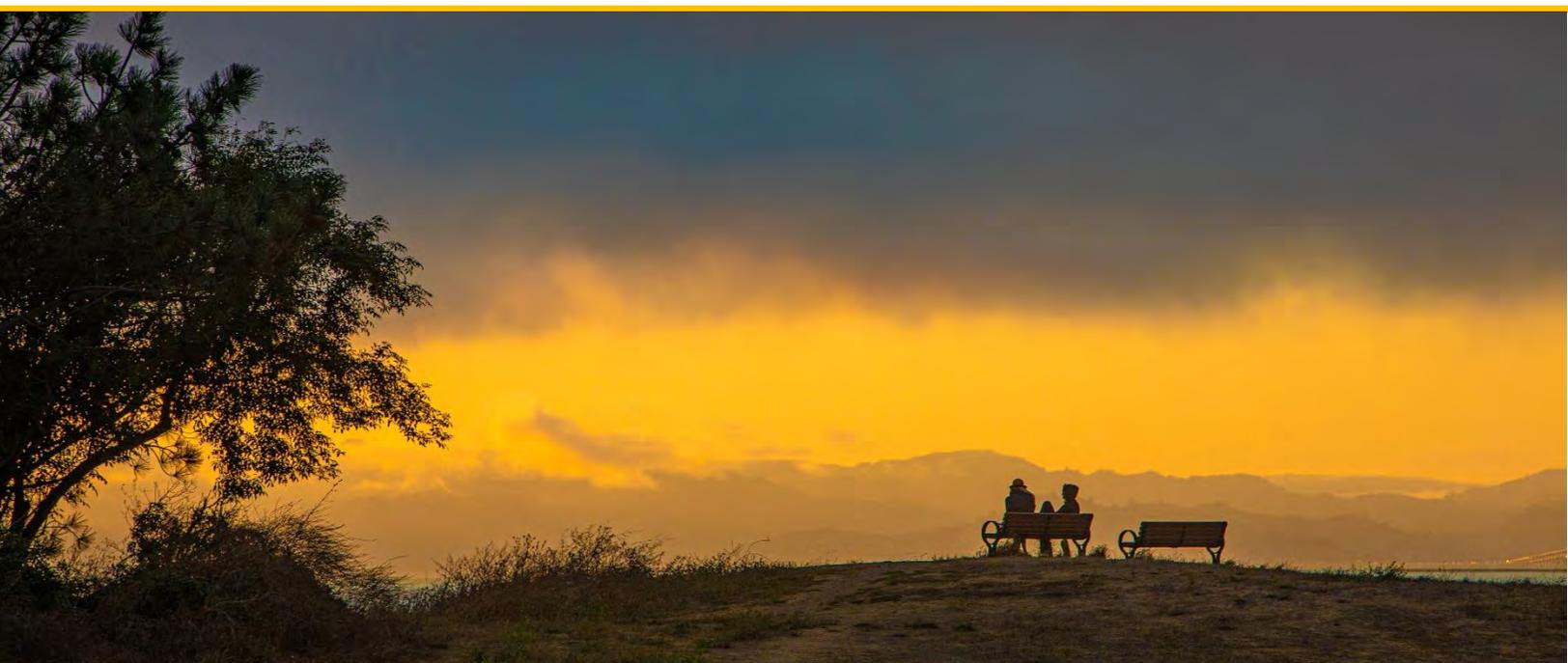
- **Staffing:** Addressing shortages through the Employer of Choice (EOC) initiative is critical for maintaining momentum in key public safety departments and ensuring alignment with City Council goals.
- **Consultant Expertise:** Engaging field experts will help refine strategies, providing data-driven insights that enhance the effectiveness of the City’s public safety efforts.
- **Community Investments:** The City is reinvesting in violence prevention programs, particularly for youth, to address root causes and create long-term solutions that strengthen community safety.

## **Legislative and Budgetary Efforts:**

City leaders are advancing the BerkDOT agenda and expanding DEI and violence prevention programs. With many initiatives deferred to Phase 4 (FY 2027-2028), the City is exploring alternative funding sources and grants to support these goals.

## **Next Status Update:**

The Spring 2025 update will focus on progress in dispatch services and the next steps related to the Specialized Care Unit. The City remains committed to a community-centered approach, prioritizing compassion, equity, and transparency in its public safety reforms.





## Priority Reimagining Public Safety Initiatives

*This section offers a concise overview of Berkeley's work towards Reimagining Public Safety, highlighting key milestones and the city's commitment to creating an equitable and effective model for all residents.*

# Overview

Building on the summaries provided in earlier sections, this part of the report offers a more comprehensive view of the City's efforts. It details the unique challenges and considerations for each deliverable, outlining future steps and associated timelines. Additional details can be found in the report's Companion Appendix.

As noted in the Executive Summary, the City continues to navigate challenges, including staffing shortages, the redirection of resources, legislative hurdles, and legal complexities, which have caused delays in some initiatives. The City is dedicated to ensuring transparency and maintaining clear communication regarding all aspects of this initiative, covering both accomplishments and challenges encountered.

It is essential to recognize that, although there are more milestones to achieve, real change is an ongoing process. The City of Berkeley is deeply committed to this important work and the significant journey ahead. Rooted in community engagement, this effort is not just a duty but a privilege and remains at the heart of Berkeley's shared vision for a safer, more inclusive City.



# STAFFING INVESTMENTS

## REIMAGINING PUBLIC SAFETY PROJECT COORDINATOR

**Department Lead:** City Manager's Office

**Status Update:** *Initial Hiring Complete*

### Overview:

In **Phase 2**, the City of Berkeley established the Assistant to the City Manager (AtoCM) position to serve as the Reimagining Public Safety Project Coordinator, leading the efforts of this critical initiative. Since assuming this role, the Assistant to the City Manager has facilitated substantial collaboration with key departments, including Police, Fire, Health, Housing and Community Services, Public Works, and the City Attorney's Office. This collaboration has been instrumental in developing the Reimagining Public Safety Coordination Plan ([Appendix A for the Updated RPS Coordination Plan](#)). The plan is strategically crafted to optimize resource allocation, enhance interdepartmental communication, and effectively guide the initiative's trajectory.

The responsibilities of the Assistant to the City Manager extend beyond coordination and project management. This role is crucial for monitoring, tracking, and reporting on the initiative's progress. Additionally, the Project Coordinator plays a pivotal role in advancing key deliverables from the City Manager's Office (CMO), which include Gun Violence Intervention and Prevention, Grant Assistance, Transportation Fines & Fees Analysis, Language Equity, and laying the groundwork for establishing a Department of Community Safety. These critical areas, detailed within this report, exemplify the City's comprehensive approach to reimagining public safety.

As the City transitions into **Phase 3** of the initiative, efforts are focused on the strategic continuation of this essential work. Phase 3 will place an increased emphasis on amplifying public education, marketing, and other campaign efforts to enhance community engagement and transparency. This phase includes awaiting the Council's decision on the Tier I funding recommendation and requesting the carryforward of unused Reimagining Public Safety General Funds during the Annual Appropriations Ordinance (AAO) process ([Appendix B for the RPS Funding Overview](#)).



A key objective throughout this initiative has been to develop a comprehensive Reimagining Public Safety webpage. This page aims to include all archival and current materials, thereby fully representing the City of Berkeley’s efforts in this initiative. Although the development of this resource has taken more time than initially anticipated, there is a firm commitment to ensuring transparency by making information accessible and by providing avenues for community engagement through mailing lists and dialogue days. This strategic alignment and proactive resource management reflect Berkeley’s commitment to transforming public safety in a comprehensive and community-centered manner.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	<b>August 2023</b>	Assistant to the City Manager hired.
	<b>November 2023</b>	Reimagining Public Safety Coordination Plan finalized.
	<b>December 2023</b>	Reimagining Public Safety Fall 2023 Status Report.
	<b>January 2024</b>	Reimagining Public Safety Fall 2023 Status Presentation to City Council.
	<b>February 2024</b>	Updated Reimagining Public Safety Coordination Plan released.
	<b>May 2024</b>	Reimagining Public Safety Spring 2024 Status Presentation to City Council.
	<b>Ongoing</b>	The Assistant to the City Manager will continue to coordinate and offer support in project management facets of the initiative.
Phase 3 (2024-2026)	<b>Anticipated Spring – Summer 2025</b>	Launch of the enhanced Reimagining Public Safety landing page.

**Considerations:**

- **Departmental Coordination and Alignment:** Effective coordination among involved departments—Police, Fire, Health, Housing and Community Services, Public Works, and the City Attorney’s Office—is crucial. Given staffing shortages and competing priorities, resource management is essential to maintain momentum and ensure consistent alignment and understanding across all departments.
- **Transparency and Community Engagement:** Ensuring transparency through the enhanced Reimagining Public Safety landing page and active community engagement via mailing lists and dialogue days will be critical. These efforts will help keep the public informed and involved in the initiative.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** The Assistant to the City Manager will continue to lead coordination and project management efforts, facilitating effective cross-departmental collaboration and providing regular progress updates to the City Council. The Assistant to the City Manager will focus on launching the enhanced landing page to include all relevant archival and current materials, ensuring comprehensive representation and transparency. Additionally, securing funding through the Annual Appropriations Ordinance (AAO) process for FY 2025-2026 will be a priority, ensuring resources are aligned to support key projects and the overall goals of the initiative.

## OFFICE OF DIVERSITY, EQUITY, AND INCLUSION (ODEI)

**Department Lead:** City Manager's Office

**Status Update:** *Initial Hiring Complete*

### Overview:

Supported by the City Council and the Reimagining Public Safety Task Force, the City Manager's Office has launched a Diversity, Equity, and Inclusion (DEI) Officer position as part of **Phase 2** implementation. As highlighted in the RPS Status Updates, the DEI Officer, working within the City Manager's Office, leads the DEI Division, aiming to integrate anti-racism, equity, and justice into the City's framework, address disparities, and strengthen community partnerships. The overarching goal is for City departments to evolve into entities that are responsive and accountable to the diverse communities they serve.

The Office of Diversity, Equity, and Inclusion works to foster an environment of mutual respect, equity, and inclusion in serving Berkeley's diverse population. Its efforts align the Citywide Survey data collection with the Berkeley City Council's legislation. This work contributes to building a better government that enhances equity, informed by the City Council's municipal legislation and the work of the Reimagining Public Safety Task Force in collaboration with the City's contractors, the National Institute for Criminal Justice Reform and Bright Research<sup>1</sup>.

The insights from the Community Survey, along with the Reimagining Public Safety (RPS) Taskforce's recommendations, have been crucial resources for our team as we advance diversity, equity, and inclusion policy. The Reimagining Public Safety Task Force (RPSTF) explains in detail the Berkeley City Council's municipal legislative intent to serve Berkeley people in a broadly inclusive and equitable manner in order to expand a narrow Citywide Survey that the National Institute of Criminal Justice Reform and Bright Research originally presented with only the African American and then Latinx demographics.

The DEI Officer's responsibilities encompass overseeing the division's multifaceted activities and operations, including but not limited to:

- **Strategic Development and Policy Administration:** The DEI Officer directs the strategic planning and policy development for the DEI Division, ensuring they reflect the City's DEI goals and facilitate long-term change. This role involves aligning divisional efforts across departments for unified city-wide training and professional growth.
- **Inclusive Visionary Leadership:** The DEI Officer enhances inclusivity by collaborating with city and community leaders, aligning diversity and inclusion initiatives with the City's broader objectives. They lead strategic planning in diversity and inclusion, evaluating progress and implementing strategies that support the City's commitment to an inclusive and equitable community.

<sup>1</sup> See page 1160 in the Companion Appendix here:

[https://berkeleyca.gov/sites/default/files/documents/Reimagining%20Public%20Safety%20December%205%20Update\\_CompanionAppendix.pdf](https://berkeleyca.gov/sites/default/files/documents/Reimagining%20Public%20Safety%20December%205%20Update_CompanionAppendix.pdf)

- LGBTQ+ Liaison:** The DEI Officer serves as a liaison to the LGBTQ+ community. Also, in the past year, our Berkeley Police Department (BPD) has worked to build an LGBTQ+ Liaison Program to assist in implementing new initiatives focused on community outreach and collaboration within the City. Part of this implementation assists the BPD in updating and ensuring that our agency’s policies are inclusive and supportive of our LGBTQ+ individuals, providing updated training to all employees on LGBTQ+ awareness, terminology, and cultural competency, ensuring that all are informed and respectful in interactions with each other and community contacts.

During this phase, the DEI Officer has engaged extensively with a broad spectrum of stakeholders, including City Departments, boards, commissions, and community-based organizations, demonstrating a commitment to incorporating diverse perspectives and insights. This period of active engagement and strategic personnel planning marks a critical advancement towards establishing a comprehensive Office of Diversity Equity and Inclusion.

As the City continues to advance into **Phase 3** of the initiative, staff recommendations highlight the need for the following key roles to further equity efforts:

- Supplier Diversity Specialist:** This role will monitor and track performance metrics and comply with federal requirements to secure ongoing federal funding.
- Language Equity & Universal Access Program Lead:** This role will champion language equity, universal access, and belonging across all facets of citywide decision-making, programming, and services, identifying service gaps and eliminating disparities.
- Equity Engagement, Belonging, and Training Specialist:** This role involves extensive public and internal engagement and training to promote significant community outreach and internal development.

These strategic positions, are designed to enhance the City's capabilities in managing diverse supplier relations and requirements, ensuring equitable access and representation across city programs, and advancing both internal and external engagement efforts. This strategic approach underscores the City's commitment to fostering an inclusive and equitable environment for all residents and stakeholders.



**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
<b>Phase 2 (2022-2024)</b>	<b>November 2023</b>	DEI Officer Hired.
	<b>Fall 2023 – ongoing</b>	Onboarding of DEI Officer and preliminary planning of DEI strategic plan.
	<b>Fall 2023 – ongoing</b>	Employee and Community engagement.
	<b>Spring 2024</b>	DEI Administrative Assistant Hired and Office relocation.

<b>Phase 3 (2024-2026)</b>	<b>Summer 2024 – ongoing</b>	<ul style="list-style-type: none"> <li>• In partnership with the Mayor’s Office, applied for grant funding to build on the work completed for Equity 4 Black Berkeley (EBB), focusing on homeownership policies in partnership with Healthy Black Families.</li> <li>• Develop BPD LGBTQ+ Liaison website.</li> <li>• Partner with Pacific Center for Human Growth for City and community training.</li> <li>• Collaborate with Healthy Black Families on guidance for the African American Holistic Resource Center.</li> <li>• Partner with the Commission on Disability to improve Access and Engagement.</li> </ul>
	<b>Anticipated Winter 2024 – ongoing</b>	<ul style="list-style-type: none"> <li>• Develop RFP for a consultant to facilitate the community process to design and implement local reparations.</li> <li>• Develop community engagement and prioritize City investments in Environmental Justice communities.</li> </ul>

**Considerations:**

- **Staff Capacity for Regulatory Compliance:** New ordinances and policy initiatives by the City Council and commissions require substantial time of city department staff and the City Attorney’s Office (CAO). The CAO also defends legal challenges to DEI programs, underlining the need for a robust compliance framework that meets federal mandates and ensures initiatives comply with regulatory standards.
- **Data Collection:** A shared protocol for collecting employee satisfaction and DEI data between HR and the ODEI is yet to be established. Utilizing EEOC workforce data could inform DEI retention strategies and assess DEI staffing needs, enhancing communication and transparency. Collaboration on this effort remains a pending assignment.
- **Ongoing Funding:** DEI and anti-racism efforts have largely depended on volunteer work, with innovative staff members often leaving the city. To sustain these efforts, the city is strategically utilizing resources to maintain financial stability and ensure the initiative's continuity.
- **Implementation Timeline:** Establishing the Office of Equity is projected to take 2-3 years, potentially extended by legislative changes and other unforeseen challenges. This underscores the importance of ongoing analysis and allocating sufficient time to assess the effectiveness of these initiatives.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** The DEI Officer continues to actively engage with key stakeholders to assess the city’s current DEI landscape and familiarize themselves with the city’s structure and essential personnel in order to develop a strategic DEI plan. Next steps include developing an RFP for a consultant to facilitate the community process for designing and implementing local reparations, as well as enhancing community engagement and prioritizing City investments in environmental justice communities. Staff have recommended the introduction of three key roles—Supplier Diversity Specialist, Equity & Access Program Lead, and Equity Engagement, Belonging, and Training Specialist—set to begin in FY 2026. In the meantime, the DEI Officer is pursuing grant opportunities to address staffing gaps.

## GRANT ASSISTANCE

Department Lead: City Manager's Office

Status Update: *In Progress*

### Overview:

In **Phase 2** of the Reimagining Public Safety initiative, the City Council allocated \$100,000 for fiscal years 2023 and 2024 to support the City's efforts in enhancing public safety through a more inclusive and community-focused approach<sup>2</sup>. To strengthen the City's grant application capabilities, Berkeley contracted with California Consulting in 2023.

In 2023, the City pursued several state and federal grants to support initiatives aligned with these goals. Key efforts included applying for the Community Resilience Centers (CRC) program to enhance climate resilience, targeting the CalTrans Clean California program for community beautification and equity projects, and seeking federal support through the PROTECT program to bolster transportation infrastructure resilience against climate change. Additionally, the Reconnecting Communities and Neighborhoods (RCN) program was pursued to improve access to essential services and promote equitable community development. The Parks, Recreation, and Waterfront department has seen success in securing grants with the support of California Consulting.

Following the approval of carryover funds through the Annual Appropriations Ordinance (AAO) process in 2024, the City amended its contract with California Consulting, LLC to fully utilize the allocated grant assistance funds. Under the leadership of Assistant to the City Manager and the Reimagining Public Safety Team Leads, the focus has been on several critical areas, including:

- **Diversity, Equity, and Inclusion:** Promoting inclusivity and fairness in community initiatives.
- **Universal Basic Income:** Exploring financial support mechanisms to ensure economic stability for all residents.
- **Mobile/Non-Police/Alternative/Peer-Based Crisis Response:** Advancing non-traditional crisis response methods, with an emphasis on securing program funding.
- **Domestic/Gender-Based/Intimate Partner Violence:** Addressing domestic and gender-based violence through enhanced support and resources.
- **Police Wellness and Fair & Impartial Policing (FIP) Training:** Fostering police wellness and unbiased policing practices to improve community-police relations.
- **Climate Equity:** Ensuring that climate justice is integrated into public safety strategies, particularly for communities disproportionately affected by climate change.

As the initiative transitions into **Phase 3**, the City has applied for two key grants: the Law Enforcement Mental Health and Wellness Act (LEMWHA) grant and the Bureau of Justice Assistance Body-Worn Camera Policy and Implementation Program to Support Law Enforcement Agencies grant (see Appendix

<sup>2</sup><https://berkeleyca.gov/sites/default/files/documents/Reimagining%20Public%20Safety%20Fall%202023%20Report.pdf> (See Appendix A, page 27 of the Fall 2023 Report)

C for Staff Reports). Additionally, the team is actively researching other grant opportunities to further advance the goals of Reimagining Public Safety.

To sustain and expand these efforts, staff requested funding of \$50,000 for fiscal year 2025 to support ongoing grant assistance. The decision on this funding request is currently pending, and the City Council will make a determination during the upcoming Annual Appropriations Ordinance (AAO) process. This continued investment is essential to maintain momentum in these critical areas, ensuring that the initiative can adapt to Berkeley’s evolving public safety needs and continue to foster a safer, more equitable, and resilient community.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	Summer – Fall 2023	Contract with California Consulting, LLC initiated.
	Spring 2024	Contract with California Consulting, LLC amended to fully allocate grant assistance funds.
Phase 3 (2024-2026)	Ongoing	The Reimagining Public Safety AtoCM will continue to lead efforts in identifying, applying for, and managing grants.

**Considerations:**

- **Grant Alignment and Coordination:** The strategy for securing grants focuses on balancing the specific requirements of each grant with the broader goals of the Reimagining Public Safety initiative. This approach ensures that grant applications are targeted, aligned with public safety objectives, and encourage effective inter-departmental collaboration.
- **No-match Prioritization and Limitations:** The Reimagining Public Safety Team prioritizes grants that do not require matching funds to optimize the initiative's budget and avoid additional financial commitments. While this strategy helps maximize available resources, it is important to acknowledge that no-match grants may not cover all areas of interest. The City remains committed to exploring all funding opportunities, including those that require matching funds, to fully support the initiative's goals.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** The Assistant to the City Manager will continue collaborating across departments to identify grant opportunities that align with the Reimagining Public Safety initiative’s objectives. The team will seek additional funding opportunities to further advance public safety goals.

## SPECIALIZED CARE UNIT IMPLEMENTATION

**Department Lead: Health, Housing and Community Services Department**

**Status Update: *Initial Implementation Complete***

### **Overview:**

In **Phase 1** of the Mayor's Reimagining Public Safety initiative, the City of Berkeley began developing the Specialized Care Unit (SCU) through extensive community engagement and research. This initiative, guided by the SCU Steering Committee and informed by Resource Development Associates (RDA), resulted in a model designed specifically for Berkeley's needs. The Health, Housing, and Community Services (HHCS) department has since contracted with Bonita House, Inc., to implement the SCU, which began operating in September 2023. The program is expected to scale up to 24/7 operations, and it is funded through multiple sources, including the American Rescue Plan Act and the California Department of Health Care Services, Crisis Care Mobile Units Grant.

Since its launch in **Phase 2**, the SCU has received over 1,400 calls for service, and dispatched a team to over 800 calls. The SCU has provided services to over 300 community members, handling between two to five calls per day. Many SCU calls are from community members on behalf of an individual experiencing a crisis, and sometimes the client chooses not to accept SCU services, or the SCU cannot locate the client. When the SCU is able to make contact with the client in crisis, the team will provide a variety of services. Most cases involve de-escalation, safety planning, and providing referrals to community-based resources, with a limited number of psychiatric holds. Since September 2023, 88 SCU calls have included law enforcement, approximately 7 calls per month. This figure includes calls where both law enforcement and the SCU have been concurrently called to the scene, as well as instances when the SCU needed to escalate calls to law enforcement due to a safety issue.

Currently, the SCU operates 24 hours on Sunday through Tuesday, and from 12 a.m. to 4 p.m. and 8 p.m. to 11:59 p.m. on Wednesday through Saturday. The SCU is working toward expansion to the full 24/7 model.

The SCU can be reached via a 10-digit phone number separate from the 911 system, offering an alternative crisis response. The Specialized Care Unit (SCU) was initially implemented with a non-911 number for two key reasons: to allow these resources to be deployed on the streets as quickly as possible, and to maintain intentional separation from law enforcement resources. This approach was taken with the understanding that integration with the 911 system would be a complex challenge requiring more time and coordination. The work to integrate SCU with the 911 dispatch system is ongoing while preserving the intended separation from law enforcement.

As the SCU enters **Phase 3**, efforts to expand services, recruit additional staff, and conduct a retrospective evaluation are underway. Resource Development Associates (RDA) is contracted to evaluate the program, focusing on effectiveness, successes, and challenges. This retrospective evaluation, covering data from September 2023 through October 2024, is expected to be completed by Spring 2025. The City is continuing to explore long term funding resources for the SCU, including MediCal

reimbursement, as well as a budget request for FY 2026 (See Appendix D for SCU Memos and Materials).

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 1 (2020-2022)	December 2020	SCU Steering Committee Formed.
	January 2021	Contract with RDA for SCU design initiated.
	March 2022	RDA Completes Report & Presents to Council.
	May 2022	City Council informed of Reimagining Public Safety Framework for SCU design.
Phase 2 (2022-2024)	October 2023 – ongoing	The SCU continues to hire and train staff to build toward 24/7 operations. Additionally, HHCS and Bonita House have initiated conversations about using a MediCal billing model to contribute to longer term program costs.
	March 2024	Purchased SCU vans arrive at the Berkeley Corporation Yard and are deployed to the SCU team for operations.
Phase 3 (2024-2026)	Fall 2024 – ongoing	Retrospective evaluation of SCU pilot program and final expansion to 24/7 operations.
	September 2024	SCU Steering Committee and monthly SCU updates transitioned to Berkeley Mental Health Commission.

**Considerations:**

- **Scaling Up:** Staffing challenges remain a key factor in expanding SCU operations to full 24/7 service. Recruitment and training are ongoing, and HHCS and Bonita House continue to work toward filling the remaining shifts to achieve full operational capacity.
- **Grants and Long-term Funding:** HHCS is exploring additional funding sources, including MediCal billing, to sustain the SCU once the pilot period ends in June 2025. However, an estimated \$3.6 million per year will be required to maintain the SCU, necessitating a continued focus on securing long-term funding.
- **Leadership Changes:** Recent leadership changes within HHCS and Bonita House have slowed the expansion process, but program services have remained consistent. Addressing these transitions remains a priority to ensure smooth program operations.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** The SCU will continue to expand staff and services to achieve 24/7 coverage. Concurrently, HHCS will work with RDA on the retrospective evaluation of the SCU's first year of operations, with the draft report expected by spring 2025. Feedback from community stakeholders will inform the program's continued growth and adaptation. Additionally, HHCS will focus on identifying sustainable funding solutions to support the SCU's long-term success.

## STAFFING POSITIONS (REIMAGINING PUBLIC SAFETY COMMUNITY SERVICE OFFICERS & DISPATCHERS)

Department Lead: Police

Status Update: *In Progress*

### Overview:

In **Phase 2** of the Reimagining Public Safety initiative, the City Council allocated funds for Fiscal Years 2023 and 2024 to support a two-year pilot program, introducing 8 Public Safety Dispatcher II positions, 1 Public Safety Dispatch Supervisor, 6 Community Service Officers (CSOs), and 1 CSO Supervisor. The pilot program aimed to evaluate how CSOs could be integrated into the public safety framework to handle non-critical tasks, improving both efficiency and community engagement. During the pilot, one CSO was assigned to the Community Services Bureau to support these efforts.

As noted in the Fall 2023 Update, efforts to recruit and maintain staff were impacted by the temporary nature of the positions. However, the Berkeley Police Department remains committed to the program and has recently completed a comprehensive staffing evaluation that affirmed the program's long-term viability and sustainability.

As the initiative enters **Phase 3**, the CSO positions have been converted into full-time permanent roles. This strategic move is expected to significantly improve the department's ability to staff and operationalize the unit effectively. Already, the conversion has shown positive results, with 2 new CSOs recently hired. This marks an important step toward building a more efficient, community-responsive public safety framework for the future.

### Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	Summer 2022 – Fall 2024	Ongoing BPD Recruitment Cycle.
	July 2024	CSO positions converted to full-time permanent status.
	Summer 2024	BPD has hired 2 CSOs and 2 Dispatchers.
Phase 3 (2024-2026)	<i>Anticipated</i> Fall 2024 – ongoing	Anticipated launch of new recruitment and hiring campaign.

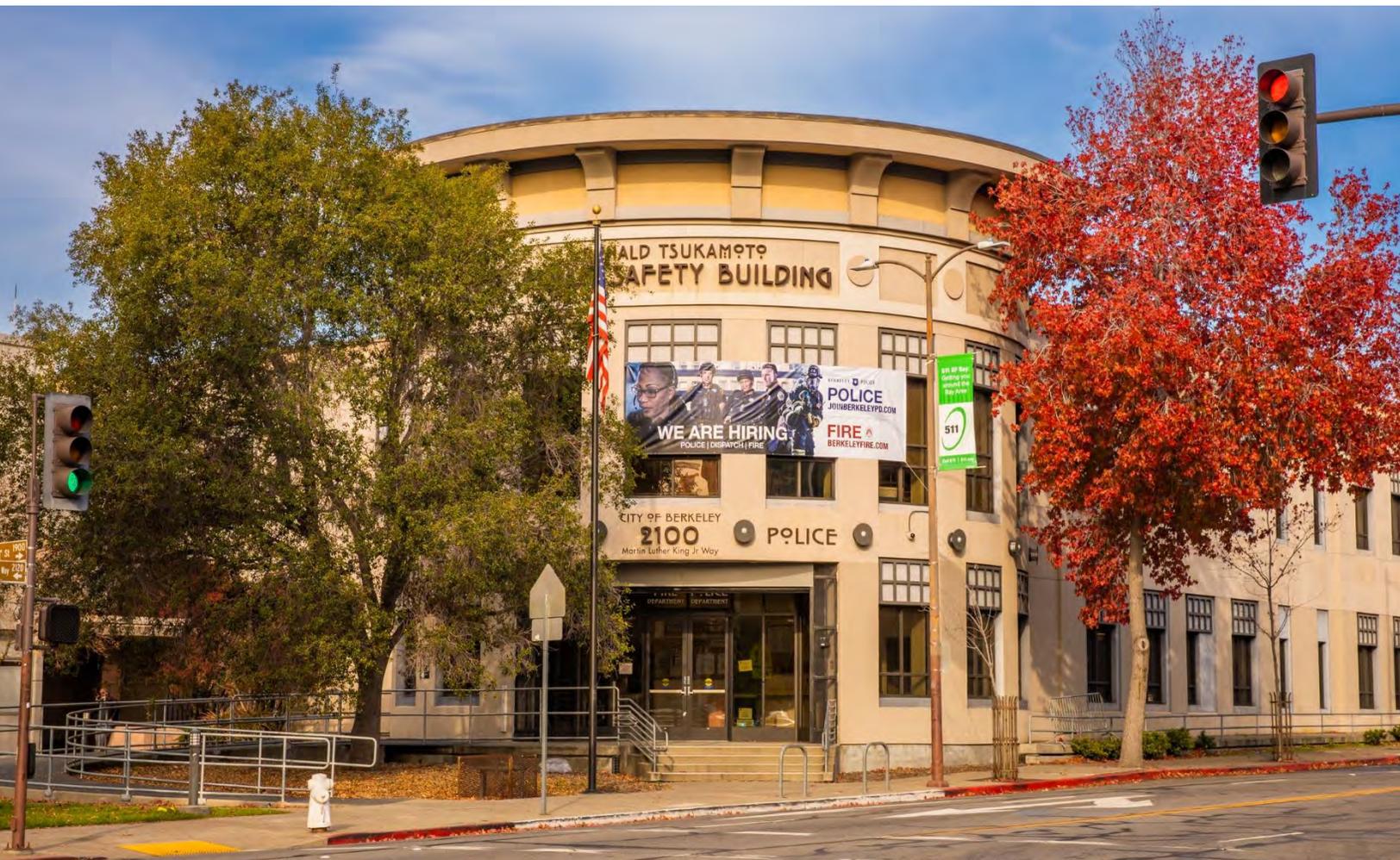
### Considerations:

- Recruitment Timeline and Focus:** A structured recruitment timeline is essential, especially now that CSO and Dispatch program positions have transitioned to permanent status. This change is expected to resolve previous recruitment challenges, making the roles more attractive to candidates. Aligning the recruitment strategy with the new permanent status will help strengthen the program's workforce.

- **Wellness and Retention Efforts:** Retaining trained staff is crucial for the long-term success of the program. Permanent positions will improve job security, reduce burnout, and enhance staff engagement. Incorporating wellness initiatives such as mental health support and professional development will further strengthen retention, ensuring a committed workforce capable of sustaining the program's goals.

### Ongoing Timeline:

- **Fall 2024 – ongoing:** The Berkeley Police Department continues recruitment efforts for CSOs and Dispatchers, leveraging the transition to permanent positions to attract and retain skilled staff.



## FAIR AND IMPARTIAL POLICING

**Department Lead:** Police

**Status Update:** *Initial Implementation Complete*

### Overview:

In **Phase 1**, the Berkeley City Council approved the Mayor's Fair and Impartial Policing (FIP) Taskforce recommendations in February 2021. Since then, the Berkeley Police Department (BPD) has successfully implemented 14 of the 14 recommendations, demonstrating a strong commitment to fair and impartial policing. As part of this initiative, the department introduced specialized training programs, supported by an additional \$100,000 allocated in **Phase 2** for Fiscal Years 2023 and 2024. This funding has bolstered efforts to focus on Constitutional, Humane, Impartial, Neighborhood- and Community-Oriented, and DEI-centered practices, collectively known as "KIND" training. Additionally, BPD implemented the Active Bystander for Law Enforcement (ABLE) training program, which promotes a culture of peer intervention. This program has garnered significant support from community organizations, including Dorothy Day House and the Center for Food, Faith, and Justice<sup>2</sup>. BPD also provided updates on FIP-related progress at the March 12, 2024 Special City Council Meeting.

In **Phase 3**, BPD will continue to build on these initiatives with an additional \$100,000 for Fiscal Years 2025 and 2026 to sustain training efforts. In parallel, the Assistant to the City Manager is working with the department to secure competitive grant funding to expand these efforts, ensuring ongoing momentum and commitment to FIP.

Looking ahead, BPD is advancing its Early Intervention System (EIS) in collaboration with the Police Accountability Board (PAB) and the Berkeley Police Association (BPA). The existing EIS has been a key tool for enhancing transparency and proactive officer development since 2004. In 2023, the department expanded its policy to include RIPA stop data and quarterly audits of body-worn camera footage. To further improve the system, BPD has concluded the RFP for a new EIS platform and, in collaboration with the PAB and BPA, is now evaluating the submissions. This upgraded EIS platform will enhance officer performance monitoring and enable timely interventions as needed (see Appendix E for EIS RFP).

BPD continues to collaborate with the Police Accountability Board and remains committed to equitable and unbiased policing. With nearly all FIP recommendations implemented, the department is dedicated to carrying this important work forward, ensuring ongoing progress and providing annual updates on these efforts.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 1 (2020-2022)	February 2021	Mayor and the City Council pass FIP Recommendations.
	August 2021 – ongoing	Berkeley Police has implemented ongoing fair and impartial trainings for its officers.
Phase 2 (2022-2024)	Summer 2022 – ongoing	Continued training inclusive of FIP tenets.
Phase 3 (2024-2026)	Ongoing	Continued training inclusive of FIP tenets; leveraging grant opportunities.
	October 2024	EIS RFP posted on the City of Berkeley Bid and Opportunities landing page.
	Anticipated Fall/Winter 2024	Review and selection of vendor.

**Considerations:**

- **Long-Term Funding Needs:** Securing continuous funding for FIP beyond the initial fiscal allocations is critical. This involves both securing stable city budget funds and exploring external grants to ensure the sustainability and expansion of specialized training and strategies.

**Next Steps & Timeline**

- **Fall 2024 – ongoing:** The Berkeley Police Department will continue to fulfill officer training needs through Fiscal Year 2026. Berkeley PD will have various related CIT, LGBTQ+, Bias/Profiling, and FIP-styled training planned throughout the year.



## WELLNESS PRACTICES

**Department Lead:** Police

**Status Update:** *In Progress*

### Overview:

In **Phase 2** of the Reimagining Public Safety initiative, the Berkeley Police Department was allocated \$50,000 to enhance staff wellness services, including Crisis Intervention and Stress Management. As highlighted in the Fall 2023 Status Update, key developments included facility upgrades, and the introduction of an immersive group therapy program aimed at trauma recovery (See Appendix A, page 34 of Fall 2023 Report). Additionally, a mobile app offering anonymous access to a wide range of health and wellness resources was launched, reflecting the department's commitment to both the physical and mental well-being of its officers.

Now in **Phase 3**, the allocation of \$50,000 for Fiscal Years 2025 and 2026 will continue to sustain and expand BPD wellness initiatives. To further these efforts, the Assistant to the City Manager is working in partnership with the department to seek competitive grant funding. This funding will not only support wellness programs but also improve officer retention, as wellness initiatives directly impact job satisfaction and reduce burnout, ultimately benefiting the community by ensuring officers are better equipped to serve.

### Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	July 2022 – ongoing	Wellness initiatives included counseling, critical incident stress training, gym upgrades, and immersive group therapy. By FY 2024, partnerships such as O2X and wellness apps for first responders were integrated.
Phase 3 (2024-2026)	July 2024 – ongoing	Expansion of wellness programs, leveraging grant opportunities to enhance support services, wellness training, and retention initiatives.

### Considerations:

- **Wellness and Retention Efforts:** As wellness plays a critical role in officer retention, securing long-term funding for these programs is essential. Integrating wellness into daily operations, through both city budget allocations and external grants, will ensure the sustainability of these efforts and address emerging needs in officer health and well-being.

### Next Steps & Timeline

- **Fall 2024 – ongoing:** The Berkeley Police Department will continue to work with PSFCG to utilize Crisis Intervention and Critical Incident Stress Management Services for the officers through Fiscal Year 2026, in addition to continued wellness offerings. Berkeley PD will have various related CIT, LGBTQ, Bias/Profiling, and FIP styled training planned for 2024-2025.

## VISION ZERO PROGRAM

**Department Lead: Public Works Department**

**Status Update: *In Progress***

### Overview:

As part of the Reimagining Public Safety Initiative, the City of Berkeley remains committed to achieving the goals of Vision Zero—eliminating all fatal and serious injury traffic crashes by 2028. In **Phase 2**, the Public Works Department hired a Vision Zero Program Coordinator (Associate Planner) to aid in implementing the Vision Zero Action Plan, which outlines 11 high-priority actions aimed at addressing serious traffic injuries and fatalities. The plan focuses on system-wide safety improvements, particularly along high-injury corridors, and uses data-driven approaches to inform traffic safety interventions. The Vision Zero approach emphasizes design and engineering interventions over enforcement, particularly in areas already impacted by serious collisions. The Vision Zero Action Plan also calls for an equity evaluation to identify gaps in safety and collision data, with the goal of addressing those inequities in the upcoming plan update.

Since the hiring of the Vision Zero Program Coordinator, the program's focus has been to support safety projects on Vision Zero High Injury Streets, such as the Adeline Street Transportation Improvements and the San Pablo Corridor Projects. The Coordinator has also initiated monthly meetings with the Berkeley Police Department to enhance data sharing and analysis of collision trends. This collaboration has resulted in updates to the Berkeley Police Department Transparency Hub such that publicly available crash data will be depicted consistent with the Vision Zero priority to focus on severe injury and fatality collisions. In addition, planning is underway to eventually restart the Berkeley Vision Zero Coordinating Committee and initiate the Vision Zero Action Plan update. Although recruitment for the Vision Zero Program Manager (Senior Planner) has been challenging, it remains a top priority. Filling this critical vacancy is essential before we can continue or begin any new Vision Zero program initiatives.

Vision Zero traffic safety interventions consist of both large-scale, grant-funded capital projects and smaller-scale Quick Build projects. Since the Spring 2024 update, construction is nearing completion on two major safety projects: the Southside Complete Streets Project and the Martin Luther King Jr. Way Vision Zero Quick Build. Work will soon begin on the Adeline Street Transportation Improvement Project, and our goal is to



also resume the Telegraph Multi-modal Corridor Study, which was paused in 2022 due to staff capacity challenges. These two major corridors are also Vision Zero High Injury Streets. These projects are designed to improve safety for all modes of transportation and were developed based on the Berkeley Bicycle Plan, Pedestrian Plan, and Transit-First Policy Implementation Plan.

Following multiple serious and fatal collisions in early 2024, the Vision Zero Rapid Response Protocol was activated. This protocol, developed under the Vision Zero Action Plan, coordinates data collection and traffic safety interventions in response to severe traffic incidents. Vision Zero staff have also been working with consultants to formalize a Quick Build program that would offer scalable design solutions for improving safety on high-injury corridors.

As the City progresses into **Phase 3** of the Reimagining Public Safety Initiative, continued funding is absolutely essential to preserve the Vision Zero Associate Planner role and maintain existing consultant resources to continue support for Vision Zero efforts. In previous years these activities were largely paid for by the City’s share of direct local distribution of Alameda County Measure BB Transportation Sales Tax funds. However, as a result of the approximately 20% cost escalation due to COVID supply chain issues and inflation, those funds are increasingly being used by the City to close the resulting gap in grant-funded capital projects. This has left the Vision Zero Program with a lack of discretionary funding for both staffing and consultant expenses. The significant toll of traffic-related injuries in Berkeley calls for a pragmatic response, one which addresses the challenges of current transportation funding realities.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
<b>Phase 2 (2022-2024)</b>	<b>October 2023</b>	Vision Zero Program Coordinator (Associate Planner) Hired (Vacant November 2024).
	<b>January 2024 – ongoing</b>	The Associate Planner supports the implementation of Vision Zero high-priority actions and projects.
	<b>Fall 2023 – Summer 2024</b>	Construction on Martin Luther King Jr. Way Vision Zero Quick Build project begins.
	<b>December 2023 – Early 2025</b>	Southside Complete Streets Project construction underway.
	<b>January 2024 – Summer 2024</b>	Recruitment for Vision Zero Program Manager (Senior Planner).
<b>Phase 3 (2024-2026)</b>	<b>January 2024 – ongoing</b>	Associate Planner supporting the implementation of Vision Zero high-priority actions and projects.
	<b>Fall/Winter 2024</b>	Construction on Martin Luther King Jr. Way Vision Zero Quick Build and Southside Complete Streets project complete.
	<b>January 2024 – Fall/Winter 2024</b>	Recruitment for Vision Zero Program Manager (Senior Planner).
	<b>Fall 2024 – Winter 2024</b>	Recruitment for replacement Vision Zero Program Coordinator (Associate Planner).
	<b>Fall 2024 – December 2025</b>	Telegraph Multi-modal Corridor Study (project restart Fall 2024).
	<b>Fall 2024 – December 2026</b>	Adeline Street Transportation Improvements (project start Fall 2024).

**Considerations:**

- **Staffing Vacancies:** The Vision Zero Program Manager (Senior Planner) position remains vacant following the promotion of the previous Senior Planner. As of November 2024, the Vision Zero Program Coordinator (Associate Planner) position will be vacant. Recruitment for both roles is ongoing, with an expected hire by end of calendar year 2024. Additionally, vacancies in key Traffic Engineering positions, such as the Supervising Transportation Engineer, may delay the progress of capital projects along high-injury streets due to a reduced capacity for internal review.
- **Funding:** While the program has received initial funding, long-term sustainability will require additional resources, particularly to ensure successful City program staff recruitment and retention and for consultant support to continue progress on Quick Build and major capital projects, as well as other programmatic initiatives like Rapid Response and the Vision Zero Action Plan update. Specifically, funding for a permanent, rather than three-year time-limited Vision Zero Program Coordinator (Associate Planner) is essential for viability of Vision Zero Program programs and projects.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** Vision Zero staff will focus on major grant-funded capital project delivery. Restarting the Vision Zero Coordinating Committee, updating the Vision Zero Action Plan, and implementing the Rapid Response Protocol-will depend on the hiring of the Vision Zero Program Manager and the replacement Vision Zero Program Coordinator by end of 2024 and securing funding for a permanent Vision Zero Program Coordinator (Associate Planner). Even after fully staffing the Vision Zero Program staff will continue to depend on consultant support for delivery of capital projects, as well as development of Vision Zero program initiatives such as the Quick Build program, Rapid Response, and updating the Vision Zero Action Plan.



# CONSULTANT COSTS

## BERKELEY DEPARTMENT OF TRANSPORTATION DEVELOPMENT

Department Lead: Public Works Department

Status Update: **Paused Due to Deferred Funding**

### Overview:

In **Phase 1** of the Reimagining Public Safety Initiative, foundational work for the Berkeley Department of Transportation (BerkDOT) began, focusing on consolidating transportation functions and promoting racial equity in transportation policies. For FY 2023, the City allocated \$300,000 for BerkDOT development under **Phase 2**. However, as noted in the Fall 2023 Status Report, several challenges, including the delay of progress with California Senate Bill 50, staffing shortages, and leadership transitions within Public Works, have slowed progress<sup>3</sup>. The deferral of funding has further impacted the project’s momentum.

As **Phase 3** progresses, City staff are monitoring policy developments, specifically with regards to California SB-50, while addressing immediate public safety priorities. Staffing and leadership transitions have created operational challenges, but ongoing evaluations, future legislative changes, and funding availability will guide the direction of BerkDOT. The City Council will determine the timeline and funding for BerkDOT’s development as part of the broader strategic goals of the Reimagining Public Safety Initiative.

### Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 1 (2020-2022)	June 2020 – ongoing	Community Process for BerkDOT Development
	Fall 2022	Transition of crossing guards from the Police Department to Public Works' Transportation Division.
	Fall 2022 – 2023	Public Works issued staffing vacancy updates to City Council and the community.
Phase 2 (2022-2024)	Summer 2023	Funding for several Reimagining Public Safety project initiatives, including BerkDOT deferred.
Phase 3 (2024-2026)	Fall 2024 – ongoing	Continued deferral of funding; staff continue to monitor policy developments to support BerkDOT’s vision and goals.

### Considerations:

- **Regulatory Compliance:** BerkDOT must adhere to all applicable transportation regulations at local, state, and federal levels, encompassing road, transit, pedestrian, and bike infrastructure.

<sup>3</sup><https://berkeleyca.gov/sites/default/files/documents/Reimagining%20Public%20Safety%20Fall%202023%20Report.pdf> (See Appendix A, page 37 of Fall 2023 Report)

Ensuring regulatory alignment will facilitate smoother collaboration with state and federal agencies and mitigate potential legal challenges.

- **Budgetary Constraints:** The current deferral of BerkDOT’s budget requires a strategic approach to managing ongoing projects with available resources. Given the extreme staffing shortages in the Transportation Division, we will resume this effort soon and continue to explore alternative funding opportunities, such as grants and partnerships, to support future phases of BerkDOT’s development.
- **Staffing:** Staffing shortages and leadership transitions within Public Works continue to affect operational capacity. While recruitment efforts are ongoing, these challenges have shifted the Department’s focus toward more immediate public safety priorities, with plans to revisit BerkDOT development as capacity allows.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** Given the funding deferral and staffing challenges, the City Manager recommended classifying BerkDOT development as a Tier 3 priority during the bi-annual budget process. This approach allows the City to address urgent public safety needs while completing essential dependencies, such as the Transportation Fines & Fees Analysis. Once these are resolved, staff will revisit BerkDOT development with a phased implementation plan. In the meantime, alternative funding sources, including grants and partnerships, will be pursued to support future BerkDOT efforts and ensure alignment with the broader Reimagining Public Safety Initiative goals.



## BEHAVIORAL HEALTH, CRISIS RESPONSE, AND CRISIS-RELATED SERVICES NEEDS AND CAPACITY ASSESSMENTS

**Department Lead: Health, Housing and Community Services Department**

**Status Update: *In Progress***

### **Overview:**

In **Phase 2** of the Reimagining Public Safety initiative, the City of Berkeley allocated \$100,000 in FY 2023 to assess service needs related to behavioral health and homelessness using data from 911 and non-911 calls since March 2020. In May 2023, the City Council approved additional funds for Resource Development Associates (RDA) to conduct a detailed Crisis Needs Assessment, supporting the implementation and evaluation of the Specialized Care Unit (SCU).

Part of the Crisis Needs Assessment focuses on improving the effectiveness of crisis response services, particularly through analyzing 911 Computer Aided Dispatch (CAD) data. The assessment builds off the City Auditor's report from 2019, specifically Section 6 related to responses to mental health and homelessness calls. RDA evaluators are working closely with key stakeholders, including Bonita House, multiple departments within the City of Berkeley, and other crisis service providers to complete the CAD assessment. Objectives guiding the assessment includes:

- **Quality Improvement:** Identify 911 call types that could be routed to the SCU or other crisis service providers.
- **Assessing Results:** Provide recommendations based on data analysis to increase the effectiveness of crisis call response options.

Data being analyzed by RDA includes:

- 911 CAD data, including narrative data
- Observations from sit-alongs in the Communications Center
- Shadowing Berkeley Police Department field responses to track call outcomes

RDA is in the process of analyzing these data sets and expects to release an initial draft of the report by fall 2024. The final goal is to optimize the categorization of crisis calls and improve the routing of appropriate calls to the SCU and other crisis units for mental health crises as well as homelessness. The CAD assessment will help inform how the city can strengthen responses for residents experiencing a crisis, and will continue into 2025 as part of **Phase 3**.

Along with the CAD Assessment, the Crisis Needs Assessment also includes a specific focus on crisis stabilization resources accessible to Berkeley community members after they experience a crisis. HHCS is working with partners and stakeholders across the City to refine best practice recommendations to support community members after a crisis. HHCS is working with the Alameda County Behavioral Health (ACBH) data team to collect and report important Continuous Quality Improvement (CQI) data, key for tracking incidence of crisis amongst City of Berkeley residents. ACBH data illustrates incidence of crisis, answering the following questions:

- **The rate of Berkeley residents in psychiatric hospitals:**
  - *How many Berkeley residents engage in care at regional psychiatric facilities in a given year?*

- *What percentage of Berkeley residents who access inpatient care, do so multiple times annually)?*
- *What is the average number of visits per year?*
- **Berkeley residents in jail facilities:**
  - *How many Berkeley residents are processed at regional jail facilities annually?*
  - *What percentage of Berkeley residents are processed in a local jail more than once annually)?*
- **Incidence of both jail and psychiatric hospital stays:**
  - *How many Berkeley residents who were processed at local jail facilities also have spent time at an inpatient psychiatric facility?*
  - *What post-crisis planning is available?*
  - *What crisis stabilization resources are made available?*

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
<b>Phase 2 (2022-2024)</b>	<b>Spring 2023</b>	The SCU program evaluation contract was amended to include RDA’s Crisis Needs Assessment scope of work. <ul style="list-style-type: none"> <li>● Crisis needs assessment for 911 call planning was initiated.</li> <li>● Data analysis of 911 Computer Aided Dispatch (CAD) calls began.</li> <li>● Community Services Specialist II was hired to support the assessment process.</li> </ul>
	<b>Fall 2023 – ongoing</b>	RDA refined the data request and continued collaboration with the City of Berkeley. The timeline for initial results was delayed, but analysis remains in progress, with HHCS coordinating stakeholder engagement.
	<b>Winter 2023</b>	Initial recommendations for the Crisis Needs Assessment were drafted. HHCS engaged with stakeholders to identify remaining gaps and barriers in crisis stabilization services.
	<b>Spring 2024</b>	Final recommendations from the Crisis Needs Assessment will be reviewed by service users, providers, community stakeholders, and relevant city departments.
<b>Phase 3 (2024-2026)</b>	<b>Fall 2024</b>	Ongoing implementation of recommendations and continuous refinement based on the assessment and stakeholder feedback.
	<b>Fall 2024</b>	RDA to provide initial draft of CAD assessment to HHCS for review. The final draft of the CAD assessment is expected by the end of 2024.

**Considerations:**

- **Expanding Data Analysis & Dynamic Needs:** As the project evolves, new data sets may be identified to provide a more comprehensive understanding of crisis response needs.
- **Partner Coordination & Feedback:** Coordination between RDA, Bonita House, and other stakeholders is critical to ensure that the data gathered is comprehensive and informs all analyses.
- **Policy Awareness:** Staying updated with behavioral health policies and regulations is essential to ensure compliance and success in the ongoing project.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** Recommendations based on the Crisis Needs Assessment will be drafted, reviewed, and presented to stakeholders and appropriate city committees. This includes the recommendations regarding crisis stabilization as well as the RDA CAD assessment.

## STAFFING ASSESSMENT

**Department Lead:** Police

**Status Update:** *Assessment Complete*

### Overview:

As part of the Reimagining Public Safety process, and in alignment with recommendations from the City Auditor, the Berkeley Police Department (BPD) engaged Citygate Associates, LLC, for a comprehensive Workload and Organizational Study. This assessment, initiated in Phase 2, aimed to review critical aspects of BPD operations, including the adequacy of current and future deployment systems, staffing levels across the department, sustainable alternatives, beat structure, overtime reliance, and the overall organizational structure.

Citygate was tasked with proposing organizational enhancements that would improve service delivery to the community while also considering the morale and well-being of police staff. The study focused on addressing staffing shortages, evaluating the use of overtime, and recommending solutions for better allocation of resources.

On September 4, 2024, Citygate delivered its final 147-page report, which contains 74 key findings and 54 actionable recommendations. The report provides in-depth insights into staffing challenges and offers a path forward to improve departmental efficiency, reduce overtime dependence, and integrate Community Service Officers (CSOs) more effectively into the operational framework.

### High-Level Findings:

- **Sworn Resource Allocation.** As staffing rebounds towards the authorized level, the study recommends prioritizing the allocation of officers to key areas based on workload and operational needs.
- **Organizational Health and Retention.** The report emphasizes the importance of fostering a supportive organizational environment to improve retention and mitigate staff burnout.
- **CSO and Professional Staff Expansion.** To meet increasing operational demands, Citygate recommends adding and promoting professional administrative staff.
- **Process Efficiency & Technological Advancement.** Enhancing operational efficiency is a key focus, with recommendations to adopt advanced technology solutions and streamline workflows.

In **Phase 3**, BPD will review these findings with the department's command leadership team to assess the identified opportunities and challenges. Plans for implementing key recommendations will be prioritized. Additionally, Citygate will present its report and be available to answer questions as part of the City Manager's Reimagining Public Safety Fall 2024 update. ([See Appendix F for BPD Workload Study Report](#)).

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	July 2023	The Berkeley Police Department successfully engaged with Citygate Associates for a comprehensive staffing assessment and workload study.
	Summer 2023 – Summer 2024	Citygate initiated the staffing and workload study.
Phase 3 (2024-2026)	September 2024	Final report released with 74 findings and 54 recommendations, addressing staffing, overtime, and CSO integration.
	Fall 2024	Review of report by BPD leadership, prioritization of key recommendations, and initial steps towards implementation. Citygate to present findings at Fall 2024 Reimagining Public Safety update.

**Considerations:**

- **Implementation of Recommendations:** The Citygate report outlines 54 actionable recommendations that will require phased implementation, particularly around staffing, resource allocation, and integrating CSOs into non-emergency roles.
- **Long-Term Funding:** Sustainable funding solutions will be necessary to address the overtime reliance and to support long-term operational enhancements recommended in the report.

**Next Steps and Timelines:**

- **Fall 2024 – ongoing:** In Fall 2024 and onward, BPD will prioritize projects already underway that align with Citygate's main recommendation themes. This will integrate their guidance into long-term plans, ensure effective implementation, and provide regular updates through the Reimagining Public Safety reporting process.



## FINES & FEES ANALYSIS

**Department Lead: City Manager's Office**

**Status Update: *In Progress*** (anticipated carryforward request)

### Overview:

In **Phase 2** of the Reimagining Public Safety initiative, the City Council allocated \$150,000 in Fiscal Year 2023 to review and propose amendments to the City of Berkeley's Municipal Code. The main goals of this effort are to enhance equity and racial justice within the city's fines and fees system and to explore the potential for civilian enforcement of certain Municipal Code violations. The Fall 2023 Status Report noted delays in completing this analysis due to the deferral of funding in the Annual Appropriations Ordinance (AAO) process. Funding was finally released in January 2024, following approval by the Mayor and City Council. To manage this project, an internal steering committee of City staff was formed, coordinated by the Assistant to the City Manager. This committee includes representatives from the City Attorney's Office, City Manager's Office (including the Hearing Officer and DEI Officer), Police Department, Health, Housing, and Community Services (HHCS) Department, and Public Works Transportation Division. Initial discussions regarding the best process to fulfill this deliverable were delayed due to an extended council recess. The team is now focused on defining an approach that maximizes the use of the resources allocated and is considering multiple options for advancing the project.

As the initiative progresses in **Phase 3**, there are ongoing challenges related to funding timelines. The availability of funds is being awaited through a carryforward request in the AAOI process. The team is expected to reconvene in the fall or winter after the AAOI process, provided funding is secured. It is recommended that the allocated funds be carried forward into Fiscal Year 2025 to maintain project continuity. This step is essential to ensure that the City of Berkeley can continue to pursue its objectives of promoting equity and racial justice through the reassessment of transportation fines and fees. The commitment to carry forward these funds underscores the City's dedication to reforming municipal practices to support a more equitable community environment.

Despite funding delays, internal groundwork is underway to keep the project moving forward. A survey conducted by the HHCS Office of the Director is currently assessing the impact of fines and fees on the financial situation of low-income clients. Understanding these impacts is crucial for aligning the project with broader community priorities. This survey is expected to be completed in November. In addition to this, the Assistant to the City Manager and the HHCS team are working with the San Francisco Financial Justice Project and other partners, such as participating in the accelerator network convening, to learn from their experiences with fines and fees reform, aiming to incorporate best practices into Berkeley's approach.

Simultaneously, the CoB fines & fees steering committee is ongoing to develop a comprehensive map of fines and fees within Berkeley's jurisdiction. Depending on the strategy that the steering committee selects, an external partner may be identified to assist with this effort. This decision will be informed by the findings from the internal HHCS service provider survey and other relevant data. The goal remains

to provide a detailed overview of the fines and fees that most impact low-income residents and to identify ways to restructure these systems to reduce financial burdens on vulnerable populations. The current focus is on establishing a solid foundation for determining the best process to engage a partner or vendor to support the project’s goals. The project team plans to reconvene in November to finalize this approach, with the expectation that concrete next steps will be taken soon after, depending on the outcome of the AAOI timeline. Moving forward, the project will emphasize several critical areas:

- **Data Evaluation:** Establishing a clear baseline and identifying key data points to measure the impact and progress of reforms.
- **Community Engagement:** Planning for meaningful community involvement to ensure that the initiatives are responsive to and inclusive of community needs.
- **Implementation and Sustainability:** Developing strategies to ensure the effective implementation and long-term sustainability of the proposed reforms.

These preparations aim to maximize the effectiveness of the allocated funds and establish strong partnerships with vendors who can help achieve the project's goals.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	June 2023	City Council referred several Reimagining Tier I requests to the Annual Appropriations Ordinance process.
	January 2024	Funding for the Fines & Fees Analysis released.
	Spring – Summer 2024	City staff steering committee conducted research and explored the best approach to advancing the Fines & Fees Analysis.
Phase 3 (2024-2026)	Fall 2024	Relationship building with nationwide partners. Staff attended the Cities and Counties for Fine & Fee Justice Accelerator Summit and are developing a workplan and strategy to reevaluate city-controlled fines & fees impacting Berkeley low-income residents.
	<i>Anticipated</i> Winter 2024	The steering committee will reconvene to finalize the process for achieving project goals and determine if an RFP is needed. If pursued, the RFP process could begin in December, with vendor selection expected in January, pending alignment with the AAOI timeline.

**Considerations:**

- **Legislative Compliance:** Navigating legal hurdles is essential to ensure proposed amendments to the Berkeley Municipal Code promote equity and racial justice while remaining compliant with existing laws.
- **Maintaining Project Continuity:** Despite funding challenges, maintaining project momentum is key. Ongoing groundwork like surveys and data collection is crucial for long-term success.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** The focus is on data collection and determining the best path for advancing the Fines & Fees Analysis. Staff will recommend carrying forward remaining funds into FY 2025 to maintain momentum and implement equitable reforms.

## DEPARTMENT OF COMMUNITY SAFETY DESIGN AND IMPLEMENTATION

**Department Lead: City Manager’s Office**

**Status Update: *To Be Initiated*** (project deferred)

**Overview:**

As part of **Phase 2** of the Reimagining Public Safety initiative, \$250,000 was allocated in FY 2024 for designing a Department of Community Safety. However, the Fall 2023 Status Report highlighted that several key deliverables, including this department, have not yet been initiated. The delay stems from concerns about the feasibility of the implementation timeline and the need to reallocate funds to existing city services and council referrals as part of the AAO process.

As **Phase 3** begins, the City of Berkeley has prioritized advancing other critical areas of the initiative before moving forward with the Department of Community Safety. Based on a review of timelines for assessments, pilots, and evaluations, staff recommend revisiting funding for the department in Phase 4. This will allow the city to address immediate priorities while ensuring future developments align with the initiative's broader goals.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
<b>Phase 2 (2022-2024)</b>	<b>June 2023</b>	Council referred several Reimagining Tier I requests to the Annual Appropriations Ordinance process.
	<b>January 2024</b>	Funding for the Department of Community Safety deferred.
<b>Phase 3 (2024-2026)</b>	<b>June 2024</b>	Funding for the Department of Community Safety deferred to align with Phase 4, Fiscal Year 27-28.

**Considerations:**

- **Strategic Resource Allocation:** Deferring the \$250,000 for the Department of Community Safety to Phase 4 highlights the need for careful financial management. The City of Berkeley must ensure funding aligns with both immediate and long-term goals of the Reimagining Public Safety initiative, with the allocation proposed for FY 2026 for a more prioritized and responsible approach.
- **Staffing and Legislative Compliance:** Success depends on adequate staffing and legal compliance. This includes recruiting skilled personnel and ensuring all activities meet legislative requirements. The City will address necessary policy adjustments to support the initiative and meet the department’s goals within the set timeline.

**Next Steps & Timeline:**

**Fall 2024 – ongoing:** Staff recommends revisiting the funding allocation for Phase 4 concerning the design and establishment of the Department of Community Safety.

## DISPATCH NEEDS ASSESSMENT

**Department Lead: Fire Department**

**Status Update: *Assessment Complete***

### **Overview:**

As the City advances in its plan to evolve and enhance emergency call triaging, it is important to recognize the ongoing improvements and challenges needed in the City's Emergency Communications Center (ECC), a critical hub for dispatching all police, fire, and emergency medical services (EMS). The ECC receives and manages emergency and non-emergency calls, collect critical information, and coordinates appropriate responses using a Computer Aided Dispatch (CAD) system. In order to expand ECC capabilities, staff needs to assess current operations, staffing, technology, ECC physical space, and additional alternative response model needs. The Berkeley Fire and Police Department is committed to working together to implement systematic emergency call triage, providing pre-arrival instructions, and deploying alternative response units following necessary upgrades. These enhancements are aligned with regional standards and require significant investment for full implementation.

During **Phase 1** of the Mayor's phased Reimagining Public Safety initiative, the focus was on contracting a firm to conduct a Dispatch Needs Assessment (DNA) and engaging key stakeholders. In response to community input, Phase 2's objectives were informed by a deep understanding of the needs highlighted by the residents.

**Phase 2** shifted focus to validating the initial recommendations. To ensure strong strategic planning and budgeting, this input has been instrumental in justifying reforms to the dispatch system to improve response times and effectiveness, particularly for mental health crises ([See Appendix A Community Input and Survey-Informed Reimagining Public Safety Deliverables Matrix](#)).

The initial assessment aimed to evaluate current Fire and EMS dispatch capabilities and make recommendations for implementing a priority dispatch system that follows nationally recognized standards. These recommendations included critical information about what is needed prior to and how to proceed with implementing the following:

- *Establishing pre-arrival instructions*
- *Deploying alternative resources*
- *Optimizing staffing models*
- *Expanding or optimizing the current physical space*
- *Enhancing infrastructure and software*
- *Improving training and quality assurance measures*

To comprehensively understand the current capabilities and identify areas for improvement, the assessment focused on evaluating specific data points, including:

- *Staffing levels*
- *Call volume by time of day*
- *Previous reports*
- *Seating configuration*
- *Emergency vs. Non-emergency call volume*

Recognizing the significance and long-term impact of these recommendations, the Berkeley Fire Department sought additional validation from subject matter experts (SMEs) (See Appendix J for DNA Reports). These experts reviewed additional call data and re-evaluated both current and proposed models. Their input provided alternative perspectives on key areas, including the staffing model, handling of low-acuity and non-emergency calls, dispatch workflow, and tiered dispatch systems.

As the Reimagining Public Safety Initiative moves into **Phase 3**, the focus is on developing the most cost-effective, efficient and achievable strategic plan that outlines how Berkeley can achieve the capacity to triage calls, provide emergency medical direction to callers, and dispatch alternate configurations of resources including non-emergency Fire Department resources, the Specialized Care Unit, and the BEAR Unit (the pilot low-acuity medical response). Staff are strategically considering the dependencies required to achieve these goals. For example, to dispatch these units, more staffing is required which requires physical upgrades to support additional staffing. The ECC needs to procure and install four additional dispatch consoles at a cost of \$150,000 each, in addition to adding an additional two consoles to meet the on-duty staffing recommendations reported in the dispatch needs assessment. The recommended expanded capacity is not possible without the City securing additional square footage. The implementation plan underway can provide estimated costs and viable options for expansion.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 1 (2020-2022)	Winter 2021 – Fall 2022	Completion of the RFP process and Stage One of the DNA
Phase 2 (2022-2024)	November 2022 – May 2023	Completion of the initial needs assessment
	Fall 2023	Development of the validation scope and selection of the vendor
	Fall 2023 – Winter 2024	BFD funded Validation Report with Measure FF Funds. The Validation began in November and finished in end of March.
	Spring 2024	Completion of the Assessment Validation Report and staff presentations
	Spring 2024 – Fall 2024	Discussions with City stakeholders to decide on next steps for the DNA.
Phase 3 (2024-2026)	Anticipated Fall 2024	Contract for additional dispatch support services goes to council Oct 15 for ongoing SME support and implementation of changes.

**Considerations:**

- **Staffing:** The Berkeley ECC has faced significant recruitment and hiring challenges consistent with challenges faced nationwide. In order for the ECC to enhance operations, it must first meet minimum staffing levels. Additionally, any changes to dispatch protocols will likely require a meet-and-confer process.
- **Unanticipated Delays:** The original needs assessment faced delays due to contractor availability. After receiving the initial DNA, BFD understood the breadth of changes that were needed and chose to validate the findings. With the contracting and execution of the validation study, this stage was delayed 14 months.
- **Facilities Space:** A key challenge in expanding dispatch staff and operations is securing adequate facility space to expand the ECC. The current configuration of the Public Safety

Building lacks the necessary space to accommodate this expansion. This was one of the factors that influenced the decision to move the Fire Department to an alternate facility. That process is underway, and once the Fire Department has vacated the Public Safety Building, it is anticipated that there will be adequate space for an expansion – although a facility design will need to be completed before that can be validated. These costs are yet to be determined and unfunded.



- **Budget:** The majority of stage I of the project was funded through HHCS grant funds, with subsequent activities, including the Validation Report and planning phase for implementation, financed by Measure FF funding. While Measure FF is expected to cover some one-time expenses for implementing DNA recommendations, substantial technology procurement, construction, staffing, and other ongoing costs will require new funding that will need to be added to the Police Department's budget. With the completion of the DNA validation study the BFD has fulfilled its charge to perform the assessment of the ECC. The BFD will continue to partner and support the Police Department as it oversees the ECC, and any future enhancements that will occur.

### Next Steps & Timeline:

- **Fall 2024 – ongoing:** The reports have provided high-level strategic recommendations for an implementation plan. However, the development of a more detailed implementation plan is pending the City's decision on its preferred course of action and which recommendations are feasible to adopt. Regardless of the specific recommendations or decision-making timeline, the need for ongoing contractor support to enhance technology and workflow processes remains essential. The Berkeley Fire Department is preparing a new contract with consultants to develop a strategic plan for phased implementation of the necessary ECC enhancements, which are anticipated to span 5 to 10 years.
- **Winter 2024 – Spring 2025:** Berkeley Police and Fire leadership reviewed the recommendations and agreed to initiate the implementation of protocols to assist in improving training and operations, provide an opportunity to dispatch alternative response programs, and reduce the attrition rate.
- **January 2025 – at the earliest feasible opportunity:** As identified in the Fire Department Standards of Coverage and Community Risk Assessment (2023), the Fire Department is in critical need of an ECC that has the capability to triage 911 callers so that appropriate resources can be dispatched based on the type and severity of the emergency. Currently, because the ECC is unable to triage 911 calls, the Fire Department sends the same configuration of apparatus and personnel to all reported medical emergencies, which is an inefficient use of resources. It will be very problematic and expensive (as additional ambulances will have to be deployed) if the Fire Department cannot provide these services.

# COMMUNITY INVESTMENTS

## VIOLENCE PREVENTION

### VIOLENCE PREVENTION AND YOUTH SERVICES

**Department Lead: Health, Housing and Community Services Department**

**Status Update: *In Progress***

**Overview:**

In **Phase 2** of the Reimagining Public Safety initiative, the City of Berkeley prioritized community investment by providing significant funding to two key Community-Based Organizations (CBOs) to support youth violence prevention efforts. McGee Avenue Baptist Church's Center for Food, Faith, and Justice was allocated \$50,000 to support its "Voices Against Violence" program, a youth-centered initiative focused on violence prevention, equity, and community engagement. The program serves middle and high school students through workshops on topics such as identity formation, diversity, art, urban gardening, and health, offering stipends and meals to participants. The funding has expanded McGee-CFFJ's capacity to serve Berkeley's vulnerable youth and families and leverage other existing programs, such as the Urban Garden and Soulful Parenting Support Initiative.

Additionally, Berkeley Youth Alternatives (BYA) received \$160,000, with \$125,000 directed toward its Counseling Center and \$35,000 supporting the Summer Jam Day Camp. The camp, which provided scholarships to ensure accessibility, offered educational, recreational, and creative programming for children aged 6 to 12, including literacy support through a partnership with the U.C. Berkeley Public Service Center. The funds also enabled BYA's Counseling Center to increase its reach, supporting youth without insurance, and allowed for the hiring of additional staff focused on mental health and wellness. The introduction of therapy groups focused on resilience and social relationships further bolstered the center's services, providing targeted support for young people.

As the City enters **Phase 3** of the Reimagining Public Safety initiative, in addition to the continued funding for Berkeley Youth Alternatives and the "Voices Against Violence" program, additional funding has been allocated to support the Berkeley Junior Jackets Violence Prevention Program, reinforcing the City's commitment to ongoing violence prevention and youth services. Below is an overview of programming details ([See Appendix G for Supporting Materials](#)):

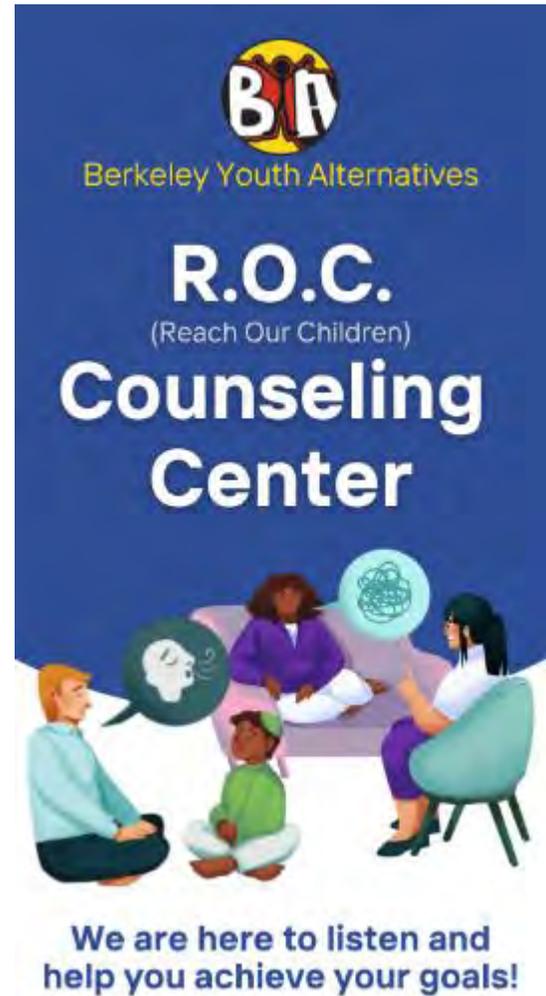
- **Voices Against Violence Programming:** The Voices Against Violence Program, led by Reverend Dr. Michael A. Smith and supported by



seasoned community peace ambassadors, aims to reduce gun violence and promote community healing in South and West Berkeley. The program targets high-risk middle and high school students, offering mentoring, life-skills training, and participation in violence prevention strategies. Through collaborative efforts with organizations like Live Free USA and CFFJ, participants engage in workshops, community service projects, and special events designed to foster leadership, conflict resolution, and positive self-expression. With a focus on building trust and reducing violence, the program serves 24 youth and partners with local institutions to expand opportunities for youth leadership and employment.

- **Berkeley Youth Alternatives Programming:**

- **Summer Jam Day Camp:** A total of 35 students from 29 families attended BYA’s Summer Jam Day Camp (16 students in summer 2023 and 19 in summer 2024). The Summer Jam youth engaged in a variety of activities, including nature walks, poetry, soccer, basketball, photography, button making, presentations from the Ecology Center, art therapy, chess, gardening, dance, music, BYA’ SPARK Health workshops, lawn bowling, arts and crafts, and swimming at West campus pool. Youth engaged in field trips to the Oakland Zoo, Oakland Museum, and ice skating among others. Additionally, the Summer Jam youth participated in weekly Girl’s and Boy’s Group meetings led by BYA counselors. One of the activities in these meetings is expressive art therapy groups. In the June art therapy sessions, the youth created a sensory board inspired by ‘Inside Out 2’ that explored emotions through different textures. The youth associated feelings with materials such as cotton and sandpaper, and the older youth expressed complex emotions through layered art. Their collaborative sensory board, which reflects a spectrum of emotions, served as a daily emotional point in the common area, promoting empathy and self-awareness through creative expression.
- **Counseling:** BYA provided counseling to 54 young people in FY24. 52% African American, 26% Latinx, 9% were Native Hawaiian/Pacific Islander, with the remaining individuals identifying as multiple races or other. 32% of the counseling recipients were 6–11 years old, 57% were 12-17 years old and the remainder were transition-age youth (18-24 years old). These young people participated in 1,611 individual counselling sessions and 903 group counseling sessions. The counselors provided support with individual rehabilitation focused on interviewing skills and techniques, professional communication, along with coping techniques and tips to manage stress and anxiety. In addition to therapeutic services, clinicians provide case management services including linkage to community resources and other services/providers to meet the various needs of the family. The counselors continue to



support young adult clients with future planning after high school, preparing for college, moving to a new residence, living independently, starting a new job, and separating from unhealthy relationships.

- Berkeley Junior Jackets Programming:** The Berkeley Junior Jackets program is a comprehensive two-year initiative focused on youth development, operational capacity building, and violence prevention in Berkeley<sup>4</sup>. The program provides stipends to coaches, staff, and board members to ensure a professional team, while also offering youth training, mentorship, and participation in key community events. Through strategic partnerships, accessible enrollment, and specialized coaching, the Junior Jackets aim to promote leadership, teamwork, and community engagement. The program aligns with the City’s Reimagining Public Safety initiative, tracking performance metrics and delivering positive outcomes for Berkeley’s youth through sports, life skills, and empowerment activities.



This sustained investment will continue into Fiscal Year 2025-2026, ensuring the continuation and expansion of these vital community programs.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	July 2022 – June 2024	Funds allocated to CBOs for Fiscal Year 2023-2024. Impact reporting via RPS status updates.
Phase 3 (2024-2026)	<i>Anticipated</i> July 2024 – June 2026	Funds allocated to CBOs for Fiscal Year 2025-2026. Impact reporting via RPS status updates.

**Considerations:**

- Sustainability of Funding:** While funding for McGee Avenue Baptist Church, Berkeley Youth Alternatives, and Berkeley Junior Jackets is secured through Fiscal Year 2026, ensuring long-term financial support beyond this period is critical for program continuity.
- Impact Assessment and Reporting:** Continuous monitoring and transparent reporting of program outcomes are essential for evaluating the effectiveness of violence prevention and youth services. Standardized metrics and regular updates through the Reimagining Public Safety status reports will help ensure accountability and inform future decisions.

**Next Steps & Timeline**

- Fall 2024 – ongoing:** The City will continue funding McGee Avenue Baptist Church, Berkeley Youth Alternatives, and the Berkeley Junior Jackets through Fiscal Year 2026. Program updates and outcomes will be reported through the Reimagining Public Safety status reports, ensuring transparency and accountability in tracking the effectiveness of these violence prevention and youth services initiatives.

<sup>4</sup> See Berkeley Junior Jackets Promotional Video here: <https://www.youtube.com/watch?v=56wGJBkTTm8&feature=shared>

## GUN VIOLENCE INTERVENTION AND PREVENTION (BERKELEY CEASEFIRE)

Department Lead: City Manager's Office

Status Update: *In Progress*

### Overview:

As noted in the Fall 2023 Status Report, **Phase 1** of the Reimagining Public Safety initiative focused heavily on community and expert engagement (see Appendix A, page 49 of Fall 2023 Report). In **Phase 2**, the City allocated \$2 million (\$1 million for FY 2023 and FY 2024) to address the increasing issue of gun violence. The completion of the Gun Violence Prevention (GVP) report in summer 2023 was a key milestone, with findings presented to the Chief of Police, the City Manager's Office, and the City Council on January 23, 2024. A comprehensive, four-pronged strategy was approved, emphasizing:

1. **Place-based interventions** in areas experiencing increased shootings.
2. Direct engagement with at-risk individuals through **custom notifications**.
3. **Street outreach** initiatives.
4. Provision of robust **social services**.

To implement these strategies, a Request for Proposals (RFP) was launched in March 2024, focusing on the design and implementation of custom notifications and street outreach. This process is managed by the City Manager's Office, with oversight from a steering committee that includes both internal and external stakeholders. By early summer 2024, a contract was finalized, and a soft launch of the Gun Violence Intervention and Prevention program is planned for fall 2024 (See Appendix H for **GVIPP Contract and Supporting Materials**).

In **Phase 3**, the City has contracted with Live Free USA, which will subcontract with the National Institute for Criminal Justice Reform (NICJR). Additionally, partnerships have been established with McGee Avenue Baptist Church's Voices Against Violence and the Berkeley Junior Jackets Violence Prevention efforts to enhance program delivery. This partnership was publicly announced during the National Night Out event in summer 2024.

1. **Strategic Program Development (Summer 2024):**
  - **Objective:** Establish a foundation for the GVIPP.
  - **Key Actions:** Develop strategic plans, hire staff, form partnerships, and set governance frameworks.
  - **Timeline:** Activities focus on partnership formation, program design, and setting up data management from July to August 2024.
2. **Implementation, Data Collection, and Analysis (Fall 2024 - Summer 2026):**
  - **Objective:** Execute strategies and gather data to assess and refine the program.
  - **Key Actions:** Implement interventions, collect ongoing data, engage the community, and provide continuous training.

- **Timeline:** Launch in October 2024, with ongoing activities including data analysis and training through July 2026.
3. **Continued Implementation and Sustainability Efforts (Spring 2025 - July 2026):**
- **Objective:** Ensure long-term viability and integration of the GVIPP into community practices.
  - **Key Actions:** Secure funding, strengthen community partnerships, build local capacity, and institutionalize successful strategies.
  - **Timeline:** Focus on sustainability and community integration with continuous evaluations and adjustments until the program's conclusion in July 2026.

The GVIPP aims to achieve a reduction in gun violence incidents and community capacity building by integrating community engagement, strategic partnerships, and evidence-based methods. The City Manager’s Office will provide regular progress updates and opportunities for involvement to the City Council and the community, ensuring transparency and continued support for this critical initiative.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
<b>Phase 1 (2020-2022)</b>	<b>Spring/Summer 2022</b>	Community Process and Budget Allocation.
<b>Phase 2 (2022-2024)</b>	<b>Summer 2023</b>	GVP Report complete. Assistant to the City Manager – Reimagining Public Safety Project Coordinator hired.
	<b>January 2024</b>	Comprehensive RPS update to City Council. Research and stakeholder engagement for next steps and RFP process.
	<b>Spring 2024</b>	RFP launch and bidding process.
	<b>Summer 2024</b>	Completion of the RFP process, contract finalized with Live Free USA, including subcontracting with NICJR, and partnerships established with McGee Avenue Baptist Church's Voices Against Violence and Berkeley Junior Jackets Violence Prevention efforts.
<b>Phase 3 (2024-2026)</b>	<b>Anticipated Fall 2024</b>	Soft launch of the Gun Violence Intervention and Prevention program, including ongoing data collection, community engagement, and training.

**Considerations:**

- **Community-Based Organization (CBO) and Staffing Recruitment:** Recruitment for qualified organizations and individuals to support the GVIPP may face extended timelines due to current market conditions. It is essential to ensure that all staff and partners are adequately trained to uphold the effectiveness and integrity of the GVP program. Training programs must be comprehensive to equip staff with the skills necessary to engage effectively with the community and implement evidence-based strategies.
- **Legal Compliance and Program Design Parameters:** The design and implementation of the GVIPP must comply with local, state, and federal laws. This includes adhering to regulations related to data collection, privacy, and the protection of individual rights. Legal considerations will be integral in shaping the program’s approach to interventions, including the use of custom notifications, street outreach, and the provision of social services. Ensuring compliance with laws regarding the use of public funds, partnerships with external organizations, and the

confidentiality of sensitive information is critical to the program’s legitimacy and success. Close collaboration with legal advisors will be necessary to navigate any legal challenges and to ensure that all aspects of the program are conducted within legal frameworks.

- **Sustainability and Funding:** Long-term viability of the GVIPP will require securing sustainable funding sources. While the initial allocation of \$2 million provides a solid foundation, ongoing financial support will be necessary to maintain program operations, expand services, and respond to evolving community needs. Efforts to secure additional grants, donations, and public funding will be prioritized to support the continued success and growth of the program.

#### Next Steps & Timeline:

- **Fall 2024 – ongoing:** The GVIPP program will enter the implementation phase, with continuous data collection and analysis to assess program effectiveness. The City will seek to secure additional funding and resources to support program sustainability. Regular updates will be provided to the City Council and community to maintain transparency and engagement.



## PUBLIC SAFETY/CRIME PREVENTION FOR WOMEN AND OLDER PERSONS

**Department Lead:** City Manager's Office

**Status Update:** *In Progress*

### Overview:

The recommendation on public safety and crime prevention for women was presented to and accepted by the City Council in February 2024. These recommendations include a comprehensive strategy with the following elements:

- **Data-Driven Approach:** Collaborating with the Berkeley Police Department to identify critical areas and optimal times for safety escorts, focusing on enhancing protection for women based on identified risks.
- **Community Forum:** Organizing a city-wide hybrid safety forum specifically targeted at women, with a particular focus on engaging older women. This forum will be led by the Berkeley Police Department.
- **Community Ambassadors:** Deploying ambassador-led safety escorts in business districts and nearby residential areas to improve security and community presence.
- **Safety Escorts:** Establishing a safety escort program inspired by the 2003 Respect-BART initiative, providing safe passage for women in key areas.
- **Ride-Share Program:** Exploring the expansion of the Go-Go Grandparent program to offer safer transportation options for women, including potential cost-sharing solutions and modifications to ensure safe arrivals, pending Council budget review.

In April 2024, staff presented preliminary data and findings to the Commission on the Status of Women and received feedback to inform next steps and further direction. Recognizing the importance of a meticulous and strategic approach, ongoing engagement with stakeholders is being conducted to better understand the phased rollout and prioritization of these recommendations. Through data analysis and identification of needs, the goal is to pinpoint areas requiring immediate attention.

As the Reimagining Public Safety Initiative advances in **Phase 3**, the project is currently awaiting the outcome of the Annual Appropriations Ordinance (AAO) process. Staff recommend allocating \$250,000 for FY 2025 to support the phased rollout of these programs. In the meantime, efforts are focused on research and engagement with data and partnerships, including revisiting the community survey conducted by Bright Research Group during Phase I of the Reimagining Public Safety process. The findings from this survey will be used to support the needs assessment for the public safety and crime prevention program for women ([See Appendix A for Community Survey and RPS Matrix](#)). The project team is actively analyzing crime data that will help identify the most critical areas and times for implementing safety measures. This collaborative effort aims to enhance the protection of women by targeting identified high-risk areas and times. Partnerships with community organizations and stakeholders are being strengthened to refine the proposed program's strategies and implementation

plans. Feedback gathered from the Commission on the Status of Women and other stakeholders will be carefully reviewed to guide the program’s direction.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	February 2024	Recommendation approved by City Council.
	Spring 2024	Preliminary research and data. Presentation to the Commission on the Status of Women.
	Spring 2024 – ongoing	Ongoing research and stakeholder engagement to refine the scope, timeline, and budget, leveraging grants, and prioritizing actions based on data-driven needs analysis.
Phase 3 (2024-2026)	Anticipated Fall 2024	Awaiting funding release from the Annual Appropriations Ordinance (AAO) process to begin implementation of key program elements.

**Considerations:**

- Funding:** The successful implementation of the public safety and crime prevention program for women is contingent on securing sufficient funding. Currently, the initiative is awaiting the release of funds from the Annual Appropriations Ordinance (AAO) process. This pending funding is critical for advancing the program's key elements. Without a dedicated budget, progress may be limited, necessitating a strategic approach to resource allocation and spending. Identifying and securing external funding sources, such as grants, will be essential to bridge any funding gaps and ensure the sustainability of the program.
- Program Design and Community Engagement:** The program's design must be responsive to the needs of the community, particularly those of women at higher risk. Engaging with stakeholders, including community groups, the Commission on the Status of Women, and residents, is vital for shaping a program that is inclusive and effective. Regular feedback and input from these groups will help refine program strategies and ensure they are aligned with community expectations and needs.

**Next Steps & Timeline:**

- Fall 2024 – ongoing:** Pending the release of funding from the AAO process, continue refining the program's scope, timeline, and budget through ongoing research and stakeholder engagement. Focus on leveraging grants and external funding opportunities, and prioritize actions based on a comprehensive needs analysis driven by data. Upon securing funding, begin implementing the initial phases of the program, with a continued emphasis on evaluating and adjusting strategies to ensure alignment with community needs and legal requirements. Regular updates on progress and funding status will be provided to maintain transparency and stakeholder engagement.

## ALTERNATIVES TO SANCTIONS/FINES

### HEARING OFFICER-ALTERNATIVES TO SANCTIONS/FINES

**Department Lead:** Public Works Department

**Status Update:** *Paused Due to Deferred Funding*

**Overview:**

Under **Phase 2**, the City allocated \$150,000 in FY 2024 to enhance hearing officer resources, aimed at referring individuals with minor infractions, such as parking violations, to community and social services. However, as noted in the Fall 2023 update, the funding for these resources has been deferred. Now in **Phase 3**, the initiative’s progress is tied to the outcomes of the Transportation Fines & Fees Analysis. In light of this, City staff have recommended reallocating the funds to **Phase 4**, aligning with either the next bi-annual budget cycle or a mid-year update. This adjustment will depend on the completion of the fines and fees recommendations and council direction, ensuring better alignment with the broader goals of the Reimagining Public Safety initiative.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
<b>Phase 2 (2022-2024)</b>	<b>June 2023</b>	Council referred several Reimagining Tier I requests to the Annual Appropriations Ordinance process.
	<b>January 2024</b>	Funding for Expanding Hearing Officer Resources/Alternative to Sanctions/Fines deferred.
	<b>May 2024</b>	Staff recommended funding for the next bi-annual fiscal year, pending council direction on the Fines & Fees recommendations.
<b>Phase 3 (2025-2026)</b>	<b>Fall 2024</b>	Continued deferral of funding for Expanding Hearing Officer Resources/Alternatives to Sanctions/Fines to better align with broader public safety goals.

**Considerations:**

- **Strategic Resource Allocation and Dependencies:** The deferral of this project in FY 2024 highlights the importance of reassessing timelines and resource allocation. With the progress of the Transportation Fines & Fees Analysis in Phase 3, this project must be aligned with its outcomes. Any adjustments to funding will depend on the completion of the Fines & Fees recommendations and council direction, ensuring resources are used efficiently and in line with the City’s long-term Reimagining Public Safety goals.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** Given the deferral and reallocation of funds, staff recommend revisiting this item in Phase 4 for potential future funding and implementation, once the outcomes of the Fines & Fees Analysis and council direction are determined.

## EXPAND DOWNTOWN STREETS TEAMS

**Department Lead: Public Works Department**

**Status Update: *In Progress*** (anticipated carryforward request)

### Overview:

In **Phase 2** of the Reimagining Public Safety Initiative, the City allocated \$50,000 for FY 2024 to enhance the contract with Downtown Streets Team (DST). This allocation, formalized through City Council Resolution No. 70,394-N.S. on May 31, 2022, allowed for negotiations to expand DST’s Clean Cities Program, which includes services such as hand sweeping, litter and leaf removal, graffiti abatement, and poster removal in commercial districts. On June 27, 2023, the Public Works Department entered into a new contract with DST, continuing these vital city maintenance services.

While the contract was successfully renewed, the Fall 2023 Status Report noted delays in expanding DST’s role to include accepting individuals performing community service as an alternative to paying fines and fees. Staff are focused on evaluating the full cost and operational needs for DST’s expanded role, including assessing whether third-party organizations like DST can issue citations for infractions. As **Phase 3** progresses, staff are requesting a carryforward of funds to allow for time to expand the DST contract further, with a particular focus on DST’s capacity to accept community service referrals and support alternative sanction programs for low-level violations.

### Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
<b>Phase 2</b> (2022-2024)	<b>June 2023</b>	City Council referred several Reimagining Tier I requests to the Annual Appropriations Ordinance process.
	<b>January 2024</b>	Funding for the Transportation Fines & Fees Analysis was released.
	<b>Summer 2024</b>	Needs assessment and initial steps for fines and fees analysis underway.
<b>Phase 3</b> (2025-2026)	<b>Anticipated Winter 2024</b>	Anticipated expansion of DST contract to include new services.

### Considerations:

- **Funding:** While the current phase is supported by a one-time allocation, the expansion of DST services, particularly its role in community service programs, will require careful financial planning. Additional resources may be necessary to support ongoing operations and assess the cost and operational needs for DST’s expanded responsibilities.

### Next Steps & Timeline:

- **Fall 2024 – ongoing:** Staff will recommend carrying forward allocated funds into FY 2025 to maintain project momentum and allow time for evaluating the full scope and cost of the DST contract expansion.

## COMMUNITY MENTAL HEALTH, BEHAVIORAL, AND CRISIS RESPONSE

### YOUTH PEERS MENTAL HEALTH, BEHAVIORAL, AND CRISIS RESPONSE

**Department Lead: Health, Housing and Community Services Department**

**Status Update: *In Progress***

**Overview:**

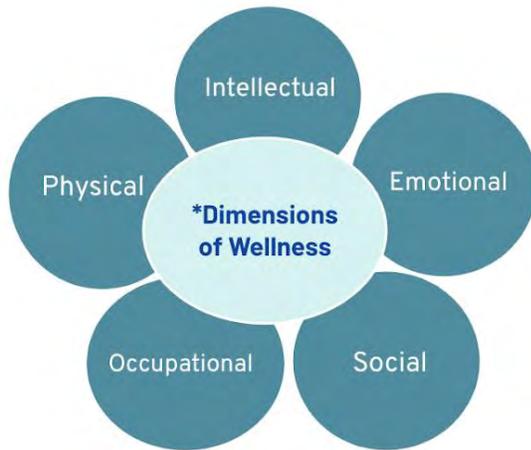
In 2023, Berkeley Unified School District (BUSD), in collaboration with the City of Berkeley Mental Health Division (BMHD), engaged RDA Consulting (RDA) to conduct a districtwide [Mental Health Needs Assessment](#). The Berkeley High Wellness Center was established to address findings of the assessment, including the recommendation that BUSD place “a greater focus on student wellbeing and prevention focused interventions.” The Wellness Center had a soft opening at the start of the 2023-24 school year and a formal grand opening on December 2, 2023. This initiative aligns with the goals of Reimagining Public Safety **Phase 2**, focused on enhancing community well-being and addressing youth mental health needs.

The Wellness Center provides a dedicated space for students to reset, recharge, and connect. It offers a variety of supports to address key issues affecting students, such as academic stress, anxiety, and mental health concerns. Students can engage in self-directed activities like journaling, coloring, and using therapeutic materials, participate in wellness groups, or receive one-on-one check-ins with trained adults or peer mentors. The Wellness Center is also a safe space where students can access referrals to external mental health services, if needed. In addition, Wellness Center staff serve as a trained Crisis Response Team, ready to handle urgent mental health needs and make appropriate referrals for counseling.



A place where **ALL** students can reset, recharge, and make connections

The Wellness Center is led by a Mental Health & Wellbeing Coordinator, funded by a \$350,000 investment from the City of Berkeley. She provides program supervision, management, and coordination within Berkeley High and with agency partners. She has over ten years of school-based experience. She is an alumna of the University of California Berkeley’s School of Education, Principal Leadership Institute. Most recently, she was a vice principal at Oakland Technical High School. Prior to that position, she was a Resource Specialist, a Paraprofessional, and a Drug and Alcohol Counselor. The Coordinator role is essential to successfully operating the Wellness Center Monday – Friday during school hours. The Wellness Center is also staffed by two Restorative Justice Coordinators, and a team member supporting youth peer mental health programs. City of Berkeley Health Center staff have also been instrumental in



developing the center’s programs, helping guide its implementation and ensuring proper mental health referrals are in place.

The center reached a broad and diverse population of BHS students. (See Appendix I for BHS Wellness Center’s Report). Between 12/4/23 and 5/31/24, the center logged 1,120 visits from 380 individual students. 30% of these students identified as Black or African American, 27% as White, 24% as Hispanic/Latino, 11% as two or more races and 8% as Asian. 21% of students who visited the center were enrolled in Special

Education, 8% had 504 Plans (require accommodations to meet their educational goals) and 5% were Emergent Bilingual (English Language Learners).

Students accessed the center for a range of reasons. The majority of contacts were due to stress-related issues; academic (27%) and/or personal (26%) stress and anxiety accounted for over half of the visits. Other reasons included sadness/depression (9%), relationship/social issues (5%), grief/loss (1.4%), bullying (1%), racism/sexism/homophobia (0.5%) and other issues (15.2%). In about 14% of visits, students preferred not to state the reason for their visit. With all of the educational responsibilities that a large high school like Berkeley High carries, there is not necessarily a sufficient or consistent place or system for addressing the emotional lives of the ~3,200 teenagers. The center seeks to play a critical role in referring students with urgent and emergent issues to the care they need, including at the Berkeley High Health Center, and to supporting other students through challenging moments during their school days and providing them with the resources and tools they need to build their resilience, health and well-being.

As the Berkeley High School Wellness Center enters the 2024-2025 academic year, and the Reimagining Public Safety Initiatives progresses into **Phase 3**, a series of data-driven priorities and program enhancements have been identified to further improve student access and support services. Based on student engagement data from the 2023-2024 school year, the Wellness Center will focus on expanding outreach efforts and refining the delivery of services to better address evolving understanding of the needs of students, such as:

- **Increase Student Outreach on Campus:** The Wellness Center aims to enhance its visibility and accessibility by expanding its outreach initiatives on campus. This will involve proactive efforts to raise awareness about available services.
- **Expand Family Engagement and Outreach:** In addition to student-focused outreach, the center will prioritize increasing family engagement to better inform parents and guardians about the services provided. This will involve targeted communications and outreach efforts to ensure families are aware of how the Wellness Center supports their students.
- **Post-Wellness Center Engagement Data Collection:** To assess the long-term impact of the services provided, the Wellness Center will begin tracking post-engagement outcomes for students who access its services.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	Summer 2023	Soft opening of Wellness Center at Berkeley High School.
	Winter 2023	BHS Wellness Center Grand Opening.
	December 2023 – May 2024	<ul style="list-style-type: none"> <li>• Over 1,120 student visits by 380 individual students and implementation of key wellness supports.</li> <li>• Created mental health infrastructure for BHS:                             <ul style="list-style-type: none"> <li>○ Established a Care Response Team (to support educators and staff deal with behavioral/emotional crises on campus)</li> <li>○ Developed a Mental Health Handbook to strengthen and systematize BHS response to MH issues on campus.</li> <li>○ Conducted a student substance abuse survey which will inform next steps.</li> </ul> </li> </ul>
Phase 3 (2024-2026)	Fall 2024 – ongoing	Formal assessment of the Wellness Center's impact and planning for expansion, including satellite services.

**Considerations:**

- **Coordination with the Berkeley High School Health Center:** The BHS Health Center, operated by the mental health and public health divisions of HHCS, continues to provide first aid, mental health, youth development, and reproductive and sexual health services to students on campus. Wellness Center services are largely preventive in nature, but seamless referrals to the Health Center are critical for supporting students with more acute mental health needs. Throughout the development and early implementation of the Wellness Center, the expertise of Health Center staff has played an important role in informing the service and support model at the Wellness Center.
- **Expansion of Programming:** Building upon the foundation of preventive and supportive services, there is a strategic plan to expand the Wellness Center's programming. This development aims to encompass a wider array of workshops, group activities, and individual supports tailored to the center's evolving understanding of the needs of the student body.

**Next Steps & Timelines:**

- **Fall 2024 – ongoing:** The City of Berkeley and BUSD will continue to evaluate and expand the Wellness Center's services. Staff will work to secure additional funding through FY 2025-2026, with the Wellness Center expected to evolve in response to student and community needs. The formal assessment will guide further program development and enhance mental health resources for Berkeley students.

## RESPIRE FROM GENDER VIOLENCE

### RESPIRE FROM GENDER VIOLENCE

**Department Lead: Health, Housing and Community Services Department**

**Status Update: *In Progress***

**Overview:**

In **Phase 2**, The Health, Housing, and Community Services (HHCS) Department has initiated a comprehensive analysis of the systems related to respite from gender violence and how these systems intersect with other crisis response mechanisms. As outlined in the Fall 2023 Status Report, this analysis aims to enhance the community's awareness of available respite resources, identify current system strengths and challenges, and uncover gaps that need to be addressed. To spearhead this effort, a temporary Community Services Specialist II was hired in August 2023. The analysis also focuses on engaging impacted communities, service providers, City department leaders, and commissions to develop policy recommendations around domestic and gender-based violence. These draft recommendations, currently under review by key stakeholders, emphasize areas such as:

1. Financial independence for survivors,
2. Expansion of the Specialized Care Unit scope of work to include appropriate domestic disturbance interventions and calls for service,
3. City investment in Restorative Justice circle work as an alternative to court intervention
4. City investment in trauma-informed, non-carceral crisis response,
5. City investment in accessible and informational DV resource document available in a variety of languages.

Parallel to this initiative the Commission on the Status of Women (COSOW) put forth recommendations related to Public Safety and Crime Prevention for Women. The Assistant to the City Manager will work across departments to identify synergies between the recommendations concerning domestic and gender-based violence and those related to public safety and crime prevention for women.

Now in **Phase 3**, the focus has shifted toward refining the draft policy recommendations based on continued engagement with stakeholders. Ongoing collaboration with community members, service providers, and relevant City departments remains a priority to ensure the proposed solutions are both practical and aligned with the lived experiences of survivors. The draft recommendations are being reviewed by various commissions, including the Commission on the Status of Women and the Mental Health Commission, to ensure they are responsive to the needs of the community. The City is also evaluating the financial and operational requirements needed to implement these recommendations, including the potential expansion of the Specialized Care Unit and other key areas. Continued engagement and feedback are expected to shape the final recommendations and guide implementation efforts.

**Key Accomplishments and Next Steps:**

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	August 2023	Community Services Specialist II hired to lead gender violence respite analysis.
	Fall 2023 – Spring 2024	<ul style="list-style-type: none"> <li>Initial research on local, state, and federal resources begins, with ongoing evaluation of best practices informed by survivor-driven domestic violence solutions.</li> <li>Stakeholder engagement initiated through community-based needs assessments and internal-external meetings with service providers, city departments, the Commission on the Status of Women, and the Mental Health Commission to refine policy recommendations.</li> </ul>
Phase 3 (2024-2026)	Fall 2024	Continued stakeholder engagement, ongoing refinement of policy recommendations, and exploration of synergies with COSOW recommendations related to public safety and crime prevention for women.

**Considerations:**

- **Community Collaboration:** Ensuring that policy recommendations are responsive to the lived experiences and needs of survivors is essential. Ongoing collaboration with community partners, service providers, and stakeholders will help ensure that the evolving policies remain inclusive and aligned with community priorities.
- **Funding and Sustainability:** Successful implementation of the final recommendations will require both immediate and long-term funding. Short-term funding is needed to support initiatives such as the expansion of the Specialized Care Unit and the development of accessible domestic violence resources. Long-term funding will be necessary to sustain programs focused on survivor financial independence and trauma-informed, non-carceral crisis response. The City will explore grants, budget reallocations, and future allocations to support these efforts.

**Next Steps & Timelines:**

- **Fall 2024 – ongoing:** The Health, Housing, and Community Services Department will focus on finalizing stakeholder feedback to refine the policy recommendations for gender violence respite. This includes continued collaboration with community partners and City departments to ensure the recommendations are practical and aligned with community needs. Concurrently, the department will develop a funding strategy to support both immediate actions, such as expanding the Specialized Care Unit and creating accessible domestic violence resources, and long-term program sustainability. These efforts will be coordinated with broader public safety goals as part of the ongoing work in Phase 3 of the Reimagining Public Safety Initiative.

## LANGUAGE EQUITY

### LANGUAGE EQUITY

**Department Lead:** City Manager's Office

**Status Update:** *In Progress*

**Overview:**

In **Phase 2** of the Reimagining Public Safety initiative, the City Council allocated \$15,000 to support the publication of resources for survivors of violence in plain language and multiple languages, both in print and digital formats. This funding is aimed at enhancing accessibility, ensuring that critical information and support services are available to all community members, including those with limited English proficiency and low literacy levels. This effort is in line with the recommendations from the Reimagining Public Safety Task Force Report and informed by Census Data analyzed by an Epidemiologist from the Public Health Officer's Unit (e.g., of the 53,534 households in Berkeley, 4% are non-English speaking with limited English proficiency, with the majority speaking Asian and Pacific Island languages).

In 2024, following the approval of carryover funds through the Annual Appropriations Ordinance (AAO) process, the Assistant to the City Manager initiated coordination with the Health, Housing, and Community Services Department. This effort is led by the Community Services Specialist, who focuses on gender violence respite work, in partnership with the Assistant to the City Manager and the DEI Officer. Together, they are overseeing the translation and publication of victim resources and identifying additional resources for translation within the Reimagining Public Safety portfolio. Currently, the team is overseeing the translation and printing of the Specialized Care Unit brochure into the top non-English languages spoken in Berkeley (Spanish, Mandarin, Cantonese, Korean, Vietnamese, and Tagalog) ([See Appendix D](#)).

Additionally, smaller print batches will be available upon request in other languages, including French (including Haitian and Cajun dialects), Arabic, German, Russian/Polish/Slavic, Farsi, and Hindi. The team is also awaiting final confirmation on the gender-based violence resource before proceeding with its translation. The goal is to complete these translations by the end of the calendar year.

As the initiative progresses into **Phase 3**, the DEI Officer will focus on identifying additional projects to enhance language equity. This will include exploring the possibility of conducting surveys to better understand the community's language needs and usage. This approach aims to ensure that resources are effectively tailored to meet the diverse linguistic needs of Berkeley's residents.

**Key Accomplishments and Next Steps:**

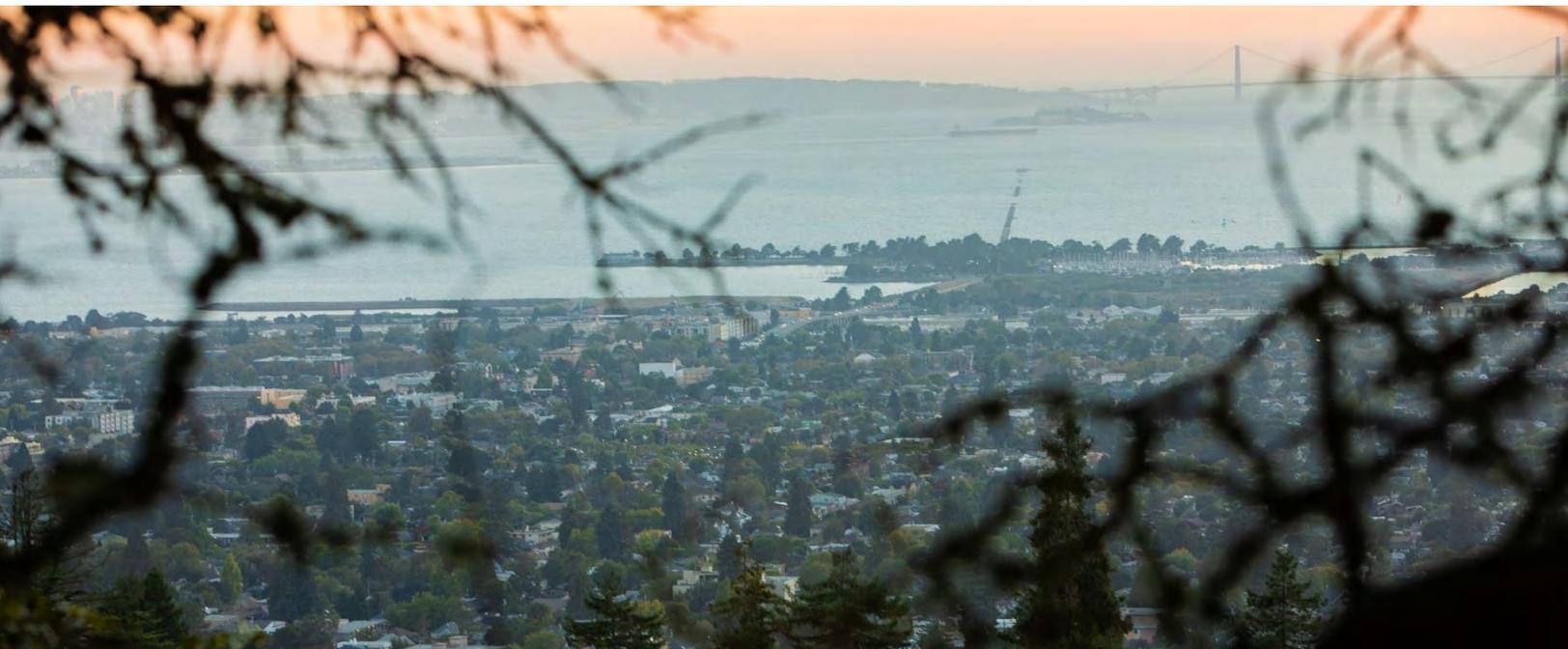
RPS Phase	Timeline	Milestone
<b>Phase 2 (2022-2024)</b>	<b>Fall 2023</b>	Research and evaluation to identify resources available based on the needs of the community.
	<b>January 2024 - ongoing</b>	Continued research and evaluation to identify resources available based on the needs of the community; coordination to identify usage for language equity funds.
	<b>Spring 2024</b>	Initiation of internal partnerships for resource translation and determination of critical areas for language equity expansion.
	<b>Summer 2024</b>	Contracting Process for Translation and Printing Services.
<b>Phase 3 (2024-2026)</b>	<b><i>Anticipated</i> Fall 2024</b>	Launch of translated Domestic, Intimate Partner and Gender-Based Violence resources, including the Specialized Care Unit brochure, in top non-English languages spoken in Berkeley, with additional languages available upon request.

**Considerations:**

- **Cultural Sensitivity and Inclusivity:** Translating materials into multiple languages is not solely a linguistic task but also requires cultural sensitivity to ensure that the information is culturally relevant and holistically accessible.
- **Coordination with Other Services:** The initiative must be integrated with other support services and resources available in the community to ensure a holistic approach to public safety and support for victims.

**Next Steps & Timeline:**

- **Fall 2024 – ongoing:** The team aims to complete the translation and publication of victim resources by the end of the calendar year. As the initiative enters Phase 3, the DEI Officer will explore further projects to enhance language equity. This will support the expansion of resource translation, focusing on critical areas identified for sustainable and inclusive growth.



# APPENDIX

*Please refer to the Reimagining Public Safety Status Update Fall 2024 Companion Appendix*