



POLICE ACCOUNTABILITY BOARD

REGULAR MEETING PACKET

Wednesday, May 24, 2023

6:30 P.M.

Board Members:

JOHN MOORE III. (CHAIR)
KITTY CALAVITA

REGINA HARRIS (VICE-CHAIR)
JULIE LEFTWICH

MEETING LOCATION

North Berkeley Senior Center
1901 Hearst Ave,
Berkeley, CA 94709

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Health and Safety Protocols for In-Person Meetings of Berkeley Boards and Commissions February 2023

The policy below applies to in-person meetings of Berkeley Boards and Commissioners held in accordance with the Government Code (Brown Act) after the end of the State-declared emergency on February 28, 2023.

Issued By: City Manager's Office

Date: February 14, 2023

I. Vaccination Status

All attendees are encouraged to be fully up to date on their vaccinations, including any boosters for which they are eligible.

II. Health Status Precautions

For members of the public who are feeling sick, including but not limited to cough, shortness of breath or difficulty breathing, fever or chills, muscle or body aches, vomiting or diarrhea, or new loss of taste or smell, it is recommended that they do not attend the meeting in-person as a public health precaution. In these cases, the public may submit comments in writing in lieu of attending in-person.

If an in-person attendee has been in close contact, as defined below, with a person who has tested positive for COVID-19 in the past five days, they are advised to wear a well-fitting mask (N95s, KN95s, KF94s are best), test for COVID-19 3-5 days from last exposure, and consider submitting comments in writing in lieu of attending in-person.

Close contact is defined as someone sharing the same indoor airspace, e.g., home, clinic waiting room, airplane, etc., for a cumulative total of 15 minutes or more over a 24-hour period within 2 days before symptoms of the infected person appear (or before a positive test for asymptomatic individuals); or having contact with COVID-19 droplets (e.g., being coughed on while not wearing recommended personal protective equipment).

A voluntary sign-in sheet will be available at the meeting entry for in-person attendees. This will assist with contact tracing in case of COVID-19 contact resulting from the meeting.

Members of City Commissions are encouraged to take a rapid COVID-19 test on the day of the meeting.

Health and Safety Protocols for In-Person Meetings of Berkeley Boards and Commissions February 2023

III. Face Coverings/Mask

Face coverings or masks that cover both the nose and mouth are encouraged for all commissioners, staff, and attendees at an in-person City Commission meeting. Face coverings will be provided by the City and available for attendees to use at the meeting. Members of Commissions, city staff, and the public are encouraged to wear a mask at all times, except when speaking publicly from the dais or at the public comment podium, although masking is encouraged even when speaking.

IV. Physical Distancing

Currently, there are no physical distancing requirements in place by the State of California or the Local Health Officer for an indoor event similar to a Commission meeting.

Audience seating capacity will be at regular allowable levels per the Fire Code. Capacity limits will be posted at the meeting location. However, all attendees are requested to be respectful of the personal space of other attendees. An area of the public seating area will be designated as “distanced seating” to accommodate persons that need to distance for personal health reasons.

Distancing will be implemented for the dais as space allows.

V. Protocols for Teleconference Participation by Commissioners

Upon the repeal of the state-declared emergency, all standard Brown Act requirements will be in effect for Commissioners participating remotely due to an approved ADA accommodation. For Commissioners participating remotely, the agenda must be posted at the remote location, the remote location must be accessible to the public, and the public must be able to participate and give public comment from the remote location.

- A Commissioner at a remote location will follow the same health and safety protocols as in-person meetings.
- A Commissioner at a remote location may impose reasonable capacity limits at their location.

VI. Hand Washing/Sanitizing

Hand sanitizing stations are available at the meeting locations. The bathrooms have soap and water for handwashing.

VII. Air Flow/Circulation/Sanitizing

Air filtration devices are used at all meeting locations. Window ventilation may be used if weather conditions allow.



POLICE ACCOUNTABILITY BOARD
REGULAR MEETING AGENDA

Wednesday, May 24, 2023 6:30 P.M.

Board Members:

JOHN MOORE III. (CHAIR)
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MEETING LOCATION

North Berkeley Senior Center
1901 Hearst Avenue
Berkeley, CA 94709

PUBLIC ADVISORY

The PAB has resumed in-person meetings and encourages community members to attend in person. Community members attending in person should observe the “Health and Safety Protocols for In-person Meetings of Berkeley Boards and Commissions” as outlined by the City of Berkeley.

***The PAB acknowledges that physical attendance may not be feasible for all community members. To this end, the Office of the Director of Police Accountability (ODPA) has been exploring the option of allowing for remote participation at the PAB meetings. Please note that the ODPA and PAB are in the early stages of implementing this hybrid meeting format so there is a possibility for technical glitches and errors. Your patience and understanding are greatly appreciated. ***

To access the meeting remotely: join from a PC, Mac, iPad, iPhone, or Android device using this URL: <https://us02web.zoom.us/j/82653396072>. If you do not wish for your name to appear on the screen, use the drop-down menu and click on “rename” to rename yourself to be anonymous. To request to speak, use the “raise hand” icon on the screen. To join by phone: Dial **1 669 900 6833** and enter Meeting ID **826 5359 6072**. If you wish to comment during the public comment portion of the agenda, press *9 and wait to be recognized.

LAND ACKNOWLEDGEMENT

The City of Berkeley recognizes that the community we live in was built on the territory of xučyun (Huchiun (Hooch-yoon)), the ancestral and unceded land of the Chochenyo (Chochen-yo)-speaking Ohlone (Oh-low-nee) people, the ancestors and descendants of the sovereign Verona Band of Alameda County. This land was and continues to be of great importance to all of the Ohlone Tribes and descendants of the Verona Band. As we begin our meeting tonight, we acknowledge and honor the original inhabitants of Berkeley, the documented 5,000-year history of a vibrant community at the West Berkeley Shellmound, and the Ohlone people who continue to reside in the East Bay. We recognize that Berkeley's residents have and continue to benefit from the use and occupation of this unceded stolen land since the City of Berkeley's incorporation in 1878. As stewards of the laws regulating the City of Berkeley, it is not only vital that we recognize the history of this land, but also recognize that the Ohlone people are present members of Berkeley and other East Bay communities today.

AGENDA

1. **CALL TO ORDER**
2. **ADMINISTER OATH OF OFFICE & CONFIDENTIALITY TO NEW MEMBERS**
(DPA Aguilar) – (3 MINUTES)
 - a. District 5 – Leah Wilson (nominated by Councilmember Hahn)
 - b. District 8 – William Williams (nominated by Councilmember Humbert)
3. **ROLL CALL** (2 MINUTES)
4. **APPROVAL OF AGENDA** (5 MINUTES)
5. **PUBLIC COMMENT** (TBD)
(Speakers are generally allotted up to three minutes, but may be allotted less time if there are many speakers; they may comment on any matter within the Board's jurisdiction at this time.)
6. **APPROVAL OF MINUTES** (5 MINUTES)
Regular Meeting Minutes for May 10, 2023
7. **INTRODUCTION OF NEW MEMBERS** (2 MINUTES)

5. ODPa STAFF REPORT (10 MINUTES)

Announcements, updates, and other items.

6. CHAIR AND BOARD MEMBERS' REPORTS (5 MINUTES)

Announcements, updates, and other items.

7. CHIEF OF POLICE'S REPORT (20 minutes)

Crime/cases of interest, community engagement/department events, staffing, training, and other items of interest.

8. SUBCOMMITTEE REPORTS (discussion and action) (10 min) *

Report of activities and meeting scheduling for all Subcommittees, possible appointment of new members to all Subcommittees, and additional discussion and action as noted for specific Subcommittees:

- a. Policy and Practices relating to the Downtown Task Force and Bike Unit Allegations (Chair: TBD)
 - i. Appointment of new Chair
 - ii. Next Steps
- b. Body-Worn Camera Policy (Chair: Harris)
- c. Conflict of Interest (Chair: Leftwich)

** When used under the subcommittee reports section, "Chair" refers to the Chairperson of the respective subcommittee, not the PAB Chair. **

9. OLD BUSINESS (discussion and action) a. Training on *Graham v. Connor* – FLETC-TALKS (15 min)

- i. *Graham v. Connor* is a United States Supreme Court case that established the standard for evaluating claims of excessive force by law enforcement officers under the Fourth Amendment's "unreasonable seizures" clause. You can watch this video to learn more: <https://youtu.be/zhtQovjR2C0>.

10. NEW BUSINESS (discussion and action) (25 min)

- a. Continued discussion on the ODPa's proposed procedure for internal/external communications between the Board and other parties (Calavita & DPA Aguilar) – (10 min)
- b. Discussion and action regarding the processing of commendations for Berkeley Police Department Officers – (10 min)

Note: *The purpose of this item is to discuss and determine the frequency of commendation processing, identifying appropriate recognition for commendable actions, and address other matters of interested related to commendations, in accordance with the established procedures outlined in the PAB's Standing Rules Section L.*

- c. Presentation on the incorporation of Animal Assisted Intervention (AAI) program in oversight work (DPA Aguilar) – (15 min)
- d. Policy Review Case Status Updates (Policy Analyst Murillo) – (5 min)

11. PUBLIC COMMENT (TBD)

CLOSED SESSION

Pursuant to the Court's order in Berkeley Police Association v. City of Berkeley, et al., Alameda County Superior Court Case No. 2002 057569, the Board will recess into closed session to discuss and act on the following matter(s):

- 12. **Case updates** – (10 min)


END OF CLOSED SESSION

13. ANNOUNCEMENT OF CLOSED SESSION ACTIONS (1 MIN)

14. ADJOURNMENT (1 minute)

Communications Disclaimer

Communications to the Police Accountability Board, like all communications to Berkeley boards, commissions, or committees, are public records and will become part of the City's electronic records, which are accessible through the City's website. Please note: e-mail addresses, names, addresses, and other contact information are not required, but if included in any communication to a City board, commission, or committee, will become part of the public record. If you do not want your e-mail address or any other contact information to be made public, you may deliver communications via U.S. Postal Service or in-person to the Board Secretary. If you do not want your contact information included in the public record, do not include that information in your communication. Please contact the Board Secretary for further information.

 Communication Access Information (A.R. 1.12)

To request a disability-related accommodation(s) to participate in the meeting, including auxiliary aids or services, please contact the Disability Services specialist at 981-6418 (V) or 981-6347 (TDD) at least three business days before the meeting date.

SB 343 Disclaimer

Any writings or documents provided to a majority of the Board regarding any item on this agenda will be made available for public inspection at the Office of the Director of Police Accountability, located at 1947 Center Street, 5th Floor, Berkeley, CA.

**Contact the Director of Police Accountability (Board Secretary)
at:**

1947 Center Street, 5th Floor, Berkeley, CA 94704
TEL: 510-981-4950 TDD: 510-981-6903 FAX: 510-981-4955
Website: www.cityofberkeley.info/dpa/ Email: dpa@cityofberkeley.info



Oath of Office

Police Accountability Board

I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States and the Constitution of the State of California; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter.

I further swear (or affirm) that I will abide by and maintain the confidentiality of the personnel files of sworn employees of the Police Department and all other matters that are confidential pursuant to state and federal law.

Signature
Police Accountability Board

The above Oath was subscribed and sworn to before me this _____ day of _____, 2023.

Hansel A. Aguilar
Secretary of the Police Accountability
Board



POLICE ACCOUNTABILITY BOARD

REGULAR MEETING AGENDA

Wednesday, May 10, 2023

6:30 P.M.

(draft)

MEETING LOCATION

North Berkeley Senior Center
1901 Hearst Avenue
Berkeley, CA 94709

1. CALL TO ORDER & ROLL CALL BY CHAIR MOORE AT 6:35 P.M.

Present: Board Member John Moore (Chair)
Board Member Kitty Calavita
Board Member Juliet Leftwich
Board Member Deborah Levine
Board Member Cheryl Owens

Absent: Board Member Regina Harris (Vice-Chair)

ODPA Staff: Hansel Aguilar, Director of Police Accountability
Jayson Wechter, ODPA Investigator
Jose Murillo, Associate Management Analyst

BPD Staff: Chief Louis, Lt. Montgomery

CAO Staff: James Chang, Deputy City Attorney

2. APPROVAL OF AGENDA

Motion to approve the agenda.

Moved/Second (Owens/Leftwich) **Motion Carried.**

Ayes: Calavita, Leftwich, Levine, Moore, and Owens.

Noes: None

Abstain: None

Absent: Harris

3. PUBLIC COMMENT

3 speakers.

- In-Person Public Comment (1 Speaker)
 - o Speaker 1 extends their endorsement to the PAB while expressing gratitude for their diligent efforts. They affirm their backing for the Charter Amendment (Section 125 of the Berkeley City Charter) and emphasize the importance of its observance.
- Virtual Public Comment (2 Speakers)
 - o Speaker 2 expresses their satisfaction with the PAB receiving training on Early Intervention Systems (EIS) and appreciates the transparency of making the materials accessible to the public. They urge the Board to advocate for a more prominent involvement in the city's EIS model and express their expectation for the BPD to demonstrate a strong commitment to implementing these systems.
 - o Speaker 3 highlights the extensive discussions that took place during the City Council meeting on May 9th, wherein numerous concerns and aspirations were shared regarding the PAB's role. They note that Chief Louis expressed her commitment to working with the PAB. The speaker eagerly anticipates witnessing the fulfillment of that commitment.

4. APPROVAL OF MINUTES

Motion to approve Regular Meeting Minutes of April 26, 2023

Moved/Second (Leftwich/Owens) **Motion Carried.**

Ayes: Calavita, Leftwich, Levine, Moore, and Owens.

Noes: None

Abstain: None

Absent: Harris

5. ODPa STAFF REPORT

ODPA Director reported:

- Face masks and Covid tests remain accessible to those in need. Director Aguilar acknowledges that the tests have expiration dates, but highlights that the FDA has recently issued updated guidelines that extend the expiration date.
- Director Aguilar extends congratulations to Chief Louis on her permanent appointment as the Chief of Police. He acknowledges that there is still a significant amount of work ahead, but assures his commitment to persisting in those efforts and fostering public trust.
- Director Aguilar presents Jayson Wechter, the newly appointed ODPa Investigator, to the Board, who briefly addresses the members with a statement.
- Director Aguilar notifies the Board about an upcoming NACOLE webinar scheduled for May 18th. He requests the Board to relay their interest in attending the webinar to the ODPa.
- Director Aguilar reminds the Board that the NACOLE conference is scheduled to be held in Chicago this year. He encourages the Board members to inform the ODPa if they have an interest in participating in the event.
- Director Aguilar informs the Board that, as requested during their April 26th meeting, the BPD has forwarded multiple commendations regarding BPD officers for their review

- Director Aguilar delivers a presentation regarding the attendance of ODPA staff at the 2023 Institute for Constitutional Policing Annual Conference.
- Policy Analyst Murillo updates the Board on the ODPA's presentation at the HOPE Center. States that the staff was invited to provide a basic "know your rights" workshop and provide an overview of Civilian Oversight in Berkeley.

6. CHAIR AND BOARD MEMBERS' REPORTS

Chair Moore reported:

- Chair Moore extends his congratulations to Chief Louis and states that he looks forward to the collaboration between the Board and the BPD as they move to promote transparency and accountability.
- Chair Moore takes a few moments to recognize that this meeting will be Board Member Levine's last meeting. He states that he and the Board are grateful for Board Member Levine's commitment and contributions to the Board. Board Member Levine addresses the Board and expresses her appreciation to the Board.
- Chair Moore states that it was brought to his attention that Councilmember Humbert used "some interesting language" when referring to the Police Accountability Board. As a result, he would like to make a formal invitation to Councilmember Humbert to attend one of the PAB's meetings.

Motion to invite Councilmember Humbert to a Police Accountability Board meeting.

Moved/Second (Moore/Calavita) **Motion Carried.**

Ayes: Calavita, Leftwich, Levine, Moore, and Owens.

Noes: None

Abstain: None

Absent: Harris

- Board Member Owens provides a statement to the Board and the members of the public where she expresses her frustrations with civilian oversight in the City of Berkeley. After delivering her statement¹, she states that she is resigning from the Board effective after the meeting.

7. CHIEF OF POLICE'S REPORT

Chief Louis reported:

- Chief Louis provides updates on crimes of interest.
 - o She reports on a strong-armed robbery where two suspects pushed a victim into the ground and kicked and stopped the victim. The victim suffered serious injuries and had to be transported for medical care. The two suspects were described as two young girls around the age of 13 or 15 with a getaway driver who appeared to be in their 20s.

¹ For Board Member Owens' full statement, see minutes 00:35:45 to 00:41:00 of the meeting recording: <https://www.youtube.com/watch?v=s7pUc39W7IY>

- She reports on an armed robbery at the Cannabis Buyer's Club of Berkeley located at 3033 Shattuck Avenue. The report is that a team of individuals wielding firearms seized control of a security guard and used his vehicle to break a temporary plywood barrier. The suspects fled in three vehicles in opposite directions. One vehicle crashed but the suspects fled and no arrests were made.
- Chief Louis provides updates on staffing.
 - Chief Louis states that BPD now has access to a location for a physical agility test within the city which will speed up the recruitment process.
 - An interview and initial offer were made this week for one more officer. Six candidates are set to participate in the BPD's upcoming academy.
- Chief Louis talks about the demand and needs for the PAB and BPD to work together²
 - She states that she believes one of the biggest challenges at the moment is the lack of permanent regulations and the uncertainty that comes from that.
 - She states that she is confident that a positive working relationship can be established but that we first need to make it clear what everyone's role and expectations are.
 - She states she fully supports the importance of accountability and that she cares about what the community feels and says. That she does value the input and collaboration with the Board and hopes to continue building on that relationship.
- Questions & Answers:
 - Board Member Leftwich has raised a question regarding the policy of the BPD concerning the submission of videos by community members that capture recorded crimes. She mentions that her neighbor frequently submits such footage to the BPD, but recently, he was informed that his videos would no longer be accepted. Is there a specific reason for this change in the BPD's stance on these videos?
 - Answer: Chief Louis stated that she would need more information and would be happy to connect with the individual to discuss it further. However, she does note that it may be better storage and that the BPD may not have the capacity to store videos that are not associated with specific cases. She notes that her neighbor may file a police report and then submit the video evidence.
 - Board Member Leftwich reiterates her request from previous meetings about a BPD liaison for the Board.

² For full remarks, see minutes 00:45:10 to 00:47:50 of the meeting recording: <https://www.youtube.com/watch?v=s7pUc39W7IY>

- Answer: Chief Louis states that she understands why the request is being made. She notes that because a lot of the PAB's work spans all divisions of the department, it is difficult to assign one person when internally people are assigned to specific units. She asks the Board that continue contacting her so that she may direct any request to the appropriate person within the department.
- Board Member Calavita ask Chief Louis what she meant when she references the collaborative relationship between the BPD and PRC (the PAB's predecessor). She asks for what the Chief believes to be the disparity between the collaborative relationship between the BPD and PRC compared to the current relationship between the BPD and PAB.
 - Answer: Chief Louis clarifies that what she meant was that all of the expectations were clear and everyone understood what the authorities of each entity were. She states that the current situation is that there is a new section of the Charter that not everyone is on the same page about regarding how it should be interpreted. She believes that a lot of the current issues could be solved once there are permanent regulations and expectations are made clear for everyone.
- Chair Moore asks Chief Louis about the armed robbery that took place at the cannabis business. He states that he was told that officers arrived on the scene while the robbery was taking place and that officers did not engage. He wants to know if that is true.
 - Answer: Lt. Montgomery clarifies that when officers arrived on the scene, the robbers fled in several different directions and separate vehicles. He notes that there was a short pursuit and a block search.
- Board Member Owens directed a question to Chief Louis regarding her previous statements about desiring a collaborative approach with both the Board and the community. In particular, she asked why such collaboration had not happened before.
 - Answer: Chief Louis states that she is unsure why Board Member Owens feels that collaboration has not happened in the past and that is sorry that she feels that way. Chief Louis states that she has been engaged with the Director, the Chair, and Board members, and has collaborated in certain procedures beyond what the charter mandates. (Due to technical difficulties, the Chief's response was cut off)

Chair Moore called a 5-minute recess while staff addressed technical issues.

- Answer (Continued): Chief Louis finishes her remarks. She expresses that there are very successful collaborations between the Board and BPD. That it may not always be apparent to everyone but there are successful collaborations and that progress is being made.

- Board Member Owens acknowledges that BPD staff has been very helpful and she does not have any issues with the police department staff who support the Board and the Office.

8. SUBCOMMITTEE REPORTS (DISCUSSION AND ACTION) *

Report of activities and meeting scheduling for all Subcommittees, possible appointment of new members to all Subcommittees, and additional discussion and action as noted for specific Subcommittees:

- a. Policy and Practices Relating to the Downtown Task Force and Bike Unit Allegations (Chair Owens)
 - i. Chair Owens Reports: The outside investigator is aware of the 240-day timeline for completing the investigation. To the Board's knowledge, the investigation should conclude sometime in June and a report will be written. Because the outside investigator is reviewing personnel matters, it is unclear if there will be a public-facing report on the manner. Chair Owens clarifies that the PAB's work is focused on policies and procedures and not personnel matters. The PAB's work will continue beyond the conclusion of the outside investigations.
- b. Body-Worn Camera Policy
 - i. Board Member Leftwich Reports: The subcommittee met on May 4th with Lt. Okies and Sgt. LeDoux to obtain insight as to how some of the BWC policies work in the day-to-day. The session was very useful and the subcommittee will meet again on May 18th.
- c. Conflict of Interest
 - i. Chair Leftwich Reports: The subcommittee sent the letter the PAB approved at their last regular meeting to the CAO but was not aware of a response. DCA Chang informs the Board that a response was recently said and notes there were no responsive documents to the PAB's request. He further notes that the CAO is working on a memo that will provide answers to the questions posed regarding the conflict of interest assessment.

** When used under the subcommittee reports section, "Chair" refers to the Chairperson of the respective subcommittee, not the PAB Chair. **

9. OLD BUSINESS (DISCUSSION AND ACTION)

a. Training on *Graham v. Connor* – FLETC-TALKS

- i. *Graham v. Connor* is a United States Supreme Court case that established the standard for evaluating claims of excessive force by law enforcement officers under the Fourth Amendment’s “unreasonable seizures” clause. You can watch this video to learn more: <https://youtu.be/zhtQovjR2C0>.

Due to technical difficulties, this item will be tabled to a future meeting.

10. NEW BUSINESS (DISCUSSION AND ACTION)

- a. Appointment of members to the Berkeley City Charter Section 125 Review Subcommittee.

Motion to postpone the appointment of members to the Berkeley City Charter Section 125 Review Subcommittee to the June 7th, 2023 Regular Meeting.

Moved/Second (Moore/Calavita) **Motion Carried.**

Ayes: Calavita, Leftwich, Levine, Moore, and Owens.

Noes: None

Abstain: None

Absent: Harris

- No members were appointed to the subcommittee at this time. Appointments were delayed due to the low number of Board members currently serving on the Board.
 - b. Consideration of ODPA’s proposed procedure for internal/external communications between the Board and other parties.
 - Director Aguilar provides an overview for proposed procedures for internal/external communications between the Board and other parties (See page 43 of the agenda packet).
 - Director Aguilar explains that the intent of this item is to help the Board be more efficient with its communications and not have to depend on the ODPA for minor communications. No action is expected and the agenda item is only intended to start the discussion on what can work best for the Board.
 - c. Discussion regarding the proposed guidelines for PAB Subcommittees.
 - Policy Analyst Murillo provides an overview of the intent of the proposed guidelines for PAB subcommittees. He explains that the goal is for subcommittees to be more uniform to help staff with their administrative responsibilities, data recording and provide more autonomy to the Board for the scheduling of subcommittee meetings.
 - Board Member Leftwich expresses concern about some of the task that are included within the proposed task for an initial subcommittee meeting. The primary concern being that the task for an initial meeting may be burdensome in practice.

- Policy Analyst Murillo states that these are only guidelines and it would be up to the subcommittee to determine what would be appropriate for their work. There is some task that need to be done for administrative purposes.

11. PUBLIC COMMENT

5 speakers.

- In-Person Public Comment (1 Speaker)
 - o Speaker 1 states that she appreciates the size of the room but notes that the Wi-Fi is not the best. She expresses interest in knowing about some of the advice that the Board receives as it is frustrating to hear about certain memos but not have the context for it. She understands some documents have to be confidential but thinks having more transparency on the topic will allow the public to be better informed on the Board's development.
- Virtual Public Comment (4 Speakers)
 - o Speaker 2 states that she is sad to know this is the last meeting for two board members who have been particularly helpful and productive. She notes that it is a surprise to see Board Member Owens stepping down. That she appreciated Board Member Owens and her willingness to be straight forward and voice her opinions. She hopes that Board Member Owens continues to stay engaged within the city even after departing.
 - o Speaker 3 states that she is also disappointed to hear that the Board will be losing another member. She hopes that the Board will obtain good, new members and that the work of the Board can continue.
 - o Speaker 4 states that she understands why someone would resign from the Board. She states that her groups have been collecting data through public record request. She states that there are many inefficiencies within the police department and that the measures needed to measure effectiveness of our department are lacking.
 - o Speaker 5 states that she is concerned about the politics within the City of Berkeley. She is concerned that the politics within the city has hindered real change and limited the role of bodies like the PAB.

CLOSED SESSION

Pursuant to the Court's order in Berkeley Police Association v. City of Berkeley, et al., Alameda County Superior Court Case No. 2002 057569, the Board will recess into closed session to discuss and act on the following matter(s):

12. CASE UPDATES

-
-
- Director Aguilar provides case updates on the complaints currently being investigated by the ODPA.

END OF CLOSED SESSION

13. ANNOUNCEMENT OF CLOSED SESSION ACTIONS

- Chair Moore reports that Director Aguilar provided case updates to the board of the cases currently being investigated by the opda.

14. ADJOURNMENT

Motion to adjourn the meeting.

Moved/Second (Owens, Levine) **By general consent, the meeting was adjourned at 9:26 p.m.**

Minutes Approved on: _____

Hansel Aguilar, Commission Secretary: _____




SUBCOMMITTEES LIST
05-24-2023

Subcommittee	Board Members	Chair	BPD Reps
Regulations Formed 7-7-21 Renewed 6-22-22	Calavita Leftwich <u>Public members:</u> Kitt Saginor		Lt. Dan Montgomery
Fair & Impartial Policing Implementation Formed 8-4-21 Renewed 9-14-22	Calavita Moore Harris <u>Public members:</u> George Lippman Elliot Halpern	Calavita	Sgt. Peter Lee
Mental Health Response Formed 11-10-21 Scope expanded 3-9-22	Harris <u>Public members:</u> Elena Auerbach		Sgt. Joe LeDoux
Fixed Surveillance Cameras (Policy 351) Formed 2-9-22	Calavita		
Controlled Equipment Use & Reporting Formed 5-11-22	Moore	Moore	Sgt. Peter Lee Sgt. Joe LeDoux
Chief of Police Process Formed 9-30-22	Leftwich Moore		

Drone Use Policy Formed 11-9-22	Moore		
Policy and Practices relating to the Downtown Task Force and Bike Unit Allegations Formed 11-15-22	Calavita Moore		
Body-Worn Camera Policy Formed 03-15-23	Harris Leftwich	Harris	
Conflict of Interest Formed 03-29-23	Moore Leftwich	Leftwich	
Charter Section 125 Review Formed 04/26/2023			



MEMORANDUM

DATE: May 05, 2023
TO: Police Accountability Board
FROM: Hansel A. Aguilar, Director of Police Accountability 
RE: Proposal for Internal and External Communications Policies for the Police Accountability Board

Pursuant to our regular Board meeting discussion from April 26, 2023, I am proposing the creation of comprehensive internal and external communications protocols for the Police Accountability Board (PAB) and the Office of the Director of Police Accountability (ODPA). These protocols will establish guidelines for how the PAB and the ODPA will communicate with each other, as well as with external stakeholders, including the public, media, and other government agencies.

The proposed protocols will outline the division of labor between the ODPA and the PAB. This division of labor will clarify roles and responsibilities and help ensure that communication is clear, timely, and effective.

Internal Communications Protocols:

The internal communications protocols will guide how the PAB and ODPA will communicate with each other. This policy will outline the following:

Communication channels: The guidelines will identify the communication channels that will be used for various types of communication, including email, phone, and in-person meetings.

Communication procedures: The guidelines will outline the procedures for requesting and scheduling subcommittee meetings and setting agendas for subcommittee meetings.

Information sharing: The guidelines will outline the types of information that will be shared by the PAB and the ODPA with other stakeholders. It will also establish protocols for how information will be shared, including confidentiality requirements.

External Communications Protocols:

The external communications protocols will establish guidelines and procedures for how the PAB and ODPA will communicate with external stakeholders, including the public, media, and other government agencies. These protocols will outline the following:

Spokesperson: The guidelines will identify the spokesperson for the PAB and the ODPA. It will also establish procedures for how the spokesperson will be identified and trained.

Communication channels: The guidelines will identify the communication channels that will be used for various types of communication, including social media, press releases, and public statements.

Information sharing: The guidelines will establish protocols for how information will be shared with external stakeholders, including confidentiality requirements and procedures for responding to requests for information.

In conclusion, the creation of comprehensive internal and external communications policies for the Police Accountability Board will help ensure that communication is clear, timely, and effective. The protocols will establish the guidelines for how the Police Accountability Board and the Office of the Director of the Police Accountability will communicate with each other, as well as with external stakeholders. By implementing these policies, we can help ensure transparency, accountability, and effective communication, which are essential for building trust with the community we serve. To guide the discussion, the Board may wish to consider the Management Center's resources as outlined in the attached document.

Attachments: Communications protocols template

Consider the following guidance from the Management Center: <https://www.managementcenter.org/>

Communications protocols

This example for a communications department shows priority areas and roles. Because this team often uses [MOCHA](#) for specific projects, the team also blends some MOCHA language into their division of labor.

	Communications Director	Digital Director	Communications Manager	Curriculum Manager
	Reports to Deputy Director	Reports to Communications Director		
1) External Communications	<p>Overall manager/approver</p> <p>Owner:</p> <ul style="list-style-type: none"> comms strategy earned media book major projects <p>Helper: newsletter content and editing as needed</p>	<p>Owner:</p> <ul style="list-style-type: none"> website social media & digital campaign strategy data strategy and audience targeting <p>Consulted:</p> <ul style="list-style-type: none"> comms strategy <p>Helper: major projects</p>	<p>Owner:</p> <ul style="list-style-type: none"> editing and publishing across platforms CRM and CMS data tracking & automations <p>Consulted:</p> <ul style="list-style-type: none"> social media and website <p>Helper: content, media monitoring</p>	<p>Owner:</p> <ul style="list-style-type: none"> resources library bridge b/t Comms & Program teams <p>Consulted: comms strategy, book, website</p> <p>Helper: training-related newsletter and social media</p>
2) Internal Communication & Systems	<p>Overall manager/approver</p> <p>Owner: internal systems strategy and content</p> <p>Helper: reply to inquiries</p>	<p>Owner:</p> <ul style="list-style-type: none"> media kits digital assets intranet IA <p>Helper: reply to inquiries</p>	<p>Owner:</p> <ul style="list-style-type: none"> tracking & dispatching internal inquiries maintaining documentation systems intranet logistics 	<p>Owner:</p> <ul style="list-style-type: none"> training curricula tools & templates for program team

MOCHA is a tool for establishing **clear roles** on projects. In most settings, projects involve contributions from multiple people. This is especially true in the progressive and education equity sectors where we strive to collaborate, build coalitions, and seek perspective from communities most impacted by the issues we work on. Multiple people working together can generate greater participation, more equitable outcomes, and broader impact. And if we're being honest, it can also lead to confusion. The MOCHA model clarifies who's responsible for what and reduces the chance of hidden labor by spelling out each person's contributions.

MOCHA stands for:

- **Manager:** Supports and holds owner accountable through delegation. Serves as a resource, shares feedback, asks probing questions, reviews progress, and intervenes if the work is off-track. This person may or may not be the owner's supervisor.
- **Owner:** Has overall responsibility for driving the project forward and coordinating steps to accomplish the goal. Ensures all the work gets done (directly or with helpers) and involves others (consults) in a meaningful way. There should only be one owner.
- **Consulted:** Provides input and perspective. May share resources or referrals.
- **Helper:** Implements aspects of the work and actively contributes to project success. The helper may own a significant area of work with its own MOCHA (we call this a cascading MOCHA).
- **Approver:** Signs off on the final product or key decisions. May be the owner or manager, though it can also be a person or group with a clear decision-making role on the project.

Imagine that your organization is about to host its annual fundraising dinner. Here's what the MOCHA looks like:

- You're the **owner**, which means that you are responsible for making sure the dinner goes smoothly and you hit your fundraising goal for the event.
- The **manager** in the MOCHA is a colleague with experience planning large events. They provide guidance and approve the overall plan.
- Your **helpers** are the marketing assistant, events coordinator, and development manager. The development manager owns the fundraising pitch portion of the event. Your events coordinator handles program logistics including confirmations with speakers, performers, and audio/visual. The marketing assistant is responsible for tracking RSVPs, recruiting attendees, and sending reminders. When there are concerns about low RSVPs two weeks out, they're empowered to problem-solve by making phone calls to shore up "maybes." Each helper has their own cascading MOCHA for their stream of work.
- Your **consulteds** include your manager, the communications director, and the program director.
- Your ED is the **final approver** on the budget and you are the final approver on the program.

When to MOCHA

Some people want to MOCHA everything, and while it might be fun (for some of you), it's not necessary. We recommend using MOCHA when you're **solving a specific problem** or working with **a project where roles and points of engagement aren't obvious**. Good times to MOCHA include:

You notice...**The Context****How to Use MOCHA**

<p>Balls or details are getting dropped (or people are tripping over each other duplicating effort)</p>	<p>You're part of an education equity coalition that meets quarterly to improve college readiness outcomes across six high schools. You've been rotating meeting facilitation, applying for grants together, and planning for a lobby day. A few big things have fallen through the cracks, and the group is unclear on who's supposed schedule with key legislators.</p>	<p>Use MOCHA to break the work into subcategories and create a workflow for the year. One coalition partner owns agendas, another helps with scheduling and documentation. Another partner owns lobby day logistics and helps the coalition get explicit about leveraging relationships with legislators when it comes time to schedule meetings. Ensure no one partner carries too much burden, define concrete roles for helpers, and schedule check-in points for partners to consult.</p>
<p>The project is complex and your helpers need helpers</p>	<p>Your data manager is a helper on a large grant project, owned by the Development Director. Their area of work involves coordinating data entry temps, wrangling data from four departments, and gathering info from 12 member organizations.</p>	<p>Use a cascading MOCHA to clarify all the parts your data manager "owns," including who they will rely on to help and consult, and which approvals go through their supervisor (the Ops Director) and which go to the project owner on the development side.</p>
<p>There's a relay involved with different phases of a project</p>	<p>Your annual report gets worked on over three months, but the same person doesn't need to own every stage. The Managing Director will remain the manager/approver and sets up the timeline. Then three people will own different phases with a team of helpers and consults: Program director owns content then passes to operations director for financial report. Then, the communications manager handles all aspects of design, editing, and distribution (with the other owners as consults in the final stage).</p>	<p>Use MOCHA to get clarity about each phase so everyone can see each other's work sync up and understand who to communicate with (next person in the relay) if there are any delays.</p>
<p>Your current division of labor is creating inequities in process, participation, or outcomes</p>	<p>Your coalition includes four people with the knowledge and skill to draft a comprehensive policy brief before the upcoming session. Often the bigger organizations take on the work because they have more staff capacity. That happens to be true this time, as well, but you want to be intentional that writing the brief doesn't mean "having more say."</p>	<p>Use MOCHA to co-design a process that ensures grassroots groups are consulted to shape core messages at the beginning. Identify at least one approver to represent the smaller groups in the coalition, while the organization with capacity assigns staff to own writing and editing.</p>

Division of Labor | Team

	Executive Director	Chair	Board Members	Committees	Advisory Panels
1) External Communications	<p>Reports to City Manager</p> <p>Serves as the single point of contact (SPOC) for all external matters where no conflict exists.</p> <p>A SPOC is one person or department that handles all requests and inquiries</p>	<p>Reports to City Council via Board Chair</p> <p>Sent to external partners/stakeholders via ED</p>	<p>Sent to Chair directly from board members except in cases where a community member requests specific contact on a sensitive matter with a board member</p>	<p>Sent to Chair via Committee chair</p>	<p>Sent to Chair via AP liaison</p>
2) Internal Communication & Systems	<p>Serves as the single point of contact (SPOC) for all internal matters where no conflict exists.</p> <p>A SPOC is one person or department that handles all requests and inquiries</p>	<p>Sent to internal partners/stakeholders via ED</p>	<p>Sent to Chair directly from board members except in cases where a stakeholder requests specific contact on a sensitive matter with a board member</p>	<p>Sent to Chair via Committee chair</p>	<p>Sent to Chair via AP liaison</p>



Police Accountability Board Standing Rules

*Approved by PAB 1-26-2022
Ratified by City Council 3-8-2022*

A. PURPOSE

These Standing Rules are established by the Police Accountability Board to ensure transparency and efficiency of our operations.

B. AMENDMENTS AND REVISIONS

Amendments and revisions to these Standing Rules shall be adopted by a majority vote of the Board, except that the Board may not adopt rules that conflict with the enabling Charter amendment (Measure II) or the Commissioners' Manual.

C. AGENDA ITEMS – REGULAR MEETINGS

Individual Board members shall submit agenda items to the Board secretary by 12:00 noon one week before the meeting date.

D. COMMUNICATIONS

Individual Board members shall submit communications to be included in the agenda packet to the Board secretary by 12:00 noon one week before the meeting date to ensure inclusion in the packet. Communications received after this deadline and before 3:00 p.m. on the meeting day will be distributed via email and/or hard copy at the meeting. If communications are received after 3:00 p.m. on the meeting day, the Board secretary will make every effort, but cannot guarantee, to have hard copies available at the meeting.

E. MEETING PROCEDURES

1. Items shall be introduced by the Board member or staff member who proposed the item. The Chair shall then allow an initial period for discussion by recognizing Board members in rotation to ensure that each Board member has the opportunity to speak before a Board member is allowed to speak again. Board members are allowed a maximum of two minutes to speak each time they are given the floor.
2. After a motion on the item is made and seconded, the Chair will recognize the maker of the motion, and then the seconder, to speak. After that, the Chair will recognize Board members in rotation, giving each Board member the opportunity to speak before a Board member is allowed to speak again. Board members are allowed a maximum of one minute to speak each time they are given the floor, and must confine their remarks to the merits of the motion. The Chair may give the maker of the motion an additional minute to speak before putting the matter to a vote.

3. A pending motion may be modified by a “friendly amendment”; that is, by a proposed amendment that is accepted by the maker and seconder of the motion.
4. Action on a motion may be by either voice or general consent. In either case, the Chair shall repeat, or ask the Board secretary to repeat, the motion before the action.
5. Guest speakers who are not on the agenda may address the Board only by general consent, or upon a formal motion.
6. None of these procedural rules shall supersede the procedures set forth in Robert’s Rules of Order.

F. PUBLIC COMMENT

1. Public comment shall be agendized near the beginning and at the end of each Board meeting. The Chair, subject to the consent of the Board, may determine the time limit for each speaker and the total number of speakers.
2. Before an agenda item is heard, the Chair or Vice-Chair may poll members of the public present to determine if a significant number of them wish to speak on a particular agenda item. If so, the Chair or Vice-Chair may move that public comment on that item can be heard just before the item.

G. POLICY COMPLAINTS AND REVIEWS

1. A request for the Board to review a BPD policy, practice, or procedure may be initiated by a member of the public by filing a policy complaint on a form provided by the Office of the Director of Police Accountability, and is considered a “policy complaint.”
 - a) Policy complaints should be reviewed by staff and brought to the Board for discussion and action within 30 days of filing or the next regular meeting of the Board if the 30 days has expired.
 - b) Additionally, a public comment period shall be agendized immediately preceding consideration of the policy complaint, limited to comments on that complaint. Policy complainants will be allowed to speak for five minutes. Other members of the public will be allowed up to three minutes; the time allotted is subject to the discretion of the Chair, who will consider the number of persons wishing to speak. Board members may ask policy complainants brief questions. The BPD will be given an opportunity to respond to the Board. The Board may accept the policy complaint upon a majority vote.
2. The Board may initiate a review of a BPD policy, practice, or procedure upon a majority vote.
3. a) For policy complaints or policy reviews, Board members shall then determine how to proceed. Possible actions include, but are not limited to: considering the issue as a whole Board, assigning a Board member to research the issue, asking staff to investigate or research the issue, or establishing a

subcommittee. If a subcommittee is created it will seek BPD involvement in its policy review and, upon completing its review, will present its conclusions and recommendations to the full Board.

- b) The full Board may recommend to the BPD, City Manager, or City Council that the BPD adopt a new policy, revise an existing policy, or take no action. Upon conclusion, a policy complaint shall be formally closed by a majority vote of the Board.

H. REGULAR MEETINGS

Regular meetings shall be held on the second and fourth Wednesday of the month, except in the months of August, November, and December. The Board shall not meet in August, and shall meet only on one Wednesday of the month in November and December. Exceptions shall be made when a meeting day falls on a religious holiday.

Regular meetings shall commence at 7:00 p.m., and shall be held at a location or locations as may be determined by the Board, or virtually via teleconference when allowed by an emergency order.

I. ELECTIONS

1. Elections shall be held during the second January meeting of each year. During the Board meeting preceding the election meeting, the nomination of the Chair will precede the nomination of the Vice-Chair, and the following nomination process will be followed for each office:
 - a) The presiding Chair declares the nomination process open.
 - b) A Board member nominates another Board member or themselves. A Board member must be present in order to be nominated and may decline the nomination.
 - c) The nomination is seconded (the nomination fails if there is no second).
2. At the second January meeting of the year, the following election process will be followed for each office:
 - a) Additional nominations shall occur in accordance with section I.1.
 - b) Each nominee is allowed two (2) minutes to express their reason for seeking the position. A nominee may decline this opportunity.
 - c) Board members pose questions to each candidate.
 - d) The presiding Chair calls for a roll vote and then announces the winner, except in the following circumstances:
 - i. If there is only one nominee for a position, the presiding Chair may seek or move a vote by acclamation.
 - ii. If a tie occurs among nominees, the presiding Chair will conduct a second round of voting, including any additional nominations.

- iii. If a clear winner is still not identified after a second round of voting, the presiding Chair will conduct a coin toss to break the tie and determine a winner. The Board secretary will assign “heads” and “tails.”
3. The Board secretary will record the maker and the second of the nomination motion as well as the total votes and results per office.
4. The outgoing Chair and Vice-Chair will be given the opportunity to make 2-minute departing statements after the election process takes place. The newly-elected Chair and Vice-Chair will assume their positions at the end of the meeting.

J. APPOINTMENT OF MEMBERS OF THE PUBLIC TO SUBCOMMITTEES

1. In accordance with the City Charter, the Chair may appoint members of the public to policy subcommittees to which they have applied through an open application process. Candidates for the Board subcommittees must complete and file an application form with the Office of the Director of Police Accountability. Subcommittee vacancies shall be widely advertised and publicly posted. The Board will launch an initial application process to solicit interest from Berkeley residents who wish to serve on Board subcommittees. After the initial application period, the Board will accept applications on a rolling basis. Such appointments are subject to approval of the Board. Members of the public seeking to serve on a subcommittee must: a) be residents of the City of Berkeley; b) submit an application detailing their interest and qualifications and c) present themselves at a Board meeting before or at the time of the appointment and speak on the public record on their intent to serve and what they will bring to the subcommittee work and deliberations. The Chair shall endeavor to appoint members to subcommittees in a manner that is broadly inclusive and reflective of race, ethnicity, age, gender identity, sexual orientation, economic status, neighborhoods, and various communities of interest in the City. Toward that end, in soliciting applications for Board subcommittees, the Director of Police Accountability shall reach out to civic, community, and civil rights organizations, among others.
2. Members of the public appointed to subcommittees are non-voting members and may not be selected to be the subcommittee Chair
3. Board members must constitute a majority of membership of any subcommittee. A quorum of Board members must be present to convene a meeting.
4. The term of appointment for members of the public appointed to subcommittees shall not exceed the life of the subcommittee and members can serve consecutive terms. If a subcommittee must be reauthorized, any members of the public serving on the subcommittee must be reappointed by the Chair, subject to the approval of the Board.
5. A public member of a subcommittee who is absent from two consecutive subcommittee meetings is automatically removed from the subcommittee, but may be reinstated by the Chair if good cause for the absences is shown.

6. The Chair, subject to the approval of the Board, may remove a member of the public from a subcommittee for good cause. Examples of good cause are: failure to work cooperatively with subcommittee members; unruly or disruptive behavior at meetings; or failure to participate in the work of the subcommittee.
7. All actions by the Chair to appoint, reappoint, or remove a member of a public to or from a subcommittee shall occur at a Board meeting.
8. In accordance with the City Charter, policy subcommittee members shall not have access to confidential personnel file information or any other confidential information.

K. MUTUAL AID AGREEMENTS

The Board shall constitute a mutual aid subcommittee no later than the first meeting in February of each year to review the compendium of agreements made between the BPD and other law enforcement entities. The Board or the subcommittee may determine which agreements to review.

L. COMMENDATIONS OF BERKELEY POLICE DEPARTMENT PERSONNEL

1. The Board regularly receives copies of communications praising Berkeley Police Department (BPD) personnel for noteworthy service; these commendations are both external (from members of the public) and internal (from fellow BPD or City of Berkeley employees). This process shall be used when the Board desires to bestow additional recognition upon those BPD personnel, or when a Board member on his or her own initiative wants the Board to recognize BPD personnel.
2. The Board may commend or otherwise honor with a special award or recognition an individual sworn officer or civilian employee of the BPD, or a group of officers and/or employees of the BPD, such as a team or division.
3. The Board secretary shall agendize commendations the Board receives from the BPD periodically, as received. A Board member wishing to initiate a commendation or other honor from the Board shall submit the proposal to the Board secretary for placement on the Board agenda in accordance with Section C of these rules. The proposal shall include the name of the person or group to be honored, and a description of the noteworthy action.
4. For the Board to issue a commendation or other honor, the BPD officer, employee, or group must be found to have performed an extraordinary service or performed in an extraordinary manner that meets one or more of the following criteria:
 - a) Exceptional valor, bravery, or heroism;
 - b) Superior handling of a difficult situation;
 - c) An action or performance that is above and beyond typical duties;
 - d) Extraordinary compassion, empathy, or kindness.
5. A motion to commend or otherwise honor BPD personnel shall include the act or incident giving rise to the honor and describe how it meets the above criteria. The

motion must receive a majority of affirmative votes of Board members present at the meeting to pass.

6. Following the meeting, the Board secretary shall communicate the Board's action in writing to the City Council, and shall also forward the commendation to the Chief of Police, with a request that the commendation or other honor be placed in the personnel file of each sworn officer or civilian employee commended.

###



Introducing Lucky: Incorporating animal-assisted interventions into our civilian oversight program

Hansel Alejandro Aguilar & Lucky
Office of the Director of Police Accountability

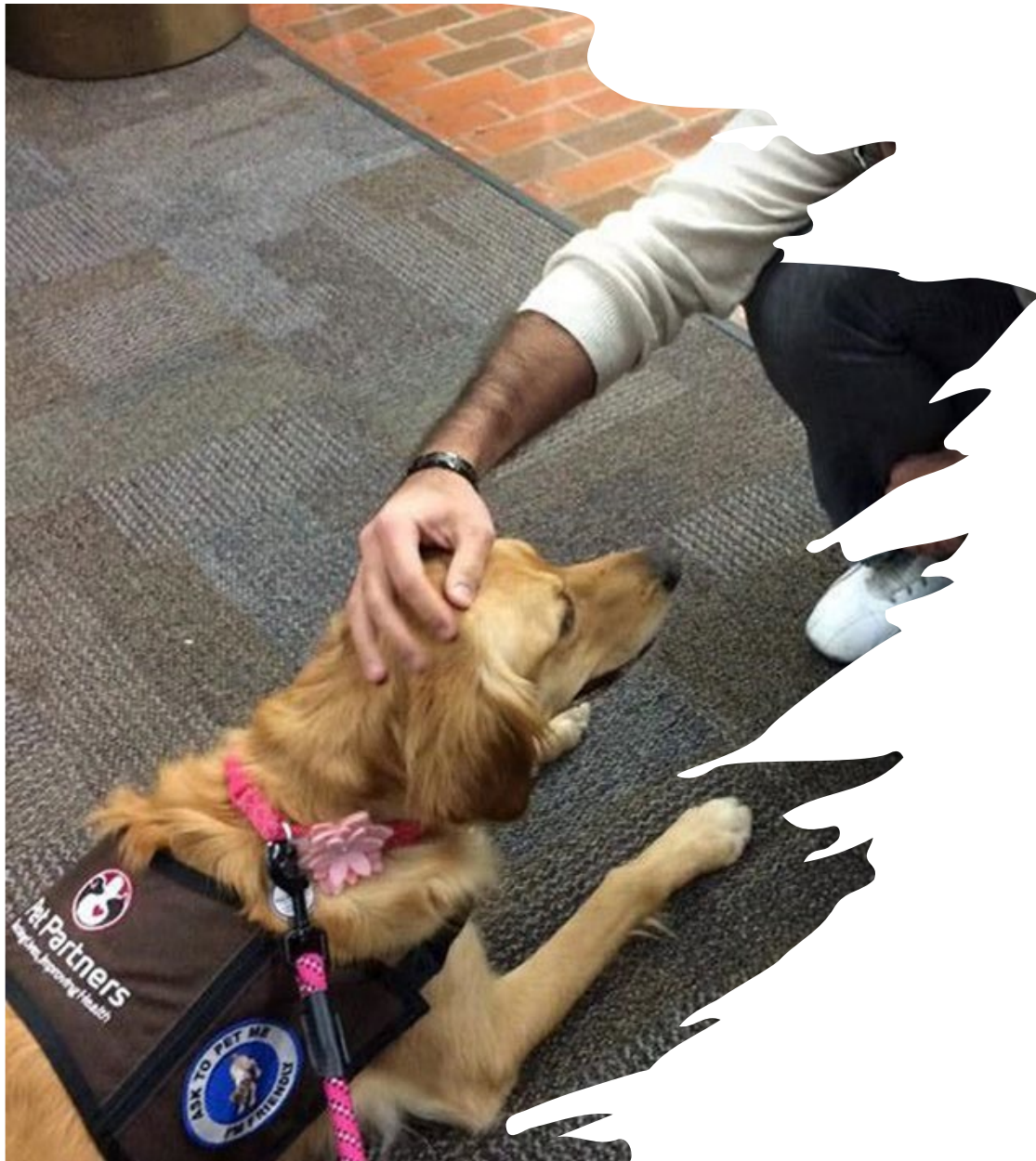


Presented to the Police Accountability Board
May 24, 2023

Today's Topics

- The Human-Animal Bond: Definition and Research
- Animal-Assisted Interaction: Terminology
- Who is Pet Partners?
- Why Pet Partners?
- Next Steps
- Questions





Human-Animal Bond

- Mutually beneficial relationship with proven positive effects on humans:
 - Pain reduction
 - Mood enhancement
 - Encourages physical activity/exercise
 - Encourages positive social behaviors
 - Source of motivation for various tasks, including adherence to medical treatment protocol
- Benefits of pet ownership
 - Improves health markers, including heart health and blood pressure
 - Reduces healthcare costs

Animal Assisted Intervention

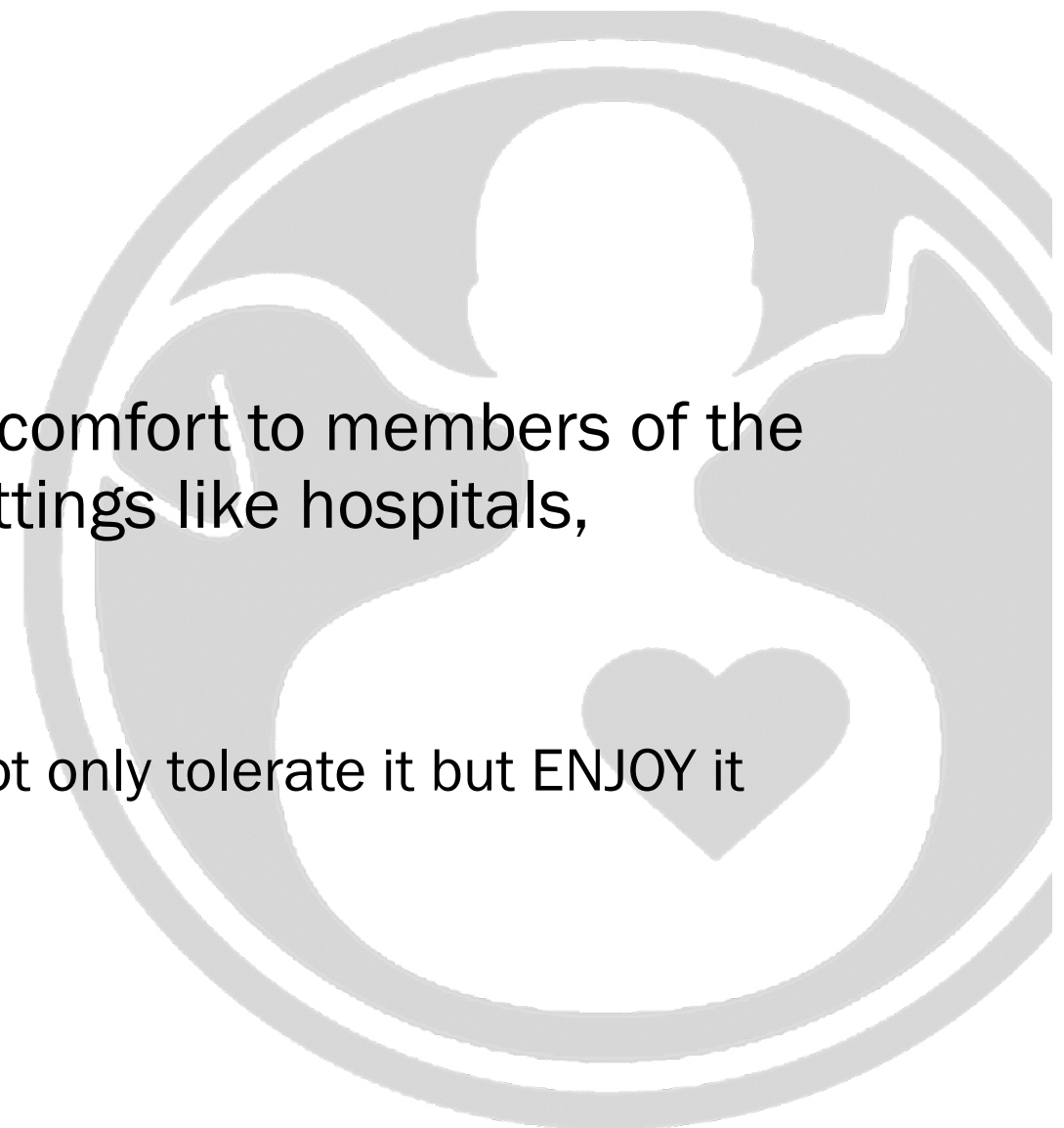
- Animal-Assisted Intervention is a broad term that also includes: Animal-Assisted Therapy, Animal-Assisted Education, and Animal-Assisted Activities.
- Common Pet Partners team activities/visits:
 - Providing social interaction at an assisted living facility
 - Reading programs in which children practice literacy skills with the volunteer team
 - Visiting a hospital waiting room to reduce stress/anxiety
 - Teaching about safe interactions with animals (bite prevention) at a school or public place
 - Offering comfort at a blood donation event or cancer treatment clinic

And now...

- Providing emotional support to community members retelling their negative interactions with police
- Teaching about safe interactions with law enforcement officers
- Supporting staff in their work to reduce stress/anxiety related to the field

Therapy Animal Definition

- Therapy animals provide affection and comfort to members of the public, typically in facility/institution settings like hospitals, retirement homes and schools
 - A special aptitude for interaction – they not only tolerate it but ENJOY it
 - NOT a working animal



Pet Partners – Who and Why

- A U.S.-based non-profit dedicated to improving human health and well-being through the human-animal bond.
- Recognizable/trusted name in the field
- Defined best practices and safety measures
- Handler support and resources are unmatched, including access to continuing education
- Special curriculum and initiatives



Next Steps

- Connect with community organizations to raise awareness about the program and solicit opportunities for site visits and collaborations
- Create literature around the therapy dog program at ODPA to inform complainants about this option during the inter



Questions



For more information about Pet Partners, visit:

<https://petpartners.org/>

Mailing address is:

345 118th Ave SE, Suite 100, Bellevue, WA 98005.

Read their publications:

Pets in the workplace

<https://petpartners.org/wp-content/uploads/2021/08/AAWW-Pet-Partners-Whitepaper-AUG2021.pdf>

Empirical Support for Therapy Animal Interventions

<https://petpartners.org/wp-content/uploads/2021/08/Benefits-of-the-Human-Animal-Bond-FINAL-v2.pdf>

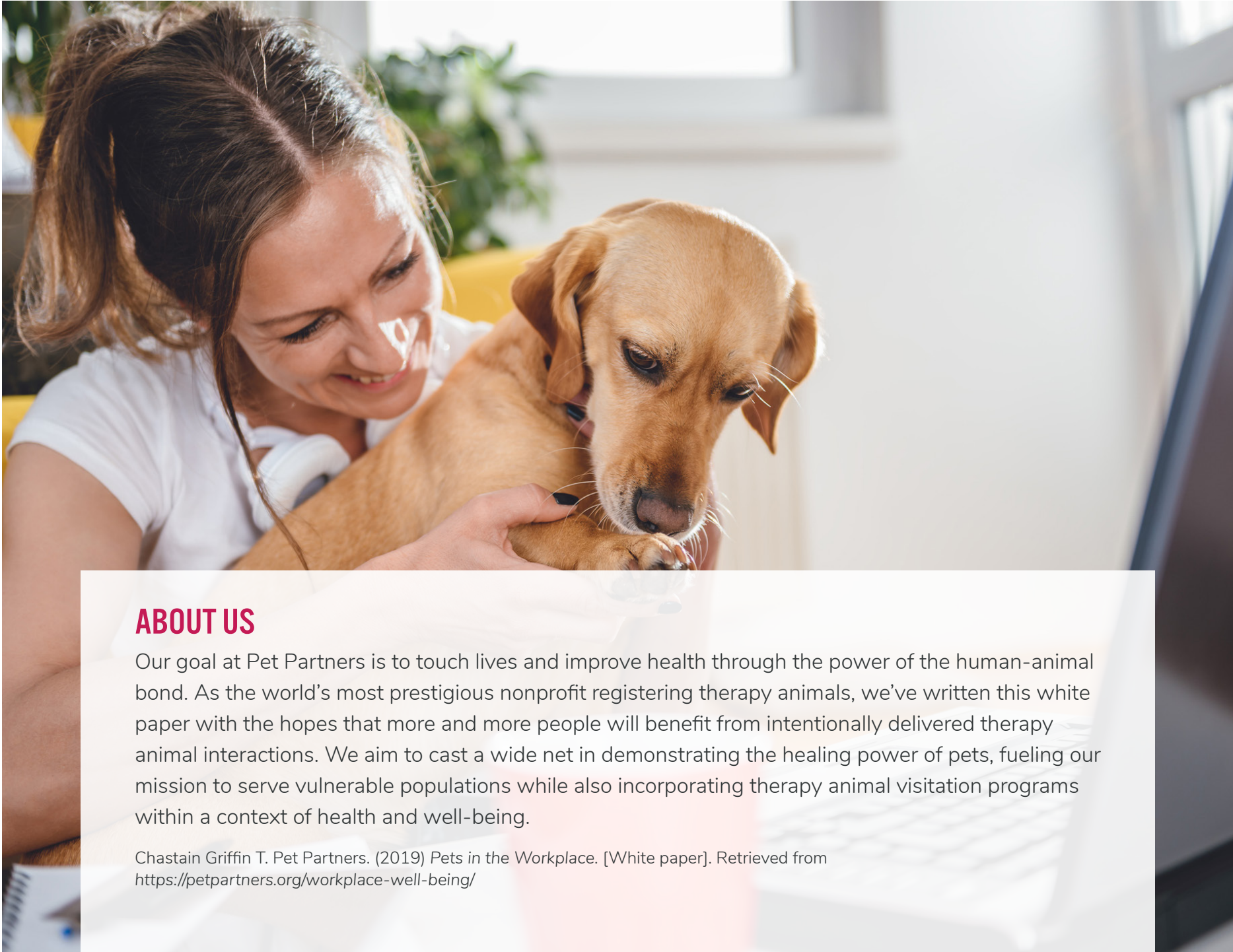


WHITE PAPER



PETS IN THE WORKPLACE

Unleashing the Power of the Human-Animal Bond
to Influence Employee Satisfaction and Promote a
Positive Organizational Culture



ABOUT US

Our goal at Pet Partners is to touch lives and improve health through the power of the human-animal bond. As the world's most prestigious nonprofit registering therapy animals, we've written this white paper with the hopes that more and more people will benefit from intentionally delivered therapy animal interactions. We aim to cast a wide net in demonstrating the healing power of pets, fueling our mission to serve vulnerable populations while also incorporating therapy animal visitation programs within a context of health and well-being.

Chastain Griffin T. Pet Partners. (2019) *Pets in the Workplace*. [White paper]. Retrieved from <https://petpartners.org/workplace-well-being/>

INTRODUCTION

Realizing that many of us will end up spending over a third of our lives at our jobs, there has been a massive movement across various vocational contexts to create a culture of work that is enjoyable, rewarding, and capable of inspiring innovation and, ultimately, ingenuity. In offices all around the world, cubicles are being replaced with pingpong tables, workspaces are becoming communal, and staff satisfaction is being recognized as a key factor in the overall success of a business.

As an organizational leader, you are likely inundated with ideas about the best ways to alleviate stress and encourage a healthier workplace. We understand that the options can be overwhelming, and there is a lot to consider in determining which investments will provide you with the greatest returns in affecting the overall sense of well-being in your office. We also understand that some of the strategies that are presented to you often sound unattainable, and while we applaud industrial powerhouses who can afford to build bowling alleys and basketball courts within their corporate facilities, very few of us are able to realistically model such amenities in our industries, leading to the question: What can we do to make our employees happier while on the job?

What if we were to tell you that it could be as simple as bringing animals into the workplace, and that with our help, doing so can be a relatively easy, low-cost means of promoting an atmosphere of contentedness within the office? In this paper, we'll outline the empirically supported benefits of animals in the workplace, providing insight into how this intervention can be incorporated at your place of work, even if you aren't in a position to allow your employees to freely bring their own pets with them while they're on the job. We think you'll find that it's an idea that is far more accessible than you may have ever imagined, and we firmly believe that it is one that will lead to a tangible boost in organizational morale—perhaps even more than those pingpong tables.

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- What Makes a Workplace Pet-Friendly?
- Impact on Employees
- Setting the Stage for Social Interaction
- Encouraging a Healthy Organizational Culture
- Amplify the Benefits of Your Already-Pet-Friendly Workplace
- Therapy Animal Programming: An Easy Way to Bring the Power of Pets to Your Company

WORKPLACE WELL-BEING: THE PET PARTNERS WAY

- How to Get Started
- Coordinating a Visit
- Why Choose Pet Partners?

SPECIAL CONSIDERATIONS FOR ANY ANIMAL-FRIENDLY WORKING ENVIRONMENT

- Zoonotic Considerations
- Promoting Animal Welfare
- Policies to Protect Employees Who Prefer Not to Interact with Pets

CONCLUSION

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WHY BRING ANIMALS INTO THE WORKPLACE?

Anyone who has ever lived with a pet knows that they change the dynamic of the household. From the arduous days of kittenhood to the loving greetings that we come to expect after years of tail-wagging welcome-homes from our beloved canine companions, pet owners around the world could share millions of personal testimonies about the life-altering love of an animal. Researchers have long studied the bond between a person and their pet, with constructs such as attachment theory⁹ commonly being applied to explain why many of us are so deeply impacted by the creatures with whom we share our homes.

As our appreciation for the human-animal bond is continually realized both in anecdotal endorsements and in empirical investigation, researchers have begun to focus in on studies that illuminate the ways in which pets aid us in more specific contexts. We now have evidence that suggests benefits of both owning pets and interacting with animals outside of the home.¹¹ These findings have been applied across all walks of life: in sickness and in wellness, in the young and in the old, in pet-lovers and in those who are more neutral to the presence of animals.¹⁰

The workplace is one such context in which the power of pets has seen increased empirical interest over the last decade. Overwhelming evidence suggests that by simply incorporating animals into the daily vocational grind, companies might enjoy benefits such as higher rates of employee satisfaction, decreased vocational stress, and the promotion of health for staff at the individual and organizational level.¹³

So, what is a pet-friendly workplace after all, and what have all of these studies uncovered? Let's take a look.

WHAT MAKES A WORKPLACE PET-FRIENDLY?

According to a Nationwide/Human Animal Bond Research Institute (HABRI) survey of 2,002 U.S. full-time employees in businesses that have 100+ employees, conducted online December 15-21, 2017, a pet-friendly workplace is defined as:

One that allows pets in the workplace (regularly or occasionally) and/or offers a pet-friendly employee benefit, such as pet health insurance.



This definition is inclusive of a wide range of pet policies, and it must thus be noted that the generalizability of findings related to pet-friendly workplaces may alter depending on the precise protocols and programming of any given business. Still, the benefits associated with having a pet-friendly workplace are impressive, influencing the enterprise both from the individual employee level and at a larger scale, impacting organizational culture and subsequent staff member morale.

One that allows pets in the workplace (regularly or occasionally) and/or offers a pet-friendly employee benefit, such as pet health insurance.

IMPACT ON EMPLOYEES

Many studies have been conducted to determine the impact that pets have on employees who interact with them in the office setting. The outcome variables that are represented in this body of research are diverse and include measures as specific as perceived stress level and going up to broader evaluations of overall physical and mental health.¹³

Increased Employee Productivity & Engagement¹²

Improved Staff Retention¹²

Enhanced Physical Health⁸

Reduced Stress¹³

Promotes Connection to Company's Mission¹²

Fosters Self-Expression¹³

Increased Perceptions of Work Being Rewarding and Exciting¹²

Higher Rates of Presenteeism¹²

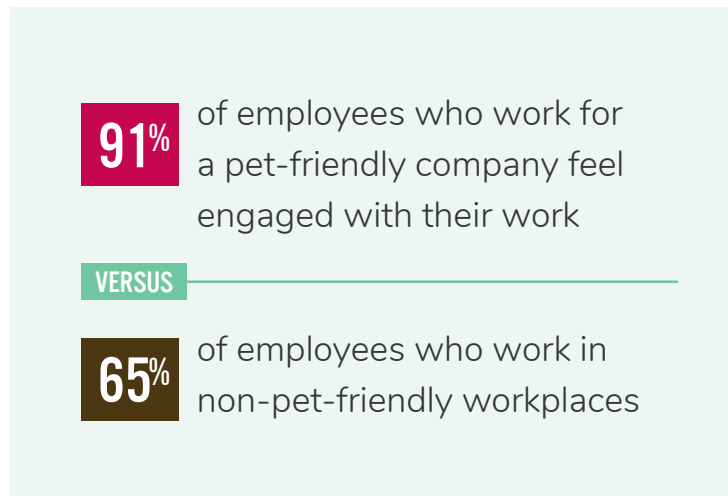


As demonstrated in the graphic above, there are numerous benefits associated with bringing pets into the workplace. Not only are animals combatting negative office experiences such as stress and anxiety, but pets have also been found to promote positive, feel-good variables including excitement, self-expression, productivity, and engagement. According to an employee who recounted her experience shortly after the conclusion of a company-sponsored therapy animal visit:

“I literally rearranged my travel schedule so that I wouldn’t miss the day when the dogs come to the office. We always joke that these are the days that our quarterly reports should be due, because nobody is going to call out and risk missing the time with the therapy animals.”

It may seem as though these benefits should only be expected for employees who love pets enough to be pet owners themselves. False! In the previously mentioned study¹² that surveyed over 2,000 respondents, the benefits associated with having pets in the office were reported even among non-pet-owning staff!

Some of the most pertinent findings of that investigation include the following:



72%

of employees who work for a pet-friendly company would decline a job offer with another company at similar pay

VERSUS

44%

of employees who work in non-pet-friendly workplaces.

91%

of employees who work for a pet-friendly company feel the company supports their physical health and wellness

VERSUS

59%

of employees who work in non-pet-friendly workplaces.

85%

of employees who work for a pet-friendly company reported they rarely miss a day of work for well-being or recuperation

VERSUS

77%

of employees who work in non-pet-friendly workplaces

Pretty impressive, right? We think so too. Similarly remarkable is the fact that the impact of a pet in the workplace doesn't stop at the individual. An animal's presence at the office does more than simply satisfy the staff cat lady. Animals have also been found to influence the workspace on the macro level, potentially impacting the ways in which your team connects, collaborates, and relates to your organization as a whole.

SETTING THE STAGE FOR SOCIAL INTERACTION

In researching the impact of animals across a wide range of settings, one of the most common outcomes of pet engagement is increased social interaction. These findings have bolstered the application of animal-assisted therapy in mental health treatment facilities as well as in more general wellness visits at locations such as college campuses and senior living communities.^{1,2} No matter the environment, there is just something about our furry friends that seems to inspire us to come together despite our differences and, instead, enjoy our shared humanity.

As you may have guessed, an animal's ability to foster social connections has also been demonstrated in the workplace. The presence of animals brings employees together, encouraging a kind of interaction and self-expression that staff in many industries often don't have an outlet for.¹³

A 2017 study⁶ echoes these findings. Researchers on this project tested the impact of a friendly dog across three different experimental objectives, each including a group activity in which members were tasked with a different assignment. For each of these designs, one group was accompanied by a canine companion, while the other group did not have a dog present. As compared to the group without an animal, the group with the dog demonstrated an increase in factors that enhance a group's ability to work together and complete their task.

Experimental Focus	Group with a Dog
1 Group Problem-Solving Task	<ul style="list-style-type: none"> • Verbal Cohesion • Cooperation • Physical Intimacy
2 Group Decision-Making Task	<ul style="list-style-type: none"> • Verbal Cohesion • Physical Intimacy • Feelings of Trustworthiness Between Members of the Group
3 Behavioral Indicators of Positive Emotions in a Group Setting	<ul style="list-style-type: none"> • Cooperation • Comfortability • Friendliness • Activity • Enthusiasm • Attentiveness

As evidenced in these series of experiments, simply by adding a dog to the room, people felt closer to one another, were more attentive and enthusiastic about the task at hand, and even reported higher levels of trust for their teammates.

Findings like the ones outlined in this paper can impact more than just your employees. Customers who interact in pet-friendly businesses have reported being positively influenced by the presence of pets as well. With a pet around, customers are entertained, engaged with their environments, and are more relaxed while acting as a consumer.³

We all certainly have a desire to get along better with our peers and customers. But what about our bosses and direct reports? Pets can help here, too. More than three times as many employees at pet-friendly workplaces report a positive working relationship with their bosses and co-workers, a figure that is significantly higher when compared to relationships in non-pet-friendly environments.¹²

- 52 percent of employees who work for a pet-friendly company report a positive working relationship with their supervisors, as compared to the 14 percent who work in non-pet-friendly workplaces.¹²
- 53 percent of employees who work for a pet-friendly company report a positive working relationship with their co-workers, as compared to the 19 percent who work in non-pet-friendly workplaces.¹²

Now that we've seen how the power of pets might influence individuals, groups, and working relationships in the office, let's consider how these findings come together to ultimately impact your organizational culture at large.

ENCOURAGING A HEALTHY ORGANIZATIONAL CULTURE

Although employee wellness programs were once thought to be a nice but unnecessary addition to the workplace, data has emerged over the years to prove quite the contrary. Investigating the impact on this sort of strategic corporate asset, there is evidence to suggest that the return on investment in creating staff-driven wellness programming can be as high as six to one.⁵ We have come a long way in our collective conceptualization of these wellness programs, realizing that they foster our shared goals of attracting the highest caliber team members to our organizations while also further encouraging them to remain engaged and committed across the career span.

Pets in the workplace can aid in this objective, promoting your company's efforts to create an attractive

organizational perception within your community.⁷ Furthermore, a pet-friendly workplace contributes to the maintenance of a healthy company culture within the walls of your establishment, ultimately impacting day-to-day operations in a tangible way.

Even before a potential employee officially comes on board, the degree to which your company invests in wellness initiatives such as pet-friendly policies already has an impact. Organizations that have the reputation of being pet-friendly enjoy an enhanced ability to attract and recruit potential candidates.¹⁴ From the get-go, organizational awareness of the importance of the human-animal bond influences how your company is perceived, prompting staff members and consumers alike to conceptualize your business as one that offers a high level of organizational support.⁴ Once pet-friendly policies become ingrained as an integral part of your overall wellness program, animals in the workplace often take on a role as an organizational symbol, securing a lasting influence over the ways in which organizational life at your place of work is regarded.



Perhaps one of the best ways to measure the vitality of your organizational culture is to ask your employees if they would feel willing to suggest their employer to others. The impact of a pet-friendly workplace has been found to have a staggering impact on this measure as well.

Some things in life just seem too good to be true, and the idea that the occasional snuggle with an animal in the office could impact your entire company culture is one of them. However, with empirical data supporting this claim, we hope that employers will be just as excited as we are about the possibilities that arise when the power of the human-animal bond is unleashed in the workplace.

AMPLIFY THE BENEFITS OF YOUR ALREADY-PET-FRIENDLY WORKPLACE

Maybe your company is already on the cutting edge of promoting a pet-friendly work environment. Kudos to you! Chances are that given your existing policies around animals in the office, you've organically recruited a workforce made up of animal lovers. Why not take it to the next level and amplify the benefits of your company's pet-friendly policies on an even larger scale? Pet Partners can help you capitalize on your investment, highlighting your advocacy for the human-animal bond both within the organization and to the public at large.

HAVE A PET-FRIENDLY WORKPLACE?

Consider combining two of the most common strategies of corporate wellness into one by promoting the Pet Partners Therapy Animal Program for employees with pets that may have the potential to be therapy animals!

1

Host information sessions to educate staff on the process by which they can become a registered therapy animal team

2

Consider allowing employees to take designated time off to volunteer with their pets

3

Encourage giving by matching employee donations in support of the Pet Partners mission

4

Promote your company's commitment to giving back by sponsoring co-branded therapy animal swag (vests, bandannas, trading cards, and more!)





THERAPY ANIMAL PROGRAMMING: AN EASY WAY TO BRING THE POWER OF PETS TO YOUR COMPANY

Frenchies on the factory line? Cats in a cop car? We're simply not all in the position to change organizational policy and allow animals free access to our work environments. We get it: a bring-your-pet-to-work policy is not the best fit for everyone. Fortunately, by partnering with us, there are still a multitude of ways in which you can bring this powerful intervention into your place of work. In the upcoming section, you'll learn all about the Pet Partners Animal-Assisted Workplace Well-being Program, and you'll be empowered with next steps that you can take to harness the potential of pets in your office.

WORKPLACE WELL-BEING: THE PET PARTNERS WAY



COMMON BARRIERS TO PET-FRIENDLY OFFICES

- Leasing or property limitations in the office space
- The need for specialized cleaning services
- Animal welfare considerations
- Behavioral issues with employee-owned pets
- Staff allergies and personal preferences

Even once you've navigated this list of barriers, there are crucial factors to consider in developing a protocol that allows for pets at work. If pet policies are created haphazardly, businesses are at a higher risk of experiencing the concerns that are most frequently associated with animals being in the office. As champions of the human-animal bond, Pet Partners feels that these matters are worth noting.

In some workplaces, pets on the premises have been associated with undesirable outcomes, such as health and safety considerations, property damage,

and employee distraction.¹⁴ It is also essential to take into consideration the varying degree of receptivity that your staff might have in terms of receiving animals in the office, and special consideration must be made for employees who have fears, disinterest, and/or religious or cultural preferences that inform their outlook on animals.¹⁴

Furthermore, empirical investigations that have explored the impact of personal pets on employees have uncovered some mixed results worth noting. In a 2012 study⁴, employees who were able to bring their dogs with them to work reported decreased stress, but their counterparts who either did not have a pet or who left their own pet at home experienced an increase in stress in association with being around their colleagues' pets.

With these considerations in mind, policy that allows employees to bring their personal pets to work must be carefully created to maximize the benefits of the arrangement while also protecting the people, pets, and property that might be impacted by the pet-friendly practice.

When a company determines that an open-door pet policy is not the optimal fit for their organization, the opportunity for pets in the workplace remains. Organizations in these situations may be perfectly positioned for a partnership that will allow for the adoption of ready-to-use policy that was thoughtfully created and informed by extensive research and input from some of the top human-animal experts in the field who are part of the Pet Partners Human-Animal Bond Advisory Board. By bringing the Pet Partners Workplace Well-being Program to your office, you open the door for specifically trained, nationally registered therapy animals to visit with your employees on a set schedule that works for everyone involved.

HOW TO GET STARTED

The mission at the heart of Pet Partners focuses on bringing healing to the world through the power of the human-animal bond. A vast majority of our work allows for this intervention to change lives in vulnerable or

underserved populations, providing hope to people who are facing some of life's biggest challenges. However, Pet Partners is also committed to expanding our mission so that an animal's restorative capacity can be observed even in contexts of general wellness, bolstering health while also paving the way for humane education about the importance of the human-animal bond.

Any time our teams are visiting with populations outside of the realm of traditional volunteerism, there is an opportunity to amplify the good work that they do in settings such as hospitals, schools, senior living communities, and mental health facilities. Delivering therapy animal programming free of cost in these settings requires considerable effort. From volunteer training, evaluation, registration, and insurance, to the coordination of visitation programs and support of our therapy animal teams, there is much more to a therapy animal visit than meets the eye. By investing in a Pet Partners Workplace Well-being Program, your organization will financially support the heart of our work: connecting animals with the people who need them most.

COORDINATING A VISIT

Once you've decided to incorporate visits with Pet Partners therapy animals as an additional perk to working within your organization, we will work with you to determine a date and time for your workplace well-being visit. Some companies choose a one-day event to coincide with a high stress deadline or a company-wide wellness day. Other companies, such as Intel, Aetna, Farmers Insurance, and Google, have worked with us to create a year-round therapy animal visiting program.

As a portion of this program, Pet Partners will allocate staff resources to recruit requested therapy animal teams for your event. We target the recruitment based on your company's specific event needs including geographic location, species-specific requests, and requests to appear during specific dates and times. We will work closely with your company's designated representative to tailor our messaging and outreach.

Please note: Pet Partners therapy animal teams visit for no more than two hours during a 24-hour period. This policy helps prevent stress and fatigue for therapy animals and improves the safety of therapy animal visits. Because our teams are volunteers, participation cannot be guaranteed, though staff will make all reasonable efforts to coordinate volunteers for these visits. Pet Partners will keep you informed of volunteer response to your event opportunity.

Companies who team up with Pet Partners Workplace Well-being activities make a donation through our [Sponsored Visit Program](#). Pet Partners respectfully requests a minimum sponsorship per event to participate in this programming.

- Corporate Conference/Brand Expo Rate: \$5,000
- Workplace Well-being Rate: \$2,500
- Workplace Well-being Rate (fewer than 500 employees at location): \$1,500
- Association Rate: \$1,500
- Non-Profit Workplace Rate: \$500
- School/University Rate: \$500

To learn more about our Sponsored Visit Program and to get started with developing a Pet Partners Workplace Well-being Program, please [contact us](#).



What employees are saying about Workplace Well-being visits from Pet Partners teams

“I would like to let you know that I had a very good experience with the therapy dogs. I am a big animal lover and I knew it would be a relaxing experience for me. But it was much more than that! I saw people that were shy, but still felt good and came more than once to have that moment of tenderness. Wonderful experience!”

“Little back story...I’ve been monitoring my blood pressure at the Wellness Center per my doctor’s request. I email my doctor weekly with the results. Today on my walk down to the Wellness Center, I passed the auditorium and saw that it was Pet Partners day. What a great way to spend a few relaxing minutes before getting my blood pressure taken. And my pressure was great! Lower than normal. Kudos to the Pet Partners program! And many thanks!”

“I look forward to it all week when I know Pet Partners will be here. The dogs and owners are very sweet and calming, and it is nice to talk with fellow employees that you wouldn’t meet otherwise.”

“I can’t adequately explain how much I loved this! This completely made my day better.”

In surveys that we conducted with staff at Aetna who participated in a Pet Partners Corporate Wellness program:

- **99%** of employees felt their mood had improved; including **45%** who stated their mood significantly improved
- **99%** of employees felt more productive; including **55%** who felt significantly more productive

WHY CHOOSE PET PARTNERS?

We are the nation's most prestigious nonprofit registering handlers of multiple species as volunteer teams. We also have the highest caliber curriculum in the industry, and we are proud to offer our teams superior risk management and the industry's highest safety standards, continuing education, and insurance. In working with Pet Partners, your organization will be aligning with the most respected brand in the therapy animal community. Our volunteer teams make millions of visits each year to a variety of settings including hospitals, nursing homes, veterans' centers, hospice, Alzheimer's facilities, courtrooms, schools, and other locations, and we are prepared to bring the same life-changing work to your place of employment.



SPECIAL CONSIDERATIONS FOR ANY ANIMAL-FRIENDLY WORKING ENVIRONMENT

Pet Partners is proud to have compiled the field's expert guidance on Standards of Practice in Animal-Assisted Interventions (AAI). Originally published in 1996, these suggested protocols have been revised and released both in [hard copy](#) and as an [eBook](#) detailing current best practices animals and handlers should meet, regardless of their organizational affiliation.

We are committed to professionalizing volunteer-based therapy animal visitation. The Pet Partners Therapy Animal Program standards align not only with Standards of Practice in AAI, but also with recommendations by the Society of Healthcare Epidemiology of America, the *American Journal of Infection Control*, the International Association of Human-Animal Interaction Organizations, and the American Veterinary Medical Association.

Our field has only just begun to realize the benefits of therapy animal visits across the wide range of settings to which they are applied, but without careful consideration of safety standards, well-intentioned handlers, therapy animal organizations, and facilities could unintentionally jeopardize access to therapy animals.

As you consider bringing pets into your place of work, there is essential forethought required to ensure that you are providing the most secure intervention to the pets and the people who come into your office.

ZOONOTIC CONSIDERATIONS

To limit the risk of zoonotic transmission, comprehensive infection prevention protocols must exist whenever animals are interacting in the workplace.

Best practices to promote health when interacting with animals include the following:

- Hand hygiene protocols.
- Animal grooming standards.
- Rabies vaccination and other health requirements.
- Protocols that prohibit raw meat diets to limit the risk of zoonotic transmission.
- Handlers should be educated not to visit when they have a health condition that could be contagious to others.
- Procedures must exist for reviewing and addressing incidents and provide consistent resolutions in support of client safety and animal welfare.

PROMOTING ANIMAL WELFARE

Recognizing that animals are asked to participate in workplace well-being programs for the benefit of your employees, welfare of these animals should be prioritized. Pet Partners believes that animals should enjoy, not simply tolerate, therapy work.

If your office has a pet-friendly policy that allows for therapy animal visitation programs, be sure to follow these best practices and procedures:

- Minimum animal age and maximum visit length prevent animals from becoming overworked and burnt out.
- Animals should have regular veterinary care, and therapy animal training and guidance by handlers should be positive and force free.
- Therapy animals who come to visit your facility should not interact with one another during the workplace well-being program.
- If an animal's handler indicates that their pet seems ready to go home, they should be encouraged to end the therapy animal visit at that time.
- Therapy animal visits should take place in climate-controlled areas when possible. If visits take place outdoors, there should be cover to protect from precipitation or harsh sun, and outdoor visits should not take place in extreme temperatures or weather conditions.
- Therapy animals should have space for water and toilet breaks when needed.

If your company allows for employees' pets to accompany them to the office, suggested guidelines to promote animal welfare include the following:

- Animals should have regular veterinary care, and animal training and guidance by employees should be positive and force free.
- All animals should be provided with a place where they can safely retreat should they need a break from constant human interaction. Whether it be setting up a cozy bed in the corner of the cubicle or promoting kennel training so that animals have a secure place to stay when their handlers must leave their office space, any pet who regularly comes to the office should be made to feel comfortable in the workspace.
- If multiple animals will be interacting in the same office space, protective measures must be taken to minimize the risk of dangerous animal encounters. You can never be certain how animals will respond to meeting one another, especially when these interactions occur across species. Office barriers such as pet gates should be installed, and policies regarding leash requirements must be in place so that accidental encounters do not occur.
- Be sure that anyone who handles an animal in your office has an established working relationship with their pet. This developed relationship between handler and animal in combination with the provision of specialized training for any species that enters your office will empower the one on the human end of the leash to accurately interpret animal body language and proactively manage interactions that will promote everyone's safety.
- Facilities with elevators or escalators must educate employees on safely navigating the office with pets. For example, handlers will want to be especially careful not to catch leashes in closing elevator doors, and only animals that can be carried should be allowed access to escalators.

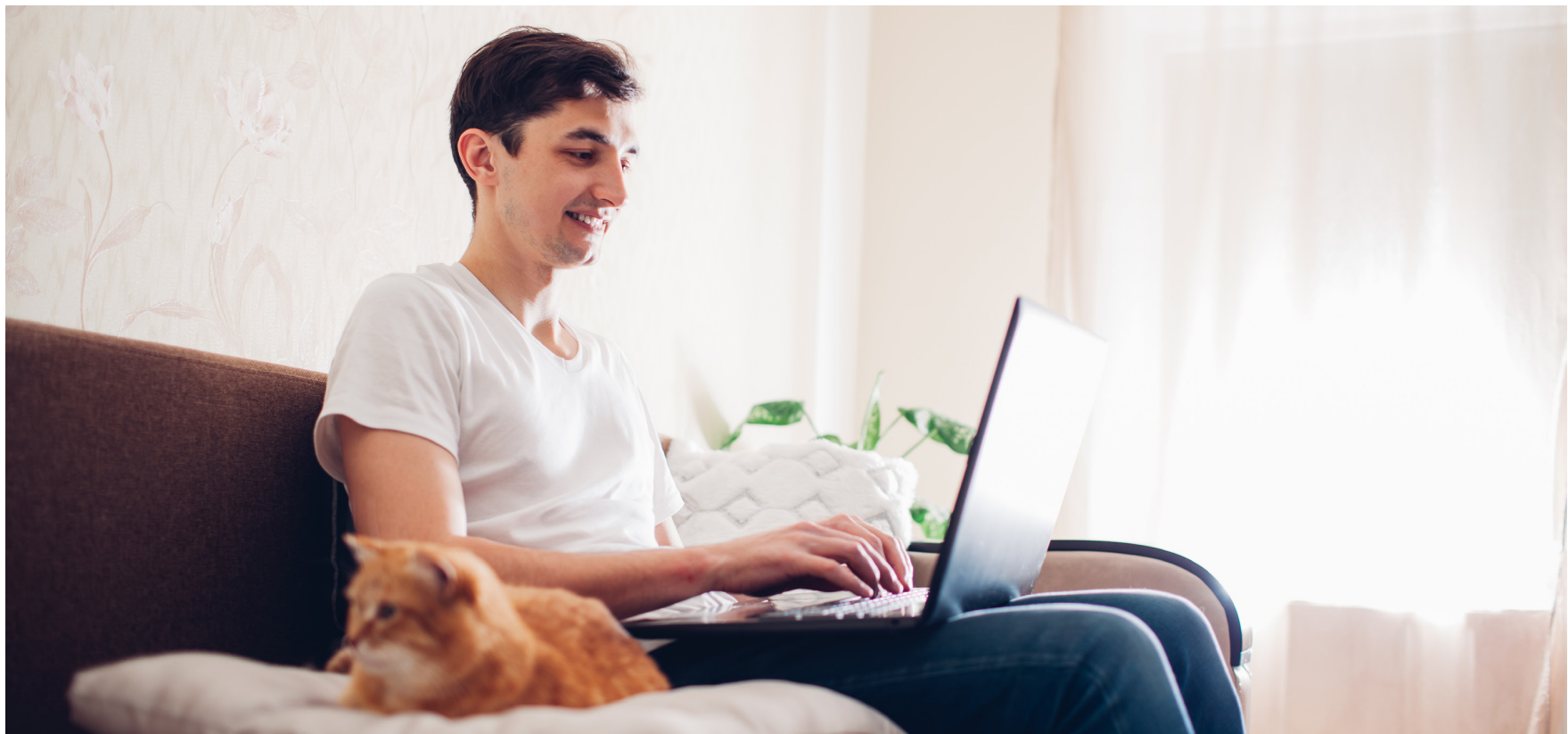
POLICES TO PROTECT EMPLOYEES WHO PREFER NOT TO INTERACT WITH PETS

Chances are, if you're reading this white paper, you are a fan of animals. However, we know that not everybody prefers to share their space with pets, and a key factor in creating a pet policy that is acceptable to all people in your workplace lies in creating boundaries for those who would rather not interact with animals on the job.

- When bringing pets into the office, be sure to clearly communicate to all staff the date, time, and location where the animals will be present.
- If allowing employees the option of bringing their own pets with them to work, neighboring staff members should have the opportunity to distance themselves from the animals according to their personal preference.
- When planning for therapy animal visits in your facility, choose a place that employees can avoid should they prefer not to interact with the animals.
- If pets are a part of your office space every day, consider designating certain portions of the facility as animal-friendly and animal-free.

CONCLUSION

Pet Partners appreciates you taking the time to consider an innovative way that you might inspire wellness within your organizational environment. Having considered the empirical evidence alongside some experiential testimonials about the incredible power of the human-animal bond in the vocational context, we sincerely hope that you'll decide to unleash the full potential of pets in your office space. Whether it be by creating or bolstering a pet-friendly policy, or finding yourself ready to take the next steps in bringing the Pet Partners Workplace Well-being program to your company, we're thrilled to be a part of your organization's wellness plan.



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**EMPIRICAL SUPPORT FOR
THERAPY ANIMAL INTERVENTIONS**

As the field of Animal-Assisted Interventions (AAI) rapidly grows in practice and public awareness, the body of empirical evidence supporting work with therapy animals has also become increasingly robust. The existing research on AAI is varied in its focus on populations and specific applications, but it all rests on the assumption that the human-animal bond is a powerful tool capable of impacting wellness.

The human-animal bond is a mutually beneficial and dynamic relationship between people and animals that positively influences the health and well-being of both. While many of us intuitively understand the benefits of positive interactions with animals in our lives, the groundbreaking evidence obtained by researchers who have scientifically investigated this topic can be used to bolster our work with therapy animals.

[2]



THERAPY ANIMALS IN MEDICAL SETTINGS

Medical treatment settings are one of the most common places our therapy animal teams visit, and there is extensive research to support these activities.

Interaction with therapy animals in medical settings has been correlated with the following effects:

- Decreased perceptions of pain^{4, 8, 11, 19, 24, 25}
- Improved recovery rates¹
- Decreased anxiety and stress^{4, 6, 11, 13, 22, 24, 25, 29}
- Less fear and worry in patients^{11, 22, 45}
- Improved biobehavioral markers of stress^{13, 20, 29, 37}

These findings impact people across all age ranges. Many research projects^{4,5,6,7,8,11,20,23,29,41,45} have specifically investigated the impact of therapy animals on children who are receiving medical treatment, and the findings of those studies were also promising. There has even been research to suggest that therapy animals not only make patients feel better but also positively impact caregivers by decreasing levels of emotional distress.^{24,25}

Pet Partners teams are specifically trained so that they can bring these powerful interventions to medical facilities all over the world. Bolstered by our [Standards of Practice](#), we operate in a manner that is highly conscious of zoonotic considerations and is aligned with recommendations from the Society of Healthcare Epidemiology of America (SHEA), the American Journal of Infection Control, the International Association of Human-Animal Interaction Organizations (IAHAIO), and the American Veterinary Medical Association (AVMA).



THERAPY ANIMALS AND PHYSICAL WELLNESS

Therapy animals have not only been found to assist people who are formally being treated for medical concerns but also to inspire physical wellness prior to the point of formal intervention. A 2010 study²² investigated a walking program that matched sedentary adults with therapy animals. Participants in this study showed increases in physical activity over the course of the experiment, stating that their motivation for adherence was “the dogs need us to walk them.”

Key tenets of physical wellness can be modeled in all kinds of therapy animal programming. Our teams can be found visiting with young people, discussing their pets' diets as a lead-in to conversation about human nutrition. We also inspire physical wellness by participating in [corporate wellness](#) initiatives, encouraging employees to get moving throughout the workday. Therapy animals can even inspire patients to walk again after recovering from medical treatment¹, aiding in the journey towards restored wellness. Throughout all these efforts, it is clear that we are sometimes able to better model the importance of our health when conversations about it are facilitated alongside interactions with therapy animals.

Are you ready to get moving for the sake of your physical wellness? If so, check out our [Walk With Me™](#) initiative and consider incorporating Pet Partners teams into your wellness plan.

THERAPY ANIMALS AND MENTAL WELLNESS

Beyond assisting people who are addressing physical health concerns, AAI also supports mental wellness. While we can all share stories of how our pets have helped us feel better, research has given us precise language to describe just what our animals are doing to improve mental health.

AAI has been shown to do the following:

- Increase perceptions of social support^{28, 35}
- Support people during times of crisis^{9, 17, 18}
- Assist professionals in providing trauma recovery^{36,40}
- Decrease levels of general anxiety^{14, 32, 47}
- Alleviate symptoms of depression⁴²
- Assist in formalized mental health treatment^{5, 10, 21, 26, 33, 46}

Pet Partners is honored to be able to share the healing effects of pets to improve mental wellness for people in all walks of life. Whether bringing healing to people who are combatting major stressors, or simply encouraging a sense of wellness in the general population, our teams are ready to share the healing power of animals with anyone who may benefit from the intervention.

In 2019, Pet Partners launched our [Animal-Assisted Crisis Response](#) program, credentialing available to therapy animal teams so that they are trained and ready to provide emotional comfort and support in the aftermath of a crisis situation. Realizing that the nature of crisis calls for handlers to engage with people in some of their most vulnerable moments, all AACR teams have completed an educational course informed by some of the field's top psychological first aid experts. While we hope for a time when fewer crises take place, we are proud to make AACR teams available to assist in supporting mental health in the immediate aftermath of crisis.

THERAPY ANIMALS IN EDUCATIONAL CONTEXTS

We now know that therapy animals can help us feel better, but can they also help us learn? The findings from research on AAI in educational settings give us plenty of evidence to suggest the positive impacts of incorporating therapy animals in the classroom.

Research on AAI in learning environments has shown that therapy animals may help with the following aspects:

- Foster reading abilities, such as reading rate, accuracy, fluency, and comprehension⁴⁴
- Enhance primary skills such as object recognition and categorization^{15,16}
- Mitigate stress levels, especially surrounding events like final exams^{3, 38, 43}
- Provide a source of motivation, stimulation, and focus in learning¹⁶

One of the ways in which Pet Partners teams work to bring these positive effects to young people is through our [Read With Me™](#) initiative. Our teams visit libraries, universities, after-school programs, and a wide variety of other educational contexts—investing in the future of these populations while also working to instill an appreciation for the power of the human-animal bond.



THERAPY ANIMALS AND OLDER ADULTS

Many of our therapy animal teams spend a considerable amount of time with older adults in senior care environments. These interventions often have special meaning within this population, as there are challenges associated with pet ownership later in life, especially when a person lives in residential care.³⁰ Through therapy animal programming, seniors have access to the healing power of animals regardless of their pet ownership status.

Findings from studies focused on AAI with older adults point to therapy animals' abilities to do the following:

- Comfort people with dementia^{12, 31, 39, 48}
- Promote socialization and engagement in older age^{12,39}
- Decrease depression, anxiety, and irritability in seniors^{12, 27, 31, 39}
- Encourage positive perceptions related to a person's health²

Therapy animal visits may be structured to fit the needs of a wide range of older adults. Some teams visit casually in residential facilities, while others specifically work with professionals to assist in goal-oriented interventions. No matter the nature of the visit, therapy animals have an impressive ability to inspire wellness long into the human lifetime.

LOOKING TOWARDS THE FUTURE

Research on AAI and therapy animal work has set a solid framework for us to better understand the healing power of animals. Throughout the existing data, there are many calls for ongoing research to further support this growing field.

Researchers call for the following:

- More research on AAI for specific disease treatment¹
- Larger randomized studies with the inclusion of biobehavioral variables⁶
- Studies involving a variety of species serving as therapy animals
- Replication of existing high-quality studies³⁵
- Increased methodological rigor³⁵

Pet Partners is serious about our commitment to promoting AAI research. We not only assist scholars and practitioners by sharing participation invitations within our network of handlers, but we also financially support ongoing studies through our partnership with [HABRI](#). Additionally, we've created a [Researcher Checklist](#), and we invite investigators and handlers who are involved in studies to use this resource as a guide in ensuring that the best possible therapy animal interventions are being represented in empirical investigation. If you are a researcher interested in learning more about Pet Partners' involvement in these efforts, check out our [resources for AAI professionals](#).

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