

Office of the City Manager

ACTION CALENDAR

April 21, 2022

To: Honorable Mayor and Members of the City Council

From: Dee Williams-Ridley, City Manager

Submitted by: LaTanya Bellow, Deputy City Manager

Subject: City Manager Presentation and Response to the Reimaging Public Safety Task Force and National Institute for Criminal Justice Reform Recommendations

RECOMMENDATION

Accept the report from the City Manager with the goal of supporting council discussion and recommendations on a path forward to transforming public safety and policing in Berkeley.

CURRENT SITUATION AND ITS EFFECTS

On July 14, 2020, in Resolution No. 69,501-N.S., City Council passed a package of items providing direction for the development of a new paradigm of public safety in Berkeley. As part of the items that were adopted, City Council adopted [Item 18c](#) ("Referral to City Manager to Re-imagine Policing Approaches to Public Safety Using a Process of Robust Community Engagement, to Develop a Path Forward to Transforming Public Safety and Policing in Berkeley") and [Item 18d](#) ("Transform Community Safety and Initiate a Robust Community Engagement"), which directs the City Manager to engage a qualified firm(s) or individual(s) to lead a robust, inclusive, and transparent community engagement process with the goal of achieving a new and transformative model of positive, equitable and community-centered safety for Berkeley.

BACKGROUND

- The omnibus package consisted of numerous elements including, but not limited to the following:
  - Having the City Auditor perform an analysis of City's emergency 9-1-1 calls-for-service and responses, as well as analysis of the Berkeley Police Department's (BPD) budget
  - Analyzing and developing a pilot program to re-assign non-criminal police service calls to a Specialized Care Unit

- o Creating plans and protocols for calls for service to be routed and assigned to alternative preferred responding entities and consider placing dispatch in the Fire Department or elsewhere outside the Police Department
- o Analyzing litigation outcomes and exposure for city departments in order to guide the creation of City policy to reduce the impact of settlements on the General Fund
- o Engaging a qualified firm(s) or individual(s) to lead a robust, inclusive, and transparent community engagement process with the goal of achieving a new and transformative model of positive, equitable and community-centered safety for Berkeley
- o Pursuing the creation of a Berkeley Department of Transportation (“BerkDoT”) to ensure a racial justice lens in traffic enforcement and the development of transportation policy, programs and infrastructure, and identify and implement approaches to reduce and/or eliminate the practice of pretextual stops based on minor traffic violations

Subsequent to the adoption of the omnibus package, the City established a multidepartment working groups to oversee and implement various components of the package. The working group consisted of the following:

City Manager; Deputy City Managers; City Attorney; Fire Chief; Health, Housing and Community Services (HHCS) Director; Human Resources Director; Police Chief; and Public Works Director.

### **National Institute of Criminal Justice Reform**

On December 15, 2020, the City Council authorized the City Manager to enter into a contract with the [National Institute of Criminal Justice Reform](#) (NICJR) to conduct research, analysis, and use its expertise to develop reports and recommendations for community safety and police reform as well as plan, develop, and lead an inclusive and transparent community engagement process to help the City achieve a new and transformative model of positive, equitable and community-centered safety for Berkeley

### **Community Engagement**

#### [Reimagining Public Safety Task Force \(Task Force\)](#)<sup>1</sup>

---

<sup>1</sup> <https://www.cityofberkeley.info/RIPST.aspx>.



On January 19, 2021, the City Council adopted revisions to the enabling legislation for the Reimagining Public Safety Task Force

Per the Enabling Legislation, the Task Force's work centered on providing input to and making recommendations to NICJR and City Staff on a set of recommended programs, structures and initiatives incorporated into a final report and implementation plan developed by NICJR to guide future decision making in upcoming budget processes for FY 2022-23 and, as a second phase produced, in the FY 2024-2026 budget process.

The Public Safety / Police Re-Imagining and community engagement process was led initially by Deputy City Manager David White and then Deputy City Manager LaTanya Bellow who provided overall project management support to the team.

The City Manager report presented is in response to the March 10, 2022 presentations by the following:

**Reimagining Public Safety Task Force**

[https://www.cityofberkeley.info/uploadedFiles/Clerk/City\\_Council/2022/03\\_Mar/Documents/2022-03-10%20Item%2001%20Consideration%20of%20Recommendations.pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/City_Council/2022/03_Mar/Documents/2022-03-10%20Item%2001%20Consideration%20of%20Recommendations.pdf)

**National Institute for Criminal Justice Reform**

[https://www.cityofberkeley.info/Clerk/City\\_Council/2022/03\\_Mar/Documents/2022-03-10\\_\(Special\)\\_Supp\\_2\\_Reports\\_Item\\_2\\_Rev\\_NICJR\\_pdf.aspx](https://www.cityofberkeley.info/Clerk/City_Council/2022/03_Mar/Documents/2022-03-10_(Special)_Supp_2_Reports_Item_2_Rev_NICJR_pdf.aspx)

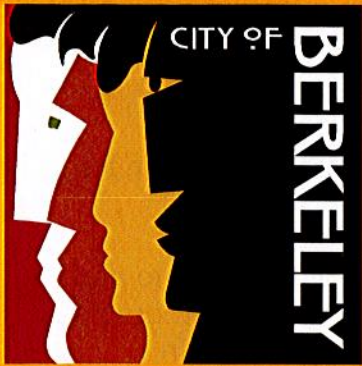
**ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS**

There are no identifiable environmental effects or opportunities associated with the subject of this report.

**CONTACT PERSON**

LaTanya Bellow, Deputy City Manager, City Manager Office, (510)-981-7012

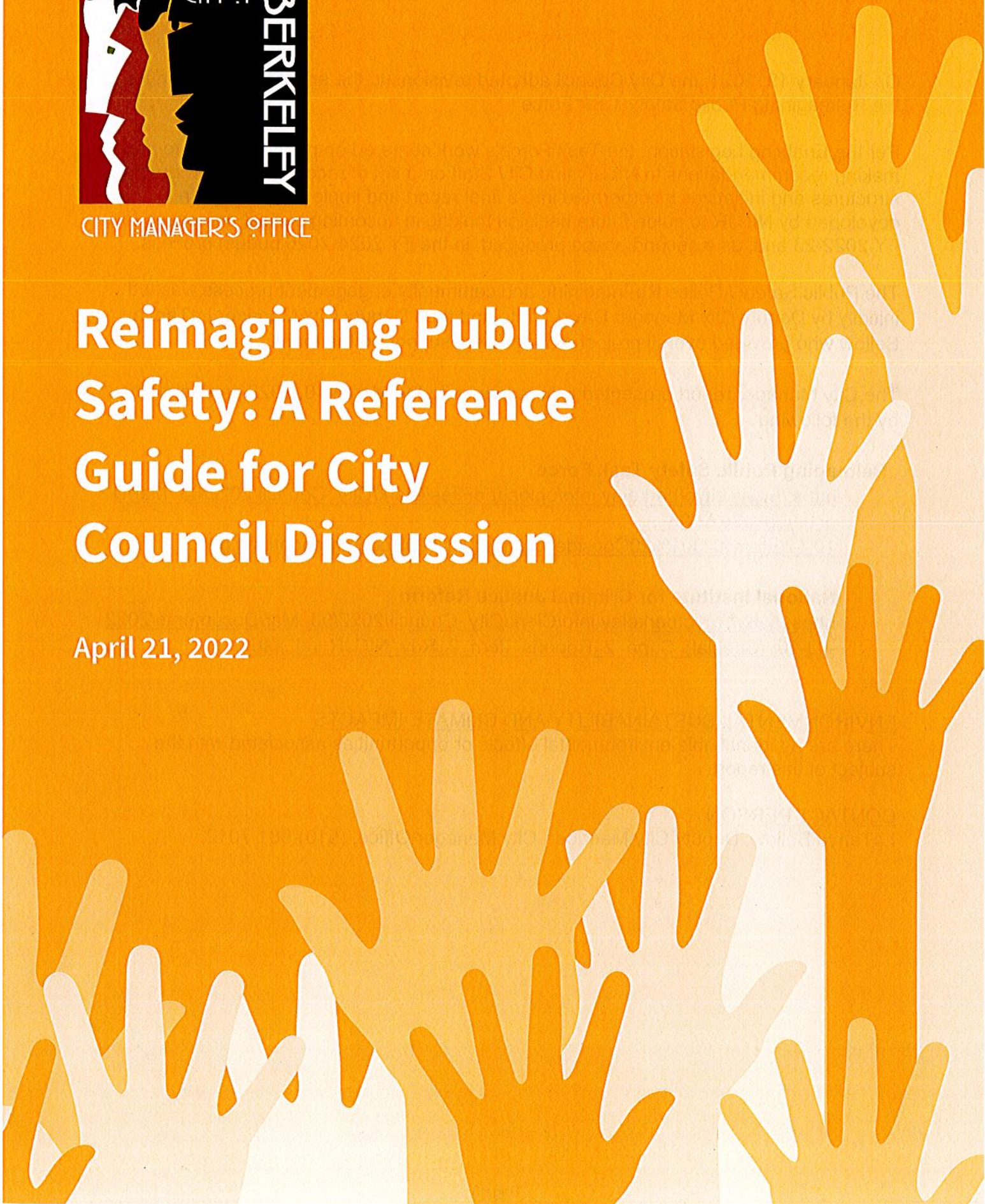




CITY MANAGER'S OFFICE

# Reimagining Public Safety: A Reference Guide for City Council Discussion

April 21, 2022









# Letter from the City Manager

Policing in the United States continues to be one of the most important civil and racially charged issues facing people in the world today, especially people of color. The murders of George Floyd, Breonna Taylor, and others brought police racism and violence to the forefront, and spurred a national conversation about reimagining public safety.

Although Police violence is a national problem, the most impactful approach for ending it is at the local level. This is where police and community seek to work together and create a shared public safety model that promotes engagement, transparency, and accountability. Here in Berkeley, I am proud that we have a Police Department that shares our City's values and strives to treat people fairly. Our police officers have worked hard to remain ahead of their peers and lift up best practices. While this has not been perfect nor easy, our commitment is evident in the recognition of Berkeley Police as national leaders in de-escalation, an important practice that other departments are now employing.

I want to thank the Mayor and Council for the opportunity to recommend existing initiatives to how we approach public safety. The City of Berkeley has begun the conversation of transforming public safety from a traditional Police Department to one more focused on the needs of the community it serves. This will be a multi-year process and require collaboration from all stakeholders, the Council and a number of city departments and staff. Our successful collaboration will ensure a redesign that puts in place a mechanism to measure what matters most; Public Trust in our Berkeley Police Department, and a commitment to ensure a community-centered focus on safety for all Berkeleyans.

I want to extend a heartfelt thank you to the Reimagining Public Safety Task Force for their engagement, and expertise. They volunteered many hours of their time, attending regular meetings and participating in meaningful discussions. The breadth of their dedication was evident in their presentation for the future of policing and funding proposals that policymakers can use to improve public safety outcomes.

I would also like to thank the National Institute for Criminal Justice Reform, our commissioned consultants, for their guidance, professionalism and support throughout the community engagement process, including facilitating Task Force discussions, convening community listening sessions, and presenting relevant reports for consideration to support reimagining public safety in Berkeley.

In response to the concerns expressed by the community during the [March 10, 2022 work session](#)<sup>1</sup> and reflecting Council's commitment to meaningful change, I want to ensure you, I have heard your message and will demonstrate what we learned from the community, outside vendor participation, Council direction and staff in the Berkeley Police Department. We will look introspectively and push ourselves to answer the call of doing better.

This work would not be possible without my amazing executive team and city staff. Together we are committed to the work of the reimagining process and appreciate the responsiveness of the residents, and the support of our Mayor and City Council.



**Dee Williams-Ridley**  
City Manager  
[manager@cityofberkeley.info](mailto:manager@cityofberkeley.info)

<sup>1</sup> [https://www.cityofberkeley.info/Clerk/City\\_Council/2022/03\\_Mar/City\\_Council\\_03-10-2022\\_Special\\_Meeting\\_Agenda.aspx](https://www.cityofberkeley.info/Clerk/City_Council/2022/03_Mar/City_Council_03-10-2022_Special_Meeting_Agenda.aspx)



# Table of Contents:

Letter from the City Manager	3
01 Executive Summary	7
02 Background	15
Specialized Care Unit	16
Priority Dispatch	18
BerkDOT	19
03 Recommendations and Implementation Plan	23
Reimagine, Improve, Reinvest Tenets	25
Recommendation Summary	26
Recommendations, REIMAGINE	28
Recommendations, IMPROVE	32
Recommendations, REINVEST	40
04 Budget	45
05 Closing Remarks	53



06 Appendix

55

*Appendix 1* - Referral to City Manager to Re-imagine Policing Approaches to Public Safety Using a Process of Robust Community Engagement, to Develop a Path Forward to Transforming Public Safety and Policing in Berkeley

*Appendix 2* - Transform Community Safety and Initiate a Robust Community Engagement Process

*Appendix 3* - Revisions to Enabling Legislation for Reimagining Public Safety Task Force

*Appendix 4* - City of Berkeley Crisis Response Models Report

*Appendix 5* - City of Berkeley Mental Health Crisis Response Services and Stakeholder Perspectives Report

*Appendix 6* - City of Berkeley Specialized Care Unit Crisis Response Recommendations

*Appendix 7* - Task Force: BerkDoT Presentation to RPSTF

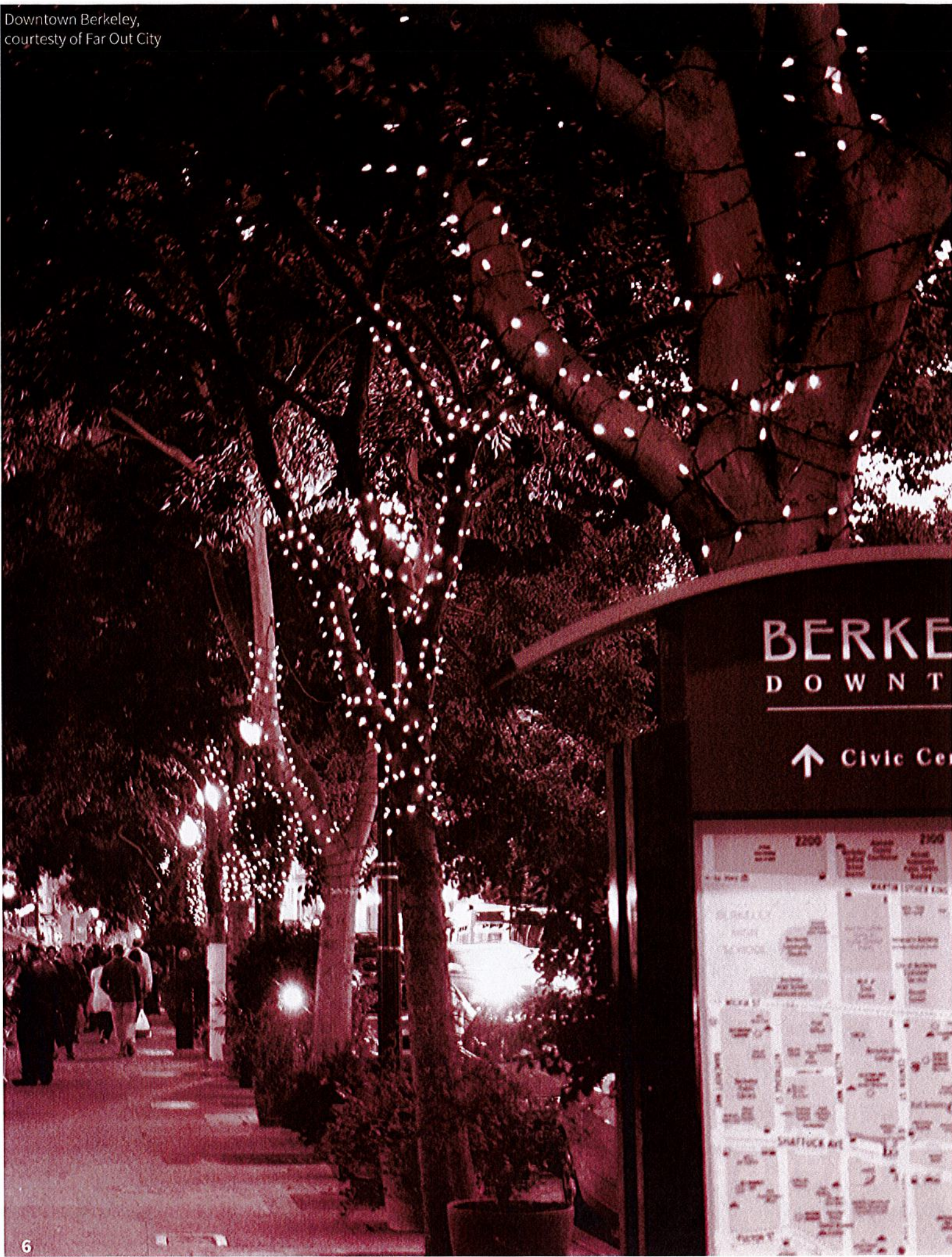
*Appendix 8* - Task Force: BerkDoT Presentation of Scientific Survey

*Appendix 9* - Task Force: BerkDoT Survey Results

*Appendix 10* - Data Analysis of the City of Berkeley's Police Response

*Appendix 11* - Reimagining Public Safety Budget Analysis







# 01



## Executive Summary



## City Leadership

On July 14, 2020, City Council adopted an omnibus package to reimagine public safety and policing in the City of Berkeley. The omnibus package consisted of numerous elements including, but not limited to the following:

- Having the City Auditor perform an analysis of City's emergency 9-1-1 calls-for-service and responses, as well as analysis of the Berkeley Police Department's (BPD) budget.
- Analyzing and developing a pilot program to re-assign non-criminal police service calls to a Specialized Care Unit.
- Creating plans and protocols for calls for service to be routed and assigned to alternative preferred responding entities and consider placing dispatch in the Fire Department or elsewhere outside the Police Department.
- Analyzing litigation outcomes and exposure for city departments in order to guide the creation of City policy to reduce the impact of settlements on the General Fund.
- Engaging a qualified firm(s) or individual(s) to lead a robust, inclusive, and transparent community engagement process with the goal of achieving a new and transformative model of positive, equitable and community-centered safety for Berkeley.
- Pursuing the creation of a Berkeley Department of Transportation ("BerKDOT") to ensure a racial justice lens in traffic enforcement and the development of transportation policy, programs and infrastructure, and identify and implement approaches to reduce and/or eliminate the practice of pretextual stops based on minor traffic violations.

Subsequent to the adoption of the omnibus package, the City established a multi-department working group to oversee and implement various components of the package.

The working group consists of the following:

- City Manager
- Deputy City Managers
- City Attorney
- Fire Chief
- Health, Housing and Community Services (HHCS) Director
- Human Resources Director
- Police Chief
- Public Works Director

Monthly meetings were established and an organizational structure was developed that enabled the City of Berkeley to advance the various referrals in the omnibus package at the same time. The work to support the omnibus package was organized in the following manner:

- **HHCS Director Lisa Warhuus**, led the work to develop a **Specialized Care Unit** pilot program.
- **Fire Chief Abe Roman**, led the work to develop a plan for **Priority Dispatching**.
- **City Attorney Farimah Brown**, is managing the analysis of **litigation claims and settlements**.
- The **Public Safety / Police Re-Imagining and community engagement process** was led by **Deputy City Manager David White** until September 2021 and then **Deputy City Manager LaTanya Bellow** from September 2021 forward. Both Deputies, and **Senior Management Analyst Shamika Cole** supported the City Manager by providing overall project management support to the team.
- **BerKDOT** was led by **Public Works Director Liam Garland**.



## Public Safety and Police Reimagining Community Engagement

On December 15, 2020, the City Council authorized the City Manager to enter into a contract with the **National Institute for Criminal Justice Reform (NICJR)** to conduct research, analysis, and use its expertise to develop reports and recommendations for community safety and police reform as well as plan, develop, and lead an inclusive and transparent community engagement process to help the City achieve a new and transformative model of positive, equitable and community-centered safety for Berkeley.

City staff from the City Manager's Office met regularly with NICJR to discuss project deliverables under their scope of work, prepare for Task Force meetings, review timelines and coordinate their work with other parallel efforts in the City surrounding reimagining public safety. NICJR collaborated and coordinated with the City Auditor on the calls for-service analysis to make progress on their report addressing new and emerging models of community safety and policing.

Interim Police Chief Louis and the Police Department staff presented to the Task Force on several occasions discussing the Police Department's budget, along with an overview of Patrol Operations, the Field Training Program, Civilian Oversight of the Police Department and the disciplinary process. In addition, the Police Department invited Task Force members to participate in ride-a-longs with Police Officers and sit in the communications center to observe dispatchers. Many Task Force members participated in these activities that resulted in deeper knowledge of Police Department operations.

Lastly, to ensure the highest level of transparency, staff from the City Manager's Office has supported deep community engagement and outreach, coordinated public meetings, published meeting minutes and agendas, managed email submissions from the Task Force and the community and posted full video recordings of each session on the City's website at: <https://www.cityofberkeley.info/RIPST.aspx>.





## Staff Participation

Beginning in late 2020, staff convened a series of meetings and developed an organizational structure to advance the various referrals in the omnibus package at the same time. Our work to coordinate overall project support and lead the work included the following:

## Community Engagement

On July 14, 2020, the City Council adopted [Item 18c](#)<sup>1</sup> (“Referral to City Manager to Re-imagine Policing Approaches to Public Safety Using a Process of Robust Community Engagement, to Develop a Path Forward to Transforming Public Safety and Policing in Berkeley”); **see Appendix 1**) and [Item 18d](#)<sup>2</sup> (“Transform Community Safety and Initiate a Robust Community Engagement Process”); **see Appendix 2**), which directs the City Manager to engage a qualified firm(s) or individual(s) to lead a robust, inclusive, and transparent community engagement process with the goal of achieving a new and transformative model of positive, equitable and community-centered safety for Berkeley.

Immediately following the adoption of the legislative package by City Council, on September 8, 2020, the City issued a Request for Proposal to solicit proposals from firms and/or individuals to plan, develop, and lead an inclusive and transparent community

<sup>1</sup> [https://www.cityofberkeley.info/uploadedFiles/Clerk/Level\\_3\\_-\\_Commissions/2020-07-14%20Item%2018c%20Referral%20to%20City%20Manager%20to%20Re-imagine%20Policing%20Approaches%20to%20Public%20Safety.pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_Commissions/2020-07-14%20Item%2018c%20Referral%20to%20City%20Manager%20to%20Re-imagine%20Policing%20Approaches%20to%20Public%20Safety.pdf)

<sup>2</sup> [https://www.cityofberkeley.info/uploadedFiles/Clerk/Level\\_3\\_-\\_Commissions/2020-07-14%20Item%2018d%20Transform%20Community%20Safety.pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_Commissions/2020-07-14%20Item%2018d%20Transform%20Community%20Safety.pdf)

engagement process and support the City in achieving a new paradigm of public safety in Berkeley. The City received a total of six (6) proposals that were deemed to be complete and met the submittal requirements.

In order to ensure a thorough review of the proposals, staff from the City Manager’s Office convened a team that consisted of thirteen (13) individuals: six (6) city staff and seven (7) members of the community and other stakeholders. The following outlines the individuals that reviewed the proposals:

Elana Auerbach	LaTanya Bellow
Farimah Brown	Kitty Calavita
Shamika Cole	Lupe Gallegos-Diaz
Alecia Harger	Kathy Lee
Emily Murphy	Andrea Pritchett
Kevin Schofield	Marc Staton
David White	

As summarized in regular [updates](#)<sup>3</sup> provided to the City Council, the proposal review team met on three (3) occasions. At the first meeting, the City’s Manager’s Office organized the team in discussing the proposals that were submitted to the City and ultimately selected four (4) out of the six (6) teams to be interviewed. At the second meeting, staff from the City Manager’s Office convened a proposal review team to discuss the format of the interviews and develop a set of questions for teams invited to advance to the interview phase. Staff organized the third and final meeting with the proposal review team to conduct interviews on the zoom platform, rank the teams, and discuss perceived “Strengths” and “Concerns”. The City Manager interviewed the top two firms on November 20, 2020. The National Institute for Criminal Justice Reform was selected based on the strength of its team, subject matter expertise, familiarity with the City, and robust community engagement background. The contract was fully executed on January 22, 2021.

<sup>3</sup> <https://www.cityofberkeley.info/off-agenda-memos/>



## Reimagining Public Safety Task Force

City staff worked with the Mayor and City Council on implementing the Reimagining Public Safety Task Force. Subsequent to the adopted Item 18 [Revisions to Enabling Legislation for Reimagining Public Safety Task Force](#)<sup>4</sup> see Appendix 3, an application for the Task Force was developed, and a press release was prepared to notify the community of the application. Once the City Manager's Office received all seventeen (17) appointments to the Task Force, Staff worked to prepare a meeting schedule and coordinate with the National Institute for Criminal Justice Reform. The first meeting of the Reimagining Public Safety Task Force occurred on February 18, 2021. At this meeting, the Reimagining Public Safety Task Force established a regular meeting schedule on the 2nd Thursday of each month. City staff worked very closely with the Reimagining Public Safety Task Force and other key stakeholders early on to collaboratively reach the diverse populations in Berkeley.

City Staff facilitated approximately nineteen (19) Task Force meetings ranging from 2.5–5.5 hours in length with an average of sixty (60) attendees, including City Staff, Task Force Members, consultants, residents, and interested parties. In addition staff accommodated requests from Task Members to convene additional meetings as needed to meet the goals and objectives of their work related to the July 14, 2020 Omnibus packaged adopted by City Council. A Reimagining Public Safety Task Force [website](#)<sup>5</sup> was created to provide community and key stakeholders access to information.

<sup>4</sup> [https://www.cityofberkeley.info/uploadedFiles/Clerk/Level\\_3\\_-\\_Commissions/2021-01-19%20Item%2018%20Revisions%20to%20Enabling%20Legislation%20for%20Reimagining.pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_Commissions/2021-01-19%20Item%2018%20Revisions%20to%20Enabling%20Legislation%20for%20Reimagining.pdf)

<sup>5</sup> <https://www.cityofberkeley.info/RIPST.aspx>

## Task Force Coordination

The Task Force served as the hub for a broad, deep and representative process. They uplifted the community's input into a new positive, equitable, anti-racist system of community safety. Staff from the City Manager's Office set up 1-hr meetings on a bi-weekly basis with the Chair and the Vice-Chair of the Reimagining Public Safety Task Force to align the multiple forms of participation the Task Force was managing, support guest presentations on the agenda and provide a dedicated space to honor and respect feedback from the Task Force around meeting facilitation and support. Concurrent with this effort, staff participated in over twenty-six (26) meetings.

## Interdepartmental Coordination

City leadership took concerted action to immediately address the multiple components adopted in the City of Berkeley's Reimagining Public Safety Initiative. Staff comprising of the City Manager; Deputy City Managers; City Attorneys; Fire Chief; Health, Housing and Community Services (HHCS) Director; Human Resources Director; Police Chief; Public Works Director and a Senior Management Analyst met weekly as an interdepartmental team to organize parallel efforts and to discuss how best to consult with various stakeholders regularly and utilize consultants to apply lessons learned from other contexts. The internal working group participated in approximately fifty (50) meetings to strategize, analyze reports, review budgets and staffing and prepare recommendations that were responsive and in alignment with council direction activities and respond to referrals set forth by the omnibus package.



## City Auditor

The elected City Auditor performed analysis of the City's emergency 9-1-1 calls-for-service and responses, as well as analysis of the Berkeley Police Department's (BPD) budget. City staff met with the City Auditor to collaborate and respond to questions. The City Auditor presented the results of the calls-for-service analysis to the Reimagining Public Safety Task Force at its April 29, 2021 meeting.

## National Institute for Criminal Justice Reform (NICJR)

The National Institute for Criminal Justice Reform (NICJR) was selected to conduct the work in partnership with Bright Research Group, which led the community engagement. City staff from the City Manager's Office convened bi-weekly meetings with the to facilitate project direction and oversight of contract deliverables, in addition to support and preparation for Task Force Meetings. These collaborative efforts resulted in over eighteen (18) meetings throughout the work plan.

City Manager's Office Coordination and Meeting Schedule	
Meeting Type	# of Participants
Internal Working Group Coordination	43
National Institute for Criminal Justice Reform Coordination	18
Reimagining Public Safety Task Force Meetings	19
Reimagining Public Safety Coordination Meetings	26
Community Engagement	12

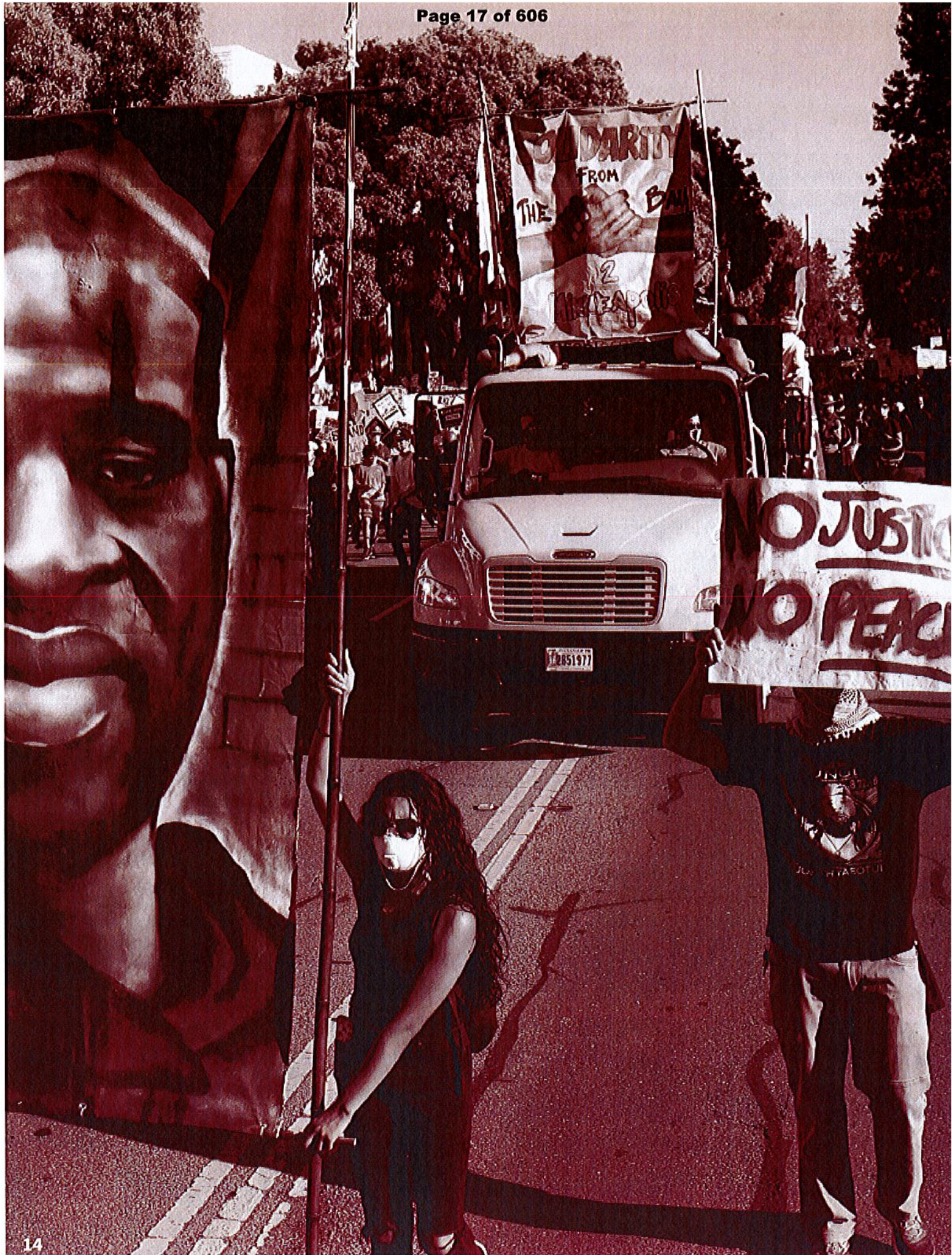














# 02



## Background



# Specialized Care Unit

The Berkeley Mental Health Commission and other community stakeholders have long advocated for the need for a 24/7 crisis care program and the need to reduce the role of law enforcement in crisis response. In January of 2020, the Mental Health Division released an RFP to evaluate the current mental health crisis system in Berkeley. After a robust process, Resource Development Associates (RDA) was selected as the vendor.

On July 14, 2020, City Council directed the City Manager to develop a Specialized Care Unit (SCU) pilot, consisting of trained crisis-response field workers who would respond to behavioral health crisis occurrences that do not pose an imminent threat to safety without the involvement of law enforcement. The action by City Council is aligned with the original scope RDA was selected to implement, but required a deeper community process, more extensive data gathering, and alignment with the other Omnibus efforts. Consequently, with input from the proposal review team and community advocates, RDA was awarded funds to expand their scope.

To oversee and advise RDA in completing its scope of work, the City formed an SCU Steering Committee consisting of representatives from the Health, Housing, and Community Services Department, the Berkeley Fire Department, appointees of the Mental Health Commission, and community representatives from the Berkeley Community Safety Coalition. The Steering Committee met regularly during the period of January 2021 through January 2022, and advised on RDA's completion of three critical reports.

The first report, [City of Berkeley Crisis Response Models Report](#)<sup>1</sup> (see Appendix 4), provides detailed information about thirty-seven (37) alternative crisis response models that have been implemented in the United States and internationally. The second report, [City of Berkeley Mental Health Crisis Response Services and Stakeholder Perspectives Report](#)<sup>2</sup> (see Appendix 5), provides information about Berkeley's current crisis response system and also summarizes stakeholder perspectives gathered through a deep community engagement process conducted by RDA, in which input was gathered from utilizers of Berkeley's crisis response services, local community-based organizations (CBOs), local community leaders, and City of Berkeley and Alameda County agencies. RDA's third and final report, [City of Berkeley Specialized Care Unit Crisis Response Recommendations](#)<sup>3</sup> (see Appendix 6), utilized information gathered in completing the first two reports and makes specific recommendations for an SCU model for Berkeley.

## Recommendations

These recommendations are organized in the following thematic areas:

### The SCU Mobile Team

1. The SCU should respond to mental health crises and substance use emergencies without a police co-response.
2. The SCU should operate 24/7.
3. Staff a three-person SCU mobile team to respond to mental health and substance use emergencies.
4. Equip the SCU mobile team with vans.
5. The SCU mobile team should provide

<sup>1</sup> [https://www.cityofberkeley.info/uploadedFiles/Clerk/Level\\_3\\_-\\_Commissions/Berkeley-HHCSU\\_SCU\\_Crisis-Response-Models-Report\\_FINAL.pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_Commissions/Berkeley-HHCSU_SCU_Crisis-Response-Models-Report_FINAL.pdf)

<sup>2</sup> [https://www.cityofberkeley.info/uploadedFiles/Clerk/Level\\_3\\_-\\_Commissions/Berkeley-SCU\\_Current-State-Report\\_FINAL.pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_Commissions/Berkeley-SCU_Current-State-Report_FINAL.pdf)

<sup>3</sup> [https://www.cityofberkeley.info/uploadedFiles/Clerk/Level\\_3\\_-\\_Commissions/Berkeley-MH-SCU\\_Final-Recommendations\\_FINAL.pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_Commissions/Berkeley-MH-SCU_Final-Recommendations_FINAL.pdf)



transport to a variety of locations.

6. Equip the SCU mobile team with supplies to meet the array of clients' needs.
7. Clearly distinguish the SCU from the Mobile Crisis Team.

### **Assessing the SCU Crisis Response: Dispatch & Alternative Phone Number**

8. Participate in the Dispatch assessment and planning process to prepare for future integration.
9. Ensure the community has a 24/7 live phone line to access the SCU.
10. Plan for embedding a mental health or behavioral health clinician into Dispatch to support triage and SCU deployment.

### **Implement a Comprehensive 24/7 Mental Health Crisis Response Model**

11. Fully staff a comprehensive model to ensure the success of the SCU mobile team, including supervisory and administrative support.
12. Operate one SCU mobile team per shift for three 10-hour shifts.
13. SCU staff and Dispatch personnel should travel to alternative crisis programs for in-person observation and training.
14. Prepare the SCU mobile team with training.

### **Administration and Evaluation**

15. Contract the SCU model to a CBO.
16. Integrate the SCU into existing data systems.
17. Collect and publish mental health crisis response data publicly on Berkeley's Open Data Portal.

18. Implement care coordination case management meetings for crisis service providers.
19. Implement centralized coordination and leadership across city agencies to support the success of mental health crisis response.
20. Continue the existing SCU Steering Committee as an advisory body.
21. Solicit ongoing community input and feedback.
22. Adopt a rapid monitoring, assessment, and learning process.
23. Conduct a formal annual evaluation.

### **Promoting Public Awareness**

24. Launch a public awareness campaign to promote community awareness and education about the SCU.
25. The SCU mobile team should conduct outreach and build relationships with potential service utilizers.

Following completion of RDA's final report, the SCU Steering Committee held detailed discussions and further analyzed each category of recommendations. The purpose of these discussions was to establish where there was broad agreement among steering committee members and where individual members differed, and also to add additional considerations where needed. While there was strong agreement among steering committee members with most of RDA's recommendations, there were some nuances and additional considerations that should be considered as part of SCU implementation. The Steering Committee's analysis was submitted as an Information Item on the March 10, 2021 Special meeting on Reimagining Public Safety.



# Priority Dispatch

The City of Berkeley provides 24/7 dispatch services for police, fire, emergency medical service (EMS), and the Mobile Crisis Team. Every EMS call for service receives a suppression company and paramedic ambulance. Suppression companies are dispatched because they are strategically located throughout the City to minimize response time and can arrive on scene first to begin lifesaving advance life support (ALS) care. The City of Berkeley does not currently utilize a prioritized or criteria based dispatching model. The adoption of a new model would allow the Fire department to triage calls for service using standardized

questioning and call categorization. The major focus is to reduce response time (the time between the receipt of a call at the dispatch center and the arrival of the first emergency response vehicle at the scene) by placing the ambulances in optimal locations.

As part of the reimagining public safety process, the City Council authorized the City Manager to enter into a contract with Federal Engineering (FE) to conduct an analysis of the staffing, infrastructure, and technology needs of the Berkeley 9-1-1 Communication Center and create a project plan to implement an accredited emergency medical dispatch system based on industry standards. Federal Engineering’s scope of work also includes an analysis of adding behavioral health dispatch capabilities to the Communication Center.



Possible Priority Dispatch Models		
Models Considered	Pros	Cons
Current Model	Simplicity, easier staffing	Inefficient, delays for callers, expansive resources sent to call
Criteria Based Dispatch	Affordable, flexible, trusts well-trained dispatchers	Non-standard, not used by neighboring agencies
Medical Priority Dispatch System	Standard System, Used by neighboring agencies	Expensive licensing, inflexible, heavily scripted

*The recommended dispatch model will lead to a community and policy discussion about the resources that should be deployed to calls received by the Communications Center.*



# BerkDOT

The BerkDOT component of the Public Safety Reimagining process involved input from the Transportation Commission, Public Works Commission, and Public Safety Reimagining Task Force; public speakers at the Commission and Task Force meetings; 650 respondents to a scientific survey and three separate listening sessions with high school students of color, college and university students of color, and religious minority groups of color; and director-level interviews with Transportation and Public Works departments in Los Angeles, Minneapolis, Oakland, Denver, Ft. Collins, and Cambridge. Regular reports on BerkDOT were provided to the Transportation Commission on June 17, 2021, September 6, 2021, October 21, 2021, November 18, 2021, January 20, 2022, and February 17, 2022.

To ensure staff were connecting with the most up-to-date information nationwide and engaging in an equitable, thorough public process, staff secured consulting support from **Fehr & Peers, Equitable Cities, and EMC Research** at a cost of approximately \$175,000. This work produced an 18-page report supplied to the [Task Force](#)<sup>4</sup> (see [Appendices 7, 8, and 9](#)), and results from both a scientific opinion survey and focus groups.

## Findings

Staff and the consulting team reviewed the City of Berkeley's current Public Works Department and existing Public Works and Departments of Transportation nationwide.

<sup>4</sup> [https://www.cityofberkeley.info/uploadedFiles/Clerk/Level\\_3\\_-\\_Commissions/Reimagining-Public-Safety-Task-Force%205-19%20Meeting%20Packet%20\(rev\).pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_Commissions/Reimagining-Public-Safety-Task-Force%205-19%20Meeting%20Packet%20(rev).pdf)

## The review found:

- **Few cities of Berkeley's size have a stand-alone Division of Transportation (DOT).** Berkeley's existing Division of Transportation (BerkDOT) has more breadth of transportation functions assigned to it than comparable cities of its size.
- **Berkeley could choose to** begin a full, stand-alone Department of Transportation (BerkDOT), remake the existing Public Works Department into a Department of Transportation and Infrastructure (BerkDOTI), have Public Works' Division of Transportation become BerkDOT, or take a phased approach to a BerkDOTI or stand-alone BerkDOT.
- **Berkeley's Public Works Department and BerkDOT had been promoting racial justice and equity** within their programs and projects, **but more was needed.**
- **Creating a new Department of Transportation made the most sense** if the City's existing transportation plans and policies lacked the right vision.
- **While there were opportunities** with a new Department of Transportation, **there were also costs** of at least \$750,000 per year, **risks** in implementation, and **logistical challenges.**
- **Shifting transportation functions** between Police and a Department (or Division) of Transportation ranged from straight forward (e.g., crossing guards) to difficult (e.g., parking enforcement officers).
- **Civilian traffic enforcement faced significant obstacles** from state law.

## Public Survey and Listening Sessions

This project included a first-of-its-kind, city-led survey on the intersection of race, mobility, and traffic enforcement. From September 20–28, 2021, EMC Research administered a scientific survey to 630 residents of the City of Berkeley using a combination of telephone and online administration. All survey modes were offered in English and Spanish.



### The survey found the following:

- Residents of Berkeley, regardless of identity or personal experience, are supportive of the idea of **shifting traffic enforcement, including routine traffic stops, away from police officers and to specially trained city employees**
- **Self-identified Black and Hispanic residents report both higher concern about police treatment and more negative experiences** than those who do not identify as Black or Hispanic
- **A majority of residents across gender, age, and racial lines acknowledge the role race can play in interactions with the police,** with Black residents particularly aware
- **Women are more likely than others to rate the safety of getting around Berkeley negatively**
- There is consensus across demographic subgroups that **allocating more transportation money to historically underfunded neighborhoods is desirable**

The survey included 550 interviews with a random, representative sample of adult Berkeley residents, and additional interviews to ensure a minimum of 100 interviews with both Black and Latinx residents.

(The maximum margin of error for the citywide sample was +/- 4.2 percentage points, and the maximum margin of error for the Black and Hispanic sample was +/- 9.8 percentage points.)

### Listening Session Findings

**Equitable Cities** conducted three separate listening sessions in October and November 2021 with high school students of color, college and university students of color, and religious minority groups of color.

The listening sessions involved twenty (20) participants, and each participant received a \$50 e-gift card at the completion of each session.

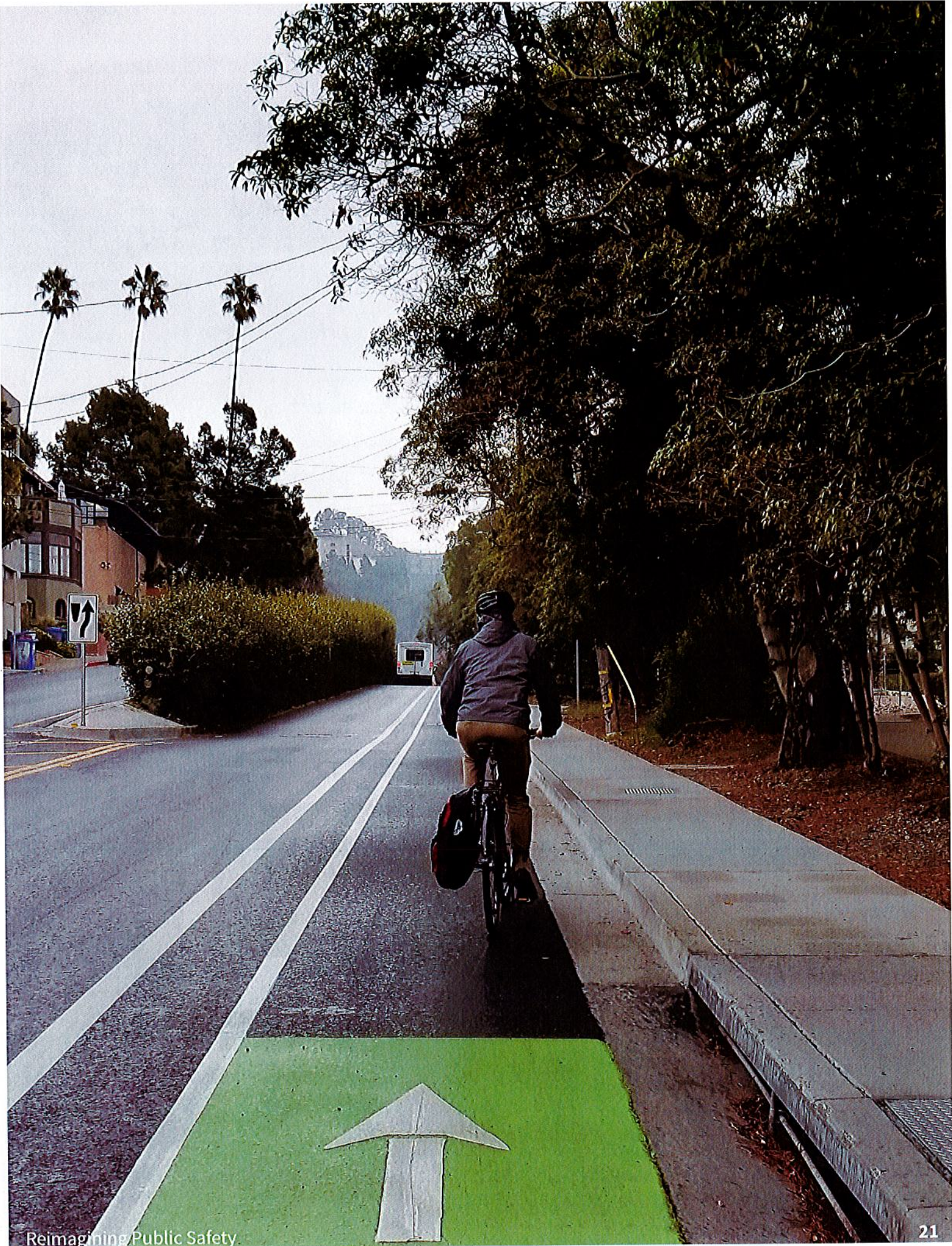
A detailed questionnaire was used to facilitate discussions in all three listening sessions, focusing on key questions and topics such as:

- Favorite and least favorite places to visit in the City
- Transportation infrastructure
- Mobility challenges
- Unsafe and unwelcoming places and people
- Police
- Policy and funding decisions
- Alternatives for traffic enforcement
- Improved access and mobility

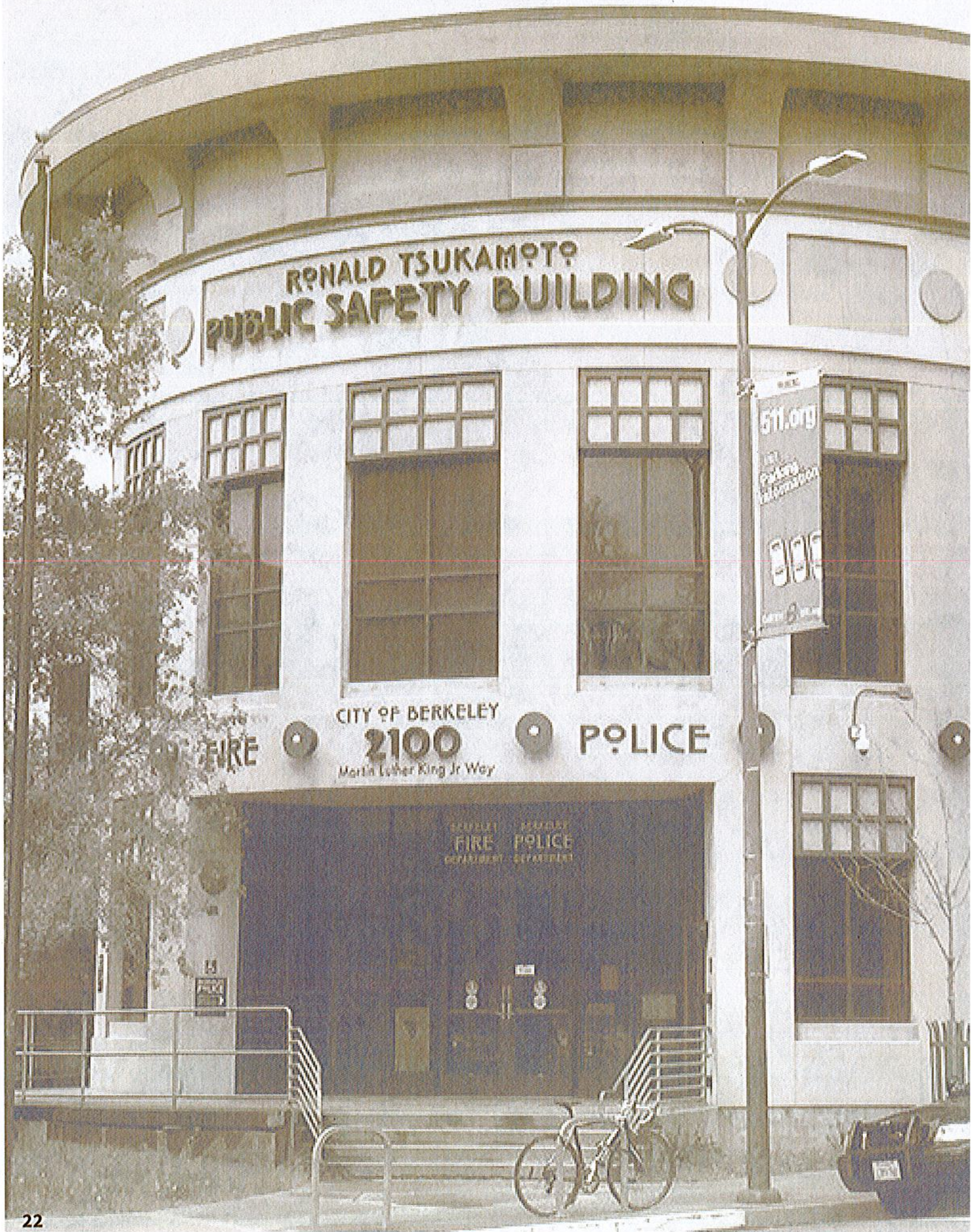
### These listening sessions found the following:

- Most participants from all three groups mentioned the **Berkeley Marina** and the **Rose Garden** as their favorite places to visit within the City.
- Most participants from all three groups mentioned **Telegraph, Berkeley High, and Downtown Berkeley** as their least favorite places to visit within the City, in part due to feeling uncomfortable and unwelcomed on crowded streets and/or because of the unhoused and encampments.
- **Most of the participants favorably viewed the existing transportation infrastructure** within the City, including the existing bike and pedestrian infrastructure, **with the exception of participants in the high school listening session.**
- **The overwhelming majority of the concerns around feeling unsafe and unwelcome in the City were shared by the female participants** in all three listening sessions, as compared to the male participants.
- **The overwhelming majority of participants thought it was a good idea for the City to consider moving traffic enforcement responsibilities away from police officers and instead assign these responsibilities to a specialized set of city employees who would not carry weapons or have the power to detain or arrest people.**



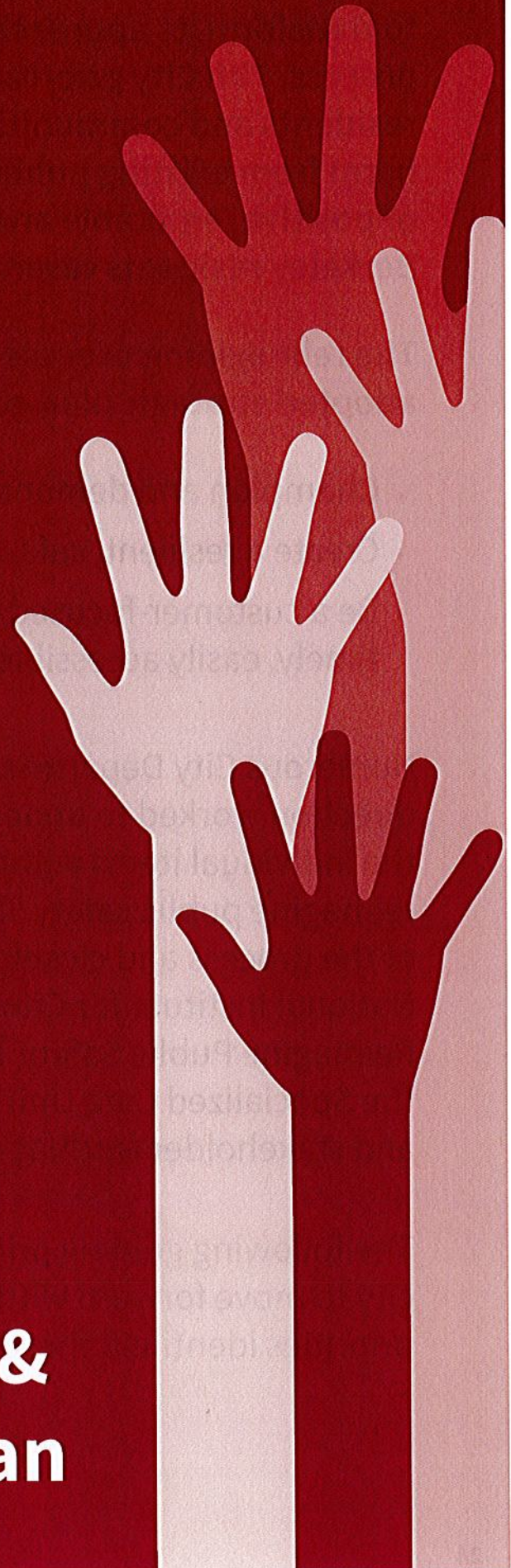








# 03



## Recommendations & Implementation Plan



In July of 2020, the City of Berkeley made a historic commitment to transform its approach to public safety through a reimagining process. The City prioritized the input and experiences of those residents and communities that have experienced the greatest harm from existing public safety models. The stated objectives of positive, equitable and community-centered safety for all Berkeley residents resonated deeply throughout the community.

The reimagining process aligns deeply with the City of Berkeley's adopted strategic plan goals to:

- Champion and demonstrate social and racial equity
- Create a resilient, safe, connected and prepared city
- Be a customer-focused organization that provides excellent, timely, easily accessible service and information to the community

Numerous City Departments in support of the City Manager's direction worked to understand, inform, and collaborate on the individual items within the Council's omnibus package to reimagine public safety. City Staff have participated at every step of the process and closely reviewed the recommendations of the National Institute for Criminal Justice Reform, the City of Berkeley's Reimagine Public Safety Task Force, the reports generated through the Specialized Care Unit Steering Committee, and community and stakeholder feedback.

The following guiding principles provide a framework for the city to move forward with developing and implementing priorities identified through the body of this work.



# City of Berkeley Mission

Provide quality service to our diverse community; promote an accessible, safe, healthy, environmentally sound and culturally rich city; initiate innovative solutions; embrace respectful democratic participation; respond quickly and effectively to neighborhood and commercial concerns, and do so in a fiscally sound manner.



## REIMAGINE

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



## IMPROVE

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



## REINVEST

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



Implement the Specialized Care Unit Pilot using all of the recommendations of the consultant and the SCU Steering Committee as a road map<sup>RPSTF #17</sup>

Continue legislative advocacy for changes in state law to grant cities the authority for non-sworn civilian traffic enforcement, enable automated enforcement for speeding, and modify red light camera enforcement. This continues the City Council's advocacy for state law changes on these issues that started in 2021, and will help ensure the City's input in changes are ultimately adopted by the state legislature<sup>RPSTF #13, 14</sup>

In the FY 2023 and FY 2024 Budget, move crossing guards from the Police Department's Traffic Unit to Public Works' Division of Transportation. This consolidates a transportation function into the Transportation Division and aligns this function with the Vision Zero Program<sup>RPSTF #15</sup>

Continue to plan for a civilian traffic enforcement unit, both by informing the content of state law changes to enable such a unit, and by developing an implementation plan once state law does change<sup>RPSTF #14</sup>

Review Berkeley Municipal Code for proposed changes to increase equity and racial justice in the City's existing transportation fines and fees, especially related to parking. Involve the Transportation Commission in the recommendation of such changes to City Council.<sup>RPSTF #13</sup>

Assess progress in incorporating equity, mobility, Vision 2050, and Vision Zero in transportation functions, and determine which organizational structure best matches a new or revised mission for transportation functions: a stand-alone Berkeley Department of Transportation, Department of Transportation and Infrastructure, or Division of Transportation<sup>RPSTF #14</sup>

Evaluate the Specialized Care Unit Pilot and use quantitative and qualitative data to make identified improvements<sup>RPSTF #17</sup>

Continue to partner with the SCU Steering Committee, the Mental Health Commission, and community members in implementation

Continue the consolidation of transportation-related functions in existing Public Works' Division of Transportation. Public Works has both the engineering and transportation functions reporting up through a Deputy Director, Transportation, and consolidates transportation functions within this reporting structure so that the paving planning and constructions functions both are within this Deputy Director's purview. In addition, with Council's approval, the crossing guard function will shift to this Division of Transportation in FY 2023. The dialogue with the Parking Enforcement Officers and the City's labor partners on the preferred department for the parking enforcement function will continue<sup>RPSTF #14</sup>

Approve a new Vision Zero staff position in Public Works' Division of Transportation to conduct collision analysis. This will promote the City's Vision Zero approach by boosting the City's capacity to analyze collision data collected by the Police Department, and, with Police input, propose engineering improvements at high-collision corridors and locations<sup>RPSTF #15</sup>

Continue to address disparities in traffic and other enforcement stops; and disparities in Use of Force incidents<sup>RPSTF #45; NICJR #6</sup>

Support expanding dispatch responsibility and expertise<sup>RPSTF #29, 35</sup>

Conduct regular analysis of data to ensure that departmental responses align with Fair and Impartial Policing concepts<sup>RPSTF #45</sup>  
Conduct ongoing training in support of Fair and Impartial Policing concepts<sup>RPSTF #27, 36</sup>

Develop and implement a finance strategy for long-term sustainability of the SCU<sup>RPSTF #17</sup>

Assist the Communication Center with change management and implementation of the plan. This will include considerations for design changes to the existing center, staffing alternations, initial and on-going training and assisting in the accreditation process<sup>NICJR# 1, 2; RPSTF# 16, 17, 19, 22, 29, 32, 35, 36, 37, 47, and 48</sup>



Develop BPD and Community-Based organization engagement and collaboration structures<sup>NICJR #1; RPSTF #24, 38, 42, and 47</sup>

Implement formal BPD community engagement unit<sup>RPSTF #21</sup>

Support reimagining efforts of City Departments

BPD support and assistance implementing Vision Zero goals and BERKDOT process<sup>RPSTF #14</sup>

BPD expand capacity to provide non-sworn parking enforcement and emergency traffic response<sup>NICJR #1; RPSTF #14</sup>

BPD collaborate with City Departments on redirecting enforcement responsibilities where appropriate<sup>RPSTF #14</sup>

Develop additional capabilities to address public safety goals with appropriate response level<sup>NICJR #1</sup>

Explore additional or alternate responses specifically related to traffic and bicycle safety<sup>RPSTF #13</sup>

Analyze the current dispatch center including available hardware and software, current staffing model, current level of training, existing facility, accreditation status and accreditation options, and existing quality improvement practices. Phase I includes a recommendation for a prioritized emergency fire & medical dispatch system<sup>NICJR# 1, 2; RPSTF# 16, 17, 19, 22, 29, 32, 35, 36, 37, 47, and 48</sup>



Conduct staffing assessment, including a beat study to ensure departmental staffing levels meet public safety expectations and employee health and wellness<sup>NICJR #1</sup>

Continued support of employee health and wellness; and employee training and professional development

Ensure public and employee safety through recruitment efforts aligned with adequate staffing levels and technology

Provide transparency through public facing data dashboards; and community engagement through increased information sharing<sup>NICJR #6</sup>

Build relationships with community groups to support best possible outcomes<sup>RPSTF #45</sup>

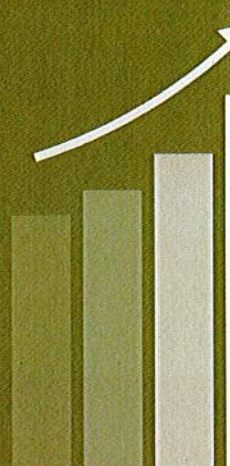
Gather data around mental illness and homelessness to support overall City responses and needs assessment

Strengthen investigation capabilities and victim support network

Expand problem-oriented teams to support community needs and address violent crime<sup>RPSTF #42</sup>

Promote traffic and pedestrian safety through data analysis, education and enforcement where appropriate<sup>RPSTF #13, 14</sup>

Create a detailed implementation plan for Priority Dispatch including timelines and critical dependencies, a budget identifying one-time and on-going costs, staffing requirements, technology needs, start up and on-going training requirements, and physical/facility improvements<sup>NICJR# 1, 2; RPSTF# 16, 17, 19, 22, 29, 32, 35, 36, 37, 47, and 48</sup>

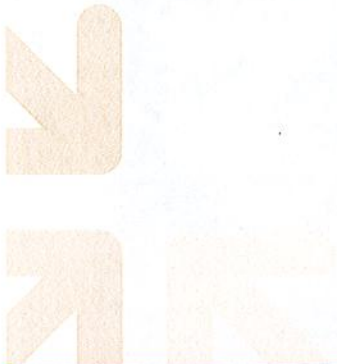






# REIMAGINE

Implement the Specialized Care Unit Pilot using all of the recommendations of the consultant and the SCU Steering Committee as a road map<sup>RPSTF #17</sup>



**12**  
MONTHS





# REIMAGINE

Continue legislative advocacy for changes in state law to grant cities the authority for non-sworn civilian traffic enforcement, enable automated enforcement for speeding, and modify red light camera enforcement. This continues the City Council’s advocacy for state law changes on these issues that started in 2021, and will help ensure the City’s input in changes are ultimately adopted by the state legislature<sup>RPSTF #13, 14</sup>

In the FY 2023 and FY 2024 Budget, move crossing guards from the Police Department’s Traffic Unit to Public Works’ Division of Transportation. This consolidates a transportation function into the Transportation Division and aligns this function with the Vision Zero Program<sup>RPSTF #15</sup>

Continue to plan for a civilian traffic enforcement unit, both by informing the content of state law changes to enable such a unit, and by developing an implementation plan once state law does change<sup>RPSTF #14</sup>

Review Berkeley Municipal Code for proposed changes to increase equity and racial justice in the City’s existing transportation fines and fees, especially related to parking. Involve the Transportation Commission in the recommendation of such changes to City Council<sup>RPSTF #13</sup>

Assess progress in incorporating equity, mobility, Vision 2050, and Vision Zero in transportation functions, and determine which organizational structure best matches a new or revised mission for transportation functions: a stand-alone Berkeley Department of Transportation, Department of Transportation and Infrastructure, or Division of Transportation<sup>RPSTF #14</sup>



**\$450K**



**18-24**

MONTHS





# REIMAGINE

Develop BPD and Community-Based organization engagement and collaboration structures<sup>NICJR #1; RPSTF #24, 38, 42, and 47</sup>

Implement formal BPD community engagement unit<sup>1; RPSTF #21</sup>

Support reimagining efforts of City Departments<sup>2</sup>

BPD support and assistance implementing Vision Zero goals and BERKDOT process

BPD expand capacity to provide non-sworn parking enforcement and emergency traffic response<sup>3; NICJR #1; RPSTF #14</sup>

BPD collaborate with City Departments on redirecting enforcement responsibilities where appropriate

Develop additional capabilities to address public safety goals with appropriate response level<sup>4; NICJR #1</sup>

Explore additional or alternate responses specifically related to traffic and bicycle safety



**\$3.1M**



**12-36**  
MONTHS

### Resources:

1. (1) Community Services Officer position  
(1) Sworn Officer position
2. (1) Project Manager position
3. (5) Parking Enforcement Officers and (1) Parking Enforcement Officer Supervisor positions
4. (9) Community Services Officers and (1) Supervising Community Services Office positions





# REIMAGINE

Analyze the current dispatch center including available hardware and software, current staffing model, current level of training, existing facility, accreditation status and accreditation options, and existing quality improvement practices. Phase I includes a recommendation for a prioritized emergency fire & medical dispatch system<sup>1</sup>; NICJR# 1, 2; RPSTF# 16, 17, 19, 22, 29, 32, 35, 36, 37, 47, and 48



\$200K



12-72  
MONTHS

### Resources:

1. For consulting support





# IMPROVE

Evaluate the Specialized Care Unit Pilot and use quantitative and qualitative data to make identified improvements<sup>RPSTF #17</sup>

Continue to partner with the SCU Steering Committee, the Mental Health Commission, and community members in implementation



12-24

MONTHS





# IMPROVE

Continue the consolidation of transportation-related functions in existing Public Works' Division of Transportation. Public Works has both the engineering and transportation functions reporting up through a Deputy Director, Transportation, and consolidates transportation functions within this reporting structure so that the paving planning and constructions functions both are within this Deputy Director's purview. In addition, with Council's approval, the crossing guard function will shift to this Division of Transportation in FY 2023. The dialogue with the Parking Enforcement Officers and the City's labor partners on the preferred department for the parking enforcement function will continue<sup>RPSTF #14</sup>

Approve a new Vision Zero staff position in Public Works' Division of Transportation to conduct collision analysis. This will promote the City's Vision Zero approach by boosting the City's capacity to analyze collision data collected by the Police Department, and, with Police input, propose engineering improvements at high-collision corridors and locations<sup>1; RPSTF #15</sup>



**\$175K**



**12-24**  
MONTHS

**Resources:**

- 1. (1) Associate Planner position





# IMPROVE

Continue to address disparities in traffic and other enforcement stops; and in Use of Force incidents<sup>RPSTF #45; NICJR #6</sup>

Support expanding dispatch responsibility and expertise<sup>1; RPSTF #29, 35</sup>

Conduct regular analysis of data to ensure that departmental responses align with Fair and Impartial Policing concepts<sup>RPSTF #45</sup>

Conduct ongoing training in support of Fair and Impartial Policing concepts<sup>3; RPSTF #27, 36</sup>

Conduct staffing assessment, including a beat study, to ensure departmental staffing levels meet public safety expectations and employee health and wellness<sup>NICJR #1</sup>

Continued support of employee health and wellness; and employee training and professional development

Ensure public and employee safety through recruitment efforts aligned with adequate staffing levels and technology



**\$3.8M**



**12-36**  
MONTHS

### Resources:

1. (1) Supervising Public Safety Dispatcher and (8) Public Safety Dispatcher II positions
2. For consulting support
3. Increased training
4. Seven (7) Sworn Officer positions





# IMPROVE

Provide transparency through public facing data dashboards; and community engagement through increased information sharing<sup>NICJR #6</sup>

Build relationships with community groups to support best possible outcomes<sup>RPSTF #45</sup>

Gather data around mental illness and homelessness to support overall City responses and needs assessment

Strengthen investigation capabilities and victim support network

Expand problem-oriented teams to support community needs and address violent crime<sup>RPSTF #42</sup>

Promote traffic and pedestrian safety through data analysis, education and enforcement where appropriate<sup>RPSTF #13, 14</sup>



**\$4.1M**



**6-36**  
MONTHS

### Resources:

- 1. Fourteen (14) Sworn Officer positions





# IMPROVE

Create a detailed implementation plan for Priority Dispatch including timelines and critical dependencies, a budget identifying one-time and on-going costs, staffing requirements, technology needs, start up and on-going training requirements, and physical/facility improvements NICJR# 1, 2; RPSTF# 16, 17, 19, 22, 29, 32, 35, 36, 37, 47, and 48

Support Reimagining efforts including grant writing services



**\$100K**



**12-72**

MONTHS

**Resources:**

- 1. For consulting support



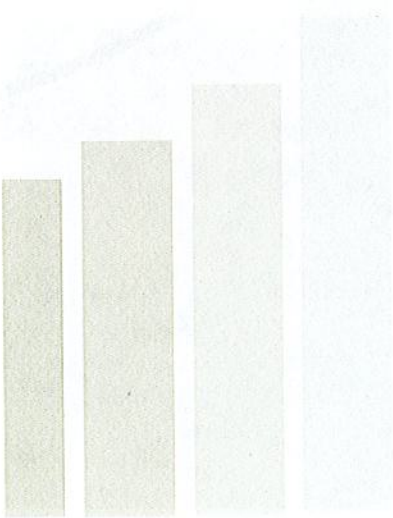


# IMPROVE

## Fair and Impartial Policing

Building off the work of the Fair and Impartial Policing task force, BPD will continue to address disparities in traffic and other enforcement stops. Throughout the Reimagine Public Safety process, the department listened and heard the community's concerns, and therefore provided specific departmental guidance on the focus for traffic enforcement. Officers have been provided data regarding primary collision factors and have been directed to enforce those violations wherever they are observed. In addition to focusing on enforcement of primary collision factor violations, sworn personnel are also expected to make investigative stops related to criminal intelligence and information brought forth by the community or our investigations. This is a work in progress that we will continue to assess through data metrics.

Also connected to important concepts identified in Fair and Impartial Policing was a need to understand and address disparities in Use of Force incidents. BPD now captures detailed stop data and force data and will regularly provide this information to the community and review and assess the data to identify if additional training, policy, or equipment is needed. Updates to the department's Early Intervention System will provide a framework and means to ensure that the department is able to recognize emerging performance issues.







# IMPROVE

## Fair and Impartial Policing, continued

Building on Fair and Impartial Policing concepts calling for regular analysis of stop, search and use of force data, BPD has established a data analyst team. A primary responsibility of that team is to analyze data and review effectiveness allowing BPD to prioritize most effective response. Long-term this program could be expanded or replicated to ensure that non-enforcement approaches have access to pertinent data and information to guide appropriate response. Identified problems tend to generate data, whether it be in the form of calls for service, crime reports, city complaints, or service requests. Careful analysis of such data from various sources will help the City to better understand the nature and extent of a problem; and thus be better equipped with the collaborative information to address it; especially with non-traditional interventions.

BPD continued training focus on racial justice issues, deescalation, specialized responses, cultural and disadvantaged community sensitivity.

Again, building of the department's efforts to implement concepts identified in the Fair and Impartial Policing recommendations, BPD will look to partner with more community-based groups to build relationships of understanding and collaboration. The department is responsible for ensuring open lines of communication so that police-civilian encounters result in the best possible outcomes. This work also includes ensuring the community understands their rights and the external and internal processes that are in place to ensure accountability.



# 12-24

MONTHS





# IMPROVE

## City Auditor

In the City of Berkeley Auditor's audit report on the City of Berkeley's Police Response CFS (Calls For Service) [Data Analysis of the City of Berkeley's Police Response](#)<sup>1</sup> (see Appendix 10), which was part of the Reimagining Public Safety omnibus package, a recommendation was made by the Auditor that BPD begin more formally collecting information on when homelessness or mental health was a component to a call for service received by the Department. Starting July 1, 2021, BPD formally began utilizing "H" homeless and "MH" mental health disposition codes when closing out any call involving a homeless person or a person with mental health issues. Officers were instructed that they were not required to ask people what their housing status is unless necessary for identification purposes. Further, unless there are mental health issues which are related to the call, they are not required to ask about a person's mental health status. Officers are expected to use their best judgment or perception in determining if a call is related to a homeless issue or someone suffering from a mental health issue. If so, they are directed to add the "H" and/or "MH" disposition to the CAD (Computer Aided Dispatch) disposition. A review of the total numbers of times "H" and "MH" has been entered as a disposition code in CFS from July 1, 2021 through December 31, 2021 revealed that of the 36,180 CFS during that time period 1,534 (4.2%) involved a person experiencing homelessness and in 1,481 (4.1%) mental health issues were a factor in the call. During this time period 3,015 total calls had associated dispositions codes of "H" and/or "MH" which represents 8.4% of the total CFS for that time. Data from January 1, 2022 through March 19, 2022 reflected similar percentages: 14,525 total CFS, 522 "H" dispositions (3.6%), 500 "MH" dispositions (3.4%) and a total count of 1,022 (7%) "H" and "MH" codes can occur in the same incident, which is why the grand total of dispositions counts is not simply a totaling of the codes. As the department moves closer to production of a public facing dashboard, this specific data will be available regularly updated there.

<sup>1</sup> [https://www.cityauditor.org/Level\\_3\\_-\\_General/Data Analysis of the City of Berkeley's Police Response.pdf](https://www.cityauditor.org/Level_3_-_General/Data%20Analysis%20of%20the%20City%20of%20Berkeley's%20Police%20Response.pdf)



# 6

MONTHS





# REINVEST

Develop and implement a finance strategy for long-term sustainability of the SCU<sup>RPSTF #17</sup>



# 12-36

MONTHS





# REINVEST

Assist the Communication Center with change management and implementation of the plan. This will include considerations for design changes to the existing center, staffing alternations, initial and on-going training and assisting in the accreditation process NICJR# 1, 2, RPSTF# 16, 17, 19, 22, 29, 32, 35, 36, 37, 47, and 48

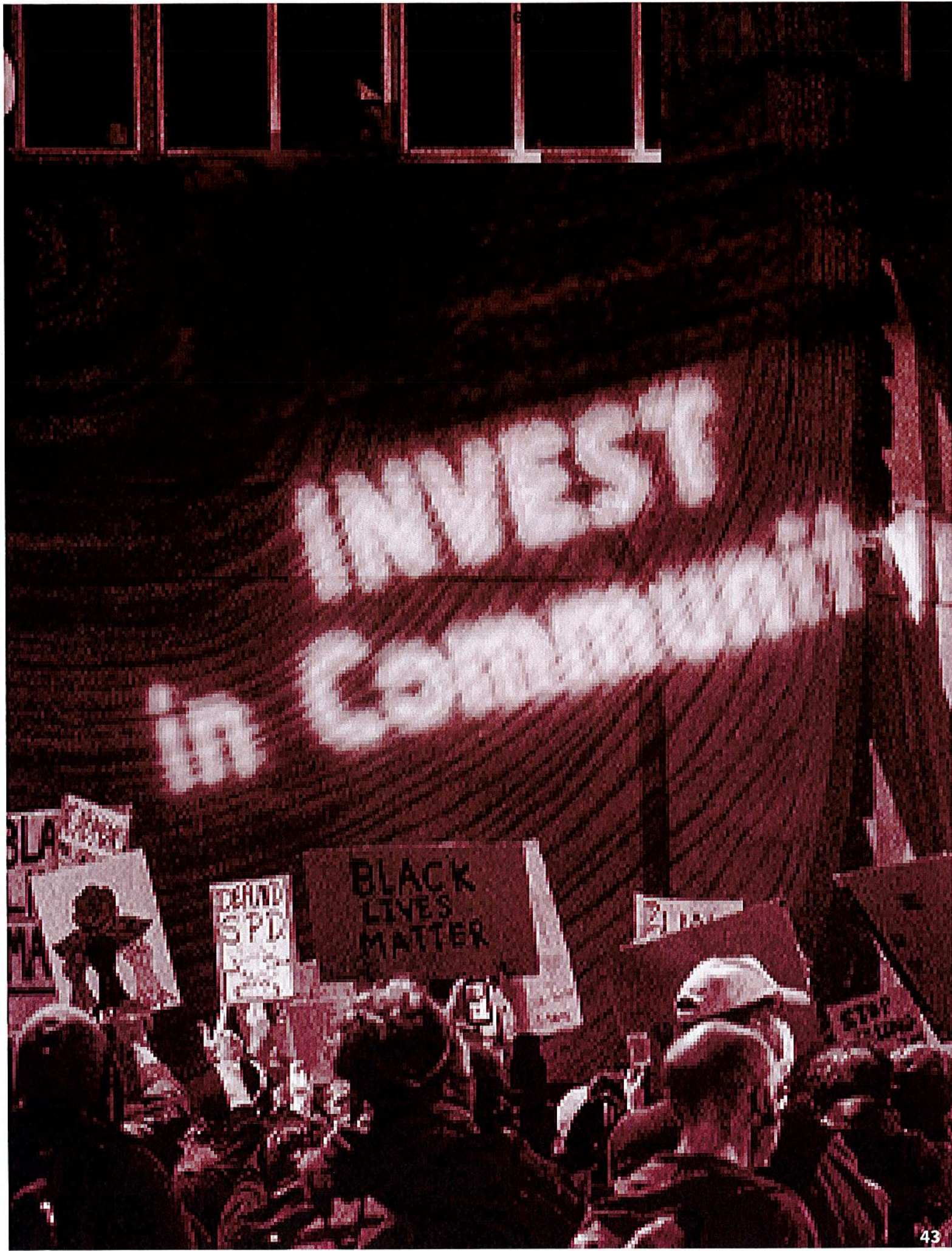


**12-72**  
MONTHS















04



**Budget**



## Reimagining Public Safety Fiscal Summary

The pathway to reimagining public safety will require transformative change, community involvement and funding to ensure we provide the most appropriate public safety resources. Many of the departments have including reimagining public safety request in their budget development in anticipation of the work. The financial information provided here is a proposed look at what the budget for this process will look like in the future. It provides for some immediate needs, while understanding this will be a multi-year process and staff will collect more experience and data following the implementation of alternative response models in order to determine actual needs, particularly around Police Department staffing levels.

While we are requesting 181 positions be utilized and remain in the Police Department, the City Manager is proposing to defer five (5) Sworn Officer positions in FY23-24 to meet the objectives of council and the community while city staff completes the following:

- 1.** Conduct a staffing analysis, which includes a beat study
- 2.** Lift Up SCU and gather data to make very good decisions based upon what we are learning
- 3.** Analyze staffing and workforce data including attrition annually
- 4.** Implement Fair and Impartial Policing
- 5.** Analyze call data and response data

The recommendation to fully fund our Police Department is in part to the items stated above and the understanding it will take years to recruit and train new officers. We will continue to see officers retire from the City that could yield the appropriate attrition needed for funding programs and initiatives for Reimagining Public Safety.



Staff have been monitoring staffing levels and have determined within the next five (5) years approximately 33% of Sworn Officers are eligible to retire. Eligible means employees who have satisfied the vesting rights for their California Public Employees Retirement Service benefit. It should be noted that the Police Department will be experiencing reduced staffing levels as referenced below:

### Current Police Staffing

The Berkeley Police Department have 24 officers who have stated their intent to retire within the next two years. Recruiting Officers is a challenge for most municipalities with many offering hiring incentives, and it takes 18 months to full train and integrate a new officer into the community. This level of attrition would render the City in a very positive position for moving forward to funding the reimagining initiative. As a result we have been monitoring our staffing levels and have determined within the next 5 years approx.. 33% could retire as they are eligible. Eligible means employees who have satisfied the vesting rights for retirement.

\*Berkeley Police Department Sworn Staff as of 4/5/22

<b>CURRENT SWORN STAFFING LEVEL*</b>	<b>156</b>
<b>Retirement Eligibility</b>	
Currently Eligible Now	15
Eligible in less than 2 years	15
Eligible in 2-5 years	21
<b>Total eligible in next 5 years</b>	<b>51</b>

### Potential Funding

The funding sources available for Reimagining Public Safety include a portion of the City’s remaining allocation of the American Rescue Plan Act Fund, General Fund, Measure P Fund and grants. The City of Berkeley has successfully received a grant for the Specialized Care Unit, and additional grant opportunities may be forthcoming. The City Manager’s Reference Guide for City Council Discussion also includes funding requests for a Project Manager to provide overall project management, a grant writer to research grant funding opportunities, additional parking enforcement positions that have the potential to generate increased revenue to offset operating costs, and Community Services Officers to support community based work and collaboration.

In addition, City Council can consider utilizing salary savings as a result of deferring five (5) Sworn Officer positions in FY23-24.



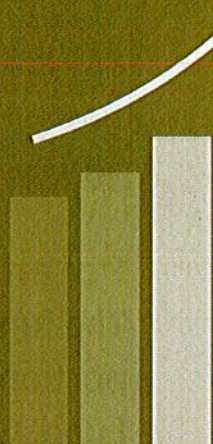
# FY23-24 Reimagining Public Safety Budget Analysis<sup>1</sup>



REIMAGINE	REQUESTED FUNDING
Consulting Services - BerkDoT, Priority Dispatch	\$ 650,000
City Staffing/Additional Positions	\$3,106,911
Sworn Officer positions (1) *deferred	(\$ 293,334)
Community Services Officer positions (10)	
Community Services Officer Supervisor positions (1)	
Parking Enforcement Officers (5)	
Parking Enforcement Officer Supervisor positions (1)	
Assistant to the City Manager positions (1)	
Specialized Care Unit (1yr Pilot Program—already budgeted)	(\$5,700,000)
Specialized Care Unit (Ongoing)	TBD
<b>Subtotal</b>	<b>\$3,756,911</b>



IMPROVE	REQUESTED FUNDING
Consulting Services - BerkDoT, Grant Writer, PD Training, PD Wellness	\$ 170,000
City Staffing/Additional Positions	\$8,275,258
Associate Planner (1)	
Public Safety Dispatcher II positions (8)	
Supervising Public Safety Dispatcher (1)	
Sworn Officer positions (7) *deferred	(\$6,453,348)
Community Services Officer positions (1)	
Training	\$ 250,000
<b>Subtotal</b>	<b>\$ 8,695,258</b>



REINVEST	REQUESTED FUNDING
City Staffing/Additional Positions	(\$293,334)
Sworn Officer positions (1) *deferred	
<b>Subtotal</b>	<b>(\$293,334)</b>



FY 23-24 TOTAL FUNDING REQUEST*	REQUESTED FUNDING
<b>TOTAL</b>	<b>\$12,452,169</b>

As part of the FY23-24 budget process, additional funding sources available to support the reimagining public safety process include the City Manager’s proposal to defer five (5) Sworn Officer positions, resulting in a \$1,600,000 net salary savings for the City.

<sup>1</sup> See Appendix 11



## Intended Purpose of Police Department Positions

SUMMARY OF CITY MANAGER'S RESPONSE	NEW RESOURCES	ESTIMATED COSTS	JUSTIFICATION	TIMELINE
Implement formal BPD community engagement unit	(1) Police Officer Salary and Benefits FY23 Budget FTE = \$293,334 (deferred)	\$293,334	BPD formalize a unit focused on revitalizing community engagement. This team will be made up of sworn and non-sworn personnel developing stronger relationships with CBO, faith-based organizations, youth groups and others. This unit will have the lead in partnering with community based organizations on violence intervention programs such as Ceasefire.	12-24 months
Implement formal BPD community engagement unit	(1) Community Services Officer Salary and Benefits FY23 Budget FTE = \$150,952	\$150,952	BPD Community Service Officers (CSO) proposed increase in staffing will support public safety goals and build non-sworn response to address responses where the call type or specific call factors indicate a sworn response is not necessary. The CSO's will be focused on community supports and other community based work being directed through other Departments or personnel such as code enforcement. BPD formalize a unit focused on revitalizing community engagement. This team will be made up of sworn and non-sworn personnel developing stronger relationships with CBO, faith-based organizations, youth groups and others. This unit will have the lead in partnering with community based organizations on violence intervention programs such as Ceasefire.	12-24 months
Develop additional capabilities to address public safety goals with appropriate response level	(9) Community Services Officer Salary and Benefits FY23 Budget FTE = \$150,952 + (1) Supervising Community Services Officer Salary and Benefits FY23 Budget FTE = \$171,466	\$1,530,037	Reimagining Public Safety(RPS) Recommendation: To develop additional capabilities to address public safety goals with appropriate response level, increase capacity for community engagement. Budgeted at mid-step with 3% COLA. Reimagining Public Safety(RPS) Recommendation: To ensure the required supervision for the additional CSO positions described above. Budgeted at mid-step with 3% COLA. BPD Community Service Officers (CSO) proposed increase in staffing will support public safety goals and build non-sworn response to address responses where the call type or specific call factors indicate a sworn response is not necessary. The CSO's will be focused on community supports and other community based work being directed through other Departments or personnel such as code enforcement.	24-36 months



## Intended Purpose of Police Department Positions (cont.)

SUMMARY OF CITY MANAGER'S RESPONSE	NEW RESOURCES	ESTIMATED COSTS	JUSTIFICATION	TIMELINE
Strengthen investigation capabilities and victim support network	(3) Police Officer Salary and Benefits FY23 Budget FTE = \$293,334 (deferred)	\$880,002	Reimagining Public Safety(RPS) Recommendation: These additional positions will address various facets of enhanced community engagement and related services to support enhanced safety through increased criminal investigation, collaboration with Community Based Organizations, and victim support.	24-30 months
Expand problem-oriented teams to support community needs and address violent crime	(10) Police Officer Salary and Benefits FY23 Budget for 1 FTE = \$293,334 (deferred)	\$2,933,340	Reimagining Public Safety(RPS) Recommendation: To develop flexible capabilities to support public safety goals through problem solving focused and data driven approaches. Building off of Bike Team success in both engagement capabilities and violent crime reduction. Budgeted at mid-step with 3% COLA	24-30 months
Promote traffic and pedestrian safety through data analysis, education and enforcement where appropriate	(1) Police Officer Salary and Benefits FY23 Budget FTE = \$293,334 (deferred)	\$293,334	To support continued efforts and partnerships with Transportation to prevent, educate, reduce, assess impact of traffic violations and collisions on community safety.	24-30 months



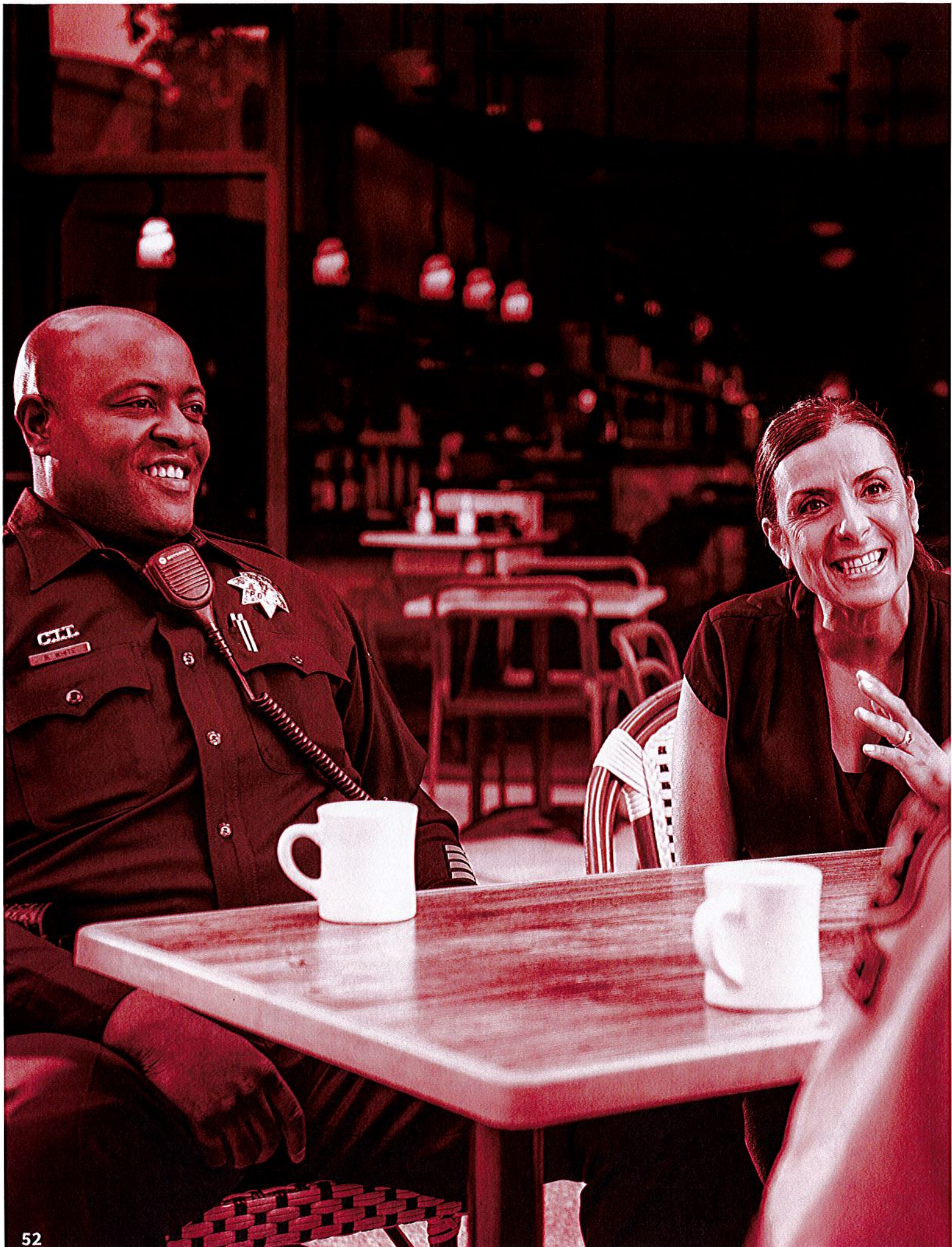
## Intended Purpose of Police Department Positions (cont.)

SUMMARY OF CITY MANAGER'S RESPONSE	NEW RESOURCES	ESTIMATED COSTS	JUSTIFICATION	TIMELINE
Ensure public and employee safety through recruitment efforts aligned with adequate staffing levels and technology	(7) Police Officer Salary and Benefits FY23 Budget FTE = \$293,334 (deferred)	\$2,053,338	Lack of adequate staffing and limitations on tools and technology can negatively impact not only overall safety, but also morale and mental health of personnel. BPD will identify and implement the necessary tools, technology and personnel levels to support these important needs. BPD will maintain focus on recruitment efforts which support a diverse workforce reflective of community values.	18-24 months
Develop and implement violence prevention programs such as Ceasefire	(1) Police Officer Salary and Benefits FY23 Budget FTE = \$293,334 (deferred)	\$293,334	Developing Community violence prevention and intervention programs can be effective in reducing violent crime and create meaningful opportunities for community members to give back. These community based organizations work with to interrupt cycles of violence and the department and crime data can be critical to the success of this work. Programs such as Ceasefire or Voices Against Violence could be supported through dedicated staff managing these efforts.	12-24 months











# 05



## Closing Remarks



# Closing Remarks

What we have learned through this process, is that the time has come for leaders, communities and public safety institutions to declare that community safety requires a broad brush of components. Those components include public health, youth programs, re-design of our current police policies and procedures, in addition to structural change to align community safety with the community we serve. While our City Council has led transformative policies to address multiple issues locally, there is still growth needed in how we deploy, engage and serve our community.

Transforming community safety in Berkeley has required deep and complex discussion, joint decisions, and shared goals with the Mayor and Council, National Institute for Criminal Justice Reform, Reimagining Public Safety Task Force, and City staff.

I am profoundly grateful for all the work that has gone into this effort. Reimagining Public Safety for Berkeley has been robust and thoughtful coordination and collaboration with many stakeholders.

The strategies and recommendations from this process all centered around increasing trust and improving the relationship between all members of the community and law enforcement. The recommendations will shape policy and practice and transform how our city provides public safety.

Going forward, we recommend taking actionable steps to further develop our efforts toward an equity-driven safety system.



**If approved by Council, we will work toward the following priorities:**

- 1.** Analyze our dispatch system to make changes that will support a system with greater triage capabilities
- 2.** Implement the Specialized Care Unit Pilot
- 3.** Implement greater BPD community engagement to build relationships with community groups
- 4.** Establish the Office of Race Equity and Diversity
- 5.** Complete a police staffing assessment and Beat structure analysis
- 6.** Continued funding supports of approximately 14.1M annually to Community Based Organizations to support programs that improve community well-being and collaboration



Our overarching goal of a reimagined public safety system including a new transformative, community-centered way is necessary but there are important matters to consider:

CHALLENGES	CERN MODEL	CONSIDERATIONS
Ongoing funding	Underdeveloped and needed additional data	Honoring our MOU's as it relates to contracting
Staffing considerations	Needs more work and components may be effective to implement as we move forward with the reimagining process	Moving Dispatch to the Fire Department
State Law to changes around traffic enforcement		Labor Issues
Timeline could be 3-5 years for full implementation of all items		Community Services Officers to be housed in Neighborhood Services

While there is more that needs to be done, we must recognize this is a journey to make meaningful change, and a commitment to continue the work and collaboration will be needed from all stakeholders. It is the marathon, not the sprint that we run today, that will dictate the race that is won. We look forward to the journey in implementing this important work.

## Thank you, From Your City Team

**Dee Williams-Ridley**  
City Manager

**Farimah Brown**  
City Attorney

**David White**  
Deputy City Manager

**LaTanya Bellow**  
Deputy City Manager

**Jen Louis**  
Interim Police Chief

**Abe Roman**  
Fire Chief

**Dr. Lisa Warhuus**  
HHCS Director

**Liam Garland**  
Public Works Director

**Shamika Cole**  
Senior Management Analyst



