Office of the City Manager

01
Special Meeting Item

ACTION CALENDAR
October 29, 2024

To: Honorable Mayor and Members of the City Council

From: Paul Buddenhagen, City Manager

Submitted by: Carianna Arredondo, Assistant to the City Manager, City Manager's Office

Subject: Reimagining Public Safety Status Report

RECOMMENDATION

1. Review and discuss the provided status report from the City Manager with the goal of demonstrating transparency and facilitating informed Council discussion towards the advancement of the Reimagining Public Safety initiative in Berkeley.

2. Provide comments on the "City of Berkeley Workload and Organizational Study of the Police Department" Citygate report, with the goal of facilitating a thorough and informed Council discussion on the report's findings and implications.

FISCAL IMPACTS OF RECOMMENDATION

The financial implications of Phase 3, as outlined in the Fall 2024 status report, primarily impact the City's General Fund and will be addressed during the budget process.

CURRENT SITUATION AND ITS EFFECTS

The Reimagining Public Safety (RPS) initiative is a Strategic Plan Priority Project, advancing Berkeley's goal of creating a resilient, safe, connected, and prepared city. This initiative is being implemented in three distinct phases, focusing on equitable and community-centered public safety transformation:

- Phase 1 (2020-2022) Community Process and Research
- Phase 2 (2022-2024) Continued Analysis and Implementation
- Phase 3 (2024-2026) Continued Implementation and Expansion

Phase 1 (2020-2022): Community Process and Research

On July 14, 2020, the City Council adopted an omnibus package to reimagine public safety and policing in Berkeley. This phase focused on engaging the community and conducting research to set the groundwork for future public safety reforms. Key actions included:

- **Community/Consultant Engagement**: Partnering with experts to develop an equitable, community-focused safety model.

- **Specialized Care Unit (SCU) Development**: Initiating a pilot program to reassign non-criminal police service calls to a Specialized Care Unit.
- **Community Crisis Response (CCR) Bridge Services**: Providing interim crisis support services while the SCU program was being developed.
- **Priority Dispatch**: Developing dispatch models to route specific calls to alternative responders, including the possibility of transitioning some functions to the Fire Department or other entities.
- **City Auditor Review**: Conducting an analysis of emergency call data and the police budget.
- **Fair and Impartial Policing**: Implementing policies to ensure fairness and equity in policing.
- **BerkDOT Development**: Planning for the creation of a Berkeley Department of Transportation (BerkDOT) to handle traffic enforcement with a focus on racial justice.
- **Violence Intervention Program**: Expanding violence prevention efforts through targeted programs.

Following the adoption of the omnibus package, a multi-departmental working group was formed to guide implementation, including representatives from the City Manager's Office, Police, Fire, HHCS, Public Works, and the City Attorney’s Office.

In January 2021, the Reimagining Public Safety Task Force was established to gather community input and provide strategic direction. The Task Force played a key role in shaping the transition to Phase 2 by integrating feedback from community members and experts.

Phase 2 (2022-2024): Continued Analysis and Implementation

Phase 2 focused on further analysis and the implementation of recommendations from Phase 1. Key components of this phase included:

- **Staffing Investments**: Funding positions in HHCS, Police, Public Works, and the City Manager’s Office to support the initiative’s priority recommendations.
- **Consultant Support**: Engaging consultants to evaluate dispatch needs, crisis response models, staffing, beat structures, and BerkDOT development.
- **Community Investments**: Directing resources toward violence prevention, mental health services, and support for individuals affected by gender-based violence.

This phase emphasized ongoing collaboration across departments and community groups to ensure that the City's goals were met. Remaining tasks from Phase 2 will be carried into Phase 3.

Phase 3 (2024-2026): Continued Implementation and Expansion

Phase 3 will continue the implementation of key public safety strategies, expanding efforts to address the community's needs and solidify reforms. Key priorities include:

- **Staffing Investments**: Continuing to support essential departments with new positions focused on diversity, equity, inclusion (DEI), Vision Zero, crisis response, and sustaining Community Service Officer (CSO) and dispatch functions.
- **Consultant Support**: Funding efforts to expand Vision Zero, increase grant assistance, and conduct public outreach and education related to the Reimagining Public Safety initiative.
- **Community Investments**: Maintaining and expanding investments in violence prevention, community engagement, mental health services, and support for individuals impacted by violence.

This phase will build on the progress made in earlier phases, ensuring the City's public safety model remains effective, efficient, and responsive to the needs of the community.

BACKGROUND

In 2020, the United States experienced a pivotal shift in the public safety dialogue, driven by events that exposed a significant erosion of trust in law enforcement, particularly within marginalized communities. The deaths of George Floyd, Breonna Taylor, and others highlighted the critical need to address systemic inequalities and to fundamentally rethink public safety principles. In response, on June 6, 2020, over 7,000 Berkeley residents marched to demand meaningful changes in law enforcement practices.

Recognizing its responsibility in this pivotal moment, the City of Berkeley embarked on an extensive initiative to Reimagine Public Safety.

The following provides a chronology of the City of Berkeley's systemic actions in its initiative to Reimagine Public Safety, and includes key dates ***and*** **context related to progress with Berkeley Police Department's Staffing Assessment**:

On July 14, 2020, the City Council passed Resolution No. 69,501-N.S., outlining a new public safety paradigm and initiating a robust community engagement process for transformative change.

On December 15, 2020, the City Council authorized the City Manager to contract with the National Institute of Criminal Justice Reform (NICJR) to conduct research, analysis, and develop reports and recommendations for community safety and police reform. This included leading an inclusive and transparent community engagement process to achieve a transformative model of positive, equitable, and community-centered safety for Berkeley.

On January 19, 2021, the City Council adopted revisions to the enabling legislation for the Reimagining Public Safety Task Force. The Task Force's work focused on providing input and making recommendations to NICJR and City Staff on a set of proposed programs, structures, and initiatives for a final report and implementation plan to guide future budget decisions.

On March 3, 2022, the City Auditor issued a report titled "Berkeley Police: Improvements Needed to Manage Overtime and Security Work for Outside Entities," recommending a study of Berkeley Police Department (BPD) staffing.

On March 10, 2022, the culmination of research analysis, and community dialogue was manifested in the comprehensive reports from NICJR, the Reimagining Public Safety Task Force, and Resource Development Associates work on the Specialized Care Unit (SCU) design. These reports provided an overview of recommended programs, structural changes, and new initiatives aimed at creating a community-centric safety paradigm, embodying the principles of *Reduce*, *Improve*, and *Reinvest*.

On April 21, 2022, the City Manager and Staff presented a report to the City Council detailing the achievements of Phase 1 of the Reimagining Public Safety initiative. This included proposals for transforming Berkeley’s police force, enhancing priority dispatch, developing BerkDOT, and establishing an SCU, alongside budget recommendations for these initiatives.

On May 5, 2022, a special council meeting led to the formal adoption of the Mayor's framework for continuing the Reimagining Public Safety initiative. This framework was the culmination of years of diligent work from community members, officials and staff. The key decisions made were as follows:

1. Refer up to $5.3 Million to the FY 2023-2024 Budget Process for staff and/or consulting services and community investments to complete the Priority Reimagining Public Safety Initiatives.
2. Direct the City Manager to prioritize over the next two years the programmatic recommendations for Phase 1 of Reimagining Implementation.
3. Direct the City Manager to initiate a design process for an innovative and comprehensive public safety agency or Department of Community Safety within the City of Berkeley administration and return with recommendations to the City Council by May 2024 to align with the FY 25-26 Biennial Budget process.
4. Except where resources may allow for expedited implementation, refer additional reforms to the FY 2025-2026 Biennial Budget.

On June 28, 2022, the City Council adopted the FY 2023-2024 City budget, which included key Tier 1 items from the Reimagining Public Safety initiative. Funding of $70,000 was also approved to assess police staffing and alternative responses.

On October 11, 2022, the City Council approved the invitation to bid on a comprehensive staffing workload and organizational study for the Berkeley Police Department.

On December 7, 2022, the City of Berkeley issued a request for proposals (RFP) to study BPD staffing and make recommendations to optimize police resources.

On June 27, 2023, the City Council authorized (Resolution No. 70,910-NS) the City Manager to execute a contract with Citygate Associates, LLC for a staffing and workload study from June 2023 to June 2024, with a contract value not to exceed $200,000.

On January 23, 2024, the City Manager and Staff delivered a detailed status update on the Reimagining Public Safety initiative, outlining its progress, the leadership team driving this effort, and the advances made in key initiatives. This update also addressed the challenges and considerations that have impacted the progress of the initiative. Additionally, a comprehensive presentation on the proposed framework for the Gun Violence Intervention and Prevention Program was presented and subsequently adopted by the City Council.

On May 14, 2024, a second update was delivered by the City Manager and staff, outlining progress on the Reimagining Public Safety initiative. This update also included budget recommendations for the FY 2025-2026 biennial budget process, which were under consideration as part of Phase 3.

On June 25, 2024, the City Council adopted the FY 2025-2026 budget, which included Tier 1, Tier 2, and Tier 3 items from the Reimagining Public Safety initiative.

On September 4, 2024, the Citygate Staffing Assessment report was completed and shared publicly. The 147-page report included 74 key findings and 54 actionable recommendations. The Berkeley Police Department's leadership team reviewed the report to assess the opportunities and challenges highlighted and to develop plans for implementation where appropriate across the department.

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS

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

RATIONALE FOR RECOMMENDATION

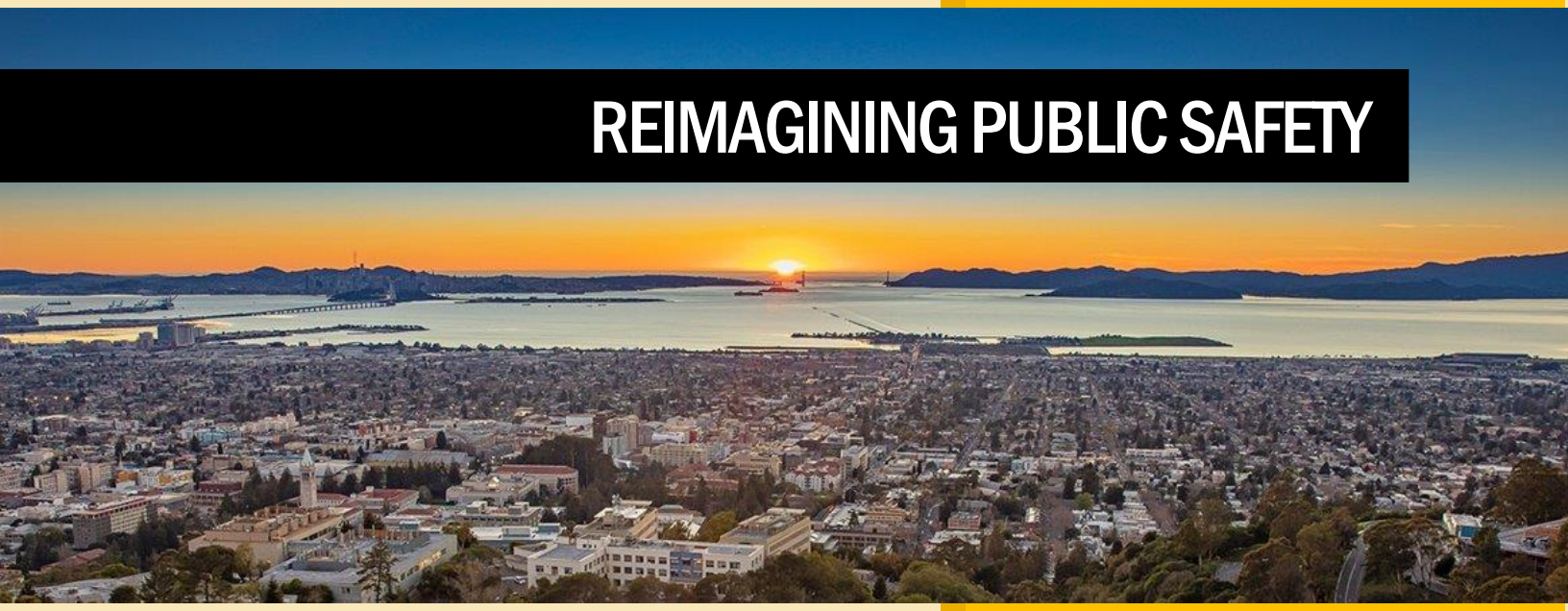
To improve transparency, provide a progress update, as well as budgetary recommendations related to the City of Berkeley’s Reimagining Public Safety efforts, based on the guidelines set forth in Resolution No. 69,501-N.S. and recommendations approved during the Special City Council meeting held on May 5, 2022.

ALTERNATIVE ACTIONS CONSIDERED
Staff does not recommend any alternative actions at this time.

CONTACT PERSON
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Attachments:
1: Reimagining Public Safety Status Update Fall 24 Report
2: Reimagining Public Safety Status Update Fall 24 Companion Appendix

REIMAGINING PUBLIC SAFETY



Status Update and Report Out

City Manager's Office

Fall 2024

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EXECUTIVE SUMMARY

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

Introduction

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

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

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

Timeline

Timeline of Events		
Date	**Milestone Description**	**References**
June 16, 2020	The "Urgency Item: Safety for All" introduced, initiating Berkeley's in-depth public safety discussions.	• Annotated Agenda
July 14, 2020	Berkeley City Council approved the Omnibus motion, committing to public safety reforms.	• See Action Calendar: Items 18a-18e • Annotated Agenda
December 15, 2020	The City of Berkeley partnered with the National Institute of Criminal Justice Reform (NICJR) to integrate expert input and community engagement.	• See Consent Calendar: Item 7 • Annotated Agenda
January 19, 2021	The Reimagining Public Safety (RPS) Task Force was established to ensure and enhance efforts, including community and stakeholder engagement.	• See Consent Calendar: Item 18 • Annotated Agenda
March 10, 2022	NICJR, the RPS Task Force, and other experts presented comprehensive public safety reports.	• See Action Calendar: Item 1-2 • Annotated Agenda
April 21, 2022	The City Manager presented a synthesis of efforts, providing an in-depth roadmap and strategic vision for Berkeley.	• See Action Calendar: Item 1 • Annotated Agenda
May 5, 2022	Council adopted the Mayor's phased plan, allocating $5.3 million for FY 2023-24 to fund staff, community investments, and consultant support to drive this initiative forward.	• See Action Calendar: Item 1a-1c • Annotated Agenda
June 28, 2022	FY 2023-24 Biennial Budget adopted, integrating RPS deliverables.	• See Action Calendar: Item 44 • Annotated Agenda
January 23, 2024	Staff delivered a presentation, after which the City Council reviewed the Fall 2023 Status Report and formally adopted the Gun Violence Intervention and Prevention Program framework.	• See Action Calendar: Item 1 • Annotated Agenda
May 14, 2024	Staff presented the Spring 2024 RPS update, outlining Phase 3 deliverables and budget priorities for FY 2025-26.	• See Action Calendar: Item 27 • Annotated Agenda
June 25, 2024	The FY 2025-26 Biennial Budget adopted with the following funding tiers: • Tier 1A: Recommended for funding in the adopted budget. • Tier 1B: Referred to FY25 AAO1. • Tier 1C: Referred to the FY26 Mid-Biennial Budget Update. • Tier 2: Recommended for funding as it becomes available (AAO1 and/or Mid-Biennial). • Tier 3: Recommended for funding as it becomes available (AAO1 and/or Mid-Biennial).	• See Action Calendar: Item 53 • Annotated Agenda

Phased Deliverables & Status Updates

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

Phased Deliverables & Status Updates

City Attorney-led Deliverable		
Deliverable	**Recommendation**	**Status Update**
Litigation Analysis	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.	**In Progress.** Initiated in **Phase 1.** The City Attorney's Offices continues to partner with departments on all Reimagining Public Safety-related efforts.

City Auditor-led Deliverable		
Deliverable	**Recommendation**	**Status Update**
City Auditor Analysis	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.	**Complete.** Initiated in **Phase 1.** The City Auditor Completed their report, Data Analysis of the City of Berkeley's Police Response, July 2, 2021.

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

Phased Deliverables & Status Updates

Fire-led Deliverable		
Deliverable	**Recommendation**	**Status Update**
Dispatch Needs Assessment (DNA)	Continue development and implementation of prioritized dispatch, request staff return with a recommended plan.	**Completed.** Initiated in **Phase 1.** BFD contracted a Dispatch Needs Assessment, and subsequent validation study on staffing. Implementation plan is underway.

Health, Housing, and Community Services-led Deliverables		
Deliverable	**Recommendation**	**Status Update**
Community Crisis Response (CCR) Bridge Services	Implement the CCR services while Specialized Care Unit stands up.	**Complete.** Initiated in **Phase 1.** Contracts with Alameda County Network of Mental Health Clients (Berkeley Drop-in Center), Options Recovery, and Women's Daytime Drop-in Center renewed/amended, the program sunset in Summer 2024.
Specialized Care Unit (SCU)	Adopt the report, "City of Berkeley Specialized Care Unit Crisis Response Recommendations by Resource Development Associates" and implement the pilot SCU.	**Complete.** Initiated in **Phase 1.** HHCS worked extensively with Resource Development (RDA), the Reimagining Public Safety Taskforce, the SCU Steering Committee, and other key community stakeholders to support with the Specialized Care Unit *development* process. The Specialized Care Unit is working towards 24/7 operations; additionally, RDA had been contracted to conduct a retrospective evaluation.
Crisis Needs Assessment	Behavioral Health, Crisis Response, and Crisis-related Services Needs and Capacity Assessments.	**In Progress.** Initiated in **Phase 2.** The SCU program evaluation contract has been amended to include RDA's crisis needs assessment, with work underway and expected completion by Spring 2025.
Respite from Gender Violence	Implement recommendations from the Reimagining Task Force relating to Gender Violence, LGBTQIA and PEERS as feasible. Provide services and housing leads for victims of Gender Violence. Request staff to work with county partners and CBOs to map the system, identify gaps, recommend how to fill them.	**In Progress.** Initiated in **Phase 2.** HHCS has hired a Community Services Specialist II to support the implementation of these recommendations, with research and stakeholder engagement currently underway.
Violence Prevention and Youth Services	Community investments for violence prevention/services programs (McGee Ave. Baptist Church and Berkeley Youth Alternatives, and Berkeley Junior Jackets).	**In Progress.** Initiated in **Phase 2.** New contracts for FY 25-26 are in progress, with impact reporting and updates to be provided through the RPS biannual reporting.
Youth Peers Mental Health Response	Youth Peers Mental Health response as proposed by the Berkeley High School student-led plan for mental health services.	**In Progress.** Initiated in **Phase 2.** Contract with BUSD initiated; wellness center opened Winter 2024, with impact reporting and updates to be provided through the RPS biannual reporting.

Phased Deliverables & Status Updates

Public Works-led Deliverables		
Deliverable	**Recommendation**	**Status Update**
Berkeley Department of Transportation (BerkDOT) Development & Implementation	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.	**In Progress.** Initiated in **Phase 1.** While the Public Works Department continues to work with stakeholders and constituents in the BerkDOT development process, progress has been slow, especially concerning legislative matters. For instance, the California SB-50 Bill supporting civilian traffic enforcement was declined on September 14, 2023. Funds have been requested for FY 26 allocation. **Project deferred, funding reallocated to existing city services and council referrals.**
Transportation Functions Consolidation	Continue consolidating transportation functions as recommended by staff.	**In Progress.** Initiated in **Phase 1.** Continued efforts are underway.
Crossing Guards Transition	Transition crossing guards from BPD to Public Works until a Department of Transportation is developed.	**Complete.** Initiated in **Phase 1.** Transition of crossing guards from BPD to Public Works until a Department of Transportation is developed is completed.
Vision Zero Coordinator (Collision Analysis)	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.	**Complete.** Initiated in **Phase 2.** The Associate Planner position supporting the Vision Zero (VZ) Program was successfully filled in October 2023. However, this position is expected to become vacant in November 2024. The recruitment process to fill this vacancy is set to begin in Fall 2024. Ongoing efforts continue on the Vision Zero Quick Build and corridor studies, which remain critical components of the city's VZ transportation improvement strategy.
Expand Downtown Streets Teams (DST)	Expand DST as placement for *low-level violations* (e.g. vehicular camping/parking and sidewalk ordinance infractions).	**In Progress.** Initiated in **Phase 2.** A contract with DST has been renewed and it has been expanded to cover additional areas; however, for the specific work to place low-level violators, the DST contract will need to be expanded to include this, thus a carryforward will be requested during AAO.
Alternatives to Sanctions/Fines Hearing Officer	Expand hearing officer resources in the City Manager's Office to provide alternative referrals to community service and social services for *parking and other infractions.*	**In Progress.** Deferred to **Phase 4.** Hearing officer resources have been expanded, but the implementation of alternatives to sanctions and fines is pending the results of the Fines & Fees analysis. **Project deferred, funding reallocated to existing city services and council referrals.**

Considerations

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

Ongoing Funding

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

Implementation Timeline

The initiative is an ambitious, multi-phase undertaking with a projected timeline of 3-5 years for full implementation. However, several budget deferrals and the adoption of a tiered funding approach in the FY 2025-26 Biennial Budget may impact the original timeline, particularly as key initiatives have been pushed to Phase 4 (FY 2027-28) or placed in lower funding tiers. Legislative changes, budget constraints, and other unforeseen challenges may further affect the timeline.

Vacancies and Attrition

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

Regulatory Compliance

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

Next Steps

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

Key Focus Areas:

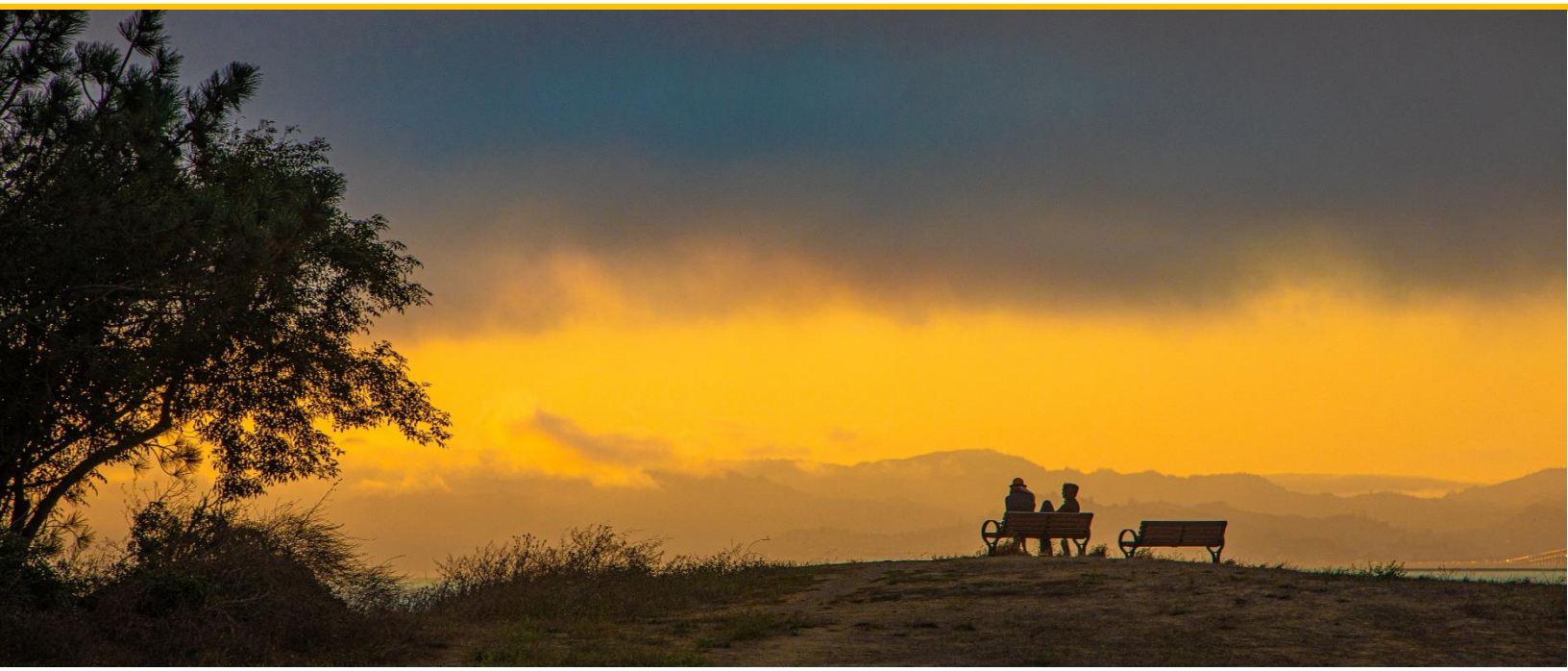
- **Staffing:** Addressing shortages through the Employer of Choice (EOC) initiative is critical for maintaining momentum in key public safety departments and ensuring alignment with City Council goals.
- **Consultant Expertise:** Engaging field experts will help refine strategies, providing data-driven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

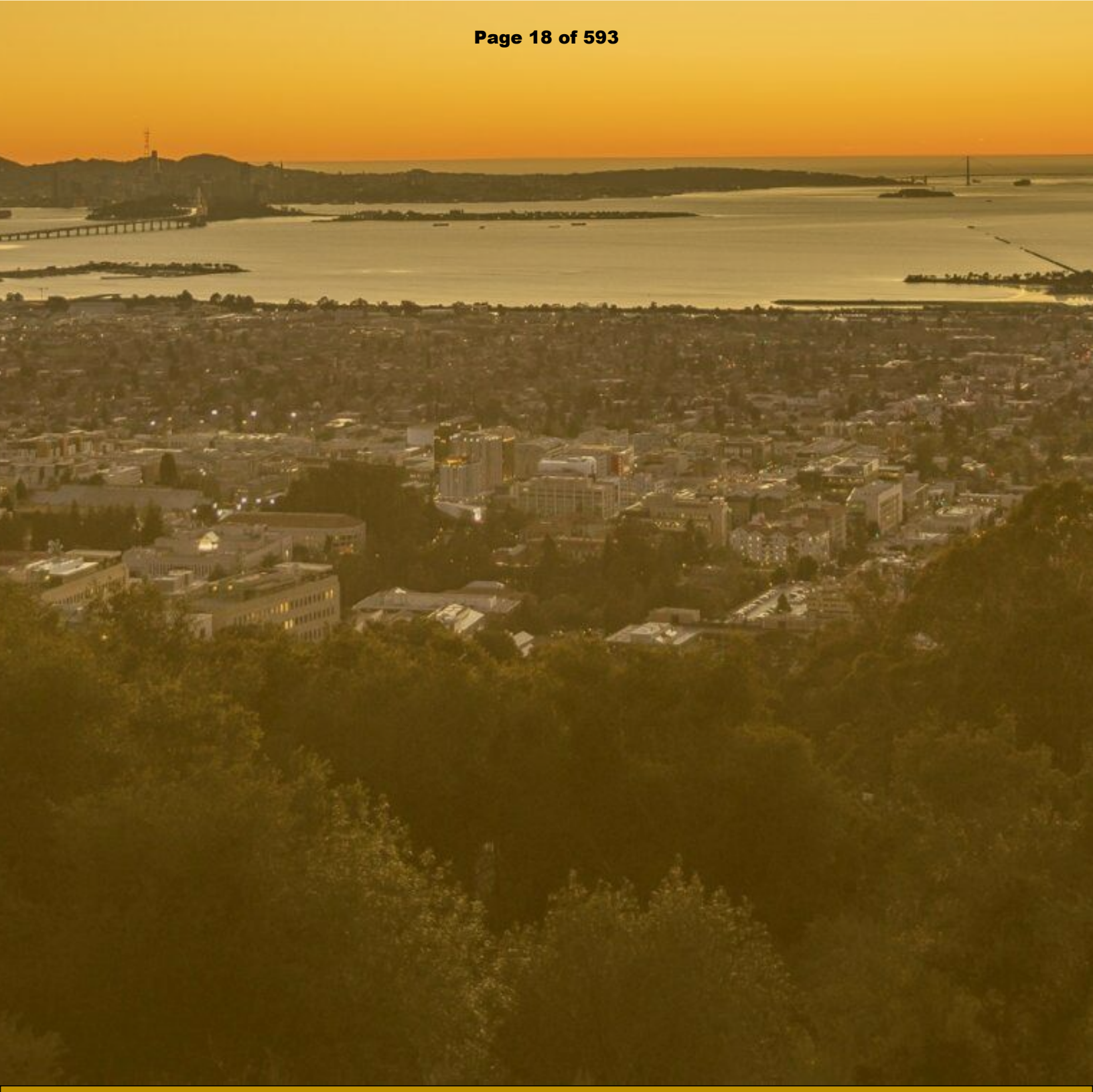
Legislative and Budgetary Efforts:

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

Next Status Update:

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





Priority Reimagining Public Safety Initiatives

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

Overview

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

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

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



STAFFING INVESTMENTS

REIMAGINING PUBLIC SAFETY PROJECT COORDINATOR

Department Lead: City Manager's Office

Status Update: *Initial Hiring Complete*

Overview:

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

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



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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

Next Steps & Timeline:

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

OFFICE OF DIVERSITY, EQUITY, AND INCLUSION (ODEI)

Department Lead: City Manager's Office

Status Update: *Initial Hiring Complete*

Overview:

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

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

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

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

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

[1] See page 1160 in the Companion Appendix here: https://berkeleyca.gov/sites/default/files/documents/Reimagining%20Public%20Safety%20December%205%20Update_CompanionAppendix.pdf

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

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

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



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

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

Key Accomplishments and Next Steps:

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

Phase 3 (2024-2026)	**Summer 2024 – ongoing**	• In partnership with the Mayor's Office, applied for grant funding to build on the work completed for Equity 4 Black Berkeley (EBB), focusing on homeownership policies in partnership with Healthy Black Families. • Develop BPD LGBTQ+ Liaison website. • Partner with Pacific Center for Human Growth for City and community training. • Collaborate with Healthy Black Families on guidance for the African American Holistic Resource Center. • Partner with the Commission on Disability to improve Access and Engagement.
	Anticipated **Winter 2024 – ongoing**	• Develop RFP for a consultant to facilitate the community process to design and implement local reparations. • Develop community engagement and prioritize City investments in Environmental Justice communities.

Considerations:

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

Next Steps & Timeline:

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

GRANT ASSISTANCE

Department Lead: City Manager's Office

Status Update: *In Progress*

Overview:

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

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

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

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

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

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

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

Next Steps & Timeline:

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

SPECIALIZED CARE UNIT IMPLEMENTATION

Department Lead: Health, Housing and Community Services Department

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

Overview:

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

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

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

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

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

Next Steps & Timeline:

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

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

Department Lead: Police

Status Update: *In Progress*

Overview:

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

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

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

Ongoing Timeline:

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



FAIR AND IMPARTIAL POLICING

Department Lead: Police

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

Overview:

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

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

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

Next Steps & Timeline

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





WELLNESS PRACTICES

Department Lead: Police

Status Update: *In Progress*

Overview:

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

Next Steps & Timeline

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

VISION ZERO PROGRAM

Department Lead: Public Works Department

Status Update: *In Progress*

Overview:

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



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

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

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

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

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

Key Accomplishments and Next Steps:

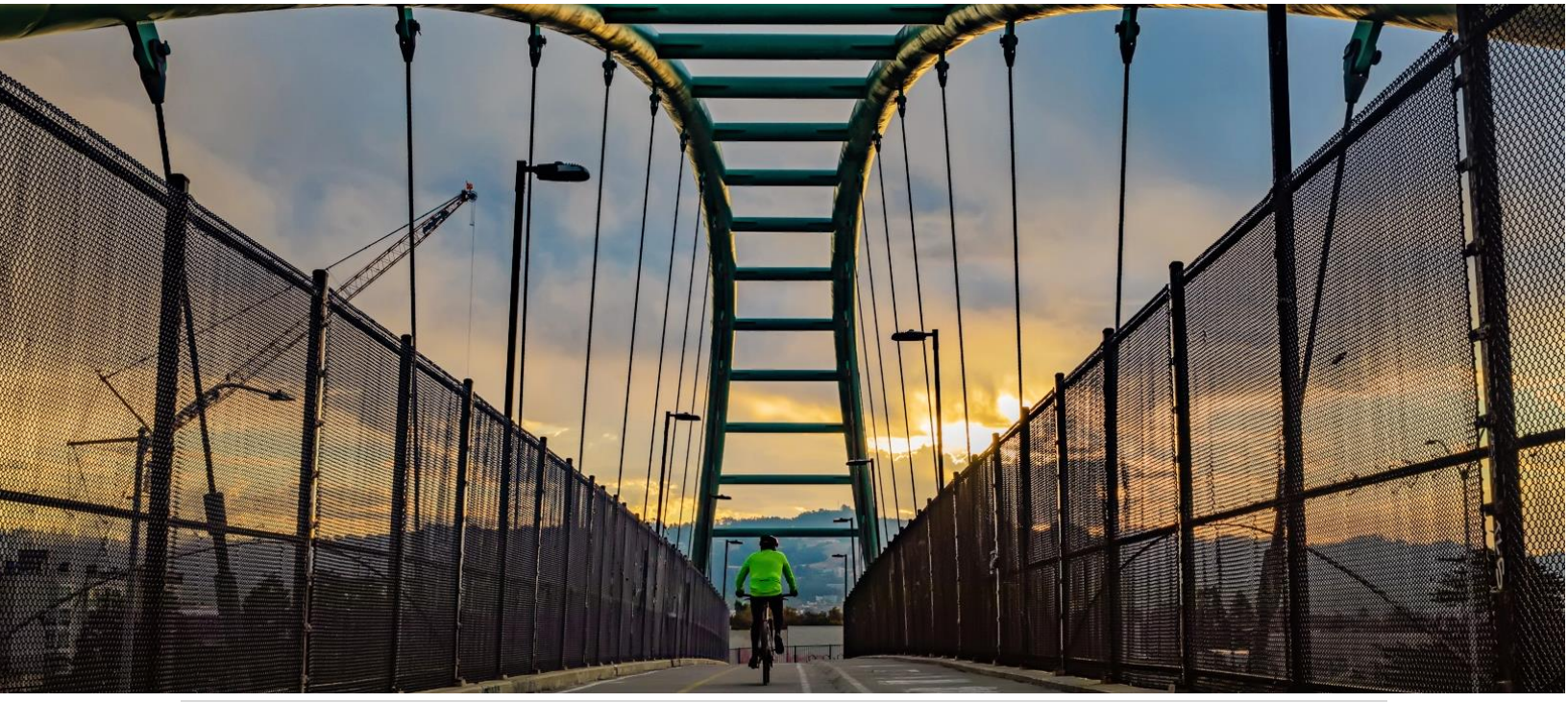
RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**October 2023**	Vision Zero Program Coordinator (Associate Planner) Hired (Vacant November 2024).
	January 2024 – ongoing	The Associate Planner supports the implementation of Vision Zero high-priority actions and projects.
	Fall 2023 – Summer 2024	Construction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

Considerations:

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

Next Steps & Timeline:

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



CONSULTANT COSTS

BERKELEY DEPARTMENT OF TRANSPORTATION DEVELOPMENT

Department Lead: Public Works Department

Status Update: *Paused Due to Deferred Funding*

Overview:

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

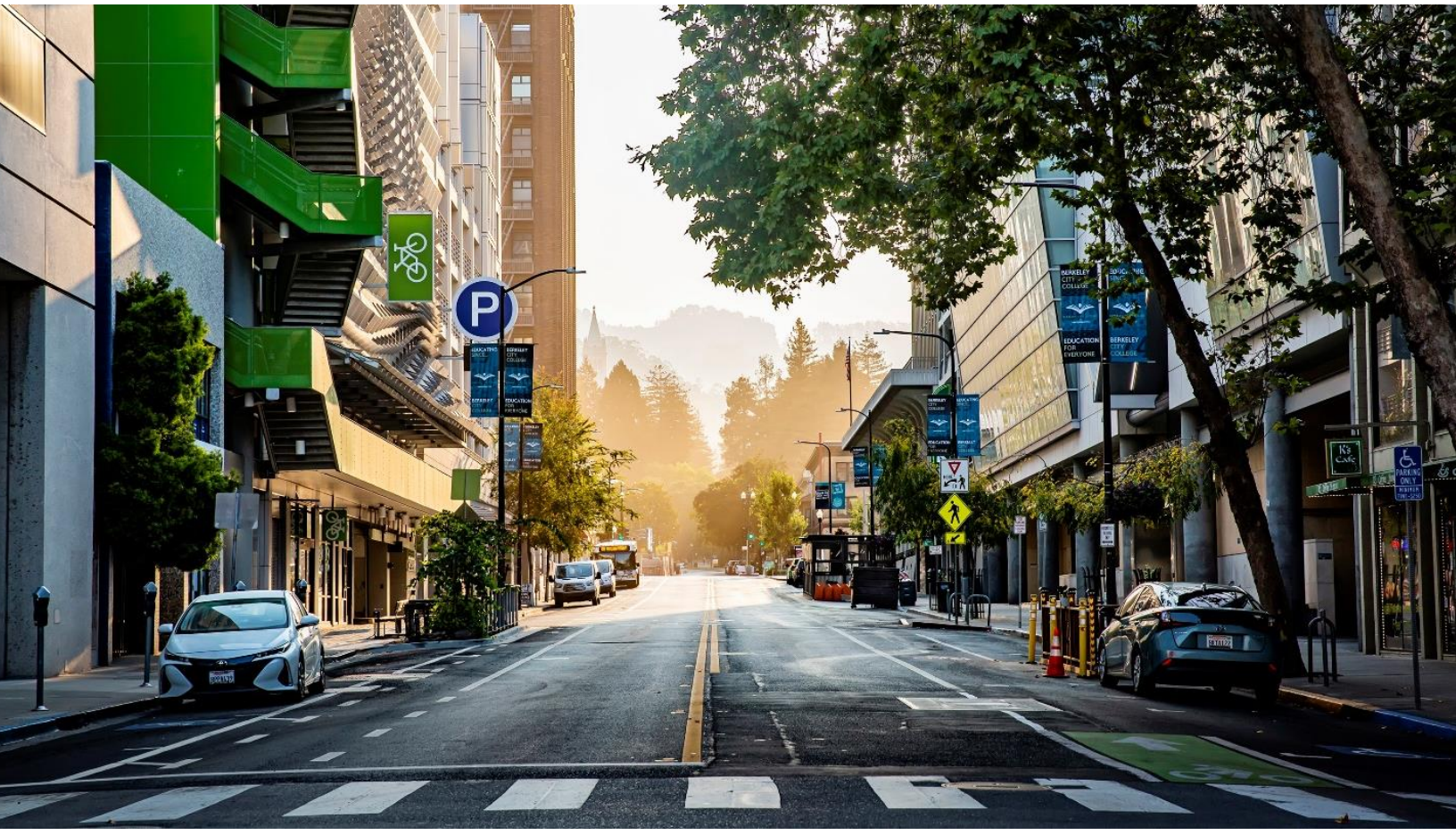
[3] https://berkeleyca.gov/sites/default/files/documents/Reimagining%20Public%20Safety%20Fall%202023%20Report.pdf (See Appendix A, page 37 of Fall 2023 Report

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

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

Next Steps & Timeline:

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



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

Department Lead: Health, Housing and Community Services Department

Status Update: *In Progress*

Overview:

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

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

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

Data being analyzed by RDA includes:

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

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

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

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

- *What percentage of Berkeley residents who access inpatient care, do so multiple times annually)?*
- *What is the average number of visits per year?*

- **Berkeley residents in jail facilities:**
  - *How many Berkeley residents are processed at regional jail facilities annually?*
  - *What percentage of Berkeley residents are processed in a local jail more than once annually)?*
- **Incidence of both jail and psychiatric hospital stays:**
  - *How many Berkeley residents who were processed at local jail facilities also have spent time at an inpatient psychiatric facility?*
  - *What post-crisis planning is available?*
  - *What crisis stabilization resources are made available?*

Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**Spring 2023**	The SCU program evaluation contract was amended to include RDA's Crisis Needs Assessment scope of work. • Crisis needs assessment for 911 call planning was initiated. • Data analysis of 911 Computer Aided Dispatch (CAD) calls began. • Community Services Specialist II was hired to support the assessment process.
	Fall 2023 – ongoing	RDA refined the data request and continued collaboration with the City of Berkeley. The timeline for initial results was delayed, but analysis remains in progress, with HHCS coordinating stakeholder engagement.
	Winter 2023	Initial recommendations for the Crisis Needs Assessment were drafted. HHCS engaged with stakeholders to identify remaining gaps and barriers in crisis stabilization services.
	Spring 2024	Final recommendations from the Crisis Needs Assessment will be reviewed by service users, providers, community stakeholders, and relevant city departments.
Phase 3 (2024-2026)	**Fall 2024**	Ongoing implementation of recommendations and continuous refinement based on the assessment and stakeholder feedback.
	Fall 2024	RDA to provide initial draft of CAD assessment to HHCS for review. The final draft of the CAD assessment is expected by the end of 2024.

Considerations:

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

Next Steps & Timeline:

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

STAFFING ASSESSMENT

Department Lead: Police

Status Update: *Assessment Complete*

Overview:

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

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

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

High-Level Findings:

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

Next Steps and Timelines:

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



FINES & FEES ANALYSIS

Department Lead: City Manager's Office

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

Overview:

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

As the initiative progresses in ***Phase 3***, there are ongoing challenges related to funding timelines. The availability of funds is being awaited through a carryforward request in the AAO1 process. The team is expected to reconvene in the fall or winter after the AAO1 process, provided funding is secured. It is recommended that the allocated funds be carried forward into Fiscal Year 2025 to maintain project continuity. This step is essential to ensure that the City of Berkeley can continue to pursue its objectives of promoting equity and racial justice through the reassessment of transportation fines and fees. The commitment to carry forward these funds underscores the City's dedication to reforming municipal practices to support a more equitable community environment.

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

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

to provide a detailed overview of the fines and fees that most impact low-income residents and to identify ways to restructure these systems to reduce financial burdens on vulnerable populations. The current focus is on establishing a solid foundation for determining the best process to engage a partner or vendor to support the project's goals. The project team plans to reconvene in November to finalize this approach, with the expectation that concrete next steps will be taken soon after, depending on the outcome of the AAO1 timeline. Moving forward, the project will emphasize several critical areas:

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

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

Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**June 2023**	City Council referred several Reimagining Tier 1 requests to the Annual Appropriations Ordinance process.
	January 2024	Funding for the Fines & Fees Analysis released.
	Spring – Summer 2024	City staff steering committee conducted research and explored the best approach to advancing the Fines & Fees Analysis.
Phase 3 (2024-2026)	**Fall 2024**	Relationship building with nationwide partners. Staff attended the Cities and Counties for Fine & Fee Justice Accelerator Summit and are developing a workplan and strategy to reevaluate city-controlled fines & fees impacting Berkeley low-income residents.
	Anticipated **Winter 2024**	The steering committee will reconvene to finalize the process for achieving project goals and determine if an RFP is needed. If pursued, the RFP process could begin in December, with vendor selection expected in January, pending alignment with the AAO1 timeline.

Considerations:

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

Next Steps & Timeline:

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

DEPARTMENT OF COMMUNITY SAFETY DESIGN AND IMPLEMENTATION

Department Lead: City Manager's Office

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

Overview:

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

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

Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**June 2023**	Council referred several Reimagining Tier 1 requests to the Annual Appropriations Ordinance process.
	January 2024	Funding for the Department of Community Safety deferred.
Phase 3 (2024-2026)	**June 2024**	Funding for the Department of Community Safety deferred to align with Phase 4, Fiscal Year 27-28.

Considerations:

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

Next Steps & Timeline:

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

DISPATCH NEEDS ASSESSMENT

Department Lead: Fire Department

Status Update: *Assessment Complete*

Overview:

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

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

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

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

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

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

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

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

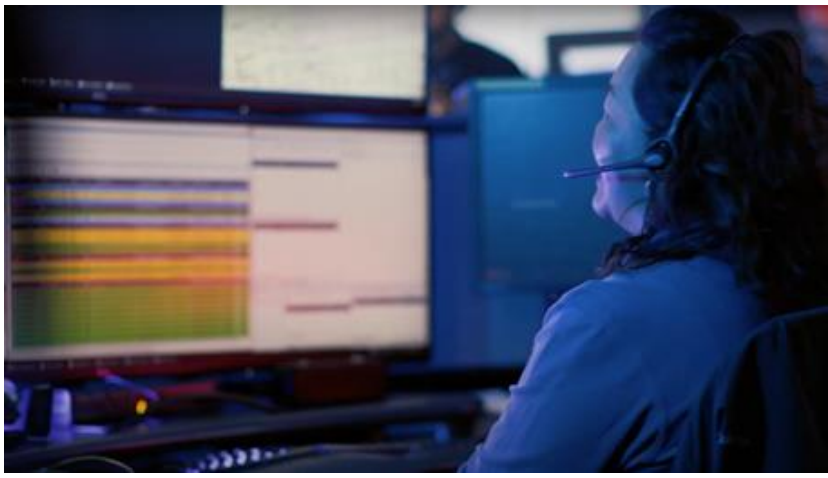
As the Reimagining Public Safety Initiative moves into ***Phase 3***, the focus is on developing the most cost-effective, efficient and achievable strategic plan that outlines how Berkeley can achieve the capacity to triage calls, provide emergency medical direction to callers, and dispatch alternate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

Key Accomplishments and Next Steps:

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

Considerations:

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



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

- **Budget:** The majority of stage 1 of the project was funded through HHCS grant funds, with subsequent activities, including the Validation Report and planning phase for implementation, financed by Measure FF funding. While Measure FF is expected to cover some one-time expenses for implementing DNA recommendations, substantial technology procurement, construction, staffing, and other ongoing costs will require new funding that will need to be added to the Police Department's budget. With the completion of the DNA validation study the BFD has fulfilled its charge to perform the assessment of the ECC. The BFD will continue to partner and support the Police Department as it oversees the ECC, and any future enhancements that will occur.

Next Steps & Timeline:

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

COMMUNITY INVESTMENTS

VIOLENCE PREVENTION

VIOLENCE PREVENTION AND YOUTH SERVICES

Department Lead: Health, Housing and Community Services Department

Status Update: ***In Progress***

Overview:

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



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

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

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

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

- **Berkeley Youth Alternatives Programming:**
    - ***Summer Jam Day Camp:*** A total of 35 students from 29 families attended BYA's Summer Jam Day Camp (16 students in summer 2023 and 19 in summer 2024). The Summer Jam youth engaged in a variety of activities, including nature walks, poetry, soccer, basketball, photography, button making, presentations from the Ecology Center, art therapy, chess, gardening, dance, music, BYA' SPARK Health workshops, lawn bowling, arts and crafts, and swimming at West campus pool. Youth engaged in field trips to the Oakland Zoo, Oakland Museum, and ice skating among others. Additionally, the Summer Jam youth participated in weekly Girl's and Boy's Group meetings led by BYA counselors. One of the activities in these meetings is expressive art therapy groups. In the June art therapy sessions, the youth created a sensory board inspired by 'Inside Out 2' that explored emotions through different textures. The youth associated feelings with materials such as cotton and sandpaper, and the older youth expressed complex emotions through layered art. Their collaborative sensory board, which reflects a spectrum of emotions, served as a daily emotional point in the common area, promoting empathy and self-awareness through creative expression.



    - ***Counseling:*** BYA provided counseling to 54 young people in FY24. 52% African American, 26% Latinx, 9% were Native Hawaiian/Pacific Islander, with the remaining individuals identifying as multiple races or other. 32% of the counseling recipients were 6–11 years old, 57% were12-17 years old and the remainder were transition-age youth (18-24 years old). These young people participated in 1,611 individual counselling sessions and 903 group counseling sessions. The counselors provided support with individual rehabilitation focused on interviewing skills and techniques, professional communication, along with coping techniques and tips to manage stress and anxiety. In addition to therapeutic services, clinicians provide case management services including linkage to community resources and other services/providers to meet the various needs of the family. The counselors continue to

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

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

Next Steps & Timeline

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

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

GUN VIOLENCE INTERVENTION AND PREVENTION (BERKELEY CEASEFIRE)

Department Lead: City Manager's Office

Status Update: *In Progress*

Overview:

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

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

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

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

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

- **Timeline:** Launch in October 2024, with ongoing activities including data analysis and training through July 2026.

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

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

Key Accomplishments and Next Steps:

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

Considerations:

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

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

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

Next Steps & Timeline:

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



PUBLIC SAFETY/CRIME PREVENTION FOR WOMEN AND OLDER PERSONS

Department Lead: City Manager's Office

Status Update: *In Progress*

Overview:

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

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

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

As the Reimagining Public Safety Initiative advances in ***Phase 3***, the project is currently awaiting the outcome of the Annual Appropriations Ordinance (AAO) process. Staff recommend allocating $250,000 for FY 2025 to support the phased rollout of these programs. In the meantime, efforts are focused on research and engagement with data and partnerships, including revisiting the community survey conducted by Bright Research Group during Phase 1 of the Reimagining Public Safety process. The findings from this survey will be used to support the needs assessment for the public safety and crime prevention program for women (See Appendix A for Community Survey and RPS Matrix). The project team is actively analyzing crime data that will help identify the most critical areas and times for implementing safety measures. This collaborative effort aims to enhance the protection of women by targeting identified high-risk areas and times. Partnerships with community organizations and stakeholders are being strengthened to refine the proposed program's strategies and implementation

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

Key Accomplishments and Next Steps:

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

Considerations:

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

Next Steps & Timeline:

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

ALTERNATIVES TO SANCTIONS/FINES

HEARING OFFICER-ALTERNATIVES TO SANCTIONS/FINES

Department Lead: Public Works Department

Status Update: *Paused Due to Deferred Funding*

Overview:

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

Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**June 2023**	Council referred several Reimagining Tier 1 requests to the Annual Appropriations Ordinance process.
	January 2024	Funding for Expanding Hearing Officer Resources/Alternative to Sanctions/Fines deferred.
	May 2024	Staff recommended funding for the next bi-annual fiscal year, pending council direction on the Fines & Fees recommendations.
Phase 3 (2025-2026)	**Fall 2024**	Continued deferral of funding for Expanding Hearing Officer Resources/Alternatives to Sanctions/Fines to better align with broader public safety goals.

Considerations:

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

Next Steps & Timeline:

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

EXPAND DOWNTOWN STREETS TEAMS

Department Lead: Public Works Department

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

Overview:

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

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

Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**June 2023**	City Council referred several Reimagining Tier 1 requests to the Annual Appropriations Ordinance process.
	January 2024	Funding for the Transportation Fines & Fees Analysis was released.
	Summer 2024	Needs assessment and initial steps for fines and fees analysis underway.
Phase 3 (2025-2026)	***Anticipated*** **Winter 2024**	Anticipated expansion of DST contract to include new services.

Considerations:

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

Next Steps & Timeline:

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

COMMUNITY MENTAL HEALTH, BEHAVIORAL, AND CRISIS RESPONSE

YOUTH PEERS MENTAL HEALTH, BEHAVIORAL, AND CRISIS RESPONSE

Department Lead: Health, Housing and Community Services Department

Status Update: *In Progress*

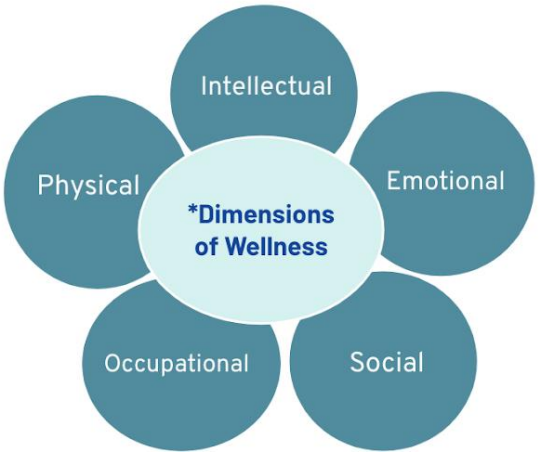
Overview:

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

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



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



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

The center reached a broad and diverse population of BHS students. (See Appendix I for BHS Wellness Center's Report). Between 12/4/23 and 5/31/24, the center logged 1,120 visits from 380 individual students. 30% of these students identified as Black or African American, 27% as White, 24% as Hispanic/Latino, 11% as two or more races and 8% as Asian. 21% of students who visited the center were enrolled in Special Education, 8% had 504 Plans (require accommodations to meet their educational goals) and 5% were Emergent Bilingual (English Language Learners).
Students accessed the center for a range of reasons. The majority of contacts were due to stress-related issues; academic (27%) and/or personal (26%) stress and anxiety accounted for over half of the visits. Other reasons included sadness/depression (9%), relationship/social issues (5%), grief/loss (1.4%), bullying (1%), racism/sexism/homophobia (0.5%) and other issues (15.2%). In about 14% of visits, students preferred not to state the reason for their visit. With all of the educational responsibilities that a large high school like Berkeley High carries, there is not necessarily a sufficient or consistent place or system for addressing the emotional lives of the ~3,200 teenagers. The center seeks to play a critical role in referring students with urgent and emergent issues to the care they need, including at the Berkeley High Health Center, and to supporting other students through challenging moments during their school days and providing them with the resources and tools they need to build their resilience, health and well-being.

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

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

Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**Summer 2023**	Soft opening of Wellness Center at Berkeley High School.
	Winter 2023	BHS Wellness Center Grand Opening.
	December 2023 – May 2024	• Over 1,120 student visits by 380 individual students and implementation of key wellness supports. • Created mental health infrastructure for BHS: ○ Established a Care Response Team (to support educators and staff deal with behavioral/emotional crises on campus) ○ Developed a Mental Health Handbook to strengthen and systematize BHS response to MH issues on campus. ○ Conducted a student substance abuse survey which will inform next steps.
Phase 3 (2024-2026)	**Fall 2024 – ongoing**	Formal assessment of the Wellness Center's impact and planning for expansion, including satellite services.

Considerations:

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

Next Steps & Timelines:

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

RESPITE FROM GENDER VIOLENCE

RESPITE FROM GENDER VIOLENCE

Department Lead: Health, Housing and Community Services Department

Status Update: *In Progress*

Overview:

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

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

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

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

Key Accomplishments and Next Steps:

RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**August 2023**	Community Services Specialist II hired to lead gender violence respite analysis.
	Fall 2023 – Spring 2024	• Initial research on local, state, and federal resources begins, with ongoing evaluation of best practices informed by survivor-driven domestic violence solutions. • Stakeholder engagement initiated through community-based needs assessments and internal-external meetings with service providers, city departments, the Commission on the Status of Women, and the Mental Health Commission to refine policy recommendations.
Phase 3 (2024-2026)	**Fall 2024**	Continued stakeholder engagement, ongoing refinement of policy recommendations, and exploration of synergies with COSOW recommendations related to public safety and crime prevention for women.

Considerations:

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

Next Steps & Timelines:

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

LANGUAGE EQUITY

LANGUAGE EQUITY

Department Lead: City Manager's Office

Status Update: *In Progress*

Overview:

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

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

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

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

Key Accomplishments and Next Steps:

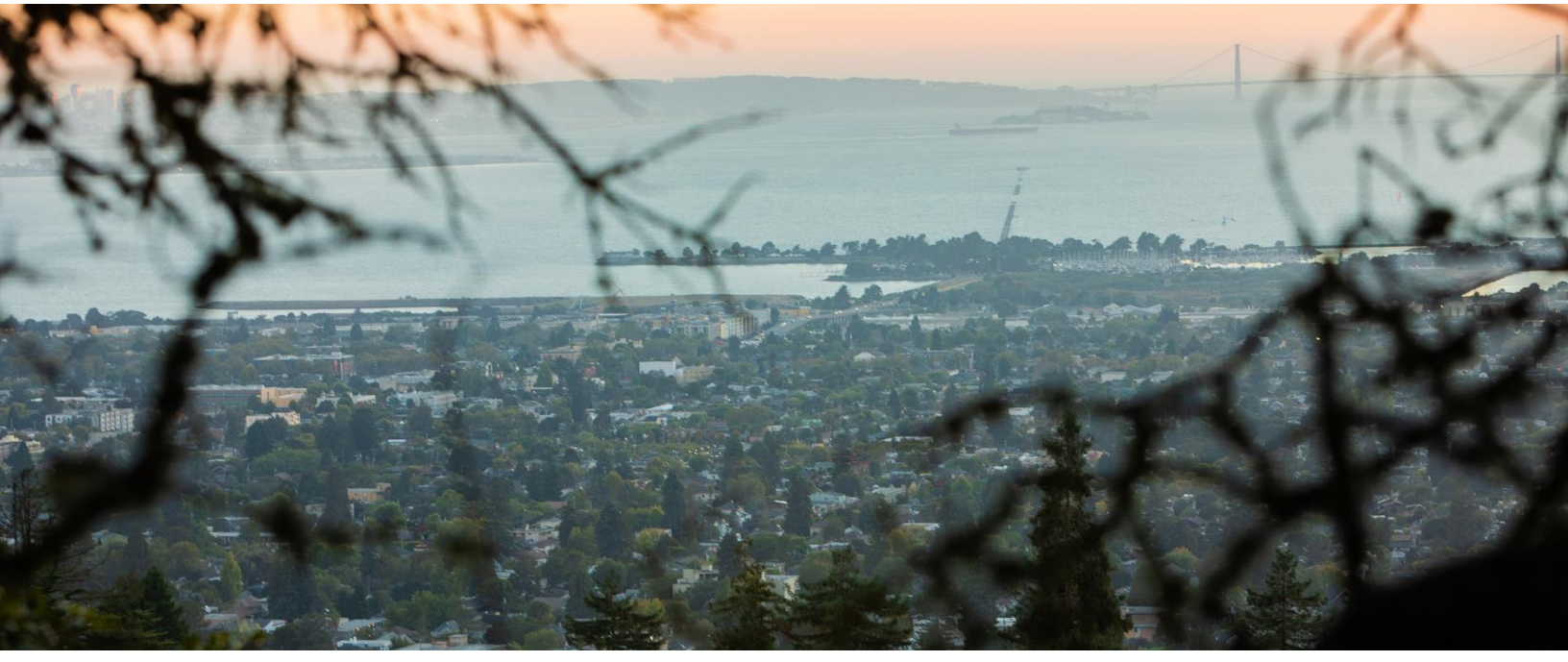
RPS Phase	Timeline	Milestone
Phase 2 (2022-2024)	**Fall 2023**	Research and evaluation to identify resources available based on the needs of the community.
	January 2024 - ongoing	Continued research and evaluation to identify resources available based on the needs of the community; coordination to identify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

Considerations:

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

Next Steps & Timeline:

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



Internal

APPENDIX

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

REIMAGINING PUBLIC SAFETY

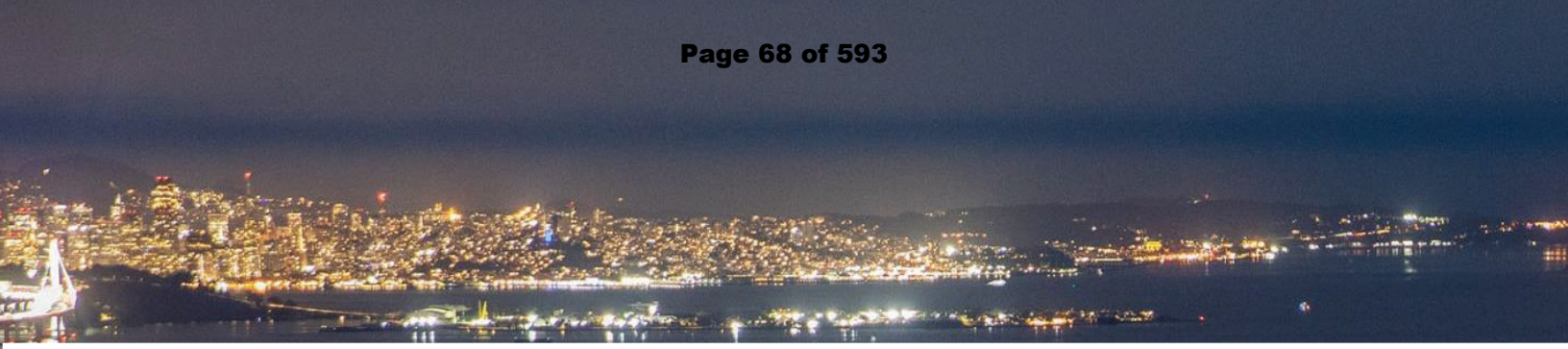


Status Update and Report Out

City Manager's Office

Fall 2024

COMPANION APPENDIX



Introduction

The companion appendix document for the Reimagining Public Safety Status Report serves a dual purpose. Firstly, it acts as an archival record, detailing the work conducted in Phase 1, Phase 2, and currently, Phase 3 of the initiative. Secondly, it aims to ensure transparency by supplying supporting documents relevant to the initiative's direct engagements. This includes details such as contract numbers and scope of services for contractor role agreements, with the full contracts being accessible through public record requests. This document reflects the commitment to both accountability and due diligence in the ongoing process of redefining public safety measures.

Fall 2024 RPS Status Update
Appendix Legend

Appendix A	Reimagining Public Safety Updated Coordination Plan
Appendix B	RPS Budget Recommendations and Current FY 25-26 Budget Status
Appendix C	Grant Assistance Supporting Materials
Appendix D	Specialized Care Unit Supporting Materials
Appendix E	Berkeley Police Department Early Intervention System RFP
Appendix F	Berkeley Police Department Workload Study (Citygate Staffing Assessment)
Appendix G	RPS Violence Prevention and Youth Supporting Materials
Appendix H	Gun Violence Intervention and Prevention Program Supporting Documents
Appendix I	Violence Prevention and Wellness Supporting Documents
Appendix J	Dispatch Needs Assessment Reports

APPENDIX A

Reimagining Public Safety Updated Coordination Plan

Internal

City Manager's Office

Reimagining Public Safety Coordination Plan

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1 Executive Summary

Introduction: The Reimagining Public Safety (RPS) initiative is a groundbreaking effort by the City of Berkeley to transform its approach to public safety. The initiative aims to build a safe, equitable, and thriving community through a redefined, multidisciplinary approach to public safety.

Justification: The RPS initiative aims to achieve a transformative approach to public safety, improving community well-being and potentially reducing long-term costs. The expected outcome includes not just policy adjustments but also broad, systemic change.

Objectives: To fulfill[1] the task activities and deliverables outlined within the Mayor and Councils recommendations and phased approach regarding Reimagining Public Safety:

1. Refer up to $5.3 Million to the FY 2023-2024 Budget Process for staff and/or consulting services and community investments to complete the Priority Reimagining Public Safety Initiatives listed in Attachment 1, Section A to the report
2. Direct the City Manager to prioritize over the next two years the programmatic recommendations for Phase 1 of Reimagining Implementation listed in Attachment 1, Section B to the report.
3. Direct the City Manager to initiate a design process for an innovative and comprehensive public safety agency or Department of Community Safety within the City of Berkeley administration, as outlined in Attachment 1, Section C to the report, and return with recommendations to the City Council by May 2024 to align with the FY 25-26 Biennial Budget process.
4. Except where resources may allow for expedited implementation, refer additional reforms to the FY 2025-2026 Biennial Budget as outlined in Attachment 1, Section D to the report.

Scope: The initiative encompasses a breadth of fields including, but not limited to, law enforcement, health, housing and community services, dispatch analysis and coordination with our fire teams, and public works. It will focus on collaborative, proactive, and problem-solving approaches that align with the mission and values of our City and Reimagining Public Safety efforts.

Purpose of the Coordination Plan: This coordination plan is aims to integrate the Assistant to the City Manager, serving as the Reimagining Public Safety Project Coordinator, into the RPS Team and establish a framework for collaborating. Designated City Departments (CMO, HHCS, Police, Fire, Public Works), who have been spearheading this initiative forward, will continue to serve as leads for respective Reimagining Public Safety deliverables. The Assistant to the City Manager will serve as the RPS project coordinator and work collaboratively alongside Departments to catalog and report-out RPS project progress.

Timeline: This timeline will follow the 2020-2026 phased approach outlined here.

Budget and Resources: A budget of up to $5.3 million has been referred for the FY 2023-2024 Budget Process. Staff and/or consulting services will be engaged for implementing deliverables.

Next Steps: ***This coordination plan is a dynamic document and may be updated as needed. Upon formal approval of this plan, we will make every effort to execute the plans and activities outlined herein.***

[1] Unless otherwise amended.

2 Introduction

2.1 Objective of the Reimagining Public Safety Initiative Coordination Plan

The primary objective of this Coordination Plan is to articulate the integration of project coordinator responsibilities within the broader context of leaders and teams committed to propelling the Reimagining Public Safety (RPS) initiative forward. Given the dynamic nature of the RPS initiative, the coordination plan is inherently a living document, adaptable to the evolving needs of the team. It establishes a framework for reporting on the progress of various deliverables and sub-deliverables associated with the Reimagining Public Safety initiative (RPS) being implemented across the City of Berkeley. The Assistant to the City Manager – RPS Project Coordinator's role will primarily involve cataloging ongoing work, managing information flow, and ensuring that the key stakeholders are informed of RPS developments and progress.

2.2 Drivers, Problems to be Solved, and Communities Impacted

In striving to reimagine public safety, Berkeley's efforts encompass a balanced distribution of resources, reassessment of policing responsibilities, strategic community investments, and the design of a holistic approach to safety. This approach seeks to offer a balanced model for addressing public safety while also attending to various community needs.

Drivers & Motivators	Problems to be Solved	Communities Impacted
• Community Well-being • Public Trust • Equity and Inclusion • Legislative Momentum • Resource Optimization • Fiscal Responsibility • Compliance and Accountability • Resilience and Preparedness • Technological Advances	• Addressing Historical Inequities • Scope and Range of Police Responsibilities • Community Investment Gap • Resource Allocation • Public Perception and Trust • Data and Reporting • Diverse Population Dynamics • Community Call Responses • Holistic Safety and Well-being Approach • Sustainability	• City of Berkeley Residents ○ Communities of Color ○ Low Income Communities ○ LGBTQIA+ Communities ○ Justice-Impacted Communities ○ Mental Health & Substance Use Communities ○ Youth & Students ○ Immigrant Communities ○ Justice-Impacted Communities • Community Based Organizations • Government Officials ○ City Departments: *CMO, Fire, Police, HHCS, Public Works, HR, IT, Finance* ○ Council Committees: *Public Safety Policy Committee, FITES Committee, Health, Life Enrichment, Equity & Community Committee, Budget & Finance Policy Committee* ○ Boards & Commissions*: Mental Health Commission, Public Safety Policy Committee, Police Accountability Board, RPS Taskforce*

2.3 Purpose and Value to Organization

The purpose of the Reimagining Public Safety Initiative in the City of Berkeley is to develop a more equitable, holistic, and community-centered approach to public safety. By reassessing and restructuring traditional models, we aim to address systemic inequities, increase community trust, and efficiently allocate resources for the well-being of all residents. This initiative not only seeks to enhance the city's public safety and community engagement, but also positions Berkeley as a potential model for innovative, comprehensive, and inclusive public safety strategies nationwide. Reimagining Public Safety Principles, Commitments, and Objectives

Guiding Principle	Commitment
REIMAGINE Redesign public safety from a traditional Police Department to one that is focused on the diverse needs of the community it serves.	**A transformative approach to community-centered safety and reducing the scope of policing**, by re-defining our understanding of safety to be holistic and focus not just on crime prevention but health, wellness, and economic security for all of our residents. While the focus has been on reducing the footprint of policing, we recognize that police play a critical role in our society, and we must determine the right size, focus and function of our Police Department to prevent and respond to crime, while exploring alternative response models and upstream investments in social services to create a healthy, safe and equitable community.
	Reimagining health and safety, considering allocating resources towards a more holistic approach - one that shifts resources away from policing towards health, education and social services, and is able to meet crises with a variety of appropriate responses.
	Identifying alternatives to policing and enforcement to reduce conflict, harm, and institutionalization, introduce alternative and restorative justice models, and reduce or eliminate use of fines and incarceration.
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.	**A broad, inclusive community process** that will result in deep and lasting change to support safety and wellbeing for all Berkeley residents.
	Determining the appropriate response to community calls for help including size, scope of operation and powers and duties of a well-trained police department.
	Supporting police by freeing them to focus on what they do best: respond to and investigate crimes.
REINVEST Increase equitable investment in vulnerable communities and for those who have been historically marginalized.	**Equitable investment in the essential conditions of a safe and healthy community**, especially for those who have been historically marginalized and have experienced disinvestment.
	Providing meaningful safety, continuing critical health and social services, and committing to, and investing in, a new, positive, equitable and community-centered approach to health and safety that is affordable and sustainable.
	Ensuring an appropriately staffed and deployed Police Department while reducing the impact of Police expenditures to the General Fund; Investing in a suite of alternative response services and a sophisticated dispatch system to deploy the most appropriate emergency response in a cost-effective manner.

3 Reimagining Public Safety Team

The Reimagining Public Safety Team has undertaken the substantial task of reshaping the city's approach to public safety, following the City Council's adoption of the July 2020 omnibus motion. This initiative, as noted in the City Manager's report, represents a collective effort, drawing together city departments, community stakeholders, field experts, and the dedicated Reimagining Public Safety Task Force to collaboratively design a new public safety paradigm.

In Phase 1 (2020-2022), the City Manager, leadership team, and city staff actively engaged in comprehensive consultations and strategic planning sessions; their efforts, focused on ensuring that the initiatives underway are well-aligned with both the community's needs and the city council's directives, set the stage leading into Phase 2 (2022-2024) and future Phases.

The table below outlines the Reimagining Public Safety Team's structure for Phase 2, highlighting key contributors. This city-wide initiative depends on the active participation of city staff and community-based experts, with the team well-positioned to continue advancing this important work..

Department	RPS Team	
City Manager's Office (CMO)	**Paul Buddenhagen**	City Manager
	LaTanya Bellow	Deputy City Manager
	Anne Cardwell	Deputy City Manager
	Rex Brown	DEI Officer
	Carianna Arredondo	Assistant to the City Manager *Reimagining Public Safety Project Coordinator*
Health Housing and Community Services (HHCS)	**Scott Gilman**	Director, Health Housing and Community Services
	Katherine Hawn	Senior Management Analyst, HHCS *RPS Team Lead Representative (HHCS)*
	Sasha Gayle-Schneider	Community Services Specialist II
Police	**Chief Jennifer Louis**	Chief of Police
	Lt. Matthew McGee	Lieutenant, Police *RPS Team Lead Representative (Police)*
	Arlo Malmberg	Strategic Planning and Accountability Manager
Fire	**Chief David Sprague**	Chief of Fire
	Shanalee Gallagher	Program Manager, Fire *RPS Team Lead Representative (Fire)*
Public Works	**Terrance Davis**	Director, Public Works *RPS Team Lead Representative (Public Works)*
	Wahid Amiri	Deputy Director, Public Works Transportation Div. *RPS Team Lead Representative (Public Works)*
City Attorney's Office (CAO)	**Brendan Darrow**	Assistant City Attorney

4 Deliverables and Tasks

The Reimagining Public Safety initiative is already underway, with city departments advancing efforts aligned with their mandates. Department Heads and RPS Team leads will collaborate with the Assistant to the City Manager, who serves as the project coordinator, to identify completed work, ongoing efforts, and future tasks. This consolidated approach will support effective resource allocation, risk management, and strategic planning to ensure timely and successful execution of deliverables.

Department	Deliverable	
City Manager's Office (CMO)	Phase 1	• Community Engagement Process
	Phase 2	• Asst. To City Manager – RPS Project Coordinator • DEI Officer & Asst to DEI Officer • Grant Assistance • Department of Community/Public Safety *Design* • Fines/Fees Analysis • Language Equity • Ceasefire *Analysis, Design & (early) Implementation* • Violence Prevention Efforts
	Phase 3	• Ceasefire Implementation • Launch Universal Basic Income Pilot
Health Housing and Community Services (HHCS)	Phase 1	• Specialized Care Unit *Design* • Bridge Services
	Phase 2	• Specialized Care Unit *Implementation* • Respite from Gender Violence • Crisis Needs and Capacity Assessment • Violence Prevention and Youth Services • Youth Peers Mental Health Response
	Phase 3	• Specialized Care Unit *Expansion*
Police	Phase 1	• Fair and Impartial Policing
	Phase 2	• Fair & Impartial Policing • Beat Study & Staffing Assessment • Wellness Funding -- CIS Contract & PST • Staffing – Community Service Officers & Dispatchers
	Phase 3	• BPD Budget & Staffing Update
Fire	Phase 1	• Dispatch Analysis Study *Design*
	Phase 2	• Dispatch Analysis Study *Implementation*
	Phase 3	• Dispatch Redesign *Application*
Public Works	Phase 1	• BerkDOT *Design*
	Phase 2	• BerkDOT *Analysis* & *Implementation* • Associate Planner for Vision Zero Collision Analysis • Expand Downtown Streets Teams Hearing Officers Alternatives to Sanctions/Fines
	Phase 3	• BerkDOT *Implementation* • Implementation of Public Safety Department

5 Community Survey

The community survey conducted by Bright Research Group (BRG) provided critical insights that have shaped Berkeley's Reimagining Public Safety (RPS) initiative. Feedback from over 2,700 residents, including marginalized groups, emphasized key themes: the need for racial equity in policing, stronger community trust, accessible public safety services, support for vulnerable populations, and expanded mental health and wellness responses (See Report Here, Appendix J pg. 155[2], and Presentation Here[3]). These insights directly informed key deliverables, such as anti-bias policing, the creation of BerkDOT for civilian-led traffic enforcement, alternatives to fines, and non-police mental health crisis teams.

This matrix highlights how community input has guided these reforms, ensuring Berkeley's public safety system is more equitable, inclusive, and responsive to the needs of all residents.

Community Input and Survey-Informed Reimagining Public Safety Deliverables Matrix			
Theme	**RPS Deliverable**	**Community Input & Recommendations**	**Survey Impact on Deliverable**
Equity and Fairness in Public Safety & Community Trust and Accountability: Addressing inequities, building trust, and implementing alternatives to punitive measures were key concerns, driving reforms in police practices and the use of	**Community Engagement Process**: Establishing an ongoing, transparent engagement framework to gather community feedback and build trust in public safety reforms.	- **Over 2,700 residents** emphasized the need for continuous engagement in public safety reforms. - **Marginalized communities wanted** transparent, ongoing opportunities for feedback. - **Strengthened trust-building efforts** through regular dialogue between law enforcement and communities.	Confirms the need for continuous community engagement and transparent updates in the reimagining process.
	Fair and Impartial Policing: Focuses on supporting anti-bias policing practices to address racial bias and increase transparency.	- **Black and Latinx communities** reported feeling disproportionately targeted by police. - **Called for anti-bias training** and policies to address racial profiling. - **Emphasized greater transparency** in police practices and the use of force.	Informs anti-bias initiatives (such as KIND Training and ABLE Training) **and** recommendations for implementing more transparent policing policies to address racial disparities.

[2] https://berkeleyca.gov/sites/default/files/2022-04/2022-03-10%20Item%202%20NICJR-Rev.pdf
[3] https://berkeleyca.gov/sites/default/files/2022-04/2022-03-10%20Item%2002-4%20Community%20Engagement%20CMO-Pres.pdf

Community Input and Survey-Informed Reimagining Public Safety Deliverables Matrix			
Theme	**RPS Deliverable**	**Community Input & Recommendations**	**Survey Impact on Deliverable**
non-police personnel for low-level incidents. **Equity and Fairness in Public Safety & Community Trust and Accountability:** Addressing inequities, building trust, and implementing alternatives to punitive measures were key concerns, driving reforms in police practices and the use of non-police personnel for low-level incidents	**Staffing – Community Service Officers & Dispatchers**: Hiring non-police personnel to handle non-violent, low-level incidents, reducing police involvement in minor issues.	- **Support for using non-sworn police personnel** for non-violent, low-level incidents. - **Recommended hiring Community Service Officers (CSOs)** to handle non-violent calls. - **Called for reducing police involvement** in minor incidents to improve trust and community-police relations.	Encourages prioritization of hiring Community Service Officers (CSOs) to handle non-violent calls, improving trust and efficiency.
	Beat Study & Staffing Assessment: Assessing police presence, staffing, and deployment strategies to ensure equitable resource distribution.	- Community members voiced concerns about police presence in specific neighborhoods. - Highlighted the need to address police staffing shortages and ensure equitable deployment.	Provides data-driven insights for analyzing police deployment and staffing to ensure resources are equitably allocated across communities.
	Fines and Fees Analysis: Reviewing and reforming the fines and fees structure to reduce the financial burden on low-income residents and explore alternatives.	- **Low-income respondents** reported financial instability due to punitive fines. - **Recommended reducing fines** for low-income individuals and exploring alternatives like community service. - **Supported restorative justice models** instead of punitive measures.	Shapes recommendations to explore alternative financial models to mitigate the impact on low-income residents.
	Hearing Officers and Alternatives to Sanctions: Implementing alternatives to financial penalties, such as community service, to lessen the burden on low-income residents.	- **Financial burden of fines** highlighted by low-income respondents. - **Called for alternatives to fines**, such as community service and restorative justice options.	Supports implementation of hearing officers and restorative justice programs for low-income and marginalized communities.
	BerkDOT Design: Creating a civilian-led traffic enforcement unit to replace police involvement in traffic stops, reducing racial bias in enforcement.	- **Support for removing police** from traffic enforcement duties and creating a civilian traffic team. - **Recommended a civilian-led unit** to reduce racial bias in traffic stops. - **Advocated for non-police handling** of routine traffic violations.	Supports the creation of BerkDOT to reduce racially biased traffic stops through civilian enforcement.

Community Input and Survey-Informed Reimagining Public Safety Deliverables Matrix			
Theme	**RPS Deliverable**	**Community Input & Recommendations**	**Survey Impact on Deliverable**
	Department of Community/Public Safety: Designing a department focused on community-based public safety solutions, reducing the reliance on traditional policing.	- Residents called for a holistic approach to public safety that prioritizes health and wellness.	Informs the design of the department to focus on non-police solutions, integrating health, wellness, and violence prevention into public safety efforts.

Community Input and Survey-Informed Reimagining Public Safety Deliverables Matrix			
Theme	**RPS Deliverable**	**Community Input & Recommendations**	**Survey Impact on Deliverable**
Inclusivity, Accessibility, and Support for Vulnerable Populations: Ensuring public safety communications, resources, and services are inclusive and accessible to marginalized communities, while addressing systemic inequities through inclusive policymaking, representation, and economic support.	**DEI Office**: Creating a dedicated office to address systemic racism and ensure diversity, equity, and inclusion (DEI) in public safety policies and practices.	- **Communities of color** reported systemic inequities in public safety and recommended diversity and inclusion improvements. - **Called for establishing a DEI office** to address systemic racism and improve diversity within public safety agencies. - **Emphasized inclusive decision-making** in public safety reform processes.	- Led to the creation of the DEI office, which will guide policy reforms, ensure diversity in public safety, and address systemic inequities.
	Language Equity Initiative: Ensuring public safety materials and services are available in multiple languages and accessible to non-English speakers.	- **Non-English speakers**, particularly from the Latinx community, reported challenges accessing public safety services. - **Called for public safety communications** to be translated into multiple languages. - **Emphasized culturally sensitive outreach** and communication strategies.	Validates language equity efforts to translate public safety communications into multiple languages and improve cultural sensitivity.
	Respite from Gender Violence: Developing safe spaces and services for individuals experiencing gender-based violence.	-Community members highlighted the need for more services addressing gender-based violence. - Recommended the creation of respite centers and support programs for survivors.	Survey feedback supports the need for respite centers and trauma-informed support services for individuals facing gender-based violence.

	Launch Universal Basic Income Pilot: Implementing a UBI pilot to address economic instability and its connection to public safety, providing financial support for low-income residents.	- **Economic instability** among low-income residents was linked to public safety concerns. - **Suggested exploring financial stability programs**, including universal basic income (UBI), to reduce poverty-related crime. - **Emphasized the role of economic supports** in broader public safety initiatives.	Justifies the exploration of UBI to address root causes of public safety issues tied to economic disparities.
	Public Safety/Crime Prevention for Women and Older Persons: Developing specialized programs that address the safety concerns of women and older adults, focusing on preventive measures and tailored services.	- **Women and elderly residents** expressed concerns about safety in public spaces. - **Highlighted issues** such as harassment and violent crime. - **Recommended specialized programs** focusing on preventive measures and safety services for women and older adults.	Informs the development of specialized safety programs for women and elderly residents in Berkeley.
Community Input and Survey-Informed Reimagining Public Safety Deliverables Matrix			
Theme	**RPS Deliverable**	**Community Input & Recommendations**	**Survey Impact on Deliverable**
Mental Health and Wellness: Expanding non-police responses and trauma-informed care for mental health crises while supporting wellness programs for both the public and police.	**Specialized Care Unit (SCU)**: Creating a non-police crisis response team to handle mental health and substance abuse emergencies with a trauma-informed approach.	- **42% of respondents** preferred non-police responses to mental health crises. - **Called for creating a non-police crisis response unit** to address mental health and substance abuse emergencies. - **Emphasized trauma-informed care** and holistic safety models.	Supports SCU implementation by confirming strong community backing for non-police, trauma-informed crisis response units.
	Wellness Funding for BPD: Allocating resources for wellness programs to support the mental health and well-being of police officers.	- **Police officers** expressed a need for mental health and wellness support due to job-related stress. - **Supported allocating resources** for police wellness programs, including counseling and mental health services. - **Called for holistic wellness approaches** for officers.	Supports investment in wellness programs for officers, addressing mental health and burnout risks in policing.
	Crisis Needs and Capacity Assessment: Evaluating the city's capacity to respond to crises, particularly for mental health and substance abuse.	- Respondents called for an assessment of existing crisis response services. - Highlighted gaps in resources for handling mental health and substance abuse crises.	Survey results inform the capacity assessment to identify gaps in crisis response, ensuring the city has the resources to address mental health and substance abuse emergencies.
	Dispatch Needs Assessment: Reviewing dispatch services to improve response	- **Need for improved dispatch services**, particularly for mental health emergencies.	Justifies dispatch reforms to enhance coordination between emergency

	coordination, particularly for mental health emergencies, and enhance non-police crisis response teams.	- **Recommended a review of dispatch capabilities** and better coordination with non-police crisis teams like the SCU. - **Focused on improving mental health responses** during dispatch.	services and mental health response teams.

Community Input and Survey-Informed Reimagining Public Safety Deliverables Matrix			
Theme	**RPS Deliverable**	**Community Input & Recommendations**	**Survey Impact on Deliverable**
Youth Services and Violence Prevention: Expanding resources and services for at-risk youth through peer-led mental health programs, violence prevention, and economic support.	**Violence Prevention and Youth Services**: Developing programs aimed at preventing youth violence and providing mental health support for at-risk youth.	- **Youth respondents** expressed concerns about violence and the lack of mental health services. - **Recommended programs focusing on youth violence prevention** and providing mental health support to at-risk youth. - **Called for more resources** for youth outreach and education.	Informs the development of youth-focused violence prevention and mental health programs.
	Youth Peers Mental Health Response: Implementing peer-led mental health services in schools and communities to support young people in crisis.	- **Youth highlighted the need** for peer-led mental health services. - **Emphasized the importance** of youth-specific crisis interventions. - **Called for peer-based mental health services** in schools and communities to support young people in crisis.	- Led to the implementation of peer-led mental health response services, focusing on youth-led interventions to support young people in schools and communities.
	Gun Violence Intervention and Prevention (Ceasefire): Creating targeted outreach and intervention programs to address gun violence, with a focus on engaging at-risk youth in high-risk areas.	- **Communities expressed concerns** about gun violence and requested targeted interventions. - **Recommended focusing on at-risk youth** and engaging them through direct outreach programs.	- Survey results informed the design of targeted outreach and intervention programs (Ceasefire), which focus on engaging at-risk

		- **Supported place-based interventions** for violence prevention in high-risk areas.	youth in areas most affected by gun violence.

6 Assumptions and Constraints

In planning and executing the Reimagining Public Safety initiative, it's crucial to identify the underlying assumptions that guide our strategies, as well as the constraints that may limit our options. This section outlines these assumptions and constraints to provide a structured framework for decision-making, risk management, and effective project implementation on an inter-departmental level.

Assumption/Constraint	Description	Example Detail
Funding	*Adequate financial resources will be available for implementing various aspects of the project.*	*Budget allocation, grants, etc.*
	Limited funds may restrict the extent of changes or pace implementation.	*Budget caps, competing priorities.*
Community Support	*There is strong community support and engagement in the reimagining process.*	*Community meetings, surveys, etc.*
	Resistance or opposition from certain community groups may slow down the project's pace.	*Public protests, negative media attention.*
Legislative Framework	*Necessary changes in local and state laws will be made to facilitate project goals.*	*Policy adjustments for unarmed enforcement.*
	Existing laws may limit the types of changes that can be implemented immediately.	*State laws on unarmed enforcement.*
Staff Recruitment/Retention	*Required staff positions will be filled timely and will remain stable throughout the project.*	*Assistant City Managers, Vision Zero Coordinator, etc.*
	Constraints on hiring or retaining the specialized staff required for the project.	*Recruitment challenges, staffing shortages, causing delay.*
	High attrition rates.	*Hiring and training can take up to a year due to added measures in this specialty.*
Technology	*Technology platforms will effectively support new dispatch and response models.*	*Software for prioritized dispatch.*
	Technological limitations may constrain the speed or effectiveness of new systems or models.	*Outdated systems, interoperability issues, extended timelines.*
	Request for Proposals is often a 6-month process. Actual implementation of new systems could take up to two years.	

7 Project Budget

A budget allocation of up to $5.3 million[4] has been designated for Fiscal Year 2023-2024. Together with additional grants, the total funding for the Reimagining Public Safety Initiative exceeds approximately $9 million. Developed based on recommendations from the City Manager, Mayor, and City Council the budget serves as a financial blueprint for responsibly allocating resources and achieving the initiative's objectives. For optimized tracking and reporting, we've established a simple process that involves multiple stakeholders.

7.1 Reporting Process, Frequency, and Deadlines

The given the dynamic nature of the Reimagining Public Safety work, the team will continue to collaborate on identifying and improving best practices for budget process. RPS Project Leads will be responsible for sharing the following information for respective RPS-related deliverables:

Type of Expense	Tracking Information
For Contracted Items	• Vendor Name • Contract # (if applicable) • Budget COA
For Staffing Positions	• Position Filled (Y/N) • Job Description/Posting Link

Considering the RPS work is funded by the city across FY 2023 and FY 2024, a quarterly reporting cadence is most effective.

By adhering to these guidelines and protocols, we aim to maintain rigorous control and agility while effectively making meaningful progress on the Reimagining Public Safety Initiative.

[4] Subject to change based on bi-annual budget review process and recommendations.

APPENDIX B

RPS Budget Recommendations and Current FY 25-26 Budget Status

Phase 3 Deliverables & Recommendations

The subsequent sections present a detailed overview of Phase 3 deliverables and costs for the Reimagining Public Safety initiative. Additionally, recommendations regarding priority of each deliverable (noted via Tier assignment) are also included in an effort to prioritize in the face of constrained General Fund resources for FY 25-26. These recommendations are intended to serve a consultative purpose with the ultimate authority on setting priorities and allocating budget resting with the City Council during the biennial and mid-biennial budget process. Included in this overview is a breakdown of funding that has already been accounted for in the FY 25-26 baseline budget, as well as funding recommendations, and long-term Phase 4 recommendations. Please refer to the legend provided below as an essential guide and glossary of terms is included to clarify the context and provide detailed explanations of each item.

Glossary of Terms

Term	Description
Phase	Each Phase of Reimagining Public Safety coincides with a biennial fiscal year. Phase 2 covered FY 23 & 24; Phase 3 covers FY 25 & 26; Phase 4 covers FY 27 & 28.
Deliverable	Specific outcomes or outputs associated with the Reimagining Public Safety Phase 3 initiative. FY 25 & 26
Allocation Type	The categorization of funds, whether they are part of the baseline budget, a tiered recommendation, anticipated carryforward request, or policy consideration.
In Baseline Budget	Indicates the funding is already included in the FY 25-26 baseline budget.
Tiered (1-3) Recommendation	Funding recommendations for deliverables. **Tier 1** items are items that address public health and safety and support the implementation of the City's strategic plan goals. **Tier 2** are items that are considered to be Non-Critical Operational Needs that may be placed on hold or have existing funding while **Tier 3** includes items deemed to be Non-Urgent Operational Needs.
Carryforward	Funds from the previous fiscal year that are recommended to be extended into FY 25.
Approximated Costs	Estimated Costs of bi-annual funding.
Reason for Recommendation	The justification for each funding recommendation, highlighting its importance. Indicates if requests are limited term, one-time, or ongoing.
Staff Funding Request	Staff proposals for ***Long-Term Phase 4 funding*** (from the General Fund) to support the initiative. Not already included in FY 25-26 baseline budget. These shall be considered and revisited throughout the AAO process and in future Fiscal Years.
Expenditure Type	Categorization of cost type Personnel (Staffing Investments), Non-Personnel (Consultant Costs and/or Community Investments)
Department	The City Department responsible for leading the management of funds and execution of the deliverable, indicated by color:

Grey	**City Manager's Office (CMO)**
Yellow	**Health Housing and Community Services (HHCS)**
Blue	**Police**
Red	**Fire**
Green	**Public Works**
Orange	**City Auditor's Office**
Purple	**City Attorney's Office**

Phase 3 Deliverables & Recommendations (Cont'd.)

PHASE 3 DELIVERABLES AND RECOMMENDATIONS

STAFFING INVESTMENTS

Deliverable	Allocation Type	Approximated Costs	Reason for Recommendation	Department
Assistant to the City Manager, RPS Coordinator	In Baseline Budget	**$464,956.00**	Oversees RPS implementation. Project based. NTE 3 years.	**CMO**
Diversity, Equity, and Inclusion (DEI) Officer	In Baseline Budget	**$569,222.00**	Responsible for the creation of DEI Division Citywide. Ongoing Need.	**CMO**
DEI Administrative Assistant	In Baseline Budget	**$315,693.00**	Provides critical DEI Division Support. Ongoing Need.	**CMO**
Associate Planner in Transportation	In Baseline Budget	**$377,808.00**	Supports timely Vision Zero safety projects. NTE 3 years.	**Public Works**
8 Public Safety Dispatcher II	In Baseline Budget	**$2,204,438.00**	Addresses overtime and support expanding dispatch responsibilities.	**Police**
1 Public Safety Dispatch Supervisor	In Baseline Budget	**$380,718.00**	Ensures adequate supervisory positions for expanding dispatch.	**Police**
6 Community Service Officers	In Baseline Budget Tier 2 Recommendation	**$1,968,996.00**	Provides additional capability to address public safety goals with appropriate response level, increase capacity for community engagement. Limited Term. *As these are limited term positions, a policy consideration for Council to make these positions permanent would need to be rendered.*	**Police**
Program Manager II	Tier 2 Recommendation	**$525,622.00**	To support public safety reimagining goals and advance programs, projects and policies that will advance meet the City's Complete Streets and Vision 0 goals. NTE 4 years.	**Fire**
Associate Management Analyst	Tier 3 Recommendation	**$191,756.00**	Supplier Diversity Specialist: Monitor and track performance metrics and meet federal requirements to maintain federal funding. Ongoing Need.	**CMO**

PHASE 3 RECOMMENDATIONS

CONSULTANT COSTS & COMMUNITY INVESTMENTS

Deliverable	Allocation Type	Approximated Costs	Reason for Recommendation	Department
RPS Public Education Campaign	Tier 1 Recommendation	**$25,000.00**	Marketing Costs (billboard, print, outreach and education) related to RPS Priority Initiatives *such as* the Specialized Care Unit and Violence Prevention Programming. One-time Request.	**CMO**
Grant Assistance	Tier 1 Recommendation	**$50,000.00**	Continued from prior fiscal year to sustain RPS efforts. One-time Request.	**CMO**
Violence Prevention and Youth Services	Tier 1 Recommendation	**$420,000.00**	To support Voices Against Violence initiative from McGee Ave. Baptist Church and Berkeley Youth Alternatives counseling center and Summer Jam Day Camp. One-time Request.	**CMO**
Vision Zero Action Plan Consultant Costs	Tier 1 Recommendation	**$250,000.00**	Develop Vision Zero Program Deliverables, including the Quick Build Program and updates to the Vision Zero Action Plan. One-time Request.	**Public Works**
FIP Training	Tier 1 Recommendation	**$200,000.00**	Ongoing training in support of Fair and Impartial Policing concepts, officer safety, professional development. One-time Request.	**Police**
Wellness Funds	Tier 1 Recommendation	**$100,000.00**	Critical Incident Stress Contract, Peer Support Team, and emerging wellness needs. One-time Request. *Pending grant funding.*	**Police**
Recommendations on Public Safety/Crime Prevention for Women and Older Persons	Tier 2 Recommendation	**$250,000.00**	To support phased roll out of recommendations addressing public safety/crime prevention for women and older persons. One-time Request.	**CMO**
Specialized Care Unit	Policy Consideration Tier 2 Recommendation	**$2,160,000 – $3,600,000.00**	To support the SCU program fully-staffed 24/7 operations. This budget is conditional, depending on achieving a 40% MediCal reimbursement rate. If this rate is met, the adjusted budget request will be $2,160,000 annually. Ongoing Need.	**HHCS**
BerkDOT Development	Tier 3 Recommendation	**$300,000.00**	BerkDOT implementation, including funding research in support of new "white paper" and potential state legislation. One-time Request.	**Public Works**

PHASE 3 RECOMMENDATIONS

ANTICIPATED CARRYFORWARD REQUESTS

Expenditure Type	Allocation Type	Approximated Costs	Reason for Recommendation	Department
Transportation Fines & Fees Analysis	Carryforward	**$150,000.00**	RFP Implementation Timeline Delayed. Review Berkeley Municipal Code for proposed changes to increase equity and racial justice in the City's existing transportation fines and fees.	**CMO**
Gun Violence Intervention & Prevention Programming	Carryforward	**$2,000,000.00**	RFP Implementation Timeline Delayed. Fully implement the Ceasefire violence intervention program.	**CMO**
Expand Downtown Street Teams	Carryforward	**$50,000.00**	Implementation Timeline Delayed. Expand downtown streets team (DST) as placement for low-level violations (e.g. vehicular camping/parking and sidewalk ordinance infractions).	**Public Works**

Phase 4 (Long Term) Recommendations

PHASE 4 (LONG TERM) RECOMMENDATIONS

Deliverable	Expenditure Type	Approximated Costs	Long-Term Staff Funding Request	Department
Associate Management Analyst	Personnel	**$191,756.00**	Equity & Access Program Lead: Lead with equity, access and belonging lens in all aspects of citywide decision-making, programming and services to identify service gaps and remove disparities.	**CMO**
Associate Management Analyst	Personnel	**$191,756.00**	Equity Engagement, Belonging and Training Specialist: Public engagement and outreach and internal engagement and training.	**CMO**
Language Equity	Non-Personnel	**$30,000.00**	Language Equity Funds to be expanded out in DEI efforts.	**CMO**
Department of Community Safety	Non-Personnel	**$250,000.00**	To support design and implementation framework for the Department of Community Safety.	**CMO**
Youth Peers Mental Health Response	Non-Personnel	**$350,000.00**	To support wellness-specific efforts for Berkeley High School.	**CMO**
Hearing Officer Resources/Alternative to Sanctions/Fines	Non-Personnel	**$150,000.00**	Expand existing hearing officer to provide alternative referrals to community service and social services for parking and other infractions.	**Public Works**

RESOLUTION NO.

ADOPTING THE CITY OF BERKELEY BIENNIAL BUDGET FOR
FISCAL YEARS 2025 and 2026

WHEREAS, on May 21, 2024, the City Manager presented to the City Council the Fiscal Years 2025 and 2026 ("FY 2025 and FY 2026") Proposed Biennial Budget; and

WHEREAS, the City Council held a series of meetings to consider the Proposed Biennial Budget on May 21, 2024, June 4, 2024 and June 25, 2024; and

WHEREAS, members of the City Council presented recommended revisions to the Proposed Biennial Budget at the Council meeting on June 25, 2024;

WHEREAS, in addition to formal budget adoption, City Council action is required to authorize advances for select community agencies receiving funds in FY 2025. The advances are to be equivalent to 25% of the agency's allocation; and

NOW THEREFORE, BE IT RESOLVED, that the Council of the City of Berkeley adopts the FY 2025 and FY 2026 Budget contained in the City Manager's FY 2025 and FY 2026 Proposed Budget and as amended by subsequent Council action on June 25, 2024.

BE IT FURTHER RESOLVED that the appropriations constituting the FY 2025 Adopted Budget will be reflected in a separate FY 2025 Annual Appropriation Ordinance, as required by the City Charter.

BE IT FURTHER RESOLVED, that the City Manager is authorized to execute contracts and /or amendments, as necessary, to provide advances to selected community agencies receiving City funds in FY 2025.

BE IT FURTHER RESOLVED, that the City Manager is authorized to use the following invoicing/reporting system in contract administration, but maintains the discretion to amend these requirements depending on risk factors associated with past performance, the amount and type of funding an agency receives, and/or whether or not an agency is a new grantee:

Agencies receiving under $50,000 in General Fund to provide the following services:

1. Drop-In services only with no intensive case management, meal programs, outreach programs, or recreation programs:
    - Statements of Expense are required quarterly and a General Ledger is required at fiscal year-end; and
    - An end-of-year narrative summary of accomplishments.

2. All other agencies receiving General Fund only:
    - Statements of Expense are required quarterly and a General Ledger is required at fiscal year-end; and
    - Program Reports are required semi-annually.

3. Agencies with State and/or Federal Funding:
    - Statements of Expense are required quarterly and a General Ledger is required at fiscal year-end; and
    - Program Reports are required quarterly.

BE IT FURTHER RESOLVED that the City Manager or her designee is authorized to use the following invoicing/reporting system in contract administration for contracts awarded through the Youth Equity Partnership and the invoicing/reporting system described in City Council Resolution No. 71,278-N.S. for other agencies awarded federal and non-federal funding. The following invoicing/reporting system pertains only to agencies awarded contracts through the Youth Equity Partnership:

Fiscal Reports (*Youth Equity Partnership*):

- All agencies, regardless of funding level, are required to submit quarterly statements of expense and quarterly requests for advance payment. The final statement of expense for each fiscal year must be accompanied by a copy of the agency's General Ledger and a Statement of Revenues and Expenditures for each program.
- Four fiscal reports due by: October 15 (Q1, for the period of July 1 – September 30), January 15 (Q2, for the period of October 1 – December 31), April 15 (Q3, for the period of January 1 – March 31) and August 31 (Q4, for the period of April 1 – June 30).
- Four advance payment requests due by: July 8 (Q1, for the period of July 1 – September 30), October 15 (Q2, for the period of October 1 – December 31), January 15 (Q3, for the period of January 1 – March 31) and April 15 (Q4, for the period of April 1 – June 30).

Program Reports (*Youth Equity Partnership*):

- Two program reports, due by January 15 (1st half report, for the period of July 1 – December 31) and July 15 (2nd half report, for the period of January 1 – June 30).

BE IT FURTHER RESOLVED that the City Manager or her designee is authorized to approve advance payments to agencies awarded contracts through the Youth Equity Partnership, pending timely, complete, and accurate agency submission. City review and approval of fiscal and program reports is required before each payment will be released.

BE IT FURTHER RESOLVED that the City Manager or designee is authorized to maintain the discretion of requiring more frequent invoices and reports from new grantees or in contracts deemed to require closer scrutiny, and also maintains the discretion to terminate contracts based on factors outlined in the contract boilerplate, including but not limited to, the contractor's failure to fulfill obligations.

BE IT FURTHER RESOLVED, that the City Manager is authorized to refuse to execute or amend a contract with any agency that has not provided required contract exhibits and documentation within 60 days of award of funding.

BE IT FURTHER RESOLVED, that the City Manager is authorized to execute other resultant agreement and amendments with other agencies relating to receipt and expenditure under CDBG or CSBG Program in accordance with the proposals for community agency funding approved through the budget process. A record copy of said contracts and any amendments are on file with the Office of the City Clerk.

Attachments:
1: Resolution: Adopting FY 2025 and FY 2026 Biennial Budget
Exhibit A: FY 2025 and FY 2026 Proposed Budget
Exhibit B: Mayor's Supplemental Budget Recommendations

2: Community Agency Contract Advances

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
Tier 1A: Recommended for funding in Adopted Budget										
1	1	Public Health & Safety	City Manager	Costs for design of new HVAC at Animal Shelter	118,000	118,000	-	One-Time		
2	1	Public Health & Safety	City Manager	Violence Prevention and Youth Services	420,000	210,000	210,000	One-Time		
3	1	Community/Economic Vitality	City Manager	Solano Stroll waste management services	24,000	12,000	12,000	One-Time		
4	1	Community/Economic Vitality	City Manager	Solano Stroll vehicle barricade rental	100,000	50,000	50,000	One-Time		
5	1	Community/Economic Vitality	City Manager	Solano Stroll and special event street closure supplies and rentals	12,000	6,000	6,000	One-Time		
6	1	Community/Economic Vitality	City Manager	Solano Stroll Zero waste fees	3,000	1,500	1,500	One-Time		
7	1	Revenue/Grant	Finance	Reclassification AOSIII - Treasury to align with operations	41,465	20,732	20,732	On-Going		
8	1	Revenue/Grant	Finance	Reclassification to Revenue Counter Customer Service to support revenue collection	30,613	15,306	15,306	On-Going		
9	1	Public Health & Safety	Fire	Overtime	3,000,000	1,500,000	1,500,000	On-Going		
10	1	Public Health & Safety	Fire	1227 BFFA - MOU item	110,000	55,000	55,000	On-Going		
11	1	Public Health & Safety	Fire	PPE Replacement	301,612	77,781	223,831	On-Going		
12	1	Public Health & Safety	Fire	Recruitment Funding	140,000	70,000	70,000	One-Time		
13	1	Public Health & Safety	Fire	Debt service payments for fire apparatuses	806,052	128,022	678,030	On-Going		
14	2	Public Health & Safety	Fire	Program Manager II (temporary)	-	-	-	One-Time	UC LRDP (FY25), Measure FF (FY6)	FY27 & FY28 General Fund
15	1	Mandate	HHCS	Senior Community Development Project Coordinator	409,278	175,405	233,873	On-Going		
16	1	Core Service	Human Resources	Labor Negotiations & Investigations	250,000	125,000	125,000	On-Going		
17	1	Timing	Mayor & Council	Legislative Aides (new job specification and salary range)	1,385,751	692,875	692,875	On-Going		$693,000 - Step 11

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
18	1	Mandate	Parks, Rec,. & Waterfront	Fair Work Week - Hourly Labor Costs	130,675	63,500	67,175	On-Going		
19	1	Community/Economic Vitality	Parks, Rec,. & Waterfront	Utilities	284,672	11,173	273,499	On-Going		
20	1	Mandate	Parks, Rec,. & Waterfront	Fair Work Week - Software	20,000	10,000	10,000	One-Time		
21	1	Community/Economic Vitality	Parks, Rec,. & Waterfront	Camp Scholarships & DEI programs	585,811	355,811	230,000	One-Time		
22	1	Community/Economic Vitality	Parks, Rec,. & Waterfront	Summer Lunch Food Costs	78,646	39,323	39,323	On-Going		
23	1	Public Health & Safety	Parks, Rec,. & Waterfront	Cazadero Riverbed Erosion	300,000	300,000	-	One-Time		
24	1	Public Health & Safety	Parks, Rec,. & Waterfront	South Cove Seawall-Planning Only	250,000	250,000	-	One-Time		
25	1	Public Health & Safety	Police	Fair Impartial Policing (FIP) Training	200,000	100,000	100,000	On-Going		
26	1	Public Health & Safety	Police	Wellness Fund	100,000	50,000	50,000	On-Going		
27	1	Public Health & Safety	Police	Recruitment Funding	300,000	125,000	175,000	One-Time		
28	1	Public Health & Safety	Public Works	Restrooms in Right of Way	210,000	105,000	105,000	On-Going		
29	1	Mandate	Public Works	ADA Transition Plan Implementation	250,000	-	250,000	On-Going		
30	2	Community/Economic Vitality	HHCS	Workforce and youth development programming for Youthworkers	20,000	20,000	-	On-Going		
31	2	Efficiency & Process Improvement	Human Resources	Recruitment Funding	250,000	125,000	125,000	One-Time		
32	2	Community/Economic Vitality	City Manager	Restore Community Festival Grants	42,000	-	-	One-Time	Mayor's Budget	

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
33	2	Core Service	HHCS	Program Manager II	258,079	-	-	On-Going	Measure U1	
34	2	Core Service	HHCS	Community Services Specialist I	153,514	-	-	On-Going	Measure U1	
35	2	Efficiency & Process Improvement	Police	Early Intervention System (EIS) subscription service	200,000	100,000	100,000	On-Going		
36	3	Cost Shift	Public Works	Citywide Bicycle and Pedestrian and Traffic Calming projects (and Bus Shelters/Benches) - Funded by Future TNC Tax Annual Revenues	240,000	120,000	120,000	On-Going		Maintenance of bus shelters/benches
37		Efficiency & Process Improvement	City Attorney	Risk Manager	388,452	129,484	258,968	On-Going		
38		Efficiency & Process Improvement	City Attorney	Outside Legal Counsel	1,000,000	500,000	500,000	One-Time		
39		Efficiency & Process Improvement	City Attorney	Deputy City Attorney I (2.0 FTEs / Step 3)	549,183	137,295	366,122	On-Going		
40		Efficiency & Process Improvement	City Attorney	Affirmative Litigation	400,000			One-Time	Monsanto Settlement Fund	
41		Efficiency & Process Improvement	City Attorney	Deferred Maintenance of Office Facilities	114,860	76,663	38,198	One-Time		
42		Efficiency & Process Improvement	City Attorney	Increase in non-personnel Baseline (Public Liability Fund) - inflation adjustment	512,944	214,182	298,762	On-Going		
43		Core Service	City Auditor	Auditor II	-	-	-	On-Going		recommending position becomes career
44		Core Service	City Auditor	Increase Payroll Division's overtime budget	100,000	50,000	50,000	One-Time		
45		Core Service	City Auditor	24/7 hotline service and case management software for Whistleblower Program	40,000	20,000	20,000	On-Going		
46		Core Service	City Auditor	Staff Training	60,000	30,000	30,000	On-Going		
47		Core Service	City Auditor	Payroll Audit Succession Planning	50,000	50,000	-	One-Time		
48		Core Service	ODPA	Board Member Training	70,000	35,000	35,000	On-Going		
49		Core Service	ODPA	Staff Training	72,000	36,000	36,000	One-Time		
50		Core Service	ODPA	Office location	203,319	100,022	103,297	On-Going		

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
51			Kesarwani, Wengraf, Taplin, and Humbert	Publicly Accessible Permanent Bathroom at James Kenney Park	160,000	160,000	-	One-Time		
52			Mayor Arreguin	Supply Bank School Supply Distribution	70,000	35,000	35,000	One-Time		
53			Mayor Arreguin	Cesar Chavez Solar Calendar Maintenance	10,000	10,000	-	One-Time		
54			Hahn, and Wengraf	Co-Sponsorship and Budget Referral for the Solano Avenue Stroll	20,000	10,000	10,000	One-Time		
55			Taplin	Berkeley Junior Jackets Capacity-Building Grant	300,000	150,000	150,000	One-Time		
56			Taplin and Humbert	Vision Zero Rapid Response on Bicycle Boulevards	200,000	200,000	-	One-Time		
57			Taplin	Waterside Workshops Emergency Recovery Grant	82,000	82,000	-	One-Time		
58			Hahn and Taplin	Fund Small Sites Program to Acquire, Rehabilitate, and Protect Existing Small Scale Housing	10,000,000	-	-	One-Time	Measure U1 and HTF	Measure U1 = 2,500,000 for FY 25 and FY 26; HTF = $2,500,000 per year for FY 25 and FY 26
59			Hahn	CARE Program for Berkeley Fire	459,000	213,000	246,000	One-Time		$40,000 per year for Pilot Project to Screen for Cancer;$103,000 in FY25 and $206,000 in FY26 for Fire Mechanic; $70,000 in FY25 (Furniture, Fixtures, and Equipment) upgrades to all Fire Stations; consider other items as part of AAO1
60			Wengraf, Taplin, and Hahn	$70,000 to Evaluate Pedestrian Safety and Implement Solutions on Euclid Avenue between Eunice Street and Bay View Place	70,000	70,000	-	One-Time		
61			Wengraf	Crossing Guard for Cragmont School	44,000	22,000	22,000	One-Time		
62			Wengraf, Humbert, and Taplin	City of Berkeley Annual Holocaust Remembrance Day	14,000	7,000	7,000	One-Time		
63			Wengraf	Equipment for Hybrid Commission Meetings	110,000	110,000	-	One-Time		Exploring use of PEG funds

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
64			Wengraf	Civic Center Plan Phase III – Advancing Pre-Design & Construction Activities for Berkeley's Maudelle Shirek and Veterans Buildings	300,000	300,000	-	One-Time		
65			Kesarwani	RFP for Food Security Non-Profits	200,000	200,000	-	One-Time		
66			Mayor Arreguin	UC Theater Concert and Careers Program	100,000	50,000	50,000	One-Time		
67			Hahn and Humbert	Budget Referral and Technical Support for the Aurora Theatre Company	150,000	150,000	-	One-Time		Conditioned on Aurora developing and submitting to the city a viable fiscal recovery plan within 9 months
68			Community Agency	Rising Sun Center for Opportunity	100,000	50,000	50,000	One-Time		
69			Community Agency	Toolworks Inc/Lifelong- Site Based Tenancy Sustaining Services	95,330	47,665	47,665	One-Time		
70			Community Agency	Berkeley Flea Market	72,000	72,000		One-Time		
				Sub-Total to be Funded in June 2024	**16,242,895**	**8,349,739**	**7,893,156**			
Tier 1B-Referred to FY25AAO1										
71	1	Revenue/Grant	City Manager	Grant Assistance	50,000	50,000	-	One-Time		
72	1	Mandate	City Clerk	Election	156,000	156,000	-	One-Time		
73	1	Public Health & Safety	Human Resources	Threat Assessment Team (Psychological Services)	150,000	75,000	75,000	On-Going		
74	1	Efficiency & Process Improvement	Information Technology	Infrastructure Vulnerability Scanner	120,000	60,000	60,000	On-Going		
75	1	Mandate	Planning	Citywide Historic Context Statement	200,000	200,000	-	One-Time		
76	1	Public Health & Safety	Parks, Rec,. & Waterfront	South Cove Seawall-Planning Only	250,000	250,000	-	One-Time		
77	1	Public Health & Safety	Public Works	Vision Zero Action Plan Consultant Costs	250,000	250,000	-	One-Time		
78	1	Mandate	Public Works	Low Income Rebate - Zero Waste	200,000	100,000	100,000	On-Going		
79	1	Public Health & Safety	Public Works	Low Income Rebate - Sewer	200,000	100,000	100,000	On-Going		

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
80	1	Cost Shift	Parks, Rec,. & Waterfront	Marina Fund Operational Subsidy	347,348	347,348	-	One-Time		
81	1	Community/Economic Vitality	Parks, Rec,. & Waterfront	Inflation Adjustment	65,601	32,210	33,391	One-Time		
82	1	Climate	Planning	Energy Manager Software	38,000	-	38,000	One-Time		
83	1	Climate	Planning	Energy Manager Bill Processing Fee	16,000	8,000	8,000	One-Time		
84	1	Public Health & Safety	Police	Jail Control Panel Project	250,000	250,000	-	One-Time		
85	1	Public Health & Safety	Public Works	Codornicies Creek Restoration at 9th Street (PWENCR2402)	400,000	200,000	200,000	One-Time		
86		Efficiency & Process Improvement	ODPA	Communications Specialist (working title)	421,382	210,691	210,691	On-Going		
87		Community/Economic Vitality	ODPA	Internship Program	60,000	30,000	30,000	On-Going		
88		Efficiency & Process Improvement	ODPA	Assistant City Clerk (working title)	474,693	237,346	237,346	On-Going		
89		Efficiency & Process Improvement	ODPA	Office Specialist II	257,824	128,912	128,912	On-Going		
90			Taplin, Robinson, and Humbert	51B BRT + University/Shattuck Corridor Mobility Improvements	150,000	150,000		One-Time		
91			Robinson and Humbert	Opening the Dwight Triangle	25,000	25,000		One-Time		
92			Humbert and Bartlett	Additional Security Cameras at Intersections Experiencing Increased Violent Crime	1,055,000	1,055,000		One-Time		
93			Hahn, Wengraf, Taplin, and Humbert	Funding to Protect Pedestrian Safety on Upper Marin Avenue	200,000	200,000		One-Time		Fund with money from Hopkins funding reservation
94			Hahn, Humbert, Taplin, and Bartlett	Continue Market Match Program for Low-Income Berkeley Residents in the Event of Statewide Program Cuts	360,000	180,000	180,000	One-Time		

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
95			Bartlett	Healthy Black Families Community Engagement - Ashby BART Development and Equitable Black Berkeley	120,000	60,000	60,000	One-Time		
96			Hahn and Wengraf	Development of Voluntary Design Guidelines	200,000	200,000	-	One-Time		
97			Humbert, Hahn, Taplin, and Lunaparra	Staff direction and budget referral for Practical Interventions to Clear and Keep Using Parking Spaces (PICKUPS)	125,000	125,000	-	One-Time		
98			Hahn	Berkeley Faith & Justice Coalition – Grassroots Leader Support Project	50,000	25,000	25,000	One-Time		
99			Mayor Arreguin	Berkeley Youth Alternatives Part-Time Garden Assistant	31,250	31,250	-	One-Time		
				Sub-Total TIER 1B	**6,223,097**	**4,736,757**	**1,486,340**			
Tier 1C: Referred to FY26 Mid-Biennial Budget Update										
100	1	Public Health & Safety	City Manager	Reimagining Public Safety Public Education Campaign	25,000	-	25,000	One-Time		
101	2	Public Health & Safety	HHCS	Specialized Care Unit	3,600,000	-	3,600,000	On-Going		
102	1	Public Health & Safety	Parks, Rec,. & Waterfront	South Berkeley Landscaping / Here There	400,000	-	400,000	One-Time		
				Sub-Total TIER 1C	**4,025,000**	**8,682,514**	**6,862,680**			
Tier 2: Recommended as funding becomes available (AAO1 and/or Mid-Biennial)										
103	2	Efficiency & Process Improvement	City Clerk	Paperless Contracts Software	450,000	400,000	50,000	On-Going		
104	2	Public Health & Safety	City Manager	Electronic message boards, road closure signage, cones	85,000	85,000	-	One-Time		
105	2	Efficiency & Process Improvement	City Manager	Strategic plan report	64,000	32,000	32,000	On-Going		
106	2	Efficiency & Process Improvement	City Manager	Veterinarian (new classification request)	369,512	184,756	184,756	On-Going		

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
107	2	Efficiency & Process Improvement	City Manager	Assistant Management Analyst	309,066	154,533	154,533	On-Going		
108	2	Efficiency & Process Improvement	City Manager	Associate Management Analyst	421,636	210,818	210,818	On-Going		
109	2	Efficiency & Process Improvement	City Manager	Replacement for Citywide Email Communication Platform	100,000	100,000	-	One-Time		
110	2	Community/Economic Vitality	City Manager	#Discovered in Berkeley – Berkeley Business Marketing & Communications Project: Continuation	50,000	25,000	25,000	On-Going		
111	2	Community/Economic Vitality	City Manager	Berkeley Ventures, Berkeley Values	20,000	10,000	10,000	On-Going		
112		Community/Economic Vitality	City Manager	Ongoing Grant Program for Retaining and Improving Creative Spaces	600,000	300,000	300,000	On-Going		
113	2	Efficiency & Process Improvement	City Manager	Consultants for Business Improvements	100,000	50,000	50,000	One-Time		
114	2	Public Health & Safety	City Manager	Recommendations on Public Safety/Crime Prevention for Women	250,000	250,000	-	One-Time		
115	2	Efficiency & Process Improvement	Finance	Reclassification of Associate to Sr Mgmt. Analyst	259,769	129,885	129,885	On-Going		
116	2	Efficiency & Process Improvement	HHCS	Second Deputy Director	578,876	289,438	289,438	On-Going		
117	2	Core Service	HHCS	Community Development Project Coordinator (CDPC)	-		-	On-Going		
118	2	Core Service	HHCS	Community Services Specialist II	-		-	On-Going		
119	2	Efficiency & Process Improvement	Human Resources	Reallocation ISST to HR Tech	29,738	14,869	14,869	On-Going		
120	2	Efficiency & Process Improvement	Human Resources	Reclassification - Assistant Management Analyst to Senior Management Analyst	135,945	68,472	67,472	On-Going		
121	2	Efficiency & Process Improvement	Information Technology	Upgrade to Microsoft G5 for improving security and compliance	1,000,000	500,000	500,000	One-Time		

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
122	2	Efficiency & Process Improvement	Information Technology	Data Center Relocation (CoLo or Cloud)	2,200,000	1,100,000	1,100,000	One-Time		
123	2	Efficiency & Process Improvement	Parks, Rec,. & Waterfront	CIP Personnel	721,251	360,625	360,625	On-Going		
124	2	Public Health & Safety	Parks, Rec,. & Waterfront	Restore FY24 CIP Baseline	4,000,000	2,000,000	2,000,000	On-Going		
125	2	Community/Economic Vitality	Parks, Rec,. & Waterfront	Camps Fund Capital	550,000	550,000	-	One-Time		
126	2	Community/Economic Vitality	Parks, Rec,. & Waterfront	Marina Fund Capital	3,075,672	1,010,000	2,065,672	One-Time		
127	2	Community/Economic Vitality	Planning	Rezone Gilman Project (FY25)	100,000	100,000	-	One-Time		
128	2	Efficiency & Process Improvement	Police	Senior Management Analyst	428,648	214,324	214,324	On-Going		
129	2	Public Health & Safety	Police	Community Service Officers	-	-	-	On-Going		recommending positions become career
130	2	Efficiency & Process Improvement	Police	Program Manager II	516,152	258,076	258,076	On-Going		
131	2	Public Health & Safety	Public Works	Codornicies Creek Restoration between UPRR & Caltrans (Behind Transfer Station) (TBD)	600,000	400,000	200,000	One-Time		
132	2	Community/Economic Vitality	Public Works	BART Rent agreement for bike station	170,000	85,000	85,000	On-Going		
				Sub-Total TIER 2	**17,185,265**	**8,882,796**	**8,302,468**			
Tier 3: Recommended as funding becomes available (AAO1 and/or Mid-Biennial)										
133	3	Efficiency & Process Improvement	City Manager	Assistant Management Analyst	83,448	41,724	41,724	On-Going		
134	3	Efficiency & Process Improvement	City Manager	Associate Management Analyst	191,756		191,756	On-Going		
135	3	Efficiency & Process Improvement	City Manager	Language Equity	15,000	-	15,000	One-Time		

Mayor's FY 2025 & FY 2026 Supplemental Budget Recommendations

MASTER LIST

Item #	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Special Funds	Notes
136	3	Efficiency & Process Improvement	City Manager	Department of Community Safety	250,000	-	250,000	One-Time		
137	3	Public Health & Safety	City Manager	Youth Peers Mental Health Response	350,000	-	350,000	One-Time		
138	3	Efficiency & Process Improvement	Police	Associate Management Analyst	385,834	192,917	192,917	On-Going		
139	3	Efficiency & Process	Public Works	BerkDOT Development	300,000	-	300,000	One-Time		
140	3	Efficiency & Process Improvement	Public Works	Hearing Officer Resources/Alternative to Sanctions/Fines	150,000	-	150,000	One-Time		
141	3	Cost Shift	Public Works	Break even amount to shift costs from On-Street Parking Fund 631 to General Fund that support direct personnel and non-personnel in PD's Parking Enforcement Program)	6,035,087	2,699,667	3,335,420	One-Time		
				Sub-Total TIER 3	**7,761,125**	**2,934,308**	**4,826,817**			

APPENDIX C

Grant Assistance Supporting Materials

01

Office of the City Manager

RECESS ITEM
CONSENT CALENDAR
May 14, 2024

To: Honorable Mayor and Members of the City Council

From: Dee Williams-Ridley, City Manager

Submitted by: Carianna Arredondo, Assistant to the City Manager, Reimagining Public Safety

Subject: Grant Application: Law Enforcement Mental Health and Wellness Act (LEMWHA) Program Grant to support contract with the Public Safety Family Counseling Group (PSFG) for Crisis Intervention and Critical Incident Stress Management Services.

RECOMMENDATION

Adopt a Resolution ratifying the action taken by the City Manager during recess to submit a Law Enforcement Mental Health and Wellness Act (LEMWHA) FY 24 Program grant application in the amount up to $200,000, due April 30, 2024; to accept the grant; to execute any resultant revenue agreements and amendments; and authorizing the implementation of the project and appropriation of funding for related expenses, subject to securing the grant.

NEGATIVE EFFECT IF ACTION IS DELAYED UNTIL AFTER COUNCIL RECESS

Delaying this action until after the Council recess could significantly hinder the City's ability to secure the grant funding. Given the competitive nature of the grant and the strict deadlines imposed by the funding agency, any delay risks missing the application deadline, thereby forfeiting potential financial support for crucial mental health initiatives within the law enforcement community. This could result in gaps in mental health support and wellness resources that are vital for the safety and effectiveness of the officers and the community they serve.

FISCAL IMPACTS OF RECOMMENDATION

The Berkeley Police Department, with the support of the Reimagining Public Safety project coordinator, is applying for an amount up to $200,000, there is no requirement for matching funds, and this grant will have no impact on the City’s budget.

CURRENT SITUATION AND ITS EFFECTS

The Office of Community Oriented Policing Services (COPS), a critical entity within the Department of Justice, enhances the capacity of America's police departments to

implement community policing through grants, resources, and information.[1] These grants support the hiring of community policing professionals, the development of innovative policing strategies, and the delivery of training and technical assistance to community members, local government leaders, and law enforcement personnel at all levels.

Fiscal Year 2024 funds from the Law Enforcement Mental Health and Wellness Act (LEMHWA) Program are specifically allocated to enhance mental health and wellness services for law enforcement[2]. This includes funding initiatives such as peer support programs, training sessions, resources for families, suicide prevention initiatives, and other promising practices aimed at improving wellness. The objective is to expand knowledge, raise awareness of effective wellness strategies, improve skills and capabilities within law enforcement, and increase utilization of these practices across various agencies and stakeholders.

The Berkeley Police Department is currently pursuing LEMWHA funding to continue its successful collaboration with the Public Safety Family Counseling Group (PSFG). This partnership, initiated under the Reimagining Public Safety Phase 2 directives, focuses on Crisis Intervention and Critical Incident Stress Management Services. The collaboration has not only bolstered the department's response to crisis situations but has also strengthened the peer support network, crucial for supporting colleagues during critical incidents. Training sessions facilitated by the International Critical Incident Stress Foundation (ICISF) have equipped numerous department members with specialized skills in 'Assisting Individuals in Crisis and Group Crisis Intervention'. This training ensures that the Berkeley Police Department maintains high standards of peer support.

As the City approaches a new fiscal year, securing LEMWHA funding becomes essential to maintain and expand these critical services. This effort aligns with the City's Strategic Plan Goal to create a resilient, safe, connected, and prepared community, while also focusing on attracting and retaining a talented and diverse workforce. The ongoing funding support through LEMWHA is vital for the sustainability of these initiatives and the overall well-being of the police force and the community it serves.

BACKGROUND

As part of the City's ongoing commitment to the Reimagining Public Safety initiative, the City Council approved strategic funding allocations aimed at sustaining and enhancing public safety efforts[3]. For fiscal years 2023 and 2024, a total of $200,000 was allocated under the Grant Assistance effort. This funding is instrumental in reinforcing the City's dedication to long-term safety and community welfare initiatives and is being managed

[1] https://cops.usdoj.gov/grants
[2] https://cops.usdoj.gov/lemhwa
[3] https://berkeleyca.gov/sites/default/files/documents/FY-2023-2024-Adopted-Budget-Book.pdf

by the Assistant to the City Manager serving as the Reimagining Public Safety Project Coordinator in the City Manager's Office.

In 2024, the City of Berkeley entered into a partnership with California Consulting, LLC, under Contract No. 32400015, to augment the City's capabilities in grant application processes. This partnership aims to maximize the potential for securing additional funding to support public safety programs.

An additional $50,000 was approved for the same fiscal years to address the wellness needs of the Berkeley Police Department, supporting components such as the Critical Incident Stress Contract, the Peer Support Team, and other emerging wellness needs.

Utilizing the designated funds, the Berkeley Police Department established a partnership with the Public Safety Family Counseling Group, Inc. This collaboration, formalized under Contract No. 32300022, focuses on Crisis Intervention and Critical Incident Stress Management Services. Beyond crisis scenarios, this partnership enhances the department's peer support team by equipping members with the necessary training and tools to effectively support colleagues during challenging times.

As the initiative transitions into Phase 3, which aligns with the upcoming Fiscal Year 2025-2026 budget cycle yet to be adopted, securing further grants remains a critical priority. This continued funding will support the expansion of current initiatives and the introduction of new programs under the initiative's next phase, ensuring the safety and well-being of both the community and law enforcement personnel.

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS

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

RATIONALE FOR RECOMMENDATION

Approving the resolution enables the City to apply for a $200,000 Law Enforcement Mental Health and Wellness Act grant, critical for funding the ongoing partnership with the Public Safety Family Counseling Group for Crisis Intervention and Stress Management Services. This timely application ensures the Berkeley Police Department can maintain and enhance essential mental health and wellness support without financial strain on the city's budget, aligning with strategic goals to foster a resilient, safe, and well-prepared community.

ALTERNATIVE ACTIONS CONSIDERED

None.

CONTACT PERSON
Carianna Arredondo, Assistant to the City Manager, Reimagining Public Safety, 510-981-6903
Jennifer Louis, Chief of Police, 510-981-5700
Jen Tate, Deputy Chief, 510-981-5983
Lt. Matthew McGee, Police Community Services Bureau, 510-981-5808

Attachments:
1: Resolution

RESOLUTION NO. ##,###-N.S.

AUTHORIZING A GRANT APPLICATION FOR UP TO $200,000 TO OFFICE OF COMMUNITY ORIENTED POLICING SERVICES (COPS) FOR LAW ENFORCEMENT MENTAL HEALTH AND WELLNESS ACT (LEMWHA) PROGRAM GRANT

WHEREAS, the Law Enforcement Mental Health and Wellness Act (LEMWHA) Program provides critical funding to enhance the mental health and wellness services for law enforcement agencies across the nation; and

WHEREAS, the City of Berkeley, in alignment with the Reimagining Public Safety initiative, recognizes the urgent need to support mental health initiatives for its police force, ensuring their effectiveness and resilience in serving the community; and

WHEREAS, he Berkeley Police Department has established a beneficial partnership with the Public Safety Family Counseling Group, Inc., focusing on Crisis Intervention and Critical Incident Stress Management Services to bolster the department's capacity to manage and mitigate crisis situations effectively; and

WHEREAS, securing the LEMWHA grant is imperative for continuing the successful interventions and trainings provided through this partnership, which have proven essential in enhancing the department's peer support network and overall mental health readiness; and

WHEREAS, the application for this grant, due April 30, 2024, and in the amount of up to $200,000, requires timely submission to meet strict funding deadlines, ensuring the City's ability to continue these vital services without financial interruption.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Berkeley that the Council ratifies the action taken by the City Manager to submit a Law Enforcement Mental Health and Wellness Act (LEMWHA) FY 24 Program grant application in the amount up to $200,000, due April 30, 2024; to accept the grant; to execute any resultant revenue agreements and amendments; and authorizing the implementation of the project and appropriation of funding for related expenses, subject to securing the grant.

06

Office of the City Manager

CONSENT CALENDAR
July 9, 2024

To: Honorable Mayor and Members of the City Council

From: Dee Williams-Ridley, City Manager

Submitted by: Carianna Arredondo, Assistant to the City Manager, Reimagining Public Safety

Subject: Grant Application: Bureau of Justice Assistance Body-Worn Camera Policy and Implementation Program to Support Law Enforcement Agencies

RECOMMENDATION

Adopt a Resolution authorizing the City Manager to submit a grant application to the federal Bureau of Justice Assistance (BJA) in an amount not to exceed $300,000 for the Body-Worn Camera Policy and Implementation Program.

FISCAL IMPACTS OF RECOMMENDATION

There are sufficient funds in the General Fund (011-71-705-820-0000-000-421-666110) allocation to accommodate the 50% match of this grant. This allocation can be used to leverage grant opportunities such as the Bureau of Justice Assistance (BJA) grant program that require local matching funds. If awarded, the BJA grant program will reimburse the City up to 50% of the total project cost.

CURRENT SITUATION AND ITS EFFECTS

The Bureau of Justice Assistance (BJA) a critical entity within the Department of Justice, plays a pivotal role in strengthening the nation's criminal justice system. The BJA assists state, local, and tribal jurisdictions in reducing and preventing crime, decreasing recidivism, and promoting a fair and safe criminal justice system. BJA's efforts encom*pass a broad spe*ctrum of resources, including training and technical assistance, to support law enforcement, courts, corrections, treatment, reentry, justice information sharing, and community-based partners. These initiatives are aimed at addressing both chronic and emerging criminal justice challenges across the nation.

Fiscal Year 2024 funds from the Body-Worn Camera Policy and Implementation Program are specifically allocated to support the purchase and lease of body-worn cameras (BWCs) by publicly funded law enforcement and corrections agencies. These funds are intended to aid comprehensive BWC programs. Additionally, the program seeks to support demonstration projects that advance digital evidence management, utilizing BWC digital footage to foster evidence-based and procedurally just practices in agencies with established BWC programs.

Body-worn cameras have become the industry standard in policing, and there is broad support for their use in the City of Berkeley. These cameras provide crucial evidence in police investigations and enhance accountability for all parties involved in community-police interactions. Studies have consistently shown that the use of body-worn cameras leads to a significant reduction in citizen complaints and use-of-force incidents.

The Berkeley Police Department is seeking to pursue this funding to continue its successful BWC program and maintenance. By doing so, the department aims to sustain and expand its efforts to promote transparency, accountability, and public trust in its operations.

BACKGROUND

On June 27, 2017, the City Council adopted Resolution No. 68,060—NS, in accordance with the requirements of City Charter Article XI, Section 67.2. This resolution approved the National Intergovernmental Purchasing Alliance (National IPA) bid procedures and authorized the City Manager to negotiate and execute a contract, including any necessary amendments, to equip the Berkeley Police Department with body-worn camera (BWC) equipment, software, and services from Axon Enterprises. The contract, capped at $1,250,000 over five years, was designed to enhance the department's transparency and accountability.

Following the adoption of this resolution, the City of Berkeley entered into Contract No. 10662 with Axon Enterprises to purchase and lease BWCs. This contract marked a significant step in the City's efforts to modernize its policing tools and promote community trust. In 2023, the City entered into a subsequent contract with Axon Enterprises under Contract No. 32400001, further reinforcing its commitment to maintaining an effective BWC program.

In alignment with the City's ongoing commitment to the Reimagining Public Safety initiative, the City Council approved strategic funding allocations to sustain and enhance public safety efforts. For fiscal years 2023 and 2024, a total of $100,000 was allocated under the Grant Assistance effort. This funding is a critical component of the City's long-term strategy for safety and community welfare. The Assistant to the City Manager, serving as the Reimagining Public Safety Project Coordinator, oversees the management of these funds within the City Manager's Office.

In 2024, the City of Berkeley formed a partnership with California Consulting, LLC, under Contract No. 32400015. This partnership aims to bolster the City's grant application processes, thereby maximizing the potential for securing additional funding to support and expand public safety programs. The collaboration is part of a broader effort to ensure that the City can continue to invest in initiatives that promote public safety and community well-being.

As the Reimagining Public Safety initiative transitions into Phase 3, aligning with the Fiscal Year 2025-2026 budget cycle, securing further grants remains a critical priority. Continued funding will support the expansion of current initiatives and the introduction of new programs in the next phase of the initiative. This ongoing financial support is essential to sustaining and enhancing comprehensive public safety efforts that ensure a secure and thriving community for all residents.

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS

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

RATIONALE FOR RECOMMENDATION

Approving the resolution enables the City to apply for the BJC Body-Worn Camera grant is essential to secure additional funding needed to expand and sustain Berkeley's body-worn camera program, thereby enhancing transparency, accountability, and overall public safety. This funding will support crucial upgrades and maintenance, ensuring continued community trust and effective law enforcement practices.

ALTERNATIVE ACTIONS CONSIDERED

None.

CONTACT PERSON

Carianna Arredondo, Assistant to the City Manager, Reimagining Public Safety, 510-981-6903
Jennifer Louis, Chief of Police, 510-981-5700
Jen Tate, Deputy Chief, 510-981-5983
Lt. Matthew McGee, Police Community Services Bureau, 510-981-5808

Attachments:
1: Resolution

RESOLUTION NO. ##,###-N.S.

AUTHORIZING A GRANT APPLICATION FOR UP TO $300,000 TO BUREAU OF JUSTICE ASSISSTANCE (BJA) FOR BODY-WORN CAMERA POLICY AND IMPLEMENTATION PROGRAM GRANT

WHEREAS, the Bureau of Justice Assistance has established the Body-Worn Camera Policy and Implementation Program, which provides 50% matching funding to enhance transparency, accountability, and evidence-based practices for law enforcement agencies across the nation

WHEREAS, the City of Berkeley, in alignment with the Reimagining Public Safety initiative, recognizes the urgent need to support its body-worn camera program, ensuring effective law enforcement and strengthening community trust; and

WHEREAS, the Berkeley Police Department has established a partnership with Axon Enterprises, focusing on comprehensive body-worn camera solutions that enhance the department's capacity to document and manage interactions with the public effectively; and

WHEREAS, securing the Body-Worn Camera Policy and Implementation Program grant is beneficial for continuing the successful deployment and maintenance of body-worn cameras, which have proven helpful in reducing citizen complaints and use-of-force incidents, while promoting transparency and procedural justice; and

WHEREAS, the application for this grant, due July 24, 2024, in the amount of up to $300,000, requires timely submission and a 50% match to meet strict funding deadlines.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Berkeley that the Council approves the City Manager (or her designee) to submit a Body-Worn Camera Policy and Implementation Program FY 2024 grant application in the amount of up to $300,000, due July 24, 2024; to accept the grant and provide a 50% match; to execute any resultant revenue agreements and amendments; and authorize these funds be utilized to support the current Axon BWC contract, subject to securing the grant.

APPENDIX D

Specialized Care Unit Supporting Materials

Public

Office of the City Manager

August 26, 2024

To: Honorable Mayor and Members of the City Council

From: LaTanya Bellow, Interim City Manager

Re: Specialized Care Unit (SCU) Program Update

The following memo provides an update on the Specialized Care Unit's current operations, how the team has progressed, common services provided, and what to expect during this next phase of the pilot program.

SCU Operations

The Specialized Care Unit was developed to provide a process and services to respond to a diverse set of mental health crises, minimize the use of law enforcement, facilitate appropriate referrals, and determine next steps for each client. Berkeley's program is a contracted partnership between various City Departments, led by the Department of Health, Housing, and Community Services and community provider, Bonita House, Inc. The 3-person Bonita House staff on the care unit are one Peer Support Specialist, one Emergency Medical Technician (EMT), and one Clinician.

The SCU began pilot program operations on September 5, 2023. In the early stage of program implementation, the SCU provided daily services during daytime hours, and over the last few months has greatly expanded. Current ongoing initiatives include efforts by the team to recruit, hire, and train staff to reach the full 24 hours a day, 7 days per week model. Aligned with the initial goal of the program, the SCU currently operates 24 hours except for one last shift that should be staffed within the next two months.

Summary of available services provided by the SCU

During operating hours, the SCU team provides services to people in Berkeley witnessing or experiencing a crisis during the following scheduled service hours:

- Sunday, Monday, and Tuesday: 24-hour services
- Wednesday, Thursday, Friday, and Saturday: 20 hours per day, excluding 4pm to 8 pm.

Community members who witness or experience a mental health or substance use crisis can call the SCU at (510) 948-0075. Common symptoms of a crisis may include someone unable to calm down, showing signs of distress, or threats of harming themselves or others, as well as concerns around substance use. If an urgent medical response is required, community members should call 911.

Summary of SCU activities since the launch of the program

Since launching in September 2023, the SCU has received approximately 1,000 calls for service. These calls for service have been from individuals experiencing a crisis, or community members witnessing one. The SCU has provided services to both housed and unhoused individuals, as well as to adults and minors. Initial data shows that the SCU has provided a slightly larger share of services to unhoused community members, but many housed community members have also received SCU services. Some calls to the SCU can be resolved over the phone and others require a field response.

Since September 2023, the SCU has dispatched a team to over 500 calls and provided services to approximately 250 separate individuals. Typical services provided include safety planning, clinical assessments, de-escalation, and transportations to other community services or the hospital, if accepted. When necessary, the SCU will conduct an assessment to determine if a client needs to be placed on a psychiatric hold, 5150 for adults or 5585 for minors. To date, the SCU has written approximately fifty 5150/5585 psychiatric holds.

Current efforts to Evaluate the SCU

The Health, Housing and Community Services Department (HHCS) is in contract with Resource Development Associates (RDA) with a scope to conduct a retrospective evaluation of the SCU pilot program. This evaluation will examine overall program effectiveness, identify successes, and recommend solutions to overcome challenges throughout the pilot period. This retrospective evaluation will examine data from November 2023 through October 2024 from Bonita House and also include key stakeholder interviews as well as elements of community engagement. This evaluation will also include data from the program ramp-up months, from September and October 2023. HHCS expects to receive the initial draft of the evaluation in spring 2025.

SCU Steering Committee & Community Engagement

The original purpose of the Steering Committee, established in early 2021 by former HHCS Director Dr. Lisa Warhuus. The scope of the Steering committee included working collaboratively to conduct the community engagement process, propose a program design based on the results and ensure launch of a pilot program aligned with the plan set forth by the Steering Committee. The Steering Committee has been exceptionally successful in reaching its goals. Designing the SCU and brining the

program to fruition would not have been possible without the time, dedication, and expertise of the SCU Steering Committee members.

The Steering Committee was established in winter 2021 to provide direct community feedback to the design process of the Specialized Care Unit in partnership with the City of Berkeley. The Steering Committee is made up of a combination of community members and City of Berkeley staff. Community representation includes the Berkeley Mental Health Commission, Berkeley Community Safety Coalition, Lifelong Medical, Consider the Homeless, and other advocacy and care-based organizations in Berkeley. City representation includes staff from HHCS, including the Mental Health Division, as well as the Berkeley Fire Department and City Manager's Office. Once contracted with the City, Bonita House crisis program leadership has also joined the Steering Committee.

This Steering Committee has provided valuable feedback and insight throughout three important phases of the SCU project:

1. Design: Steering Committee members worked closely with RDA on the design documents for the SCU and provided detailed analysis on each recommendation to ensure a customized non-police crisis response program for Berkeley.

2. Selecting a Provider: The Steering Committee reviewed and provided feedback for the Request for Proposals that was released to community providers. Additionally, multiple members from the Steering Committee served on the review panel, eventually selecting Bonita House as the provider.

3. Ramp-Up Implementation: Once Bonita House was selected as the SCU provider, the Steering Committee provided feedback to operational procedures regarding how the SCU operates in the field to support clients as well as coordinate with other first responders. Additionally, the Steering Committee has shared personal experiences with the SCU in the field, including praise for how services are provided, and suggestions for improvement.

Now that the SCU is fully functional and embarking on the evaluation process, HHCS will prioritize expanding community input by working with pre-existing Commissions and meetings to provide updates about the SCU's progress as well as gather feedback about the program. This will include monthly updates to the Mental Health Commission and participation in Reimagining Public Safety updates every six months. Additionally, HHCS will continue to utilize the SCU community update email list to send out important program updates and advertise any related community events. By utilizing these forums, more information will be more accessible to a diverse set of community

members who are interested in learning more about the SCU and its progress. The Steering Committee has provided significant feedback and direction to this process, and many members will continue to do so through their representation within these public spaces.

Attachment:
1. Specialized Care Unit Brochure

cc: Tasha Tervalon, Acting Deputy City Manager
Anne Cardwell, Deputy City Manager
Scott Gilman, Director, HHCS
Tanya Bustamante, Interim Deputy Director, HHCS
Jeff Buell, Division Manager, Berkeley Mental Health, HHCS
Carianna Arredondo, Assistant to the City Manager
Matthai Chakko, Communications Director/Assistant to the City Manager
Mark Numainville, City Clerk
Jenny Wong, City Auditor
Farimah Brown, City Attorney

QUICK FACTS

What is the SCU?

- The Specialized Care Unit is a 3-person team including: a clinician, peer specialist, and EMT.
- The SCU responds to non-violent crisis calls without involving law enforcement.
- Available to anyone in Berkeley!

When should I call the SCU?

- If someone is experiencing a mental health or substance use related crises, such as:
  - Unable to calm down (anxiety)
  - Thoughts of self harm
  - Substance use concerns

The SCU operates everyday

- Sunday - Tuesday 24 hrs
- Wednesday - Saturday: 12am - 4pm & 8pm-11:59pm

Call (510) 948-0075 if you, or someone you know, is experiencing a crisis.

The SCU can respond to adults and minors in any part of Berkeley.

- Crises can happen anywhere, anytime. The SCU is able to respond within the comfort of your home, out in the community, or even on the streets.

CALL THE SCU IN THE EVENT OF A CRISIS:

Phone : (510) 948-0075

HOURS OF OPERATION:

The SCU Operates Daily

Sunday, Monday & Tuesday:
24 hours a day

Wednesday, Thursday, Friday & Saturday:
12:00am-4:00pm and 8:00pm-11:59pm

Scan the QR Code for more information about this service or visit this link:
bit.ly/BerkSCU

Questions about the SCU?
Send an email to
HHCS@berkeleyca.gov

CITY OF BERKELEY
Health, Housing and Community Services

Bonita House

Berkeley Launches SPECIALIZED CARE UNIT (SCU)



HOW DID THE SCU START?

In response to the killing of George Floyd by Minneapolis police in May 2020 and the ensuing protests across the nation, a conversation emerged about how public safety can be done differently. As part of the City of Berkeley's broader initiative of Re-Imagining Public Safety, the City developed a vision for a 24/7 crisis response without police involvement to support people experiencing a non-violent crisis.

To create a program to meet Berkeley's needs, the City of Berkeley conducted extensive community outreach, analyzed over 30 crisis response programs, and established the SCU Steering Committee, which includes community members and city staff.

A FIRST FOR BERKELEY!

The SCU is Berkeley's first independent crisis response team that does not include police! This care-based team will use trained expertise to help community members experiencing a crisis.

If there is an immediate danger or notification of someone being hurt or severely injured, the SCU will notify 911.



SCU SERVICES

Are you or someone you know experiencing a crisis or in distress?
Symptoms may include:

- Unable to calm down
- Anger
- Depression or feelings of helplessness
- Confusion
- Thoughts of self-harm
- Delusions or illogical thinking
- Mood changes
- Social withdrawal
- Substance use related concerns

Services provided may include:

- De-escalation
- Water, or other wellness supplies
- Referrals to community services

Examples/behaviors of above signs and symptoms of a mental health or substance use related crisis can (and sometimes do) mimic a medical emergency. The SCU call taker will ask questions regarding medical history and behavioral health history to better understand the call.

HOW DO BERKELEY COMMUNITY MEMBERS ACCESS SCU SERVICES?

Community members who are experiencing or witnessing a crisis can call ***(510) 948-0075*** to request SCU services. Community members will be asked general questions about themselves and the crisis such as:

- Caller name and/or name of client (if known)
- Callback number or phone number
- Location and general description of the person experiencing the crisis
- Information about the crisis

Providing this information will help the SCU call back if the caller gets disconnected, and get a clear understanding of the crisis before meeting the client.



INFORMACIÓN BÁSICA

¿Qué es la SCU?

- La Unidad de Atención Especializada (SCU por sus siglas en inglés) es un equipo de 3 personas que incluye: un médico clínico, un médico especialista y un paramédico.
- La SCU responde a las llamadas de emergencia no violentas sin recurrir a la policía.
- Cualquier persona de Berkeley puede utilizar este servicio.

¿Cuándo debo llamar a la SCU?

- Cuando alguien esté experimentando una crisis relacionada con salud mental o el uso de sustancias, como por ejemplo:
  - Imposibilidad de calmarse (ansiedad)
  - Pensamientos autodestructivos
  - Problemas relacionados con el consumo de sustancias

La SCU presta servicio todos los días

- Domingo a martes 24 horas
- Miércoles a sábado 12:00 a.m. a 4:00 p.m. y 8:00 p.m. a 11:59 p.m.

Llame al (510) 948-0075 si usted, o alguien que conoce, sufre una crisis. **La SCU puede atender a niños y adultos en cualquier parte de Berkeley.**

- Una crisis puede ocurrir en cualquier momento y lugar. La SCU puede atenderlo en la comodidad de su hogar, en su comunidad o incluso en la calle.

EN CASO DE CRISIS, LLAME A LA SCU:

Teléfono: (510) 948-0075

HORARIO DE ATENCIÓN

La SCU atiende todos los días

Domingo, lunes y martes: 24 horas
Miércoles, jueves, viernes y sábado: de 12:00 a.m. a 4:00 p.m. y de 8:00 p.m. a 11:59 p.m.

Escanee el código QR para obtener más información sobre este servicio o visite este enlace:
bit.ly/BerkSCU

¿Tiene preguntas sobre la SCU?
Envíe un correo electrónico a HHCS@berkeleyca.gov

CITY OF BERKELEY
Salud, Vivienda y Servicios Comunitarios

Bonita House

Berkeley presenta la

UNIDAD DE ATENCIÓN ESPECIALIZADA (SCU)



¿CÓMO SURGIÓ LA SCU?

En respuesta a la muerte de George Floyd a manos de la policía de Minneapolis en mayo de 2020 y a las protestas que se desataron en todo el país, surgió un debate sobre cómo se puede mejorar la seguridad pública. Como parte de una iniciativa más amplia de la ciudad de Berkeley para reimaginar la seguridad pública, la ciudad desarrolló una propuesta para ofrecer una atención en situaciones de crisis las 24 horas del día, los 7 días de la semana sin la participación de la policía, para atender a las personas que sufran una crisis no violenta.

Con el fin de crear un programa que respondiera a las necesidades de Berkeley, la ciudad llevó a cabo una amplia labor de divulgación entre la comunidad, analizó más de 30 programas de respuesta a crisis y creó el Comité directivo de la SCU, formado por miembros de la comunidad y personal del ayuntamiento.

POR PRIMERA VEZ EN BERKELEY

La SCU es el primer equipo independiente de respuesta a crisis de Berkeley que no incluirá a la policía. Este equipo de asistencia utilizará conocimientos especializados para ayudar a los miembros de la comunidad que experimenten algún tipo de crisis. En caso de peligro inminente o sospecha de que alguien ha resultado herido o gravemente lesionado, la SCU se comunicará con el 911.



SERVICIOS DE LA SCU

¿Usted o alguien que conoce atraviesa una crisis o se encuentra en peligro? Los síntomas pueden incluir:

- Incapacidad para calmarse
- Rabia
- Depresión o sentimientos de impotencia
- Confusión
- Pensamientos autodestructivos
- Delirios o pensamientos ilógicos
- Cambios de humor
- Aislamiento social
- Problemas relacionados con el consumo de sustancias

Los servicios prestados pueden incluir:

- Medidas de disuasión
- Agua u otros suministros necesarios para su bienestar
- Remisión a servicios comunitarios

Los ejemplos de los signos y síntomas mencionados anteriormente de una crisis relacionada con la salud mental o el consumo de sustancias pueden (y a menudo lo hacen) parecerse a una emergencia médica. La persona que atienda la llamada en la SCU hará preguntas sobre el historial médico y el historial de salud mental para comprender mejor el caso.

¿CÓMO PUEDEN LOS MIEMBROS DE LA COMUNIDAD DE BERKELEY ACCEDER A LOS SERVICIOS DE LA SCU?

Los miembros de la comunidad que estén experimentando o presenciando una crisis pueden llamar al ***(510) 948-0075*** para solicitar los servicios de la SCU. A la persona que llame se le harán preguntas generales sobre sí misma y sobre la crisis, como por ejemplo:

- Nombre de la persona que llama o nombre del usuario (si se conoce)
- Número de teléfono de la persona que llama
- Ubicación y descripción general de la persona que sufre la crisis.
- Información sobre la crisis

Facilitar esta información ayudará a la SCU a devolver la llamada en caso de desconexión y a comprender mejor la crisis antes de reunirse con el usuario.



简介

SCU是什么?

- "专门护理科"(SCU)是一个3人团队，其中包括一名临床医生、一名同伴专家和一名急救医疗技术员(EMT)。
- SCU负责在不涉及执法部门的情况下响应非暴力危机呼叫。
- 它向伯克利的所有人开放!

何时应呼叫SCU?

- 如有和心理健康或物质使用相关的 危机，例如:
  - 无法镇定（焦虑）
  - 想要自残
  - 药物滥用问题

SCU每周。

- Sunday - Tuesday 24 hrs
- Wednesday - Saturday: 12am - 4pm & 8pm-11:59pm
- 如果您或您认识的人遇到危机，**请拨打 (510) 948-0075。**

SCU会响应来自伯克利任何地方的成年人和未成年人的需求。

- 任何地方、任何时间都可能发生危机。无论您在家中、社区还是街头，SCU都会响应您的需求。

如有危机请呼叫SCU:

电话号码: (510) 948-0075

工作时间:

星期三、星期四、星期五和星期六:
凌晨12:00 - 下午4:00 和 晚上8:00 - 11:59

关于该服务的更多信息，请扫描二维码或访问此链接:
bit.ly/BerkSCU

有关于SCU的疑问?
请发送邮件至
HHCS@berkeleyca.gov

CITY OF BERKELEY
Health, Housing and Community Services

Bonita House

伯克利推出 专门护理科 (SCU)



SCU的由来

2020年5月明尼阿波利斯警方杀死了乔治·弗洛伊德，随之发生了全国范围的抗议活动，大家开始讨论如何以不同的方式保障公共安全。伯克利市发起了"重新构想公共安全"倡议，而作为举措之一，市政府决定建立一个无警方参与的全天候危机响应机制，为遭遇非暴力危机的人们提供支持。

为了创建一个满足伯克利需求的方案，伯克利市进行了广泛的社区宣传，分析了30多个危机应对计划，并成立了"SCU指导委员会"，委员会成员包括社区成员和市政府工作人员。

伯克利首个同类团队！

SCU是伯克利首个不涉及警方的独立危机响应团队！该团队以人为本，经过专门培训，将利用专业知识为遭遇危机的社区成员提供帮助。

如有紧迫危险或者被告知有人受伤或重伤，SCU将通知911。



SCU的服务

您或您认识的人是否正在面对危机或痛苦？
症状可能包括：

- 无法镇静
- 愤怒
- 抑郁或感到无助
- 意识模糊
- 想要自残
- 妄想或思维不合逻辑
- 情绪变化
- 社交退缩
- 药物滥用相关的问题

我们提供的服务可能包括：

- 缓和冲突
- 水或其他健康供应品
- 转介至社区服务

上述心理健康或药物滥用相关危机的迹象和症状的例子/行为可能会类似于医疗紧急情况。SCU接线员将询问关于医疗史和行为健康史的问题，以便更好地了解来电情况。

伯克利社区成员如何使用SCU服务？

遭遇或目击危机的社区成员可拨打(510) 948-0075请求SCU服务。接线员将询问与其自身情况和危机有关的基本问题，例如：

- 来电者姓名和/或客户姓名（如已知）
- 回拨号码或电话号码
- 遭遇危机者的位置和基本描述
- 关于危机的信息

提供这些信息将有助于SCU在来电者断线时进行回拨，并在见到客户前更好地了解危机情况。



Who Should You Call?

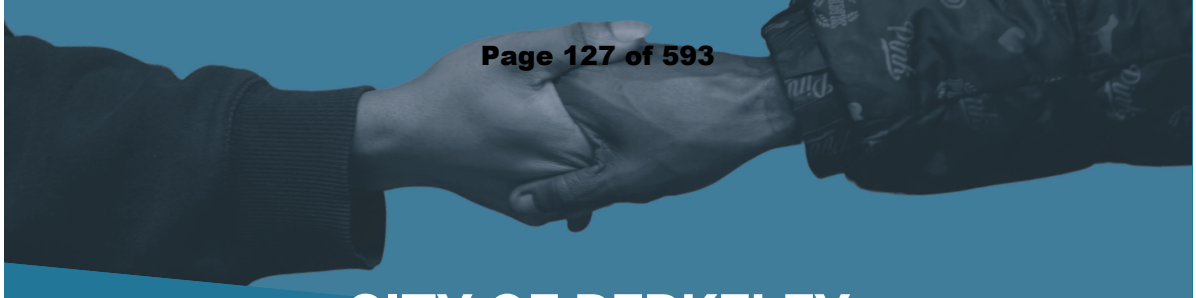
1. 911. This is only for life threatening emergencies and in progress crimes. Examples include assaults, robberies, injury collisions and medical emergencies.

2. Berkeley Police Emergency. 510-981-5911. This is a good number to program into your cell phone to report emergencies happening in Berkeley. As some 911 calls on cell phones could go to CHP causing a slight delay, 510-981-5911 is a direct line to BPD for 911 type calls.

3. Berkeley Police non-emergency. 510-981-5900. This is a good number to program into your cell phone to report emergencies happening in Berkeley. This number is to report anything that is not a life-threatening emergency. Examples could include non-injury collisions, crimes where the suspect is not present or seeking advice on neighborhood disputes.

4. Mobile Crisis Team. Corresponded model with BPD where a mental health professionals and police officers can work together in mental health crisis response and resolutions. Calling the BPD nonemergency phone number at 510-981–5900 can determine if MCT is on duty. MCT services include crisis evaluation, information, and referral. Hours are also generally listed in their non-emergency voicemail; which community members can also contact to leave a message that does not require an emergent response: 510-981-5254.

5. Specialized Care Unit (SCU) is a resource team that is approaching 24/7 availability. Their direct number for contact is 510-948-0075. SCU is a resource completely separate of the Police Department that can aid with wellness checks, mental health crisis services, and substance abuse services/resources. The SCU is designed to operate as a team consisting of a mental health clinician, a peer, and an EMT. These services are offered separately from emergency services, though these teams can and will coordinate when there are immediate danger or injury concerns.



CITY OF BERKELEY
Specialized Care Unit
(510) 948-0075

Are you or someone you know experiencing a substance use or mental health crisis?

Common symptoms include:

- Anxiety
- Anger
- Depression
- Confusion
- Suicidal thoughts

Services offered:

- De-escalation
- Assessment
- Referrals to community resources

SCU HOURS OF OPERATION:

- **Sun-Tues:** 24hrs/day
- **Wed-Sat:** 12am-4pm & 8pm-11:59pm

For more info, visit berkeleyca.gov and search "crisis services" or scan the QR code:

The Specialized Care Unit (SCU) is Berkeley's non-police mental health and substance use crisis response team, implemented in partnership with Bonita House.

Questions? Email
HHCS@berkeleyca.gov

Bonita House

CITY OF BERKELEY
Health, Housing, and Community Services

CITY OF BERKELEY
Specialized Care Unit
(510) 948-0075

The Specialized Care Unit (SCU) is Berkeley's non-police mental health and substance use crisis response team, implemented in partnership with Bonita House.

Are you or someone you know experiencing a substance use or mental health crisis?

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For more info, visit berkeleyca.gov and search "crisis services" or scan the QR code:

Questions? Email
HHCS@berkeleyca.gov

Bonita House

Health, Housing, and Community Services

APPENDIX E

Berkeley Police Department Early Intervention System RFP

Finance Department
General Services Division

REQUEST FOR PROPOSALS (RFP)
Specification No. 25-11673-C
FOR
EARLY INTERVENTION SYSTEM PLATFORM
PROPOSALS WILL NOT BE OPENED AND READ PUBLICLY

Dear Proposer:

The City of Berkeley is soliciting written proposals from qualified firms or individuals for ***cloud-based Early Intervention System (EIS) platform subscription service***. As a Request for Proposal (RFP) this is not an invitation to bid and although price is very important, other factors will be taken into consideration.

The project scope, content of proposal, and vendor selection process are summarized in the RFP (attached). **Proposals must be received no later than 2:00 pm, on Thursday, October 10, 2024.** Proposals are to be sent via email with the "**Specification No. 25-11673-C**" and "**Early Intervention System Platform**" clearly indicated in the subject line of the email. Please submit one (1) PDF of the technical Proposal with the filename saved as, "**Proposal *Vendor Name* - 25-11673-C**" and "**Early Intervention System Platform**". Corresponding pricing proposal shall be submitted as a separate document with the filename saved as, "**Pricing *Vendor Name* - 25-11673-C**" and "**Early Intervention System Platform**".

Email Proposals to:
City of Berkeley
Finance Department/General Services Division
purchasing@berkeleyca.gov

Proposals will not be accepted after the date and time stated above. Incomplete proposal or proposals that do not conform to the requirements specified herein will not be considered. Issuance of the RFP does not obligate the City to award a contract, nor is the City liable for any costs incurred by the proposer in the preparation and submittal of proposals for the subject work. The City retains the right to award all or parts of this contract to several bidders, to not select any bidders, and/or to re-solicit proposals. The act of submitting a proposal is a declaration that the proposer has read the RFP and understands all the requirements and conditions.

For questions concerning the anticipated work, or scope of the project, please **contact Arlo Malmberg, Project Manager**, via email at **AMalmberg@berkeleyca.gov** no later than **Friday, September 27, 2024**. Answers to questions will **not** be provided by telephone or email. Answers to all questions or any addenda will be **posted** on the City of Berkeley's site at Bid & Proposal Opportunities | City of Berkeley (berkeleyca.gov). It is the vendor's responsibility to check this site. For general questions concerning the submittal process, contact purchasing at 510-981-7320.

We look forward to receiving and reviewing your proposal.

Sincerely,
Dennis Dang
Interim General Services Manager

I. BACKGROUND /SUMMARY

The Berkeley Police Department (BPD) is committed to enhancing its operational effectiveness and fostering a culture of continuous improvement. In 2021, BPD revised Policy 1041 governing the Early Warning System (EWS), incorporating individual officer stop data. Despite these advancements, the current system lacks automated mechanisms for department management to systematically monitor and analyze this data.

To address these limitations and further improve transparency and accountability, BPD seeks to implement a comprehensive Early Intervention System (EIS) platform. This cloud-based solution will build upon our existing data infrastructure and integrate with our current data collection tools, including Esri's Survey123, IA Pro, Tyler Technologies CAD and RMS systems. The EIS platform will provide automated data analysis, risk assessment, and intervention management capabilities, enabling proactive identification of potential issues and support for officer well-being and professional development.

II. SCOPE OF SERVICES

The selected vendor will provide a cloud-based Early Intervention System (EIS) platform subscription service, including regular updates and training, for a period of 2-5 years. The comprehensive EIS platform should include, but is not limited to, the following features and services:

- Data Integration and Analysis:
  - Seamless integration with existing BPD systems, including Survey123 and Tyler Technologies
  - Capability to integrate with potential future Computer-Aided Dispatch (CAD) systems
  - Automated data collection and analysis from multiple sources, including calls for service, stop data, use of force incidents, complaints, commendations, and body camera footage
- Risk Assessment and Alert System:
  - Advanced algorithms to identify patterns and trends in officer behavior
  - Customizable thresholds and alert mechanisms for early intervention
  - Peer group comparisons and benchmarking capabilities
- Intervention Management:
  - Tools for creating and managing personalized intervention plans
  - Tracking and documentation of interventions and outcomes
  - Integration with training and wellness initiatives
  - Advanced tools for creating, managing, and tracking personalized intervention plans, including multi-step protocols aligned with department policies and industry best practices
- Reporting and Analytics:
  - Comprehensive dashboards and reporting capabilities for command staff and supervisors, with options for secure, anonymized access for authorized external oversight entities
  - Ad-hoc reporting capabilities
  - Data visualization tools for trend analysis and performance metrics
- Training and Support:
  - Initial system setup and configuration
  - Comprehensive training for administrators, supervisors, and end-users
  - Ongoing technical support and system maintenance
  - Regular updates to the platform, including new features and improvements
  - Annual system effectiveness review meetings with vendor representatives to ensure ongoing alignment with department needs and objectives
- Security and Compliance:
  - Robust data security measures and access controls
  - Compliance with relevant law enforcement data protection standards
  - Audit trails and system activity logging
- Customization and Scalability:

  - Ability to tailor the system to BPD's specific needs and workflows
  - Scalability to accommodate future growth and additional data sources
- The vendor will work closely with BPD to ensure successful implementation, adoption, and ongoing utilization of the EIS platform.

III. SUBMISSION REQUIREMENTS

All proposals shall include the following information, organized as separate sections of the proposal. The proposal should be concise and to the point.

1. Contractor Identification:

   Provide the name of the firm, the firm's principal place of business, the name and telephone number of the contact person and company tax identification number.

2. Client References:

   Provide a minimum of **three** (3) client references, preferably from law enforcement agencies of similar size to BPD. Provide the designated person's name, title, organization, address, telephone number, and the project(s) that were completed under that client's direction.

3. Price Proposal:

   The proposal shall include pricing for all services, including the EIS platform subscription, implementation, training, and ongoing support. Pricing shall be all-inclusive unless indicated otherwise. Provide a breakdown of costs for the initial implementation and annual subscription fees for a contract duration of 2-5 years, ensuring the total does not surpass $100,000 per year. Pricing proposals shall be a separate document.

4. Technical Proposal:

   a. Detailed description of the proposed EIS platform, including all features and capabilities outlined in the Scope of Services
   b. Implementation plan and timeline
   c. Training and support model
   d. Data security and compliance measures
   e. Integration capabilities with existing BPD systems and potential future CAD systems
   f. Customization options and scalability of the platform
   g. Product roadmap and update schedule

5. Company Experience and Qualifications:

   a. Overview of the company's experience in providing EIS solutions to law enforcement agencies
   b. Qualifications of key personnel who will be involved in the project
   c. Any relevant certifications or partnerships

6. Contract Terminations:

   If your organization has had a contract terminated in the last five (5) years, describe such incident. Submit full details of the terms for default, including the other party's name, address, and phone number. Present the vendor's position on the matter. If the firm has not experienced any such termination for default or early termination in the past five (5) years, so indicate.

IV. SELECTION CRITERIA

The following criteria will be considered, although not exclusively, in determining which firm is hired.

1. Technical Solution (**30** points)
    a. Comprehensiveness and quality of the proposed EIS platform
    b. Alignment with BPD's requirements and goals
    c. Integration capabilities with existing and potential future systems
    d. Data security and compliance measures
    e. User interface and ease of use

2. Implementation and Support (**30** points)
    a. Implementation plan and timeline
    b. Training and support model
    c. Ongoing maintenance and update processes

3. Company Experience and Qualifications (**20** points)
    a. Relevant experience in providing EIS solutions to law enforcement agencies
    b. Quality of client references
    c. Qualifications of key personnel

4. Cost Proposal (**20** points)
    a. Overall cost-effectiveness of the solution
    b. Clarity and reasonableness of pricing structure
    c. Value for money over the contract duration

* Effective 1/1/2022. *Local Vendor Preference*. *For the purposes of comparing pricing as part of this competitive RFP for goods up to $100,000 or non-professional services up to $250,000, 5% shall be deducted from the bid price proposal from any local Berkeley vendor.*

A selection panel will be convened of staff to evaluate and score submittals.

IV. PAYMENT

Invoices: Invoices must be fully itemized, and provide sufficient information for approving payment and audit. Invoices must be accompanied by receipt for services in order for payment to be processed. **Email invoices to Accounts Payable and cc: Project Manager AMalmberg@berkeleyca.gov;** (List on invoice, Attn: A. Malmberg/Police) and reference the contract number.

City of Berkeley
Accounts Payable
P.O. Box 700
Berkeley, CA 94710-700
Email: **AccountsPayable@berkeleyca.gov**
Phone: 510-981-7310

Payments: The City will make payment to the vendor within 30 days of receipt of a correct, approved and complete invoice.

VI. CITY REQUIREMENTS

A. Non-Discrimination Requirements:

Ordinance No. 5876-N.S. codified in B.M.C. Chapter 13.26 states that, for contracts worth more than $3,000 bids for supplies or bids or proposals for services shall include a completed Workforce Composition Form. Businesses with fewer than five employees are exempt from submitting this form. (See B.M.C. 13.26.030)

Under B.M.C. section 13.26.060, the City may require any bidder or vendor it believes may have discriminated to submit a Non-Discrimination Program. The Contract Compliance Officer will make this determination. This applies to all contracts and all consultants (contractors). Berkeley Municipal Code section 13.26.070 requires that all contracts with the City contain a non-discrimination clause, in which the contractor agrees not to discriminate and allows the City access to records necessary to monitor compliance. This section also applies to all contracts and all consultants.
Bidders must submit the attached Non-Discrimination Disclosure Form with their proposal.

B. Nuclear Free Berkeley Disclosure Form:

Berkeley Municipal Code section 12.90.070 prohibits the City from granting contracts to companies that knowingly engage in work for nuclear weapons. This contracting prohibition may be waived if the City Council determines that no reasonable alternative exists to doing business with a company that engages in nuclear weapons work. If your company engages in work for nuclear weapons, explain on the Disclosure Form the nature of such work. **Bidders must submit the attached Nuclear Free Disclosure Form with their proposal**.

C. Oppressive States:

The City of Berkeley prohibits granting of contracts to firms that knowingly provide personal services to specified Countries. This contracting prohibition may be waived if the City Council determines that no reasonable alternative exists to doing business with a company that is covered by City Council Resolution Nos. 59,853-N.S., 60,382-N.S., and 70,606-N.S. If your company or any subsidiary is covered, explain on the Disclosure Form the nature of such work.
Bidders must submit the attached Oppressive States Disclosure Form with their proposal.

D. Sanctuary City Contracting Ordinance:

Chapter 13.105 of the Berkeley Municipal Code prohibits the City from granting and or retaining contracts with any person or entity that provides Data Broker or Extreme Vetting services to the U.S. Immigration and Customs Enforcement Division of the United States Department of Homeland Security ("ICE").
Bidders must submit the attached Sanctuary City Compliance Statement with their proposal.

E. Conflict of Interest:

In the sole judgment of the City, any and all proposals are subject to disqualification on the basis of a conflict of interest. The City may not contract with a vendor if the vendor or an employee, officer or director of the proposer's firm, or any immediate family member of the preceding, has served as an elected official, employee, board or commission member of the City who influences the making of the contract or has a direct or indirect interest in the contract.

Furthermore, the City may not contract with any vendor whose income, investment, or real property interest may be affected by the contract. The City, at its sole option, may disqualify any proposal on the basis of such a conflict of interest. **Please identify any person associated with the firm that has a potential conflict of interest.**

F. Berkeley Living Wage Ordinance:

Chapter 13.27 of the Berkeley Municipal Code requires that contractors offer all eligible employees with City mandated minimum compensation during the term of any contract that may be awarded by the City. If the Contractor is not currently subject to the Living Wage Ordinance, cumulative contracts with the City within a one-year period may subject Contractor to the requirements under B.M.C. Chapter 13.27. A certification of compliance with this ordinance will be required upon execution of a contract. The current Living Wage rate can be found here: Information for Vendors | City of Berkeley (berkeleyca.gov). The Living Wage rate is adjusted automatically effective June 30th of each year commensurate with the corresponding increase in the Consumer Price Index published in April of each year. If the Living Wage rate is adjusted during the term of your agreement, you must pay the new adjusted rate to all eligible employees, regardless of what the rate was when the contract was executed.

G. Berkeley Equal Benefits Ordinance:

Chapter 13.29 of the Berkeley Municipal Code requires that contractors offer domestic partners the same access to benefits that are available to spouses. A certification of compliance with this ordinance will be required upon execution of a contract.

H. Statement of Economic Interest:

The City's Conflict of Interest Code designates "consultants" as a category of persons who must complete Form 700, Statement of Economic Interest, at the beginning of the contract period and again at the termination of the contract. The selected contractor will be required to complete the Form 700 before work may begin.

VII. OTHER REQUIREMENTS

A. Insurance

The selected contractor will be required to maintain general liability insurance in the minimum amount of $2,000,000, automobile liability insurance in the minimum amount of $1,000,000 and a professional liability insurance policy in the amount of $2,000,000 to cover any claims arising out of the performance of the contract. The general liability and automobile insurance must name the City, its officers, agents, volunteers and employees as additional insured.

B. Worker's Compensation Insurance:

A selected contractor who employs any person shall maintain workers' compensation insurance in accordance with state requirements. Sole proprietors with no employees are not required to carry Worker's Compensation Insurance.

C. Business License

Virtually every contractor that does business with the City must obtain a City business license as mandated by B.M.C. Ch. 9.04. The business license requirement applies whether or not the contractor has an office within the City limits. However, a "casual" or "isolated" business transaction (B.M.C. section 9.04.010) does not subject the contractor to the license tax. Warehousing businesses and charitable organizations are the only entities specifically exempted in the code from the license requirement (see B.M.C. sections, 9.04.295 and 9.04.300). Non-profit organizations are granted partial exemptions (see B.M.C. section 9.04.305). Persons who, by reason of physical infirmity, unavoidable misfortune, or unavoidable poverty, may be granted an exemption of one annual free license at the discretion of the Director of Finance. (See B.M.C. sections 9.04.290).

Vendor must apply for a City business license and show proof of application to Purchasing Manager within seven days of being selected as intended contractor.

The Customer Service Division of the Finance Department located at 1947 Center Street, Berkeley, CA 94704, issues business licenses. Contractors should contact this division for questions and/or information on obtaining a City business license, in person, or by calling 510-981-7200**.**

D. Recycled Paper

Any printed reports for the City required during the performance of the work shall be on 100% recycled paper, and shall be ***printed on both sides of the page*** whenever practical.

E. State Prevailing Wage:

Certain labor categories under this project may be subject to prevailing wages as identified in the State of California Labor Code commencing in Section 1770 et seq. These labor categories, when employed for any "work performed during the design and preconstruction phases of construction including, but not limited to, inspection and land surveying work," constitute a "Public Work" within the definition of Section 1720(a)(1) of the California Labor Code requiring payment of prevailing wages.

Wage information is available through the California Division of Industrial Relations web site at:
http://www.dir.ca.gov/OPRL/statistics_and_databases.html

F. Local Vendor Preference

City of Berkeley applies a local vendor preference for comparing pricing submittals in RFP responses (City Council Resolution No. 69,890-N.S.)

A **local business** is defined as "a business firm with fixed offices or distribution points located within the City of Berkeley boundaries and listed in the Permits and License Tax paid file, with a Berkeley business street address."

Competing for non-professional services
For the purposes of comparing pricing as part of this competitive RFP for non-professional services up to $250,000, 5% shall be deducted from the bid price proposal from any local Berkeley vendor in order to assign evaluation points to the pricing section.

VIII. SCHEDULE (Dates are subject to change)

❑ Issue RFP to Potential Bidders:	Wednesday, September 11, 2024
❑ Questions Due	Friday, September 27, 2024
❑ Proposals Due from Potential Bidders	Thursday, October 10, 2024
❑ Complete Selection Process	Friday, November 1, 2024
❑ Council Approval of Contract (over $50k)	Tuesday, November 19, 2024
❑ Award of Contract	Wednesday, November 20, 2024
❑ Sign and Process Contract	Wednesday, December 4, 2024
❑ Notice to Proceed	Thursday, December 5, 2024

Thank you for your interest in working with the City of Berkeley for this service. We look forward to receiving your proposal.

Attachments:

• Check List of Required items for Submittal	Attachment A
• Non-Discrimination/Workforce Composition Form	Attachment B
• Nuclear Free Disclosure Form	Attachment C
• Oppressive States Form	Attachment D
• Sanctuary City Compliance Statement	Attachment E
• Living Wage Form	Attachment F
• Equal Benefits Certification of Compliance	Attachment G
• Right to Audit Form	Attachment H
• Insurance Endorsement	Attachment I

ATTACHMENT A

CHECKLIST

- ❑ Proposal describing service (one (1) PDF of proposal)
- ❑ Contractor Identification and Company Information
- ❑ Client References
- ❑ Costs proposal by task, type of service & personnel (as a separate document from the proposal)
- ❑ *Other items the contractor is being requested to supply*
- ❑ The following forms, completed and **signed in blue ink** (attached):
    - o Non-Discrimination/Workforce Composition Form Attachment B
    - o Nuclear Free Disclosure Form Attachment C
    - o Oppressive States Form Attachment D
    - o Sanctuary City Compliance Statement Attachment E
    - o Living Wage Form ***(may be optional)*** Attachment F
    - o Equal Benefits Certification (EBO-1) ***(may be optional)*** Attachment G

ADDITIONAL SUBMITTALS REQUIRED FROM SELECTED VENDOR AFTER COUNCIL APPROVAL TO AWARD CONTRACT.

- ❑ Provide **original-signed in blue ink** Evidence of Insurance
    - o Auto
    - o Liability
    - o Worker's Compensation
- ❑ Right to Audit Form Attachment H
- ❑ Commercial General & Automobile Liability Endorsement Form Attachment I
- ❑ Berkeley Business License (Current Year Certificate)

For informational purposes only: Sample of Personal Services Contract can be found on the City's website on the current bid and proposal page at the top of the page.

NON-DISCRIMINATION/WORKFORCE COMPOSITION FORM FOR NON-CONSTRUCTION CONTRACTS

To assist the City of Berkeley in implementing its Non-Discrimination policy, it is requested that you furnish information regarding your personnel as requested below and return it to the City Department handling your contract:

Organization: _____

Address: _____

Business Lic. #: _____

Occupational Category: _____ (See reverse side for explanation of terms)	Total Employees		White Employees		Black Employees		Asian Employees		Hispanic Employees		Other Employees	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Official/Administrators												
Professionals												
Technicians												
Protective Service Workers												
Para-Professionals												
Office/Clerical												
Skilled Craft Workers												
Service/Maintenance												
Other (specify)												
Totals:												

Is your business MBE/WBE/DBE certified? Yes: _____ No: _____ If yes, by what agency? _____

If yes, please specify: Male: _____ Female: _____ Indicate ethnic identifications: _____

Do you have a Non-Discrimination policy? Yes: _____ No: _____

Signed: _____ Date: _____

Verified by: _____ Date: _____

City of Berkeley Contract Compliance Officer

Contract Description/Specification No: **Early Intervention System Platform / 25-11673-C** Attachment B **(page 1)**

Occupational Categories

Officials and Administrators - Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy superintendents, unit supervisors and kindred workers.

Professionals - Occupations that require specialized and theoretical knowledge that is usually acquired through college training or through work experience and other training that provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, and kindred workers.

Technicians - Occupations that require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers and operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences) and kindred workers.

Protective Service Workers - Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police officers, fire fighters, guards, sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, and kindred workers.

Para-Professionals - Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of a staff development and promotion under a "New Transporters" concept. Includes: library assistants, research assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, homemaker aides, home health aides, and kindred workers.

Office and Clerical - Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, office machine operators, clerk-typists, stenographers, court transcribers, hearings reporters, statistical clerks, dispatchers, license distributors, payroll clerks, and kindred workers.

Skilled Craft Workers - Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairpersons, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, and kindred workers.

Service/Maintenance - Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial personnel, gardeners and groundskeepers, refuse collectors, and construction laborers.

CITY OF BERKELEY
Nuclear Free Zone Disclosure Form

I (we) certify that:

1. I am (we are) fully cognizant of any and all contracts held, products made or otherwise handled by this business entity, and of any such that are anticipated to be entered into, produced or handled for the duration of its contract(s) with the City of Berkeley. (To this end, more than one individual may sign this disclosure form, if a description of which type of contracts each individual is cognizant is attached.)

2. I (we) understand that Section 12.90.070 of the Nuclear Free Berkeley Act (Berkeley Municipal Code Ch. 12.90; Ordinance No. 5784-N.S.) prohibits the City of Berkeley from contracting with any person or business that knowingly engages in work for nuclear weapons.

3. I (we) understand the meaning of the following terms as set forth in Berkeley Municipal Code Section 12.90.130:

   "Work for nuclear weapons" is any work the purpose of which is the development, testing, production, maintenance or storage of nuclear weapons or the components of nuclear weapons; or any secret or classified research or evaluation of nuclear weapons; or any operation, management or administration of such work.

   "Nuclear weapon" is any device, the intended explosion of which results from the energy released by reactions involving atomic nuclei, either fission or fusion or both. This definition of nuclear weapons includes the means of transporting, guiding, propelling or triggering the weapon if and only if such means is destroyed or rendered useless in the normal propelling, triggering, or detonation of the weapon.

   "Component of a nuclear weapon" is any device, radioactive or non-radioactive, the primary intended function of which is to contribute to the operation of a nuclear weapon (or be a part of a nuclear weapon).

4. Neither this business entity nor its parent nor any of its subsidiaries engages in work for nuclear weapons or anticipates entering into such work for the duration of its contract(s) with the City of Berkeley.

Based on the foregoing, the undersigned declares under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Printed Name: _____ Title: _____

Signature: _____Date: _____

Business Entity: _____

Contract Description/Specification No: **Early Intervention System Platform / 25-11673-C** **Attachment C**

CITY OF BERKELEY
Oppressive States Compliance Statement

The undersigned, an authorized agent of_____ (hereafter "Vendor"), has had an opportunity to review the requirements of Berkeley City Council Resolution Nos. 59,853-N.S., 60,382-N.S., and 70,606-N.S., (hereafter "Resolutions"). Vendor understands and agrees that the City may choose with whom it will maintain business relations and may refrain from contracting with those Business Entities which maintain business relationships with morally repugnant regimes. Vendor understands the meaning of the following terms used in the Resolution:

"Business Entity" means "any individual, firm, partnership, corporation, association or any other commercial organization, including parent-entities and wholly-owned subsidiaries" (to the extent that their operations are related to the purpose of the contract with the City).

"Oppressive State" means: **Tibet Autonomous Region and the Provinces of Ado, Kham and U-Tsang; and Burma (Myanmar)**

“Personal Services” means “the performance of any work or labor and shall also include acting as an independent contractor or providing any consulting advice or assistance, or otherwise acting as an agent pursuant to a contractual relationship.”

Contractor understands that it is not eligible to receive or retain a City contract if at the time the contract is executed, or at any time during the term of the contract it provides Personal Services to:

a. The governing regime in any Oppressive State.
b. Any business or corporation organized under the authority of the governing regime of any Oppressive State.
c. Any person for the express purpose of assisting in business operations or trading with any public or private entity located in any Oppressive State.

Vendor further understands and agrees that Vendor's failure to comply with the Resolution shall constitute a default of the contract and the City Manager may terminate the contract and bar Vendor from bidding on future contracts with the City for five (5) years from the effective date of the contract termination.

The undersigned is familiar with, or has made a reasonable effort to become familiar with, Vendor's business structure and the geographic extent of its operations. By executing the Statement, Vendor certifies that it complies with the requirements of the Resolution and that if any time during the term of the contract it ceases to comply, Vendor will promptly notify the City Manager in writing.

Based on the foregoing, the undersigned declares under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Printed Name: _____ Title: _____

Signature: _____ Date: _____

Business Entity: _____

Contract Description/Specification No: **Early Intervention System Platform** / **25-11673-C**

I am unable to execute this Statement; however, Vendor is exempt under Section VII of the Resolution. I have attached a separate statement explaining the reason(s) Vendor cannot comply and the basis for any requested exemption.

Signature: _____ Date: _____

Attachment D

CITY OF BERKELEY
Sanctuary City Compliance Statement

The undersigned, an authorized agent of _____ (hereafter "Contractor"), has had an opportunity to review the requirements of Berkeley Code Chapter 13.105 (hereafter "Sanctuary City Contracting Ordinance" or "SCCO"). Contractor understands and agrees that the City may choose with whom it will maintain business relations and may refrain from contracting with any person or entity that provides Data Broker or Extreme Vetting services to the U.S. Immigration and Customs Enforcement Division of the United States Department of Homeland Security ("ICE"). Contractor understands the meaning of the following terms used in the SCCO:

a. "Data Broker" means either of the following:

i. The collection of information, including personal information about consumers, from a wide variety of sources for the purposes of reselling such information to their customers, which include both private-sector business and government agencies;

ii. The aggregation of data that was collected for another purpose from that for which it is ultimately used.

b. "Extreme Vetting" means data mining, threat modeling, predictive risk analysis, or other similar services." Extreme Vetting does not include:

i. The City's computer-network health and performance tools;
ii. Cybersecurity capabilities, technologies and systems used by the City of Berkeley Department of Information Technology to predict, monitor for, prevent, and protect technology infrastructure and systems owned and operated by the City of Berkeley from potential cybersecurity events and cyber-forensic based investigations and prosecutions of illegal computer-based activity.

Contractor understands that it is not eligible to receive or retain a City contract if at the time the Contract is executed, or at any time during the term of the Contract, it provides Data Broker or Extreme Vetting services to ICE.

Contractor further understands and agrees that Contractor's failure to comply with the SCCO shall constitute a material default of the Contract and the City Manager may terminate the Contract and bar Contractor from bidding on future contracts with the City for five (5) years from the effective date of the contract termination.

By executing this Statement, Contractor certifies that it complies with the requirements of the SCCO and that if any time during the term of the Contract it ceases to comply, Contractor will promptly notify the City Manager in writing. Any person or entity who knowingly or willingly supplies false information in violation of the SCCO shall be guilty of a misdemeanor and up to a $1,000 fine.

Based on the foregoing, the undersigned declares under penalty of perjury under the laws of the State of California that the foregoing is true and correct. Executed this _____ day of _____, 20__, at _____, California.

Printed Name: _____ Title: _____

Signed: _____ Date: _____

Business Entity: _____

Contract Description/Specification No: **Early Intervention System Platform / 25-11673-C** **Attachment E**

SCCO CompStmt (10/2019)

CITY OF BERKELEY
Living Wage Certification for Providers of Services

TO BE COMPLETED BY ALL PERSONS OR ENTITIES ENGAGING IN A CONTRACT FOR PERSONAL SERVICES WITH THE CITY OF BERKELEY.

The Berkeley Municipal Code Chapter 13.27, Berkeley's Living Wage Ordinance (LWO), provides that contractors who engage in a specified amount of business with the City (except where specifically exempted) under contracts which furnish services to or for the City in any twelve (12) month period of time shall comply with all provisions of this Ordinance. The LWO requires a City contractor to provide City mandated minimum compensation to all eligible employees, as defined in the Ordinance. In order to determine whether this contract is subject to the terms of the LWO, please respond to the questions below. Please note that the LWO applies to those contracts where the contractor has achieved a cumulative dollar contracting amount with the City. Therefore, even if the LWO is inapplicable to this contract, subsequent contracts may be subject to compliance with the LWO. Furthermore, the contract may become subject to the LWO if the status of the Contractor's employees' changes (i.e. additional employees are hired) so that Contractor falls within the scope of the Ordinance.

Section I.

1. IF YOU ARE A FOR-PROFIT BUSINESS, PLEASE ANSWER THE FOLLOWING QUESTIONS

a. During the previous twelve (12) months, have you entered into contracts, **including the present contract**, bid, or proposal, with the City of Berkeley for a **cumulative amount of $25,000.00 or more**?
YES ____ **NO** ____

If **no**, this contract is NOT subject to the requirements of the LWO, and you may continue to Section II. If **yes**, please continue to question **1(b)**.

b. Do you have six (6) or more employees, including part-time and stipend workers?
YES ____ **NO** ____

If you have answered, "YES" to questions 1(a) and 1(b) this contract IS subject to the LWO. If you responded "NO" to 1(b) this contract IS NOT subject to the LWO. **Please continue to Section II.**

2. IF YOU ARE A NON-PROFIT BUSINESS, AS DEFINED BY SECTION 501(C) OF THE INTERNAL REVENUE CODE OF 1954, PLEASE ANSWER THE FOLLOWING QUESTIONS.

a. During the previous twelve (12) months, have you entered into contracts, including the present contract, bid or proposal, with the City of Berkeley for a cumulative amount of $100,000.00 or more?
YES ____ **NO** ____

If no, this Contract is NOT subject to the requirements of the LWO, and you may continue to Section II. If yes, please continue to question 2(b).

b. Do you have six (6) or more employees, including part-time and stipend workers?
YES ____ **NO** ____

If you have answered, "YES" to questions 2(a) and 2(b) this contract IS subject to the LWO. If you responded "NO" to 2(b) this contract IS NOT subject to the LWO. **Please continue to Section II.**

Section II

Please read, complete, and sign the following:

THIS CONTRACT **IS** SUBJECT TO THE LIVING WAGE ORDINANCE. ☐

THIS CONTRACT **IS NOT** SUBJECT TO THE LIVING WAGE ORDINANCE. ☐

The undersigned, on behalf of himself or herself individually and on behalf of his or her business or organization, hereby certifies that he or she is fully aware of Berkeley's Living Wage Ordinance, and the applicability of the Living Wage Ordinance, and the applicability of the subject contract, as determined herein. The undersigned further agrees to be bound by all of the terms of the Living Wage Ordinance, as mandated in the Berkeley Municipal Code, Chapter 13.27. If, at any time during the term of the contract, the answers to the questions posed herein change so that Contractor would be subject to the LWO, Contractor will promptly notify the City Manager in writing. Contractor further understands and agrees that the failure to comply with the LWO, this certification, or the terms of the Contract as it applies to the LWO, shall constitute a default of the Contract and the City Manager may terminate the contract and bar Contractor from future contracts with the City for five (5) years from the effective date of the Contract termination. If the contractor is a for-profit business and the LWO is applicable to this contract, the contractor must pay a living wage to all employees who spend 25% or more or their compensated time engaged in work directly related to the contract with the City. If the contractor is a non-profit business and the LWO is applicable to this contract, the contractor must pay a living wage to all employees who spend 50% or more or their compensated time engaged in work directly related to the contract with the City.

These statements are made under penalty of perjury under the laws of the state of California.

Printed Name: _____ Title: _____

Signature: _____ Date: _____

Business Entity: _____

Section III

- **** * FOR ADMINISTRATIVE USE ONLY -- PLEASE PRINT CLEARLY * * ****

I have reviewed this Living Wage Certification form, in addition to verifying Contractor's total dollar amount contract commitments with the City in the past twelve (12) months, and determined that this Contract IS / IS NOT (circle one) subject to Berkeley's Living Wage Ordinance.

_____ _____
Department Name Department Representative

To be completed by Contractor/Vendor

Form EBO-1
CITY OF BERKELEY
CERTIFICATION OF COMPLIANCE WITH EQUAL BENEFITS ORDINANCE

If you are a ***contractor***, return this form to the originating department/project manager. If you are a ***vendor*** (supplier of goods), return this form to the Purchasing Division of the Finance Dept.

SECTION 1. CONTRACTOR/VENDOR INFORMATION

Name:			Vendor No.:
Address:	City:	State:	ZIP:
Contact Person:		Telephone:	
E-mail Address:		Fax No.:	

SECTION 2. COMPLIANCE QUESTIONS

A. The EBO is inapplicable to this contract because the contractor/vendor has no employees.
☐ Yes ☐ No *(If "Yes," proceed to Section 5; if "No", continue to the next question.)*

B. Does your company provide (or make available at the employees' expense) any employee benefits?
☐ Yes ☐ No
If "Yes," continue to Question C.
If "No," proceed to Section 5. (The EBO is not applicable to you.)

C. Does your company provide (or make available at the employees' expense) any benefits to the spouse of an employee? ..... ☐ Yes ☐ No

D. Does your company provide (or make available at the employees' expense) any benefits to the domestic partner of an employee? ..... ☐ Yes ☐ No

If you answered "No" to both **Questions C and D, proceed to Section 5. (The EBO is not applicable to this contract.)** If you answered "Yes" to both **Questions C and D, please continue to Question E.**
If you answered "Yes" **to Question C and** "No" **to Question D, please continue to Section 3.**

E. Are the benefits that are available to the spouse of an employee identical to the benefits that are available to the domestic partner of the employee? ..... ☐ Yes ☐ No

If you answered "Yes," proceed to Section 4. (You are in compliance with the EBO.)
If you answered "No," continue to Section 3.

SECTION 3. PROVISIONAL COMPLIANCE

A. Contractor/vendor is not in compliance with the EBO now but will comply by the following date:

☐ By the first effective date after the first open enrollment process following the contract start date, not to exceed two years, if the Contractor submits evidence of taking reasonable measures to comply with the EBO; or

☐ At such time that administrative steps can be taken to incorporate nondiscrimination in benefits in the Contractor's infrastructure, not to exceed three months; or

☐ Upon expiration of the contractor's current collective bargaining agreement(s).

B. If you have taken all reasonable measures to comply with the EBO but are unable to do so, do you agree to provide employees with a cash equivalent? * ..... ☐ Yes ☐ No

* The cash equivalent is the amount of money your company pays for spousal benefits that are unavailable for domestic partners.

SECTION 4. REQUIRED DOCUMENTATION

At time of issuance of purchase order or contract award, you may be required by the City to provide documentation (copy of employee handbook, eligibility statement from your plans, insurance provider statements, etc.) to verify that you do not discriminate in the provision of benefits.

SECTION 5. CERTIFICATION

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that I am authorized to bind this entity contractually. By signing this certification, I further agree to comply with all additional obligations of the Equal Benefits Ordinance that are set forth in the Berkeley Municipal Code and in the terms of the contract or purchase order with the City.

Executed this _____day of _____, in the year _____, at _____, _____
(City) (State)

_____ _____
Name (please print) Signature

_____ _____
Title Federal ID or Social Security Number

FOR CITY OF BERKELEY USE ONLY

☐ Non-Compliant (The City may not do business with this contractor/vendor)

☐ One-Person Contractor/Vendor ☐ Full Compliance ☐ Reasonable Measures

☐ Provisional Compliance Category, Full Compliance by Date: _____

Staff Name (*Sign and Print*): _____Date: _____ _____

CITY OF BERKELEY
Right to Audit Form

The contractor agrees that pursuant to Section 61 of the Berkeley City Charter, the City Auditor's office may conduct an audit of Contractor's financial, performance and compliance records maintained in connection with the operations and services performed under this contract.

In the event of such audit, Contractor agrees to provide the Auditor with reasonable access to Contractor's employees and make all such financial, performance and compliance records available to the Auditor's office. City agrees to provide Contractor an opportunity to discuss and respond to/any findings before a final audit report is filed.

Signed: _____ Date: _____

Print Name & Title: _____

Company: _____

Please direct questions regarding this form to the Auditor's Office, at (510) 981-6750.

CITY OF BERKELEY
Commercial General and Automobile Liability Endorsement

The attached Certificates of Insurance are hereby certified to be a part of the following policies having the following expiration dates:

Policy No.	Company Providing Policy	Expir. Date
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

The scope of the insurance afforded by the policies designated in the attached certificates is not less than that which is afforded by the Insurance Service Organization's or other "Standard Provisions" forms in use by the insurance company in the territory in which coverage is afforded.

Such Policies provide for or are hereby amended to provide for the following:

1. The named insured is _____.

2. CITY OF BERKELEY ("City") is hereby included as an additional insured with respect to liability arising out of the hazards or operations under or in connection with the following agreement: _____.

   The insurance provided applies as though separate policies are in effect for both the named insured and City, but does not increase the limits of liability set forth in said policies.

3. The limits of liability under the policies are not less than those shown on the certificate to which this endorsement is attached.

4. Cancellation or material reduction of this coverage will not be effective until thirty (30) days following written notice to _____, Department of _____, Berkeley, CA.

5. This insurance is primary and insurer is not entitled to any contribution from insurance in effect for City.

   The term "City" includes successors and assigns of City and the officers, employees, agents and volunteers.

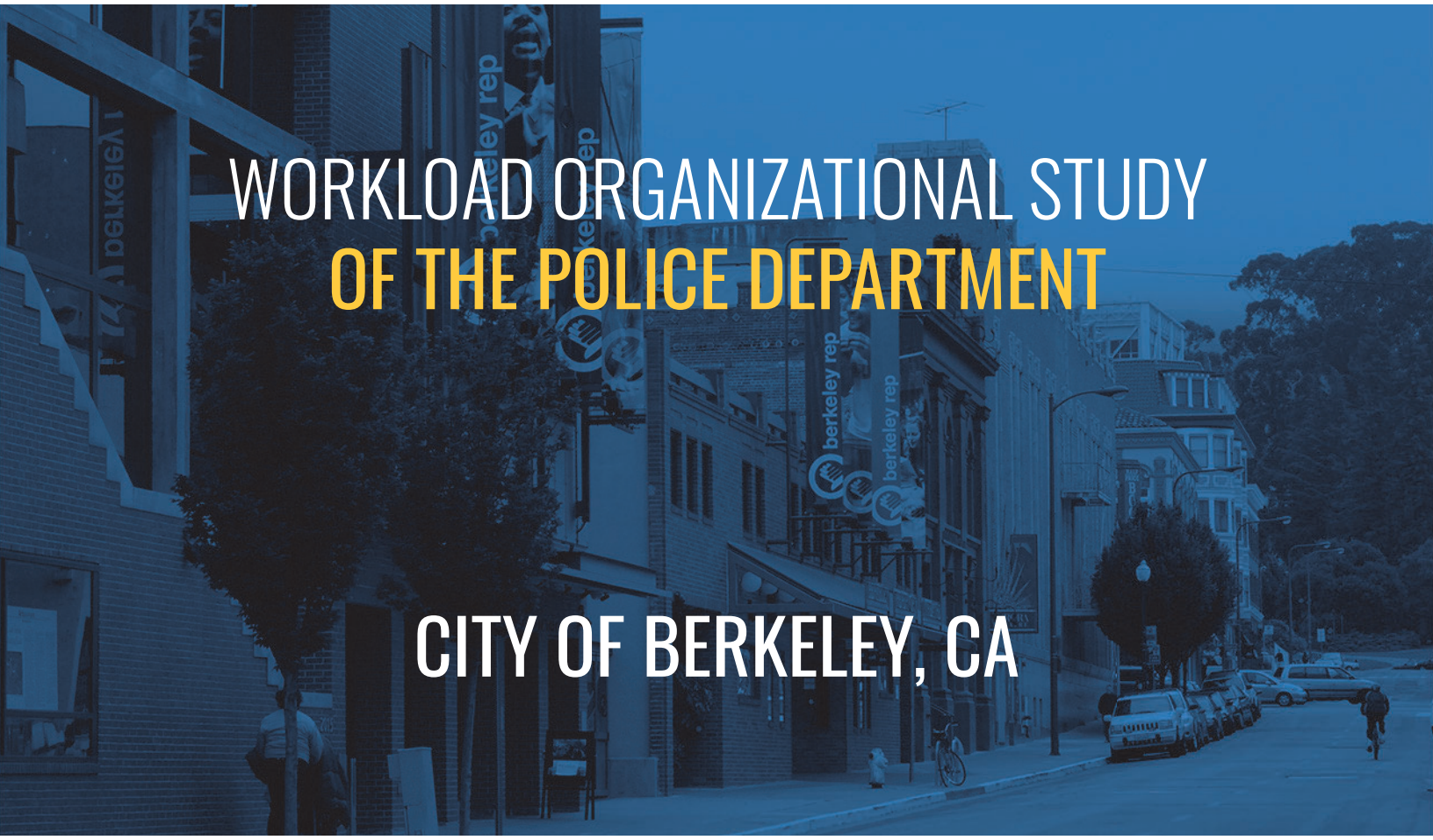
_____
Insurance Company

Date: _____ By: _____
Signature of Underwriter's
Authorized Representative

APPENDIX F

Berkeley Police Department Workload Study (Citygate Staffing Assessment)

CITYGATE
POLICE SERVICES



WORKLOAD ORGANIZATIONAL STUDY OF THE POLICE DEPARTMENT

CITY OF BERKELEY, CA

SEPTEMBER 4, 2024

CITYGATE
POLICE SERVICES

WWW.CITYGATEASSOCIATES.COM
600 COOLIDGE DRIVE, SUITE 150
FOLSOM, CA 95630
PHONE: (916) 458-5100
FAX: (916) 983-2090

CITY OF BERKELEY

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EXECUTIVE SUMMARY

The City of Berkeley (City) retained Citygate Associates, LLC (Citygate) to conduct a Workload Organizational Study of the Police Department (Department). This assessment includes a review of the adequacy of current and future deployment systems, staffing levels throughout the Department, sustainable alternatives, beat structure, overtime, and organizational structure. The methodology utilized in this study can be found in Section 1 of this report.

Citygate's review includes a detailed analysis of the data that drives staffing recommendations including data related to police unit response times, crime, calls for service, and overtime. The review also includes a staffing analysis of supervision, management, and support functions within each division of the Department. Our work was combined with a review of the City's ongoing efforts related to alternative response methods to non-police or low-level emergencies and other care needs in the City. This transition is already underway to provide appropriate alternative services to the community when a traditional 9-1-1 police patrol response is not necessary. Citygate's assessment encompasses recommendations to support the Department's success over the next five to seven years.

Overall, **this report contains 74 key findings and 54 specific, actionable recommendations**. Findings and recommendations are presented in their narrative context in Sections 2 through Section 7. A comprehensive list of all findings and recommendations is presented sequentially in Section 8. Recommendations are also presented in Table 1 of this Executive Summary.

POLICY CHOICES FRAMEWORK

Currently, there are no mandatory federal or state regulations directing the level of police field service staffing, response times, and necessary outcomes.

The International Association of Chiefs of Police (IACP) and the International City/County Management Association (ICMA) recommend methods for determining appropriate staffing levels based on local priorities. The National Emergency Number Association (NENA) provides standards for 9-1-1 call answering, and the Association of Public-Safety Communications Officials International (APCO) and the International Academies of Emergency Dispatching (IAED) provide best practices that illuminate staffing needs for communications centers providing dispatch services.

Using a data-driven framework as advocated in this report—and already embraced and practiced by the Department—the City can continue to engage the community in *adapting future public safety services to utilize alternative and community-focused, non-police officer strategies* to address community-wide, neighborhood, and social issues.

Personnel costs are often the most significant cost center in any department budget. One of the City Council's greatest challenges is managing scarce fiscal resources and allocating them wisely across the vast needs of municipal government public safety operations. The recommendations in this Workload Organizational Study are made based on best practices, Citygate's experience, and guidelines established by professional industry organizations. The City's fiscal capabilities and non-9-1-1 alternative services delivery measures must be considered when weighing these recommendations.

General Summary of Citygate's Assessment

Citygate commends the Department and the City for its many innovative, forward-looking, and community-focused programs, including its Transparency Hub; the Mental Health Division's Mobile Crisis Unit; the Specialized Care Unit, which provides crisis service with no police involvement; the prioritization of employee wellness; the Community Services Bureau (CSB) and its community liaisons; and the Bike Team. Residents can call 9-1-1 for life-threatening emergencies and can ask dispatchers for mental health support. All Mobile Crisis Team (MCT) calls may be accompanied by firefighter-paramedics or police officers, who ensure safety at the scene while allowing the MCT to assist. If such calls are made when MCT members are off duty, City police officers have extensive experience helping people through mental health and substance abuse crises, and regularly utilize de-escalation and crisis intervention strategies. Further, the City's Specialized Care Unit (SCU) is a partnership program with Bonita House, Inc. Staff assigned to the SCU will respond to those undergoing a mental health- or substance-use-related crisis without police involvement.

The Chief of Police has also recently created a new Deputy Chief's position and a new unit: the Office of Strategic Planning and Accountability (OSPA). The Office of Strategic Planning and Accountability will report directly to the Chief and will serve as a pivotal entity in enhancing data-driven approaches in policing performance, Departmental accountability, risk management, and oversight—as well as addressing community and external stakeholder needs.

Throughout Citygate's assessment, Citygate found a department with high professionalism at all levels and a staff willing to implement new ideas and technologies to improve policing in the City. The members of the Department are extremely dedicated to the community they serve. No organization is perfect, and many of the findings and recommendations in this report are items the Department is aware of and is already taking steps to implement. Some changes will take time and require resources as part of the Department's normal budgeting process.

> All of the City's work to date and the issues researched for this study present ***two policy challenges*** *for the Council and community to work together on*—not to the exclusion of one or the other. **Both** challenges require resources because, if one set of services falls short, other services and overall public well-being can be negatively impacted.

Challenge #1

Maintain Emergency and Needed Police Services Commensurate to Current Demands

- Citygate found that many sections of the Department—especially Patrol and the Communications Center (Dispatch)—suffer from a **shortage in staffing**, which frequently necessitates overtime or diverting staff from other units to fill vacancies in Patrol.
- Many sworn members, particularly those with supervisory responsibilities, are responsible for several **ancillary duties** and often find themselves spending increasingly more time on administrative tasks apart from their primary duties, which include leadership and supervision in the field.
- The Department also faces hurdles in **recruiting, hiring**, **and training** new staff while keeping pace with attrition as the public perception of the law enforcement profession evolves. To heighten the focus on recruiting, the Chief has recently assigned a full-time Recruitment Officer.
- Overall, from 9-1-1 call receipt to the arrival of the right resource in response to a specific incident—whether Patrol, Investigations, Traffic, Mobile Crisis Team, etc.—there are **multiple current limitations** adversely affecting the Department's efforts to meet the high volume of calls for assistance received every hour.
- Staffing shortages and technical limitations affect **morale**, **overtime**, recruitment, and retention.

Challenge #2

Grow Non-9-1-1 Services to Support Berkeley's Compassionate and Caring Human Services

The City is actively working on reimagining public safety, a process initiated in 2021. City goals emphasize a more holistic, integrated, and community-centered approach to society's needs that do not require an emergent police/fire/ambulance response. The City's goals, and the work the City has already started, aim to address these needs by incorporating a range of professionals and response strategies.

- **Alternatives** to a police patrol response require the programs to be developed and non-sworn personnel to be hired—such as Community Service Officers (CSOs) and specialists for response to people experiencing homelessness-related issues or mental health crisis.
- Building the desired **enhanced programs** requires planning, mid-managers, recruitment, training, and quality of care oversight—all of which the Department is strained to provide currently.

- The **Specialized Care Unit (SCU)** is an innovative partnership program between the City of Berkeley and Bonita House, Inc. The SCU currently operates 24 hours per day Sunday through Wednesday. The SCU also operates from 6:00 am to 4:00 pm Thursday through Saturday. When someone calls 9-1-1, they can ask public safety dispatchers for support related to mental health or substance-use issues, which may also come in the form of the Mental Health Division's **Mobile Crisis Unit**. Firefighter-paramedics or police officers may also accompany all Mobile Crisis Unit calls, while an SCU response is one with no police involvement. The SCU can be reached directly if someone is undergoing a mental health- or substance-use-related crisis and needs assistance.

- The **Vision Zero Action Plan** is a strategy to eliminate all traffic fatalities and severe injuries while increasing safe, healthy, and equitable mobility for all. It is, first and foremost, an engineering strategy that aims to design and build Berkeley streets to eliminate severe and fatal traffic injuries. Equity-driven Vision Zero traffic enforcement utilizes the best possible data and is focused on areas of the City where engineering and education efforts have already been implemented.

- The Berkeley Police Department's online **Transparency Hub** shares Police Department policies, actions, and data with City partners and community stakeholders. This data includes police stop data to ensure fair and impartial policing through an analysis of calls for service, use of force, and current trends.

- The Department's four **Area Coordinators** serve as community liaisons for the Department. They can help with long-term problems such as persistent issues with illegal dumping or abandoned vehicles.

CITYGATE'S RECOMMENDATIONS AND GOALS

Throughout this assessment, Citygate provides recommendations to serve the Department in its efforts to achieve the following **six goals**:

1. Increasing staffing in some areas and deploying and redeploying staff where and when they are most needed based on accurate and timely data and analysis.

2. In the context of employee wellness and accountability, carefully evaluating the various collateral duties many employees are assigned, giving particular attention to supervisors who are often being pulled from their supervisory roles.

3. Continuing efforts to track and manage overtime and limiting its use to when it is necessary.

4. Continuing the Department's strong and creative efforts related to data analysis to drive performance and continuous improvement.

5. Continuing the Department's strong focus on employee wellness. A focus on wellbeing not only benefits individual employees but also promotes a healthier work environment, reducing the risk of fatigue and enhancing Departmental morale.

6. Improving employee retention and prioritizing employee morale. The benefits of improving police morale are many, including better service for the community, more community trust in the Department, and a motivated, purposeful workforce.

Citygate analyzed current capabilities to project future needs for the Department, with actionable recommendations and strategies provided for implementation based on the growth and development of the City. If this study's recommendations are implemented over several fiscal years:

- The Department will be well positioned to deepen its ability to provide ***proactive policing***.
- The community will be able to increase interaction with partners in the Department to foster ***joint crime prevention strategies***.
- The prevention of crime and disorder and the closure of investigations of serious incidents will *increase*.
- When the public interacts with Berkeley police, they will *know them and trust them to be fair*—and will not assume they are representative of what is wrong with policing elsewhere in America.

SUMMARY OF POLICE SERVICES FINDINGS BY TOPIC

Organizational Summary

At the time of Citygate's analysis, the Department was operating with an authorized (budgeted) total staffing level of 313.20 employees, which includes 181 total authorized *sworn* staff. The Department is currently organized into four major divisions—Operations, Investigations, Professional Standards, and Support Services—each commanded by a Police Captain. The Chief of Police recently informed staff of a planned Departmental reorganization that will result in the creation of a new Deputy Chief's position and a new Office of Strategic Planning and Accountability (OSPA). The reorganization will also entail a Captain being promoted to Deputy Chief, and units within the current Professional Standards Division being transferred to other Departmental offices or divisions.

As part of this review, Citygate performed a **benchmark analysis** to contrast Department staffing with that of five selected comparator agencies. The agencies chosen were similarly situated municipal police departments with comparable geographical and population metrics. Citygate also utilized other. One benchmark measure assessed was the City's rate of Part 1 Violent Crime and Part 1 Property Crime, along with the respective case clearance rates of the City and comparator agencies. Citygate noted that the Berkeley's property crime rate was higher than that of the five benchmark agencies. The City's violent crime rate was second highest behind that of the City of Richmond.

The Department's *property* crime clearance rates have remained consistent over the past five years, while incidents of property crime rose between 2018 and 2022. The Department's *violent* crime clearance rates have improved since 2018, with the 2022 rate being 33.3 percent—which was equal to the city of Fremont's but lower than the cities of Hayward (39.6), Concord (35.8), and Santa Clara (51.9).

Citygate also reviewed overtime data for every organizational unit and learned that most Department overtime is spent in Patrol, Communications (Dispatch), and Investigations. The Department realized a 13 percent reduction in overtime in 2023 and can now closely monitor and manage overtime expenditures down to the level of individual employees. The Department's efforts to track, manage, and reduce overtime—along with a reduction in the number of beats from 16 to 14—appear to be effective.

Operations Division (Patrol)

The field Operations Division is organized into seven **Patrol teams** responsible for uniformed police response to the community.

Additionally, the Operations Division includes the **Community Services Bureau (CSB)** and a **Bike Team**. Each of the four CSB officers are assigned to a quadrant of the City where they serve as community liaisons who focus their time on addressing long-term neighborhood concerns. The CSB also houses the Data Analysis Team, which has created an *impressive* Transparency Hub that provides the public and staff access to a wide range of police data. Finally, Bike Team officers spend most of their time focusing on retail areas downtown and south of the university campus. They address qualify-of-life issues, which relieves Patrol officers of many of these responsibilities.

Support Services Division

The Support Services Division includes the City Jail, the Technology Unit, the Property and Evidence Room, the Records Bureau, and the Communications Bureau.

An issue of high concern within the **Communications Center (Dispatch)** of Support Services is dispatcher staffing and overtime. The Department has been successful in recruiting new dispatchers, which should eventually result in a much-needed reduction in overtime.

The City's **Computer-Aided-Dispatch (CAD) system** urgently needs replacement. Its outdated technology, inefficient database schema, and unintuitive interface hinder effective emergency response. This extends to records management, corrections, and mobile field reporting systems. While upgrading will require additional implementation costs, the benefits of a modern, integrated system far outweigh the challenges related to persisting with obsolete technology. Superior alternatives exist, promising enhanced efficiency and effectiveness across emergency services.

The **City Jail** is led by a Sergeant, who is responsible for oversight of three civilian supervisors and 14 Community Service Officer jailers. Between January 2022 and December 2022, Department officers booked 5,902 arrestees—a daily average of 16 arrestees. Recruitment for Community Service Officers (CSOs) is arduous. Citygate sees an opportunity for improvement by forming a Recruitment and Retention Committee. A civilian manager may be a good fit for this all-civilian unit.

A Sergeant leads the **Technology Unit**. The Unit is an ancillary duty for five other members. Citygate sees an opportunity to improve operational efficiency by transferring the Sergeant to a position that requires uniformed supervision and filling the current position with a civilian Information Technology Specialist who can provide long-term technical expertise to the Unit and Department.

Citygate learned that the Department has made **online reporting** available to the public by using Coplogic. Citygate applauds this effort as it provides a viable alternative for those who wish to report certain offenses. Using Coplogic, a victim of a crime can enter their information into an online report form and receive a temporary report/incident number. Reports that do not involve a suspect, or only involve the theft of property, can be performed online and do not require the presence of an officer.

Our review of **Property and Evidence** revealed some areas for improvement, including the need to add temporary staff to relieve backlogs. Citygate also believes Property and Evidence would benefit greatly by measuring its policies, procedures, and practices against those in the Law Enforcement Evidence and Property Management Guide (Fourth Edition, 2022).[1]

Investigations Division

Citygate found several areas where we believe the Investigations Division can be improved. For example, Investigations staff have not made full use of an existing **case management system** that would help to track detective caseloads including open cases, closed cases, and those held in a pending status—which are mostly property crimes cases that lack investigative leads.

[1] https://post.ca.gov/portals/0/post_docs/publications/Evidence_and_Property_Management.pdf

Professional Standards Division

A Lieutenant leads the **Personnel and Training Unit** and oversees a Sergeant, four civilian Police Aides, and two other professional staff (eight personnel total). The Unit is responsible for working closely with the Human Resources Department, assigning and reviewing background investigations, conducting applicant interviews, coordinating academies and recruits, managing the armory, facilitating the Honor Guard, coordinating police aides, managing defensive tactics and firearms units, coordinating chaplains, ordering and accounting for ammunition, coordinating with Bay Alarm for support, coordinating with the recruiting team, and more.

When interviewing staff, Citygate found a theme: many personnel have a difficult time completing their primary responsibilities due to numerous ancillary duties. One of the ancillary duties includes the **recruiting team**. Citygate believes there is room to improve recruiting by removing it as an ancillary duty responsibility and making it a primary duty. A recruitment plan would also help to guide individuals (or a team) and track results. The Chief recently announced the creation of a new officer's role that will be wholly dedicated to recruiting.

The **Audit and Inspection Unit** was formerly staffed by a Sergeant; however, the Sergeant was temporarily reassigned in February of 2024, and the position's duties have since been absorbed into the new Office of Strategic Planning and Accountability (OSPA).

CITYGATE RECOMMENDATIONS AND FUNDING PRIORITIES

The following table lists all recommendations in summary form and identifies the following:

- Recommendations that can be implemented at **no cost** (other than staff time).
- Remaining recommendations that will require a **General Fund expense** to implement.
- The **funding priority level** for any recommendations requiring funding.
- **Staffing additions** associated with the implementation of a recommendation—noted in parentheses immediately next to the "X" in the *Funding Priority* columns to the right of the table—which are totaled at the bottom of the table.

> ***NOTE**: While funding priorities are identified, these recommendations are <u>not</u> presented in a general priority order. Greater context and further content related to each recommendation is provided throughout this report.*
>
> *FTE numbers in the "No Cost" column followed by an **asterisk** indicate positions that are **already authorized/funded.***

Table 1—Recommendations and Funding Priorities

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
Organizational Review			
EMPLOYEE SURVEY			
1. Given the percentage of Employee Survey respondents who indicated a willingness to leave the Department within three years, Citygate believes there is a pressing need for the Department to implement strategic retention strategies to foster a more supportive organizational culture and mitigate potential turnover.	**X**		
POLICE BEATS			
2. Retain the 14-Beat model while continuing to collapse the number of beats to 7 beginning at or about 2:00 am (0200 hours).	**X**		
3. The Department's strong data and predictive analysis should dictate where staff are assigned. Periodically review beat activity and workload demand and adjust as necessary.	**X**		
OVERTIME			
4. Continue to record, analyze, and manage overtime to reduce the likelihood of employee fatigue and burnout.	**X**		
Office of the Chief of Police Review			
ADMINISTRATIVE AND FISCAL SERVICES			
5. By **adding a Senior Management Analyst** and an Associate Management Analyst (which can likely be filled by promoting one of the three existing Assistant Management Analysts), Citygate believes the Unit can keep better pace with work demands while also creating a career ladder, which is critical given that the current Administrative and Fiscal Services Manager will be eligible to retire over the next two years.		**X (1)**	
INTERNAL AFFAIRS BUREAU			
6. Given the number of complaints received by the Internal Affairs Bureau (IAB), the time constraints related to completing investigations, and many other administrative demands—including those required of the Director of Police Accountability and outlined in the City Charter, which often involve significant IAB staff time—Citygate recommends that the Department **add one clerical support staff position** to the IAB.			**X (1)**

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
Operations Division Review			
7. Given the number of reported Level 1 uses of force in Berkeley—in which a subject did not experience more than temporary discomfort—Citygate recommends the City and Department modify use of force reporting requirements to those more in line with the policies of the cities of Fremont, Hayward, Richmond, San Leandro, and Santa Clara, whose Lexipol-created policies comply with both state and federal law.	**X**		
8. Restore Patrol staffing by adding 15 additional officers—four officers each to teams 1, 2, and 3; and three officers to Team 7—bringing the total from the current 58 to 73. It is Citygate's understanding that these additional positions are funded but not currently filled. The added staffing would reduce the need for Patrol overtime, which would reduce the likelihood of fatigue and burnout while affording officers the ability to take time off without the need to "sell" shifts. *[Note: "Selling" a shift occurs when Patrol minimum staffing is reached, and Patrol officers want time off. They are generally allowed such time off only if they can find another officer to fill in for them on an overtime basis.]*	**X (15)***		
9. Add five CSOs (Citygate understands these positions have already been funded) to support Patrol officers on weekday morning and evening shifts. Given existing call demands and committed time, Citygate believes the Department should strategically deploy five Patrol CSOs to match those times of day and days of week where Patrol time is most obligated currently (Day Shift and Swing Shift), which would help to reduce the committed time of Patrol officers, affording them more time for community engagement and to be proactive while also ensuring greater availability to respond to emergencies and cover assignments.	**X (5)***		
10. CSOs should be trained to take many non-emergency calls and write related reports, recover stolen vehicles and found property, tow abandoned vehicles, retrieve and download video evidence, transport witnesses and victims, etc.	**X**		
11. After staffing is added to Patrol, **create a team of five officers led by one Sergeant** that can be flexibly deployed to quickly address most any emerging public safety issue, which might include organized retail theft, robberies, carjackings, etc. Such a team might also serve as a field resource for detectives. This team should also be one that can move rapidly across shifts and days of the week to address issues identified in the Department's strategic analysis of crime.			**X (6)**

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
12. The Department should continue to closely evaluate Patrol spans of control; call patterns, including the number, location, and types of calls; response time; unobligated (available) police time; and call-handling (on-scene) time. These factors are essential in assessing Patrol's staffing needs now and in the future. Further, even though call volume may remain stable in future years, call-handling time—and the nature/type of such calls along with other operational work demands—may suggest the need for more staff and/or the redeployment of existing staff to ensure Patrol can meet the service expectations of City residents.	X		
13. When the Community Services Bureau's PIO and Strategic Analysis Team are transferred to the Chief's Office, the Bike Team should be realigned under the Community Services Bureau, where the Community Services Bureau Lieutenant can provide oversight, thus relieving a Patrol Lieutenant from this responsibility.	X		
Investigations Division Review			
14. If, at full staffing, the recommended Patrol team is found to be overwhelmed and insufficient to manage narcotics investigations, the Department should consider creating a team comprised of detectives and a Sergeant to investigate narcotics offenses.	X		
15. Investigations Division Supervisors and managers should make broader use of the existing case management system within the current records management system to better track cases assigned to detectives. Each unit supervisor should be able to see the caseload carried by each detective in real time, including the number of open, closed, pending, and cleared cases.	X		
16. **Add a full-time, Real-Time Crime Analyst** to support both Patrol and Investigations. This position will focus on rapidly operationalizing data to officers in the field and detectives working active cases.			X (1)
17. Construct a "soft" interview room to help victims and survivors feel safe and at ease when sharing difficult experiences. Such rooms can be used by survivors of crime, domestic abuse, sexual assault, and children in traumatic situations.	X		
18. Develop a training matrix for Investigations. The training matrix should include a formal training program for newly assigned detectives and a list of POST/ICI training courses required for each detective.	X		
19. Create a plan to reduce the number of daily trips detectives make to the crime lab in Richmond. The **addition of a CSO (or a retired annuitant)** could relieve detectives from having to make frequent trips to Richmond for evidence pickup and drop-off	X (1)		

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
20. Purchase software to install on additional computers in the Investigations Division that would allow detectives to review, save, and copy video footage from all available sources within the City—including City-owned street cameras, officer body-worn cameras, and private cameras in situations where the owners have given the Department access.	X		
21. Consider **hiring a cold case detective**, potentially a retired annuitant, to investigate cold cases.			X (1)
22. Consider **adding a second School Resource Officer** to Berkeley High School given the extensive workload of the current SRO.		X (1)	
23**. Add one additional Crime Scene Technician** to the current staff of four.			X (1)
TRAFFIC BUREAU			
24. The Department should endeavor to **fully staff the Traffic Bureau** so that it can handle most (if not all) injury collisions, as well as increase education and enforcement efforts in traffic safety. These changes would significantly free Patrol personnel to focus on their primary responsibilities.	X (4)*		
25. Create a structured plan for targeted enforcement and educational initiatives based on analyzing variables associated with high crash data from the Office of Traffic Safety (OTS) and the Traffic Injury Mapping System (TIMS).	X		
26. Continue to expand the use of statistical data for deployment of Traffic Unit personnel.	X		
27. Expand the use of social media to inform the public of traffic safety and enforcement efforts to enhance their impact on driving behavior. Use of social media and other approaches to promote bicycle and pedestrian safety and enforcement efforts could also be effective. *[Note: At the time of Citygate's writing of this report, the Public Information Officer was being moved to the Office of the Chief as part of a new Office of Strategic Communications.]*	X		
28. **Add a civilian CSO** to conduct or aid in collision investigations and traffic educational/safety presentations. This would be more cost-effective than an additional Traffic Unit officer and would allow for increased traffic enforcement by current Traffic Unit officers.	X (1)		
29. Build the Traffic Unit comprising both Motorcycle officers and Patrol cars. Traffic enforcement and collision investigation can be effectively conducted using either a car or a motorcycle.	X		
30. Consider working with an OTS Law Enforcement Liaison to acquire an Allied Agency Reporting Service (i.e., Crossroads) via grant.	X		
31. The Traffic Bureau should collaborate with the City Traffic Engineer to update outdated traffic surveys.	X		

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
32. Consider **appointing an additional supervisor within the Parking Enforcement Unit** to mitigate the current extensive span of control and decrease overtime.			**X (1)**
33. At current (reduced) staffing levels, consider expanding the workload and responsibilities of the Traffic Unit Lieutenant or reallocating the position to a role where it can be more effectively utilized. At full staffing, Citygate believes the Lieutenant's position is justified.	**X**		
Professional Standards Division Review			
34. To reduce unnecessary resignations, the Department should consider establishing a Retention Team with members from several different units to review and evaluate exit interviews. The committee can identify preventable reasons for resignations and make recommendations to improve employee retention.	**X**		
35. When the Policy and Planning Unit is transferred during the Department's planned reorganization, the roles and responsibilities of the Sergeant should be more narrowly focused to allow for the successful completion of all assigned duties. If additional responsibilities are included, consideration should be given to **adding a clerical support position**.			**X (1)**
Support Services Division Review			
BERKELEY PUBLIC SAFETY CENTER (JAIL)			
36. The Department should proceed with securing a contract for an architect to upgrade the control board, add cameras, and potentially expand the size and functionality of the Booking Room at the Jail facility.		**X**	
37. Consider **creating a civilian manager position** and reassigning the sworn supervisor to oversee the Property Room (as per the property recommendation) or reallocating the Sergeant to address a higher-priority need for sworn supervision.			**X (1)**
38. Consider reducing the requirement to always have three CSOs on duty, given that the booking officer is required to remain in the booking area during the processing of an arrestee.	**X**		
39. Consider a change to the current requirement that does not allow CSOs to transport prisoners. Such a change would necessitate additional training for the CSOs but would reduce overtime and the need for two sworn staff members during transportation.	**X**		
40. Consider further study of a four-team, 12-hour shift model for Jail operations. Citygate believes this model could potentially increase the number of CSOs on-duty, providing opportunities for CSOs to aid in prisoner transportation, patrol duties, or other assigned responsibilities.	**X**		

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
TECHNOLOGY UNIT			
41. Evaluate the number of responsibilities managed by Technology Unit staff. Consider reducing service levels or adding more staff.	X		
42. Consider **appointing a full-time civilian information technology specialist** to oversee the Technology Unit rather than relying on a sworn Sergeant. This transition will ensure stability, expertise, and continuity in navigating the Department through the ever-evolving technology field.			X (1)
43. Consider investigating alternative software solutions for all facets of police operations. Prioritizing the convenience of retaining current software vendors should not overshadow the importance of advancing operational efficiency.	X		
44. Consider adding categories such as Non-Injury Traffic Accidents, Non-Injury Hit-and-Run Traffic Accidents, and Non-Injury Single-Vehicle-Property-Damage-Only Traffic Accidents as options within the online reporting system. Software solutions offered by companies like LexisNexis can facilitate this initiative. By diverting or referring more calls for service to online reporting, the Department would likely create more available time for officers in Patrol—which could ultimately help to reduce overtime usage within the Department.	X		
PROPERTY ROOM			
45. The Department could enhance its efficiency by establishing a short-term, dedicated task force to address the evidence backlog and improve and streamline the organization of evidence and property rooms. The Unit's ongoing, permanent staffing should consist of one Supervisor, two full-time Specialists, and one part-time staff member capable of providing support for both planned and unplanned absences and conducting periodic audits.	X		
46. The Department should conduct a thorough assessment of the current state of property and evidence facilities including the physical infrastructure, storage capacity, security measures, and compliance with current standards. The Department should also consider a POST review of current evidence practices, procedures, and policies.	X		
47. Citygate has provided Property and Evidence staff with the POST Property and Evidence Function's Agency Self-Evaluation (revised February 2022) and recommended that the Supervisor and staff review it annually. Given the sensitive nature of evidence, effective risk management requires thorough oversight and rigorous control measures.	X		

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
RECORDS UNIT			
48. The Department would benefit from **staffing the Records Unit with an Office Specialist I** to manage the increased volume of CPRA requests. Adding such an entry-level specialist would help existing staff meet their work demands.			**X (1)**
49. Consider enrolling both Office Specialist III positions in the POST 40-hour Records Supervisor Course to support their professional development and to assist in meeting some of the requirements outlined in their job specifications.	**X**		
50. The ergonomic features and capabilities of workstations, along with workstation and workflow analysis, should be assessed and tailored to enhance operational efficiency.	**X**		
51. There are numerous resources available for team building, and one particularly effective resource for fostering team trust and performance is Patrick Lencioni's book, *The Five Dysfunctions of a Team: The Official Guide to Conducting the Five Dysfunctions Workshops for Teams and Team Leaders*. The Department should contemplate appointing a trusted executive team leader to implement some of the facilitated learning outlined in the book.	**X**		
COMMUNICATIONS CENTER			
52. New recruitment and retention efforts for dispatchers should be continued.	**X**		
53. Consider prioritizing the planning and acquisition of additional floor space and workstations to meet current and future needs of the PSAP. The Department should consider utilizing another City-owned facility or reconfiguring the adjoining office space (Bike Unit) for expansion.	**X**		
54. Consider **increasing Supervisory Public Safety Dispatcher staffing from four to six** to ensure proper leadership and supervision for all shifts.		**X (2)**	
Total Recommended Personnel by Priority	**--***	**4**	**15**
Total Recommended Personnel	**19**		

* Indicates positions which have already been authorized by the City; 31 sworn personnel are currently funded but vacant

In total, Citygate recommends **19 new personnel** *in addition* to the Department's 31 currently vacant sworn positions. This report also details where Citygate believes some positions could be transferred or eliminated and replaced by civilian specialists.

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SECTION 1—INTRODUCTION

Citygate Associates, LLC (Citygate) is pleased to present this Staffing Needs Assessment and Organizational Analysis for the City of Berkeley (City) Police Department (Department). This introductory section will discuss the organization of the assessment, the project scope of work, and the methodology used by Citygate.

1.1 REPORT ORGANIZATION

This report is organized into the following sections.

Executive Summary	A summary of Citygate's general assessment of current services. A table that lists all of Citygate's recommendations and their funding priority levels is also provided.
Section 1	**Introduction:** An introduction to the report's organization; goals, including project scope; and project methodology.
Section 2	**Organizational Review:** A discussion of City and agency background, history, and organization. The City's crime data, overtime, organizational structure, and the internal employee (SWOT) survey are also discussed.
Section 3	**Office of the Chief of Police Review:** A review of the Chief's Office, including Internal Affairs and the Office of Administrative and Fiscal Services.
Section 4	**Operations Division (Patrol) Review:** A review of Patrol services, the Community Services Bureau, and the Bike Team, including staffing, scheduling, and supervision. Workload analysis and an assessment of response times is also included.
Section 5	**Investigations Division Review:** A review of the Investigations Division, including the Investigations Bureau (detectives), the Traffic Bureau, and Youth Services.
Section 6	**Professional Standards Division Review:** A review of the Professional Standards Division, which includes Personnel and Training, Policy and Planning, and Audit and Inspection.
Section 7	**Support Services Division Review:** A review of the Support Services Bureau, which includes Records, Communications (Dispatch), Property and Evidence, the City Jail, and the Technology Unit.
Section 8	**Summary of Personnel Priorities and Findings and Recommendations:** A comprehensive list of all personnel full-time equivalent (FTE) recommendations and their associated priority levels that appear in this report, and a sequential list of all findings and recommendations that appear throughout the report.

1.2 PROJECT OVERVIEW

1.2.1 Project Scope

Citygate was retained to conduct a comprehensive Workload Organizational Study of the Berkeley Police Department. The scope of Citygate's analysis included the following elements.

- Provide a complete review and analysis of organizational structure; staffing levels based on current workload and projected workload.
- Determine whether the allocation of resources of the divisions is efficient and adequate for the Department's needs. Review the current workload data such as: calls for police service, received and dispatched; breakdown of calls for service by type, frequency, distribution, relative priority, and response times.
- Establish performance objectives to include a ratio of calls for service available for proactive/discretionary time.
- Review operations for assessing effectiveness and recommend efficiencies with geographical boundaries of patrol zones based on response times, workload, and resource deployment.
- Evaluate the current beat structure and deployment model; make recommendations on whether a beat, sector or hybrid model best suits the needs of our City.
- Evaluate the Department's current rank structure, the number of managers and supervisors at every level and function, and the authority at each level of the chain of command, with an emphasis on effective strategies for professional development.
- Review and evaluate the impact on existing resources and workload to comply with the new laws (SB 1421) requiring review and disclosure of digital evidence and media.
- Evaluate current building facilities relative to current and future staffing, parking, equipment storage, and training needs.
- Define critical issues facing the Department over the next five years; analyze impact of critical issues on staffing levels and calls for service.
- Project the Department's attrition for the next ten years.
- Analyze current ancillary duty assignments to determine what can and should be outsourced or handled as a regional responsibility.

- Forecast future needs considering both short and long-term objectives, community growth, and any other factors that could change staffing requirements.
- Evaluate the efficiency of the online reporting system and assess any additional services that can be enhanced or handled with technology such as video chat, mobile apps, etc.
- Analyze staff overtime causes and identify alternative solutions.
- Any other organizational improvements that can be made to enhance overall service. This will also include consideration for the morale and well-being of the police staff.

1.2.2 Project Methodology

In preparing this Workload Organizational Study, Citygate consultants engaged in the following processes.

- Reviewed available documents and records relating to the management, operation, staffing, training, and budgeting of the Department.
- Conducted an anonymous online internal employee survey to assess Department strengths, weaknesses, opportunities, and threats (SWOT).
- Interviewed sworn and professional staff throughout the Department along with other City staff and elected officials
- Conducted an on-site visit of Department facilities.
- Reviewed available computer-aided dispatch (CAD) and workload measurement data.
- Conducted a legislative review, interviews, and review of organizational impacts.
- Considered best practices in other agencies and recommended by police professional organizations when applicable to the Department.

1.2.3 Acknowledgements

Citygate would like to thank the members of the Berkeley Police Department for their participation in this assessment and acknowledge the diligent work ethic within the Department. The vast majority of employees made time in their busy schedules for interviews, to acquire requested information, and to provide historical perspective and context related to issues necessary for this assessment.

1.3 CITY OF BERKELEY PROFILE

- The City's 2024 population is estimated to be 127,230.
- The City is growing at an annualized average rate of 3.36 percent and its population has increased by 2.43 percent since the most recent census, which recorded a population of 124,206
- ABAG projects the city will grow to a population of 136,000 by 2030 and to 141,000 by 2040
- The median household income is $95,360
- About 42 percent of the City's households are considered low income
- Seniors ages 65 to 74 are the fastest-growing age group and now comprise 9.2 percent of the population
- Residents ages 15 to 24 comprise the largest age group at 33,051 residents
- The median age in the city is 32.5 years
- The City's total land mass covers 10.5 square miles

1.3.1 Demographics

The following table reflects 2023 data sourced from World Population Review and the City's General Plan (Housing Needs, Section 3).

Table 2—Berkeley Demographic Percentages by Race and Ethnicity

Race/Ethnicity	Percentage of Population
White	55.49
Asian	21
Hispanic/Latinx	11
Two or more races	9.82
Black or African American	7.7
Other race	5.22
Native American	.69
Native Hawaiian or Pacific Islander	.21

According to the City's Housing Element Update: 2023–2031:

- The City's population is anticipated to continue to grow steadily between 2020 and 2040 based on ABAG Plan Bay Area 2040 projections.
- City residents ages 15 to 24 comprised the largest group in both 2010 (29 percent) and 2019 (27.2 percent).
- While the population ages 15 to 24 stayed relatively flat between 2010 and 2019, the population ages 25 to 34 increased by 25 percent, suggesting that students may be choosing to stay in Berkeley after their degree is complete.
- Berkeley's household income increased by 11.4 percent between 2010 and 2019.
- 42 percent of City households are considered lower income, earning less than 80 percent of the median income.
- American Indian / Alaska Native, Asian/API, and Black / African American households are all more likely to fall within one of the lower income categories when compared to City households as a whole.
- The largest employer in the City is the University of California, Berkeley (13,750 employees, or 20.3 percent) followed by the Lawrence Berkeley National Laboratory (3,773 employees, or 5.8 percent).

1.3.2 University of California, Berkeley

The University of California Berkeley's total Fall/Spring Year-Average Headcount (Undergraduate and Graduate) over the past decade is shown in the following table.

Year	Year-Average Headcount
2014–15	37,775
2015–16	37,289
2016–17	39,234
2017–18	40.955
2018–19	41,433
2019–20	42,107
2020–21	41,189
2021–22	43,931
2022–23	44.194

Total Fall 2023 student enrollment was 33,078 undergraduates and 12,621 graduate students (a total of 45,699 students).

Approximately 27 percent (roughly 7,000) of UC Berkeley's undergraduates live in university-owned, operated, or affiliated housing. The remaining 73 percent live off-campus. Popular neighborhoods near campus include North Berkeley and Southside.

The UC Berkeley Campus Master Plan of 2022 includes a long-range development plan population projection, which projects a growth from 39,710 students (2018–2019) to 48,200 students in 2036–2037. The plan also projects a growth of faculty and staff from 15,420 19,000 within the same timeframe.[2]

UC Berkeley currently owns approximately 9,020 beds for students and faculty, which are located in the cities of Berkeley and Albany. The Campus Master Plan has identified a future need for approximately 10,200 to 11,730 net new beds. Most of this net new residential demand is anticipated to be accommodated through undergraduate apartments.[3]

1.3.3 City Crime Data

Part I Crimes

Many crimes are not reported to the police by victims. The FBI's Uniform Crime Reporting (UCR) Program's focus in statistical reporting separates reported crime into two categories, with four crimes in each category. These are referred to as "Part I Violent Crimes" and "Part I Property Crimes," as detailed in the following figure.

Figure 1—Part I Crimes Categories

Part I Violent Crimes	Part I Property Crimes
Homicide	Burglary
Sexual Assault	Motor Vehicle Theft
Robbery	Larceny Theft
Aggravated Assault	Arson

The following table reflects both categories of the City's Part I crimes data over a six-year period analyzed by Citygate.

[2] UC Berkeley's Long Range Development Plan: https://capitalstrategies.berkeley.edu/campus-planning/planning-documents

[3] UC Berkeley Master Plan 2022: https://berkeley.app.box.com/s/nvwnlm1xgivdq8pvmd0g5joys3bhvgcl

Table 3—Berkeley Part I Crime Data (2018–2023)

Crime Type	Number of Incidents					
	2018	2019	2020	2021	2022	2023
VIOLENT CRIME	586	618	537	542	666	**766**
Homicide	1	0	6	1	3	**1**
Sexual Assault	65	74	47	57	89	**97**
Robbery	353	369	274	274	292	**386**
Aggravated Assault	167	175	210	210	282	**282**
PROPERTY CRIME	5,381	6,256	5,535	5,703	6,483	**7,194**
Burglary	820	771	797	814	1,036	**1,228**
Motor Vehicle Theft	548	492	805	1,114	836	**1,350**
Larceny Theft	4,004	4,993	3,933	3,775	4,611	**4,532**
Arson	31	17	52	68	52	**84**

Source: California DOJ, Open Justice, Data Exploration; 2023 data from Department's Annual Crime Report (2023)

The City's five-year average for violent crime was 590 (2018–2022). The property crime average over the same period was 5,872. In 2022, both violent crimes and property crimes reflected increases over the City's five-year average.

The City also experienced significant increases in several Part 1 crime categories in 2023. Overall:

- Part 1 crime rose by 15 percent.
- Robberies rose by 32 percent.
- Overall property crime rose approximately 11 percent, driven largely by increases in burglaries (18.5 percent), and motor vehicle theft (61.5 percent).
- Total violent crime (766) in 2023 was nearly 30 percent above the five-year average of violent crime of 590.
- Property crime (7,194) in 2023 was 22.5 percent above the five-year average of 5,872.

Both overall violent crime and overall property crime have shown consistent increases each of the past three years since 2020.

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SECTION 2—ORGANIZATIONAL REVIEW

2.1 MISSION, VISION, VALUES, AND PRIORITIES

As detailed in the City's 2022 Law Enforcement Services Manual, the Berkeley Police Department's **mission**, **vision**, **values**, and **current priorities** are as follows.

Mission

United in service, our mission is to safeguard our diverse community through proactive law enforcement and problem solving, treating all people with dignity and respect.

Vision

The Berkeley Police Department will be a team of leaders at every level. We will foster strong relationships with our community, inspiring trust through our service, building on our historic tradition of progressive policing, and dedicated to the safety of all.

Values

Service is our calling. As members of this community, the Berkeley Police Department team is committed to proactive law enforcement and problem solving, holding these as our core values:

Integrity: We are ethical, fair, and trustworthy in all we do.

Safety: We strive to keep our community and each other safe.

Respect: We fulfill our duties with dignity, compassion, and empathy.

Diversity: We value the strength of a diverse workplace and community. We endeavor to reflect the community we serve, promoting inclusion and fairness.

Professionalism: We commit to organizational excellence through progressive training, positive attitude, and superior performance.

Current Priorities

- **Service**
- **Recruiting and Retention**
- **Communication/Collaboration**

2.2 Staffing and Attrition

As of May 2024, Department staffing stands at 150 sworn personnel, while authorized staffing stands at 181 sworn personnel. Additionally, 24 of 150 officers are eligible to retire during 2024.

The following table shows the Department's historic sworn staffing levels.

Table 4—Historical Sworn Staffing Levels

Year	Sworn Staffing
2010	178
2011	172
2012	171
2013	170
2014	169
2015	174
2016	174
2017	172
2018	161
2019	170
2020	174
2021	161
2022	156
2023	153

Citygate's review of attrition within the Department is reflected in the following table.

Table 5—Berkeley Police Department Attrition

Year	Retirements	Resignations	Other	Total
2016	9	7	0	**16**
2017	12	8	0	**20**
2018	5	11	0	**16**
2019	6	5	0	**11**
2020	11	1	1	**13**
2021	11	7	2	**20**
2022	5	7	0	**12**
2023	4	3	0	**7**

As the table shows, the Department is losing an average of 13 employees per year, which is in addition to 31 current vacancies.

One other concern that became prominent during Citygate's assessment of the Department was the frequent use of **"provisional" assignments or promotions**. These are temporary promotions to fill critical supervisory and managerial roles until a permanent candidate is identified and appointed. In response to concerns about these temporary assignments, the Chief has already taken steps to reduce their impact—limiting their duration to six months, timing such transitions around "timesheets," and naming the next permanent promotions as soon as an upcoming vacancy is identified.

2.3 EMPLOYEE SURVEY

With the assistance of Department staff, Citygate conducted an online survey of Department personnel, with a total of 68 employees responding to the survey. Eighteen (18) responses were received from professional staff, and 50 (73.5 percent) were received from sworn staff. Of the Department's four major divisions, there were 39 Operations personnel who responded to the survey (57 percent of all respondents), 13 personnel from Investigations, 12 personnel from Support Services, and 4 personnel assigned to Professional Standards.

Relative to the tenure of respondents:

- 1 had less than a year of service.
- 6 had 1 to 3 years of service.
- 7 had 4 to 5 years of service.
- 14 had 6 to 10 years of service.
- 12 had 10 to 15 years of service.
- 25 had 16 to 25 years of service.
- 3 had more than 25 years of service.

2.3.1 Employee Survey Key Findings

Finding #1: 51 of the 68 respondents to Citygate's Employee Survey indicated that they dedicate at least two hours daily to collateral assignments.

Finding #2: 42 personnel who responded to the Employee Survey self-identified as "engaging in proactive activities." Within this subgroup, 25 respondents indicated that they spend one hour or less on proactive activities daily. This outcome suggests that

Operations staff may have limited capacity to engage in proactive policing, which is supported by narrative comments from some respondents.

Finding #3: Analysis of the data from 68 respondents to the Employee Survey revealed a significant risk of employee attrition, with 60 percent of Department respondents indicating an intent to leave the Department within three years. This outcome suggests multiple concerns related to the retention of personnel.

Finding #4: Respondents to the Employee Survey who indicated a desire to leave the Department within three years also expressed neutral to negative sentiments related to the strengths and opportunities of the Department, suggesting a personal disengagement from the Department's mission.

Finding #5: Another notable revelation related to personnel who indicated an intent to leave the Department in the near future was that when respondents were questioned about their reasons for doing so, 34 respondents (52 percent) cited better job opportunities, while 30 respondents (46 percent) expressed concerns about the work environment or culture. In analysis of survey comments regarding the reasons behind these sentiments, Citygate found that many pointed towards a perceived lack of support from the community and City Council.

2.3.2 Employee Survey Recommendations

Recommendation #1: Given the percentage of Employee Survey respondents who indicated a willingness to leave the Department within three years, Citygate believes there is a pressing need for the Department to implement strategic retention strategies to foster a more supportive organizational culture and mitigate potential turnover.

2.4 ORGANIZATIONAL STRUCTURE

The following figure shows the current organizational structure of the Department. As the figure shows, in the Department's existing organizational structure, the Chief has a large span of control.

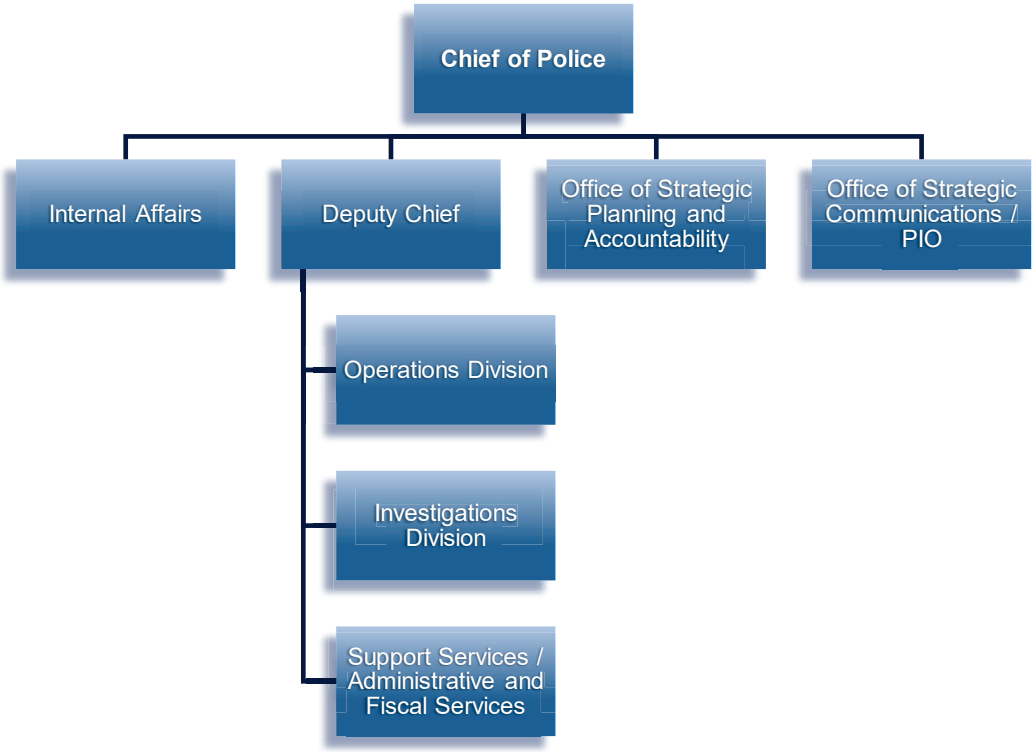
Figure 2—Berkeley Police Department – Current Organizational Structure



The Chief's large span of control is especially clear when one considers the breadth of the Chief's role, which involves significant time serving as a public liaison for the Department. The Chief's role may involve meetings with other department heads; law enforcement leaders; the City Manager; members of City Council; members of the Police Accountability Board; relevant employee bargaining groups; and community members, including residents, business owners, and other stakeholder groups.

The following figure shows a proposed organizational structure to maximize the Department's operational efficiency and improve the Chief's span of control.

Figure 3—Berkeley Police Department – Proposed New Organizational Structure



In the Department's new organizational structure, the Chief's span of control is reduced, which should afford the Chief more time and flexibility to meet with staff and others—including members of the City Council and other City staff, community members, business owners and groups, faith-based leaders, parents, students, etc.

2.5 POLICE BEAT ANALYSIS

2.5.1 Police Beat Structure

The following figures show the Department's current, 14-beat configuration in contrast with the former 16-beat configuration. Under the new beat structure, beats collapse from 14 to 7 after 2:00 am, with the number of beats remaining at 7 until 11:00 am.

Figure 4—Current Beat Structure (14 Beats)

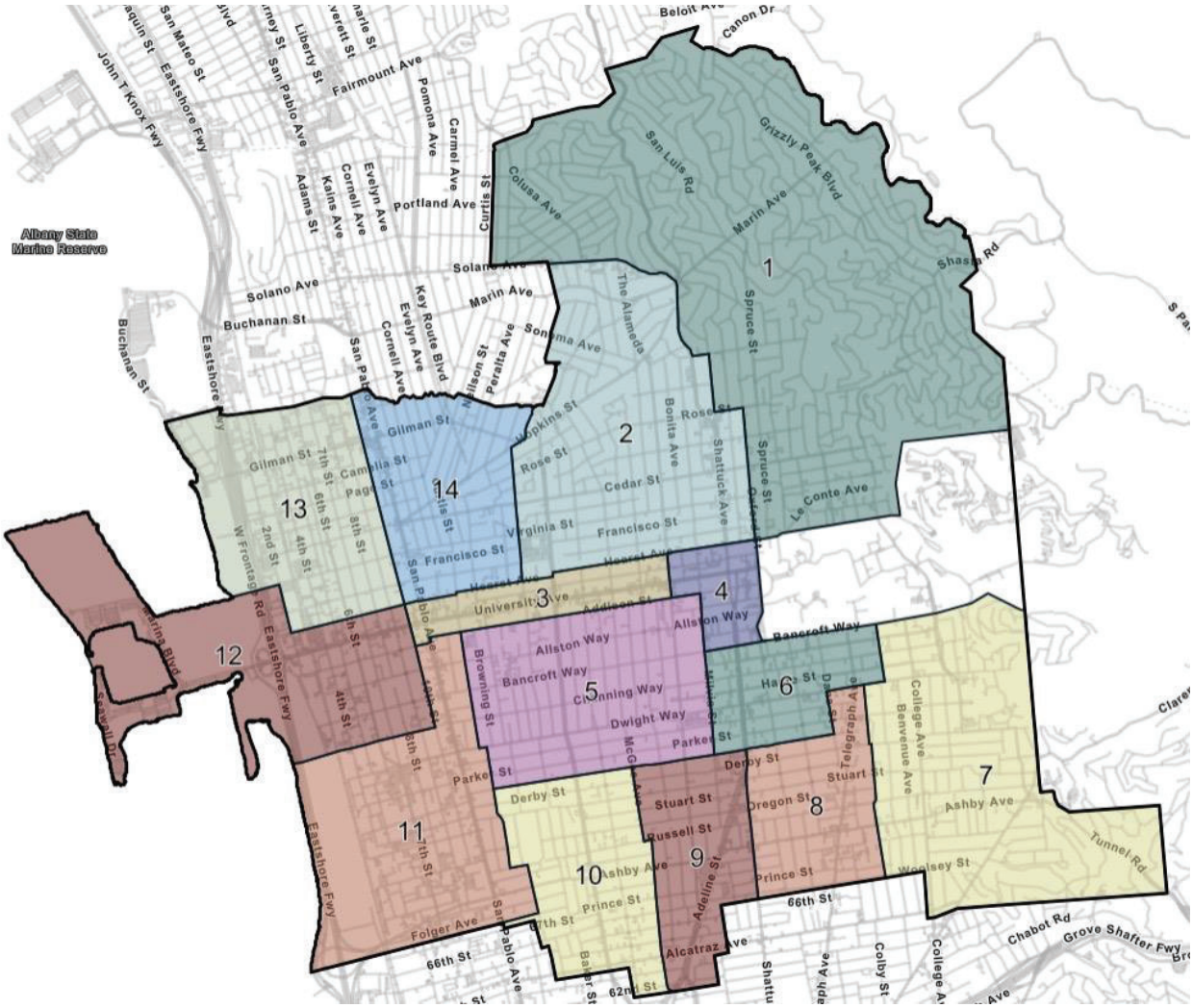
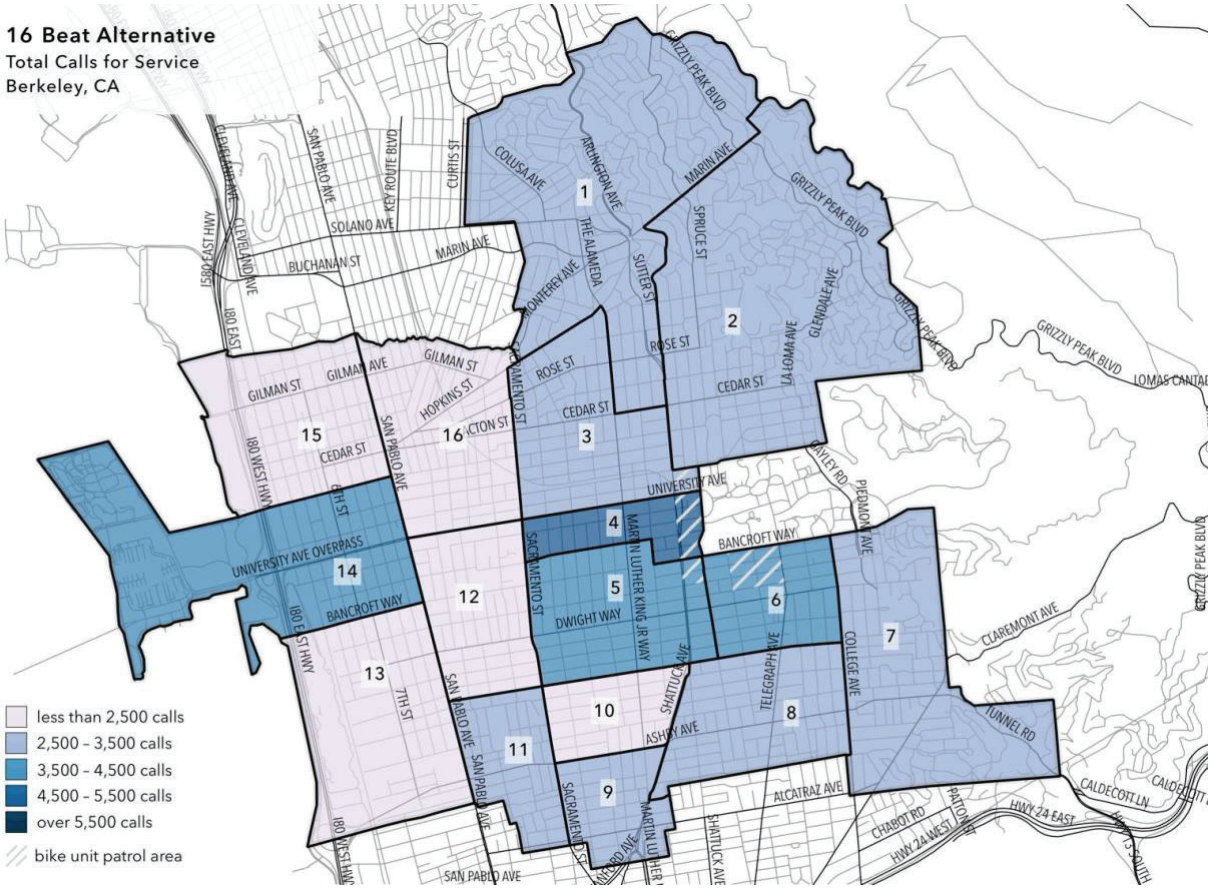


Figure 5—Former Beat Structure (16 Beats)



In the transition from 16 beats to 14, Beats 1 and 2 were combined into Beat 1. Former beats 8, 9, 10, and 11 have been reorganized into beats 8, 9 and 10. Another busy beat, Beat 6, was made smaller while Beat 5 was slightly enlarged.

2.5.2 Police Beat Service Demand

The Department dispatches calls for service (CFS) based on how urgently response is required. The City's Calls are prioritized into **four categories** as described by the City's website:[4]

- **PRIORITY 1**: Calls dispatched immediately. These calls include situations involving threat to life, crime of violence, in-progress felonies, missing juveniles (under 12 years old), and accidents with injuries.
- **PRIORITY 2**: These calls should be dispatched within 20 minutes. They include situations involving business or residential alarms, calls with a threat of violence,

[4] https://berkeleyca.gov/safety-health/police/report-crime

and suspicious circumstances (involving suspicious vehicles, or suspicious persons).

- **PRIORITY 3**: These calls should be dispatched within 60 minutes. These are calls in which a significant amount of time has passed since the crime occurred. These include crimes such as burglary, thefts, and vandalism, with the responsible parties gone.
- **PRIORITY 4** and **PRIORITY 5**: These calls include parking matters and abandoned automobiles.

Citygate's evaluation of calls-by-beat extends from 2018 through August of 2023 as shown in the following table. Thus, the analysis is of the Department's 16-beat configuration, since the 14-beat structure was not implemented until the first quarter of 2023. The table shows data for Priority 1, Priority 2, and Priority 3 CFS only.

Table 6—Calls for Service by Beat (2018–2023)

Beat	Priority 1	Priority 2	Priority 3	Total
1	2,022	5,942	**6,107**	**14,071**
2	2,269	8,083	4,910	**15,262**
3	1,589	5,821	2,754	**10,164**
4	**4,250**	**12,170**	5,623	**22,043**
5	1,529	4,489	2,766	**8,784**
6	2,951	9,417	4,614	**16,982**
7	2,204	7,653	5,589	**15,446**
8	1,772	7,182	3,469	**12,423**
9	2,450	7,140	3,490	**13,080**
10	2,266	5,291	2,857	**10,414**
11	2,169	5,716	4,692	**12,577**
12	2,219	6,058	4,284	**12,561**
13	1,482	3,997	3,786	**9,265**
14	1,049	3,760	2,118	**6,927**
15	654	1,866	1,179	**3,699**
16	664	2,213	1,280	**4,157**

As the table shows, under a 16-Beat configuration, the busiest beat by public-generated call demand over the period of data analyzed by Citygate was Beat 4. Beat 4 is downtown and encompasses both Berkeley High School and Police Headquarters. As such, its disproportionately higher call volume is not surprising. Beyond Patrol officer coverage, both Beat 4 and Beat 6 are also supported by Bike Team officers. There is also a School Resource Officer assigned to Berkeley High School. Beats 14, 15, and 16 combined (excluding an assessment of far fewer calls of lower priority) total 14,783 distinct incidents / CFS, while Beat 4 alone managed 22,043 CFS of the same three levels of highest priority. Beat 4 also had the highest number of Priority 1 incidents (4,250), followed by Beat 6 with 2,951 incidents. Beat 4 had the highest number of Priority 2 incidents (12,170), followed by Beat 6 (9,417) and Beat 2 (8,083). Beat 1 had the highest number of Priority 3 incidents (6,107), followed by 4 (5,623) and Beat 7 (5,589).

For the current, 14-Beat model, Beat 4 was reduced in size, which makes sense given its disproportionate workload. Additional changes in beat size appear to have reduced the inequity in calls demands.

2.5.3 Police Beat Findings

Finding #6: Given the wide disparity in call volume between some of the former 16 beats, the reduction in number from 16 to 14 in 2023 appears reasonable and consistent with the 2014 Patrol Beat study.

Finding #7: Collapsing of beats (from 14 to 7) beginning in the early morning appears to be a reasonable and wise use of limited resources given reduced call demands during such times.

Finding #8: Reducing the size of Beats 4 and 6 appears necessary given their higher call volumes.

Finding #9: The calls for service demand of beats 15 and 16 were much lower than those of other beats, which is consistent with the 2014 study.

2.5.4 Police Beat Recommendations

Recommendation #2: Retain the 14-Beat model while continuing to collapse the number of beats to 7 beginning at or about 2:00 am (0200 hours).

Recommendation #3: The Department's strong data and predictive analysis should dictate where staff are assigned. Periodically review beat activity and workload demand and adjust as necessary.

2.6 BENCHMARK ANALYSIS

As part of this review, Citygate has established several benchmark measurements with similarly situated municipal police agencies. When selecting benchmark agencies, Citygate sought input from the Department as to which agencies the Department typically compares itself with. Citygate also utilized other geographical and population metrics. For the purposes of this assessment, the following municipal police agencies were used for benchmarking.

- City of Fremont Police Department
- City of Hayward Police Department
- City of Richmond Police Department
- City of Concord Police Department
- City of Santa Clara Police Department

It should be noted that Citygate does not make staffing recommendations based on population measures (i.e., one officer per 1,000 residents). Rather, Citygate utilizes a data-informed workload analysis based on calls for service (CFS), which will be discussed later in this report. Nonetheless, population benchmarking does provide a snapshot in time of current, staffing-related ratios for an agency in comparison with other benchmark agencies.

2.6.1 Staffing Benchmark

The following staffing benchmark table compares chosen agencies by population, the ratio of residents per officer, and the number of sworn police officers employed per 1,000 residents. The table is sorted by officers per 1,000 residents.

Table 7—Benchmark: Agency Staffing

Agency	Population	Sworn	Citizens per Officer	Officers per 1,000 Pop.
Berkeley PD	**117,145**	**181**	**647***	**1.55***
Santa Clara PD	121,151	153	792	1.26
Richmond PD	115,639	143	809	1.23
Hayward PD	159,827	195	820	1.22
Concord PD	124,074	138	899	1.12
Fremont PD	221,514	205	1,080	0.92

Data sorted by officers per 1,000 population; population figures for all cities are from 2021; sworn personnel numbers were sourced from the comparator agencies' respective city operational budgets

*** See continued narrative below for context**

The figures in the previous table require qualification. Berkeley figures are based on *authorized* personnel; if adjusting for *actual, current* Department staffing, the ratios would be 781 residents per sworn officer and 1.28 officers per 1,000 population—closer to the ratio of Santa Clara. However, even this measure is potentially lacking in context, as not all agencies are the same or have the same division or unit structure, which are driven by more local concerns. There are a number of variables that basic benchmarking does not account for.

As previously noted, Citygate does not make staffing recommendations based on the per capita ratio of officers to residents, but rather, incorporates this comparison along with several other factors including workload and community priorities.

2.6.2 Rank Structure Benchmark

The following rank structure benchmark table compares the police agencies' number of personnel by rank. For this operational assessment, Citygate considered only sworn positions. The reader should not infer that non-sworn professional staff are not critical to any police agency's operational effectiveness and efficiency; however, as every agency deploys professional staff somewhat differently, Citygate concentrated solely on sworn staff for this assessment. The table is sorted by population.

Table 8—Benchmark: Rank Structure

Agency	Population	Rank/Classification						
		Sworn	Chief	Assistant/ Deputy Chief	Captain	Lieut.	Sgt.	Officer
Fremont PD	221,514	205	1	1	3	9	31	160
Hayward PD	159,827	198	1	1	3	12	27	154
Concord PD	124,074	138	1	0	2	7	19	109
Santa Clara PD	121,151	153	1	2	3	7	29	111
Berkeley PD	**117,145**	**181**	**1**	**1**	**3**	**9**	**32**	**135**
Richmond PD	115,639	143	1	1	3	8	23	107

Berkeley recently created a new Deputy Chief position while eliminating a Captain position. Notably, Berkeley has the most sergeants among the agencies assessed, particularly in relation to the City's population. Santa Clara's staffing includes 44 crossing guards, one probation officer, 160 per diem (by the day allowance) special event police officers, and 75 per diem special event traffic control officers.

Table 9—Benchmark: Rank Structure

Agency	Chief	Assistant/ Deputy Chief	Captain	Lieutenant	Sergeant	Officer
Fremont	1	1	3	9	31	160
Hayward	1	1	3	12	27	154
Concord	1	0	2	7	19	109
Santa Clara	1	2	3	7	29	111
Berkeley	1	1	3	9	32	135
Richmond	1	1	3	8	23	107

2.6.3 Crime Rates and Clearances Benchmark

The following crime rate benchmark table compares the police agencies' rates of property crime and violent crime. In the table, both violent crime and property crime represent the five-year average of 2018 through 2022. To calculate crime rates, Citygate divided the five-year average number of both violent crimes and property crimes by the number of people in the community according to 2021 population figures. Citygate then multiplied the results by 1,000 to reflect the rate of crime per 1,000 people for each measure.

Table 10—Benchmark: Crime Rates

City	Population	Violent Crime	Property Crime	Violent Crime Rate	Property Crime Rate
Fremont	221,514	448	5,401	2.02	24.38
Hayward	159,827	576	4,899	3.60	30.65
Concord	124,074	564	3,869	4.55	31.18
Santa Clara	121,151	262	3,974	2.16	32.8
Berkeley	**117,145**	**590**	**5,872**	**5.03**	**50**
Richmond	115,639	1,010	3,555	8.73	30.74

Data from https://openjustice.doj.ca.gov/exploration/crime-statistics/crimes-clearances; population figures for all cities are from 2021

In Berkeley, *violent* crime rose during the period of data analyzed, with 537 incidents in 2020 and 666 incidents in 2022 indicating a 24 percent increase. Aggravated assaults rose consistently between 2018 and 2022, from 167 incidents to 282. Burglaries increased between 2019 and 2022, from 771 incidents to 1,036. Berkeley's *property* crime rate is higher than any of the other cities shown.

The following violent crime benchmark table compares the police agencies' clearance rates between 2018 and 2022. California's Open Justice website notes that clearance rates represent the percentage of Part 1 violent and property crimes that are considered solved after an arrest. The tables show the number of crimes cleared in a calendar year divided by the number of crimes reported in the same calendar year. It should be noted that some crimes are cleared in subsequent years, so clearance rates may be deflated in periods of increasing crime.

Table 11—Benchmark: Violent Crime Clearance Rates

Agency	2018	2019	2020	2021	2022
Berkeley	**27.6**	**23.6**	**26.1**	**31.3**	**33.3**
Fremont	54.8	63.3	53.6	61.2	33.3
Hayward	42.9	44.9	39.2	42.5	39.6
Richmond	28.2	34.3	24.2	39.4	27.6
Concord	26.8	22.2	55.8	36	35.8
Santa Clara	39.9	46.7	43.2	49.3	51.9

Data from https://openjustice.doj.ca.gov/exploration/crime-statistics/crimes-clearances

Notably, with the exception of Berkeley and Santa Clara, every agency had lower violent crime clearance rates in 2022 when compared to 2021. Fremont had the highest clearance rates in 2018 and 2019. Concord's clearance rate more than doubled in 2020. Fremont once again had the highest clearance rate in 2021 but experienced a significant drop-off in 2022. Berkeley's rate has improved steadily since 2019. Hayward's has remained relatively the same.

The following property crime benchmark table compares the police agencies' clearance rates between 2018 and 2022.

Table 12— Benchmark: Property Crime Clearance Rates

Agency	2018	2019	2020	2021	2022
Berkeley	**6.4**	**6.5**	**7**	**6.3**	**7.3**
Fremont	7.5	5.9	3.8	2.7	2.8
Hayward	13	13.3	8.3	10.9	7.6
Richmond	3.1	4.2	6.5	5.2	2.4
Concord	7.7	3.7	7	3.9	3.8
Santa Clara	5.5	5.1	5.6	4.4	8.5

Data from https://openjustice.doj.ca.gov/exploration/crime-statistics/crimes-clearances

Berkeley's property crime clearance rates have remained largely unchanged in recent years. In 2022, the City's property crime clearance rate was higher than that of three of the five other agencies measured.

2.6.4 Perspective for Berkeley

The City should understand that benchmarking, while informative, has limitations including the sample size and selection bias. The benchmark measures in this report are intended to give the community perspective regarding how the Department measures against other comparable agencies and are just one of many data points that Citygate used to understand the Department's specific context and formulate the recommendations contained within this report.

2.7 Overtime Analysis

For Citygate's assessment of Department overtime, we reviewed a selection of overtime reports from the years 2021 through 2023. We also interviewed several staff members, reviewed relevant Department policy, and read the City Auditor's 2022 Audit Report of Police Department Overtime. Citygate found that overtime is most prevalent in Patrol, Dispatch (Communications), and Investigations. While the bulk of overtime was used to backfill Patrol vacancies, Citygate discovered (as we have with other clients) that there are many other categories of overtime in the Department. For example:

- Staff are also paid overtime to attend court.
- Detectives are paid overtime when they are called back to duty to investigate serious crime that often exceeds the resources and expertise of Patrol.
- Some overtime is grant funded, such as overtime for special traffic enforcement actions.

Citygate also realizes, and staff has confirmed, that the availability of different types of overtime can mean that some types of overtime are more attractive than others. For example, officers expressed to Citygate that working overtime in Patrol to cover weekend nights is probably the least desirable use of overtime. Since specialized units (such as the Bike Team, Investigations, Community Services, etc.) are generally off-duty and not available to fill Patrol beats on weekend nights, adequately staffing these shifts is critically important to ensure sufficient staff are available to ensure Citywide coverage when unanticipated vacancies occur.

Citygate also concurs with the City Auditor that excessive use of overtime can lead to fatigue, burnout, and an increased risk of injury and mistakes. In one summary of research, it was determined that fatigue may do more than affect the way officers perform routine tasks such as maneuvering a Patrol car. Recent evidence suggests it can influence officers' ability to exercise

good judgment.[5] Further, Citygate agrees that some police overtime is necessary and unavoidable, especially when critical events occur at the end of an officer's shift, or when officers are needed for traffic control and pedestrian safety due to protests or other events involving large crowds.

2.7.1 Sworn Officers

Citygate captured data related to most overtime worked over the period between 2021 and 2023, but the tables presented in this subsection do not reflect overtime worked and paid in the form of earned compensatory time off (CTO). Nevertheless, as the City Auditor noted in the 2022 Audit Report, CTO is not costless and has the potential to cause a chain reaction of more backfill, and thus more CTO. The Department does have a policy of limiting sworn officers' accumulation of CTO to 120 hours, which should limit the amount of unfunded liability that comes with accumulated CTO.

The following table shows overtime hours worked in Patrol/Operations between 2021 and 2023.

Table 13—Overtime: Patrol/Operations

Rank	2021	2022	2023
Lieutenant	1,210 hours	1,640 hours	1,627 hours
Sergeant	7,496 hours	7,435 hours	6,734 hours
Police Officer	24,160 hours	30,184 hours	25,725 hours*
Total	**32,913 hours**	**39,443 hours**	**34,111 hours****

* Includes 375 hours of police recruit overtime

** 34,111 hours of overtime worked (as in 2023) represents approximately 20 full-time positions—or 1 Lieutenant, 4 Sergeants and 15 officers—assuming a full work year is 2080 hours, but 20 percent of that time (416 hours) is not worked due to time off, which can include vacation, sick leave, military leave, CTO, etc.

Depending on their number of years of service, officers can accrue 80 to 240 vacation hours a year. Each employee is also credited with one eight-hour workday of sick leave with full pay for each month of service. Employees hired before September 11, 2012, accrue 16 hours of paid sick leave for each month of service after completion of 20 years of service.[6]

In 2023, there was a reduction in Patrol overtime of approximately 13 percent—which can likely be attributed to the reduction in Patrol beats from 16 to 14, which reduced the need to assign an officer to each beat across each day, as well as the Department's heightened focus on overtime management. The Department also routinely transferred staff to Patrol from their regular duties outside of Patrol.

[5] See "The Alarming Consequences of Police Working Overtime" https://www.governing.com/archive/gov-police-officers-overworked-cops.html

[6] See: 2023–2026 Memorandum of Understanding between the City of Berkeley and the Berkeley Police Association.

The following tables show overtime hours worked by type, employee classification, and organizational unit between 2021 and 2023.

Table 14—Overtime: Police Court Pay – Patrol/Operations

Rank	2021	2022	2023
Lieutenant	9 hours	4 hours	---
Sergeant	113 hours	134 hours	129 hours
Police Officer	589 hours	728 hours	584 hours
Total	**711 hours**	**866 hours**	**713 hours**

Table 15—Overtime: Hazardous Duty – Patrol/Operations

Rank	2021	2022	2023
Lieutenant	33 hours	23 hours	29 hours
Sergeant	207 hours	43 hours	104 hours
Police Officer	791 hours	302 hours	785 hours
Total	**1,031 hours**	**371 hours**	**926 hours**

Table 16—Overtime: Investigations – Detectives / Crime Analyst

Rank	2021	2022	2023
Lieutenant	575 hours	779 hours	12 hours
Police Officer	8,092 hours	6,461hours	6,136 hours
Sergeant	1,911 hours	2,632 hours	2,815 hours
Total	**10,578 hours**	**9,872 hours**	**8,963 hours**

Table 17—Overtime: Investigations – Traffic

Rank	2021	2022	2023
Lieutenant	361 hours	779 hours	541 hours
Police Officer	544 hours	1160 hours	1,548 hours
Sergeant	387 hours	396 hours	407 hours
Total	**1,313 hours**	**2,335 hours**	**2,496 hours**

Table 18—Overtime: Professional Standards – Policy and Audit

Rank	2021	2022	2023
Lieutenant	---	---	---
Police Officer	---	27 hours	---
Sergeant	557 hours	863 hours	715 hours
Total	**557 hours**	**890 hours**	**715 hours**

Table 19—Overtime: Professional Standards – Personnel and Training

Rank	2021	2022	2023
Lieutenant	208 hours	44 hours	92 hours
Police Officer	438 hours	511 hours	382 hours
Sergeant	189 hours	190 hours	494 hours
Total	**835 hours**	**745 hours**	**1,105 hours**

Table 20—Overtime: Chief's Office – Administrative and Fiscal Services

Rank	2021	2022	2023
Lieutenant	166 hours	---	---
Police Officer	---	---	10 hours
Sergeant	---	---	
Total	**166 hours**	**---**	**10 hours**

Table 21—Overtime: Chief's Office – Internal Affairs

Rank	2021	2022	2023
Lieutenant	---	---	110 hours
Police Officer	10 hours	10 hours	---
Sergeant	266 hours	176 hours	164 hours
Total	**276 hours**	**186 hours**	**174 hours**

Table 22—Overtime: Support Services – Communications Center

Rank	2021	2022	2023
Lieutenant	239 hours	218	---
Police Officer	---	---	---
Sergeant	---	---	6
Total	**239 hours**	**218 hours**	**6 hours**

Table 23—Overtime: Support Services – Jail

Rank	2021	2022	2023
Lieutenant	---	---	---
Police Officer	10 hours	---	---
Sergeant	131 hours	198 hours	78 hours
Total	**141 hours**	**198 hours**	**78 hours**

Table 24—Overtime: Support Services – Records/Subpoena

Rank	2021	2022	2023
Lieutenant	---	---	---
Police Officer	173 hours	420 hours	419 hours
Sergeant	22 hours	---	260 hours
Total	**195 hours**	**420 hours**	**679 hours**

2.7.2 Professional (Civilian) Staff

Unlike Patrol and Investigations, overtime usage in Communications continued to rise in 2023. It was also not uncommon for supervisory dispatchers to work overtime by filling vacant dispatcher positions.

The following tables show overtime hours worked by type, employee classification, and organizational unit between 2021 and 2023.

Table 25—Overtime: Support Services – Communications Center

Rank	2021	2022	2023
Public Safety Dispatcher (PSD II)	8,202 hours	9,445 hours	9,888 hours
Supervisory PSD	1,967 hours	2,684 hours	2,803 hours
Total	**10,175 hours**	**12,129 hours**	**12,691 hours***

*12,691 hours of overtime (2023) is the equivalent to nearly 8 full-time positions, assuming dispatchers' (and supervisory dispatchers') average leave time is 20 percent (or 1,664 total hours worked in a 2,080-hour work year). The increase in both PSD II and Supervisory PSD overtime hours of 2022 above 2021 was consistent across every month of the year, with the exception being in August 2021 versus August 2022, with 209 hours of Supervisory PSD overtime logged in 2021 and 182 hours logged in 2022.

Table 26—Overtime: Support Services – Jail

Rank	2021	2022	2023
Community Service Officer	1,178 hours	1,374 hours	1,383 hours
CSO Supervisor	559 hours	500 hours	325 hours
Total	**1,737 hours**	**1,874 hours**	**1708 hours**

Table 27—Overtime: Investigations – Parking Enforcement

Rank	2021	2022	2023
Parking Enforcement Officer	1630 hours	2,621 hours	2,559 hours
Parking Enforcement Supervisor	448 hours	298 hours	490 hours
Total	**2,078 hours**	**2,919 hours**	**3,049 hours**

Note: In 2023, disproportionately more hours were worked by Parking Enforcement officers on Saturdays, and disproportionately more hours were worked during the summer months of July, August, and September. The same pattern was found in 2021, when 976 of 1,630 hours of Parking Enforcement officer overtime were worked on Saturdays. The 1,630 hours of overtime almost equals one full-time equivalent employee. In 2022, Parking Enforcement officers worked 1,263 hours on Saturdays. Citygate learned that due to CAL Berkeley football games and other special events such as street fairs and a Farmer's Market, Parking Enforcement overtime is predominately worked on Saturdays.

Table 28—Overtime: Investigations – Detectives/Crime Analyst

Rank	2021	2022	2023
Community Service Officer	123 hours	211 hours	246 hours
Crime Scene Supervisor	19 hours	1 hour	14 hours
Public Safety Dispatcher II	10 hours	---	---
Crime Analyst	---	10 hours	64 hours
Total	**152 hours**	**222 hours**	**324 hours**

Table 29—Overtime: Support Services – Records/Subpoena

Rank	2021	2022	2023
Community Service Officer	50 hours	48 hours	88 hours
CSO Supervisor	112 hours	164 hours	44 hours
Office Specialist II	358 hours	208 hours	158 hours
Office Specialist III	98 hours	238 hours	558 hours
Office Specialist Supervisor	440 hours	338 hours	247 hours
Total	**968 hours**	**996 hours**	**1,095 hours**

Table 30—Overtime: Investigations – Traffic

Rank	2021	2022	2023
Office Specialist II	28 hours	90 hours	362 hours
Total	**28 hours**	**90 hours**	**362 hours**

Table 31—Overtime: Professional Standards – Personnel and Training

Rank	2021	2022	2023
Office Specialist II	12 hours	---	362 hours
Office Specialist III	39 hours	80 hours	---
Administrative Assistant	8 hours	---	---
Total	**59 hours**	**80 hours**	**362 hours**

2.7.3 Overtime and Policy

In Department Policy 1015 (Fitness for Duty), within Section 1015.7 (Limitation on Hours Worked), it is noted that, "Absent emergency operations, members should not work more than:

- 16 hours in a one-day (24-hour) period
- 30 hours in any 2-day (48-hour) period
- 84 hours in any 7-day (168-hour) period
- 7 consecutive days in a row."

The policy further makes clear that, "Except in very limited circumstances, members should have a minimum of 8 hours off between shifts." Moreover, the policy notes that supervisors are

authorized to deny overtime or relieve any member who has exceeded the above guidelines to off-duty status.

To ensure enforcement of these policies, the Department has implemented new CareWare staffing software and now has the means to track overtime across all organizational units, including overtime worked by individuals. The Department generates a monthly "Scheduling Rules Violation Report" detailing policy exceptions that have been necessary to maintain minimum staffing levels. In one such report, dated November 1 – November 30, 2023, 244 violations were documented, covering virtually every organizational unit, including Communications, Patrol, Community Services, Homicide, Motors, Parking Enforcement, Personnel and Training, Property Crimes, Police Technology, Records Management, and Youth and Family. The violations included every category outlined in Policy 1015.

In the City Auditor's report, it was noted that in fiscal year (FY) 2020, backfilling for officer vacancies and absences was the most common and costly reason for overtime, accounting for 21 percent of sworn officer's overtime hours and costing nearly $1.3 million. This same pattern was apparent in the years Citygate reviewed.

In *Police Overtime: An Examination of Key Issues* published by the National Institute of Justice (NIJ), David Bayley and Robert Worden note that supervision of overtime is often seen as the first line of defense against overtime abuses. Nevertheless, they add, "Most of the factors that determine overtime are beyond the control of any middle-rank manager, such as contract regulations, calls for service, crime emergencies, vacations, injuries, retirements, and approval for special events."[7]

To control overtime in policing, Bayley and Worden make clear that the answer lies in recording, analyzing, managing, and supervising its use. Of these, they argue that managing is the key, and that it comes in two forms: (1) creating an infrastructure for recording and analyzing the use of overtime, and (2) making policies related to overtime based on an understanding of what is happening.

Bayley and Worden add that police managers must continually ask **questions** in their efforts to control overtime:

1. Are overtime expenditures justified in terms of the work being done, or can the same work be performed at less cost on straight time?

2. Do the police and the local government have the capacity to pay for overtime? Answering this question requires police managers to know whether they are "on budget" throughout the year to avoid cost overruns.

[7] National Institute of Justice, Research in Brief, *Police Overtime: An Examination of Key Issues* by David H. Bayley and Robert E. Worden, May 1998; https://www.ojp.gov/pdffiles/167572.pdf.

3. Is overtime being abused or used in ways that cannot be justified? To avoid embarrassment, police departments need to analyze patterns of overtime expenditure—both as time and as money—by individuals, by units, and by the nature of the work performed.

Bailey and Worden explain that exemplary departments have developed protocols for recording and analyzing data, and programs that automatically provide managers with perspective on overtime.

2.7.4 Overtime Findings

Finding #10: As noted by the City Auditor, the number of filled positions is not the same as the number of officers available to work. New hires, for example, although counted as filling a position, are not available for solo officer duties for nearly a year, and authorized positions differ from those actually filled. An officer position might be "filled," but the officer may not be available due to a long-term injury or military leave.

Finding #11: To ensure enforcement of overtime rules, the Department now generates a monthly Scheduling Rules Violation Report which details policy exceptions that have been necessary to maintain minimum staffing levels.

Finding #12: Persistent backfilling to fill necessary positions indicates a chronic shortage of personnel in relation to work needing to be completed.

Finding #13: Overreliance on overtime can increase fatigue and burnout and decrease productivity.

Finding #14: Overtime availability outside of Patrol may make overtime availability in Patrol less attractive, which could result in the same limited number of officers taking these assignments.

Finding #15: The Department has implemented new staffing software ("CareWare") and develops regular management reports that provide timely, accurate, and complete information regarding overtime, hours worked, and time off taken.

Finding #16: The Department now has the means to track overtime across all organizational units, including that worked by individuals.

Finding #17: Reducing the number of beats from 16 to 14 appears to have contributed to the reduction in overtime in 2023.

Finding #18: Policy 1015 requires that supervisors verify all overtime worked before approving overtime requests.

2.7.5 Overtime Recommendations

Recommendation #4: Continue to record, analyze, and manage overtime to reduce the likelihood of employee fatigue and burnout.

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SECTION 3—OFFICE OF THE CHIEF OF POLICE REVIEW

3.1 OFFICE OF STRATEGIC PLANNING AND ACCOUNTABILITY

Citygate has reviewed the Chief's January 12, 2024 proposal to create an Office of Strategic Planning and Accountability (OSPA), which will report directly to the Chief. The proposal notes that OSPA *"...will serve as a pivotal entity in enhancing data-driven approaches in police performance and Departmental accountability, risk management, and oversight, as well as addressing community and external stakeholder needs."*

OSPA will be headed by a dedicated civilian manager who will lead a team of technical analysts. The manager will be responsible for coordinating with command staff, engaging with the community, and ensuring alignment with the Department's goals and vision.

Finally, the Chief indicated that the OSPA will work closely with an external consultant to improve and enhance the Early Warning System (EWS) and overall risk management strategies, and then manage that system into the future.

> Citygate supports the Chief's proposal as we believe that **equitable, ethical, and data-driven approaches** can improve public safety while promoting police accountability.

3.2 CREATION OF A NEW DEPUTY CHIEF'S POSITION

Citygate also reviewed the Chief's June 5, 2023 recommendation to establish a new Deputy Police Chief job class. The Chief describes the new Deputy Chief's role as one which will provide professional and administrative support and oversight of the Department's day-to-day operations.

Citygate supports the proposal to create a new Deputy Chief position and sees it as an opportunity to provide the Chief of Police with more time (both internally and externally) to meet with and engage staff and external stakeholders.

3.3 ADMINISTRATIVE AND FISCAL SERVICES

The Administrative and Fiscal Services Manager currently supervises three Assistant Management Analysts. The role is one that is responsible for planning, organizing, directing, and supervising the overall administrative, business service, and fiscal activities of a Berkeley City department.

For the Police Department, the Administrative and Fiscal Services Manager prepares, monitors, and oversees the Department's budget, grants, contracts, and overtime. Under the Department's new structure, the Administrative and Fiscal Services Unit will report directly to the Deputy Chief.

Citygate learned that the Unit is finding it difficult to keep up with changes with the City's new finance system. Under the City's new financial system, many responsibilities were pushed out to City departments, which are now responsible for receiving invoices, putting them into the system, and scheduling payments. Checks to vendors are then issued by City Finance. The system allows a limited time (three to five days) to process invoices. If invoices are not reviewed within this window of time, checks to vendors can be delayed an additional two weeks.

Further, relative to other large City departments (Public Works and Health, Housing and Community Services [HHCS]), the Police Department has significantly less administrative support to manage its budget, grants, and contracts. When the Administrative and Fiscal Services Manager is off work, the Chief or a police Captain must approve invoices. And when the Administrative and Fiscal Services Manager retires, there is currently no internal subordinate who has the knowledge and experience to fill the role.

To secure a smooth transition, Citygate believes that by adding a Senior Management Analyst sooner rather than later, the Department can ensure that oversight related to the budget, grants, and contracts will continue seamlessly—which should be the goal of any quality succession plan.

Further, there is currently no career path for any existing internal employee to reach the level of Administrative and Fiscal Services Manager. While subordinate staff understand contracts and perform well in this regard, only the Administrative and Fiscal Services Manager possesses the necessary budgeting experience. Citygate also discovered that the Unit receives a significant number of public records act requests.

A Senior Management Analyst could also serve in an acting capacity, unlike any of the current Assistant Management Analysts. According to the job specifications, Senior Management Analysts:

- Perform complex administrative, systems, statistical, budget development, and other management analyses in support of activities and functions in a major department or division or on a program management basis.
- Make recommendations for action and assist in policy, procedure, and budget development and management.
- May be assigned to supervise the work of professional, paraprofessional, and office support or other technical staff.
- Perform related work as assigned.

3.3.1 Administrative and Fiscal Services Finding

Finding #19: Creating and filling a Senior Management Analyst position would complete the career ladder necessary to prepare current Assistant Management Analysts for more demanding work.

3.3.2 Administrative and Fiscal Services Recommendation

Recommendation #5: By adding a Senior Management Analyst and an Associate Management Analyst (which can likely be filled by promoting one of the three existing Assistant Management Analysts), Citygate believes the Unit can keep better pace with work demands while also creating a career ladder, which is critical given that the current Administrative and Fiscal Services Manager will be eligible to retire over the next two years.

3.4 Internal Affairs Bureau

The Internal Affairs Bureau (IAB) consists of two Investigative Sergeants who report directly to the Chief of Police. It is Citygate's understanding that this reporting relationship will remain after the Chief's announced Departmental reorganization takes effect.

Police Department Policy 1010 (Personnel Complaints) sets forth the following responsibilities of Sergeants assigned to the IAB:

1. Investigating all externally received complaints alleging employee misconduct.
2. Investigating internally initiated complaints of misconduct as may be assigned by the Chief of Police.
3. Preparing investigations and reports on inquiries into employee conduct as may be required by the Chief of Police.
4. Preparing letters, documents and memoranda associated with the disciplinary process in complaint matters.
5. Preparing letters and correspondence on other matters as may be required by the Chief of Police.
6. Maintaining liaison with the District Attorney's office during investigations involving alleged criminal conduct on the part of an employee.
7. Coordinating the Department's Complaint Review Board process.

8. Assisting the City Attorney's Office with investigation of civil claims against BPD and/or its employees.

9. Assisting the City Attorney's Office in the preparation and presentation of Pitchess Motions.

10. Acting as liaison with the City Attorney, the Police Accountability Board and legal defense attorneys.

11. Advising the Chief of Police on matters relating to discipline, liability, and training issues.

The two Sergeants assigned to IAB serve in an important advisory role to the Chief, support the City Attorney, and serve as liaisons to the District Attorney. Due to recent changes in the Department, their work has grown more complex as they now investigate complaints made to the Department as well as complaints made to the PAB. Citygate sees an opportunity for the Department to add one clerical support staff position to the IAB given the number of complaints received, the time constraints related to completing investigations, and many other administrative demands placed on personnel.

IAB staff utilize case management software known as "IAPro." The software provides real-time case information to supervisors and managers, allowing them to initiate and track all IAB investigations. The BlueTeam component of IAPro also allows supervisory and command staff to identify staff performance issues in real time.

The Department's webpage provides links for those who wish to make a commendation or personnel complaint. It also provides a link for those who prefer to make commendations or complaints with the Director of Police Accountability.

Police Department Policy 1010 makes clear that complaints made to the Police Accountability Board shall also be investigated by IAB as "external complaints."

3.4.1 Police Accountability Board

The Police Accountability Board (PAB) and Director of the Police Accountability Board were created with the passage of Measure II, which amended the City Charter in November of 2020 and became operational in July of 2021.

Section 125 of the City Charter sets forth the role and purpose of the PAB and the Director. The PAB's purpose is to promote public trust through independent, objective civilian oversight of the Berkeley Police Department; to provide community participation in setting and reviewing Police Department policies, practices, and procedures; and to provide a means for prompt, impartial, and fair investigation of complaints brought by members of the public against sworn employees of the Berkeley Police Department. The purpose of the Director is to investigate complaints filed against

sworn members, to reach an independent finding as to the facts, and recommend corrective action where warranted.

The Berkeley City Charter also authorizes the PAB to receive and consider findings and recommendations from the Director regarding complaints filed by members of the public against sworn employees of the Department, and to recommend whether disciplinary action is warranted.

Further, the PAB is required to provide an annual report to the public, which will include (but not be limited to) a discussion of the PAB's activities, and the Department's/PAB's processes and procedures for investigating alleged misconduct.

Subsection 16 of Section 125 of the City Charter describes the statistical data PAB is to include in its annual report. Such data shall include but is not limited to trends and patterns in vehicle and pedestrian stops, citations, arrests, searches and seizures, other patterns by the Department; trends and patterns regarding use of force and officer-involved shootings, etc.

In 2023, 238 allegations (a single complaint may include several different allegations) were investigated by the IAB as shown in the following table. Of these, many were initiated by the PAB. Under the "Admin Closed" column of the table are cases in which a complainant does not cooperate with the IAB, fails to appear for an interview, or other circumstances occur that render investigators unable to complete investigations.

Figure 6—Internal Affairs Bureau Allegations (2023)

2023 Allegations	Received	Sustained	Not Sustained	Exonerated	Unfounded	Admin Closed	Active
Improper Use of Force	25	0	0	0	8	5	12
Discourtesy	45	0	1	0	16	9	19
Improper Stop/Search/Seizure/Arrest	26	0	0	0	5	3	18
Inadequate Investigation	49	1	1	0	10	6	31
Improper Detention (Jail)	0	0	0	0	0	0	0
Discrimination	31	0	0	0	7	4	20
Harassment	14	0	0	0	1	5	8
Improper Procedure	39	3	0	0	6	4	26
Improper Cite/Tow	2	0	0	0	0	1	1
Other	5	0	0	0	0	5	0
Dishonesty	2	0	1	0	0	0	1
Total	**238**	**4**	**3**	**0**	**53**	**42**	**136**

3.4.2 Internal Affairs Bureau Finding

Finding #20: The work of the two Sergeants assigned to Internal Affairs Bureau (IAB) has grown more complex. Not only must they investigate complaints made to the Department, but they now also investigate complaints made to the Police Accountability Board (PAB). Further, they serve an important advisory role to the Chief, support the City Attorney, and serve as liaisons to the District Attorney and the PAB.

3.4.3 Internal Affairs Bureau Recommendation

Recommendation #6: Given the number of complaints received by the Internal Affairs Bureau (IAB), the time constraints related to completing investigations, and many other administrative demands—including those required of the Director of Police Accountability and outlined in the City Charter, which often involve significant IAB staff time—Citygate recommends that the Department add one clerical support staff position to the IAB.

3.5 Strategic Communications / Public Information Officer

Media and public relations are critical in policing because they help shape perception, build trust, share public safety information, and foster community partnerships. Since a Public Information officer (PIO) often speaks for the Chief and always represents the Department when speaking to the media, it is essential that such a person has a direct line to the Chief and does not have to go through someone else to obtain access.

Where possible, Citygate believes the Department's PIO should be included in all appropriate meetings and briefings, with an understanding that having a fully informed perspective and knowing the totality of circumstances is a vital component in the PIO's ability to communicate with the community and the media effectively.

SECTION 4—OPERATIONS DIVISION REVIEW

The Operations Division of the Department encompasses Patrol Operations, the Bike Team, and the Community Services Bureau.

Patrol Operations is the largest bureau of the Department and includes the following allotted positions: one Captain, four Lieutenants, 14 Sergeants, and 58 Patrol officers (as of the most recent "timesheet" from May 2024). These personnel provide continuous delivery of police services to the community through numerous and varied functions, which include responding to calls for service, proactive patrol (officer-initiated activity), maintenance of public order, discovery of hazards, investigation of crimes and incidents, arresting offenders, traffic enforcement and control, emergency services, and the reporting of information to other appropriate organizational units.

Recently, Patrol has tried to maintain at least 60 sworn officers (58 sworn officers were reflected in Patrol's most recent May 2024 "timesheet"), broken into seven teams of seven to ten officers based on their beat and shift allocations. Some teams may be staffed with more officers above the minimum level to absorb absences.

4.1 PATROL COVERAGE

The following table shows Patrol coverage of the week by team.

Table 32—Patrol Team Coverage of Week

Team #	Personnel	Days of Week	Shift Times
Team 1	2 Sergeants, 8 officers	M/T/W/Th	6:00 am to 4:00 pm
Team 2	2 Sergeants, 7 officers	M/T/W/Th	11:00 am to 9:00 pm
Team 3	2 Sergeants, 8 officers	M/T/W/Th	3:30 pm to 1:30 am
Team 4	2 Sergeants, 8 officers	M/T/W/Th	8:30 pm to 6: 30 am
Team 5	2 Sergeants, 8 officers	F/S/S	6:00 am to 6:30 pm
Team 6	2 Sergeants, 10 officers	F/S/S	12:30 pm to 1:00 am
Team 7	2 Sergeants, 9 officers	F/S/S	6:00 pm to 6:30 am

Patrol's coverage of 14 beats appears to align with current demand for service:

- The overlap between Team 2 and Team 3 occurs during the period of peak call demand from 4:00 pm to 9:00 pm, Monday through Thursday.
- Team 2's overlap with Team 1 adds staffing during the period from 11:00 am to 4:00 pm, when Team 1 goes off duty.

- Team 4 overlaps with Team 3 between the hours of 8:30 pm and 1:30 am.
- Team 7 overlaps with Team 6 between 6:00 pm and 1:00 am on Friday through Sunday, when Team 6 goes off duty.

Patrol's timesheet and minimum staffing levels are a starting point for each shift which is assessed every six months. Overtime to backfill officer vacancies is typically triggered when a Patrol team's staffing drops below 7 or 8, depending on the team and any other immediate needs (crimes, emergencies, protests, etc.).

4.2 Bike Team

The Bike Team has an authorized staffing of one sergeant and five police officers—a change from the previous staffing of two sergeants and six officers. In the past, the Unit has been staffed with as many as 12 officers. The Team is currently managed by a Patrol Lieutenant, who also manages two Patrol teams.

The Bike Team primarily focuses on commercial shopping districts in the downtown Shattuck Avenue and Telegraph Avenue areas.

Citygate learned that when Patrol overtime cannot be filled voluntarily, it is not uncommon for police commanders to pull Bike Team officers from their primary duties to fill Patrol vacancies.

4.3 Community Services Bureau

A Police Lieutenant manages the Community Services Bureau (CSB), which includes four area coordinators who are police officers, each of whom are assigned to a quadrant of the City. A Sergeant supervises the coordinators, who serve as community liaisons and assist in addressing long-term, persistent public safety concerns in their respective quadrants. Residents are encouraged to contact their area coordinators about ongoing neighborhood issues.

Prior to the Department's reorganization, staffing within the CSB also included the Department's Strategic Analysis Team, which included a police officer and a civilian Data Analyst, who is often called upon to provide information and analysis to other Department units and the PAB. The Strategic Analysis Team also created and regularly updates the Department's online Transparency Hub and internal Executive Dashboard.

The Transparency Hub represents an abundant resource to supply police data available to the public. Such data include calls for service, crime, current public safety trends, police stop data, use of force, community engagement activity, and traffic safety—including information on collisions and their locations.

The Department's Public Information Officer (PIO) had also been assigned to the CSB, although this position, along with the Strategic Analysis Team, will soon be transferred to the Chief's Office. Among other duties, the PIO's workload includes monitoring the Department's broad social media presence on sites including Facebook, Instagram, TikTok, X (formerly Twitter), YouTube, and Nextdoor.

4.4 Patrol Response Time Analysis

In Citygate's assessment of the Department's response time to calls for service (CFS), Citygate assessed the police response to both Priority 1 CFS (the highest-priority calls) and Priority 2 CFS. We also determined median police response time, which is the amount of time it takes for the police to arrive at the scene of an incident after receiving a call for assistance.

4.4.1 Understanding Fractile versus Average Measurement

Police response time has historically been presented as an *average*, which is measured by adding the total response times of a given set of incidents and dividing that total by the number of incidents. The shortcoming of the average response time measurement is that it only identifies a single point on a continuum, and thus cannot show how widely the data is spread across that same continuum.

A more descriptive best practice in many fields—including not only police services, but fire and EMS—is the transition to measuring the *percent completion* of a specified response goal. Citygate often uses this measure to provide insight into response times, with *90 percent* as the standard.

The best way to illustrate this concept can be seen in the following two statements:

- "The community can expect a response of X minutes or less, 90 percent of the time," or
- "Nine times out of ten, the public can expect a response in X minutes or less."

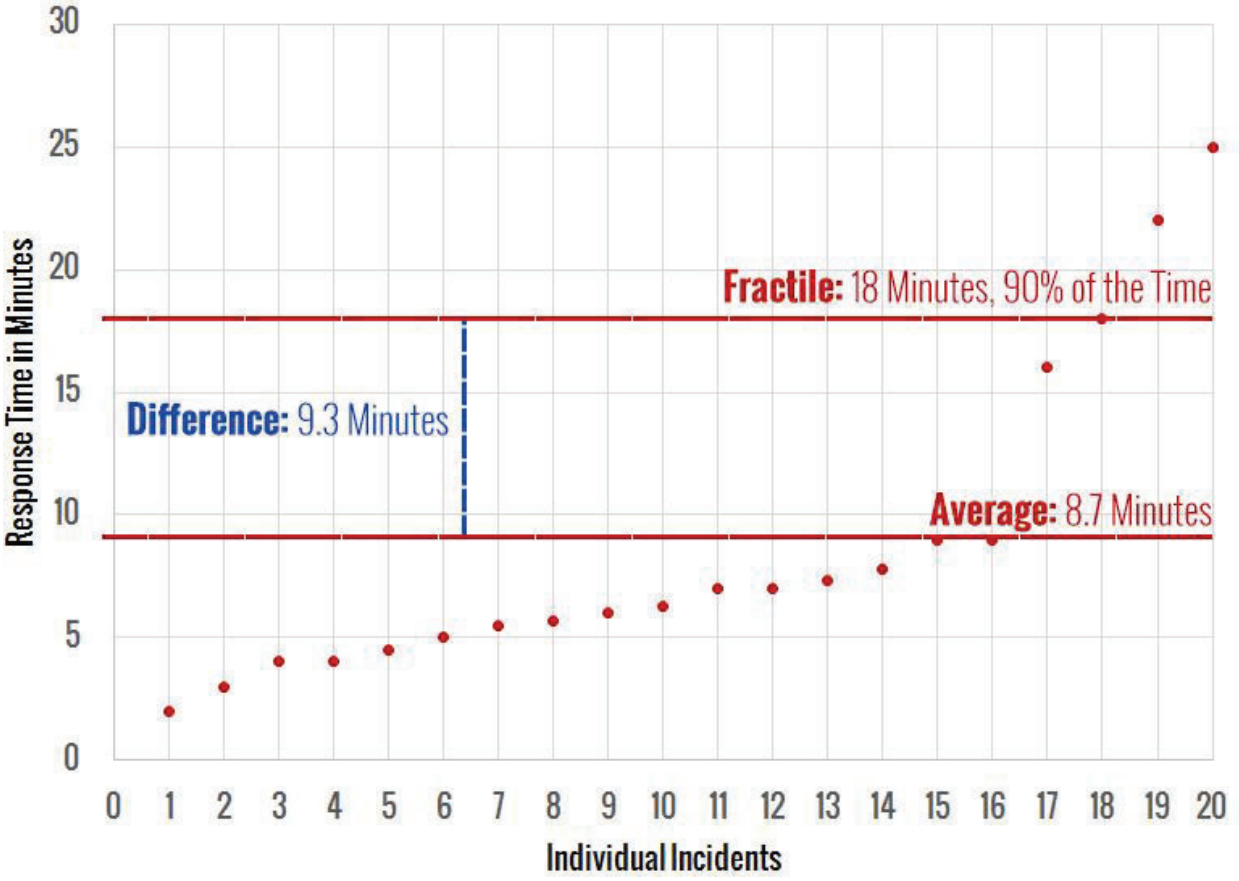
Mathematically, this is referred to as a "fractile" measure.[8]

To illustrate the difference between the ***fractile*** and ***average*** response time measurements, the following figure shows the response time for a fictitious police department in the United States. This department is small and received 20 calls for service during the period reviewed. Each response time for the calls for service has been plotted on the graph, in order from the shortest response time to the longest response time.

[8] A fractile is that point *below* which a stated fraction of values lie. The fraction is often given as a percent value; the term "percentile" may then be used. See: https://www.lawinsider.com/dictionary/fractile-response

The figure shows that the *average* response time is 8.7 minutes. However, the average response time does not properly account for four calls with response times far exceeding the threshold in which positive outcomes could be expected.

Figure 7—Fractile versus Average Response Time Measurements



As the figure shows, 20 percent of responses from this hypothetical department could be considered too slow, and an *average* time measurement would not reveal this important aspect of the data that a *fractile* measurement would. Citygate believes the *fractile* measurement is a more accurate reflection of the service delivery situation of this hypothetical department.

Citygate assessed response time data in the City utilizing the fractile measurement. With this 90th percentile response time standard employed, Citygate found that 90 percent of the applicable calls in the City were responded to by the Department in less than 19:00 minutes.

4.4.2 Patrol Response Time

Key Factors

There are a number of elements which drive an agency's overall response times beyond the physical movement of any unit (or units) travelling to a public-generated CFS. The following key factors are each important as part of an analysis of response time data, determining trends and trajectories related to the data, etc.

- Number of officers on duty
- Location of the call
- Severity of call
- Police discretion
- Dispatcher call-handling time
- Patrol officer travel time

Patrol Response Time to Priority 1 Calls

Citygate's analysis of 31,814 Priority 1 CFS revealed the following.

- The median response time to Priority 1 CFS was approximately 7:00 minutes.
- 55 percent of the time, the first-responding unit arrived in less than 8:00 minutes.
- 90 percent of the time, the first-responding unit arrived in less than 19:00 minutes.
- Since 2019, median response time to Priority 1 CFS has remained steady at 6:00 or 7:00 minutes.

Patrol Response Time to Priority 2 Calls

Citygate's analysis of 97,570 Priority 2 CFS revealed the following.

- The Department's 2023 Annual Report shows that since 2020, the median response time to Priority 2 CFS has increased—from 12:00 minutes in 2020 to 18:00 minutes in 2023.
- Our analysis of 97,570 Priority 2 incidents revealed an average response time to Priority 2 CFS of 14:30 minutes.

4.5 INCIDENT DATA REVIEW

As part of Citygate's assessment of the Department's Patrol staffing levels, we also considered numerous other factors and data provided by the Department, including the Department's existing Patrol staffing levels as well as established minimum staffing levels. Citygate also evaluated the time officers and other field personnel were committed (obligated) and uncommitted (available) from 2018 through March 2023; calls for service, including the number, type, and time committed to such calls; overtime in Field Services; and the City's most recent five-year crime history and population growth.

4.5.1 Patrol Utilization

Both in interviews of Department staff and in responses to our SWOT (Strengths, Weaknesses, Opportunities and Threats) survey, Citygate learned that many Patrol Sergeants and Lieutenants carry numerous ancillary duties, leaving them with less actual time in the field where they can watch, coach, supervise, and mentor their subordinates.

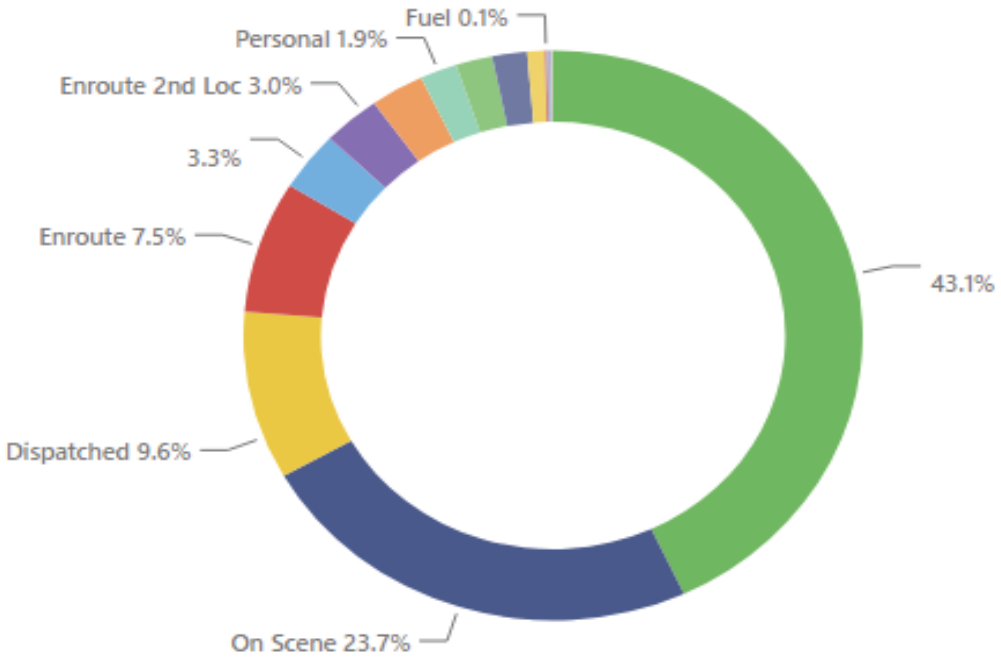
> **Citygate understands that not all Patrol activity will be neatly captured in computer-aided dispatch (CAD) data**. For example, an officer assigned to one call may leave the call to assist another officer without first advising Communications. Before "clearing" a call, some officers may drive by another officer's traffic or pedestrian stop to ensure they are safe and do not require assistance (cover). Citygate also learned that City officers have a practice of sometimes showing themselves as available (to dispatchers) when they are not. For example, an officer may advise Dispatch that they are available while they are writing a report. This practice allows officers to know that other officers are available for cover or assistance if they choose to initiate a stop or contact.

Citygate also realizes that staffing needs will vary by time of day, day of week, and month of year. Ideally, staffing is highest when service demand is highest, but Citygate believes the Department is correct in maintaining higher minimums on weekend shifts since support units are rarely available as a resource, and the overlap between Team 6 and Team 7 ends at 1:00 am when Team 6 goes off duty. The following figure and table show data related to Patrol utilization.

Table 33—Utilization by Unit Type: Occupied and Available Hours

Adj. Unit Type	Utilization - Total Hours	Utilization - Occupied Hours	Utilization - Available Hours	% Available
05 TAC Units	10	9	1	12.8%
07 Command Staff	492	294	198	40.3%
01 Patrol	671,604	382,441	289,163	43.1%
04 Bike Units	33,181	18,650	14,531	43.8%
09 Other Police Units	238,165	108,777	129,387	54.3%
11 ID Tech	5,201	1,739	3,462	66.6%
06 Traffic Units	5,612	1,615	3,997	71.2%
13 MH Mental Health	16,769	4,729	12,040	71.8%
02 Sergeant	197,321	54,730	142,591	72.3%
03 Lieutenant	78,882	18,107	60,775	77.0%
12 Parking Enforcement	133,100	12,557	120,543	90.6%
14 Reserve	22	2	20	91.5%
99 Retired	1	0	1	99.8%
Total	**1,380,360**	**603,650**	**776,710**	**56.3%**

Figure 8—Utilization: Total Hours by Starting Task



Data as of 05/11/24

The table and figure above show that Patrol officers were available approximately 43 percent of their total hours worked; however, many work-related tasks are not reflected. Such tasks may include report writing, transporting prisoners, attending meetings, etc. Also, and as noted previously, the available time Patrol officers have had was made available, in part, by the addition of officers and Sergeants working overtime virtually every day.

Citygate's analysis found that officers and Sergeants in Patrol worked a combined 37,619 hours of overtime in 2022, and 32,459 hours in 2023. Assuming that officers and Sergeants were not available for work 15 percent of their total work hours in a year on average (2080 hours divided by 15 percent), then each officer/Sergeant worked 1,768 hours each year on average. At a "leave rate" of 15 percent, 32,459 overtime hours would equal approximately 18 full-time equivalent (FTE) employees. Additionally, officers from other units, such as the Bike Unit, were frequently pulled to Patrol to fill vacancies.

The following tables show the average number of public-generated CFS by hour of day and day of week for 2021, 2022, and 2023. The left side of each table shows average distinct incidents (CFS) per hour and day, while the right side of each table shows the average number of committed hours per hour and day of week.

Table 34—Public-Generated CFS – Incidents and Committed Hours (2021)

Avg. Distinct Incidents per Hour and Day

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	3.4	3.4	2.9	3.9	3.7	5.5	5.8	**4.1**
1	3.1	3.0	2.7	2.8	3.2	4.8	4.6	**3.5**
2	2.5	2.6	2.2	2.6	3.1	3.9	3.4	**2.9**
3	2.1	2.0	2.2	2.1	2.6	2.4	2.7	**2.3**
4	2.2	2.1	1.8	1.9	2.0	2.4	2.3	**2.1**
5	2.2	2.2	2.5	2.1	2.1	1.7	2.1	**2.1**
6	2.7	3.1	2.7	3.0	2.7	2.6	2.2	**2.7**
7	4.2	4.5	4.1	3.7	3.9	2.9	3.5	**3.8**
8	5.6	6.0	6.6	5.7	5.5	4.2	4.1	**5.4**
9	7.3	7.3	6.8	7.2	6.5	6.2	4.5	**6.5**
10	7.5	7.6	7.6	7.2	7.2	6.8	5.8	**7.1**
11	8.6	7.8	7.8	8.6	8.1	6.9	5.9	**7.7**
12	8.7	7.3	8.0	7.7	8.1	7.2	6.6	**7.6**
13	7.6	8.5	7.6	8.3	8.6	7.1	6.3	**7.7**
14	7.9	7.4	7.5	8.0	7.8	7.4	6.5	**7.5**
15	7.9	8.0	7.3	7.9	8.0	7.6	5.9	**7.5**
16	7.4	8.5	7.7	7.5	8.2	7.4	6.4	**7.6**
17	7.4	6.8	7.3	7.1	7.1	6.4	6.4	**6.9**
18	6.5	6.6	6.7	7.3	7.1	6.7	6.5	**6.8**
19	6.1	5.8	5.6	5.8	6.2	6.3	5.7	**5.9**
20	5.9	5.5	5.6	5.7	6.7	6.1	5.6	**5.9**
21	5.7	5.3	4.4	5.3	5.8	5.3	4.8	**5.2**
22	4.7	4.7	4.2	5.5	7.1	6.6	4.6	**5.4**
23	3.9	4.4	4.0	4.5	6.5	6.7	4.4	**4.9**
Total	**5.6**	**5.5**	**5.4**	**5.6**	**5.8**	**5.6**	**4.9**	**5.5**

Avg. Committed Hours per Hour and Day

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	3.8	3.4	2.7	4.2	3.2	4.4	5.8	**3.9**
1	3.1	2.5	3.1	3.0	2.9	4.6	5.8	**3.6**
2	4.9	2.4	2.2	1.7	4.0	10.4	5.2	**4.5**
3	2.4	1.8	2.2	2.2	2.8	2.2	3.0	**2.4**
4	4.7	2.3	2.3	1.5	2.8	3.7	3.3	**3.0**
5	2.1	2.4	2.7	15.5	4.4	1.7	3.6	**4.7**
6	4.1	4.7	2.2	3.5	3.9	4.0	2.7	**3.6**
7	6.3	6.2	4.9	4.9	4.8	7.2	5.1	**5.6**
8	5.9	7.8	7.1	6.1	5.7	8.5	6.0	**6.7**
9	7.2	8.1	7.6	7.7	8.2	6.5	6.1	**7.3**
10	9.7	7.9	8.1	11.0	8.0	8.5	7.0	**8.6**
11	156.2	11.3	11.1	12.4	11.4	9.7	8.7	**31.5**
12	10.6	8.8	10.0	8.5	10.7	9.5	7.9	**9.4**
13	11.8	15.4	9.6	11.2	9.3	7.5	9.5	**10.6**
14	8.4	9.1	10.1	13.2	9.9	9.2	11.2	**10.2**
15	10.3	8.9	9.5	9.2	10.0	9.9	7.2	**9.3**
16	8.1	11.5	12.2	8.3	10.1	8.7	9.0	**9.7**
17	7.6	10.1	9.4	7.6	7.2	8.0	7.2	**8.2**
18	6.4	10.0	10.8	7.5	10.3	7.5	8.2	**8.7**
19	6.5	6.5	9.9	6.5	8.2	7.3	7.3	**7.4**
20	6.9	8.4	5.9	5.3	7.2	12.2	7.7	**7.6**
21	9.0	6.6	5.5	7.2	7.5	5.4	8.2	**7.1**
22	4.6	4.2	5.3	5.2	6.8	5.6	5.6	**5.3**
23	5.4	4.0	4.5	4.2	6.1	5.0	5.4	**5.0**
Total	**13.1**	**7.0**	**6.8**	**7.1**	**7.0**	**7.1**	**6.6**	**7.8**

In the 2021 data, committed time to public-generated CFS begins to increase at 8:00 am (usually when people are awake and discover something is broken or missing) and then remain at an increased volume well into the early evening, until 6:00 pm to 8:00 pm. Friday and Saturday nights

also show increased work demand later in the night beginning at 10:00 pm. The outliers (extremely high numbers) could be due to demonstrations/protests or, possibly, officers not logging off an incident.

The following table reflects data from 2022.

Table 35—Public-Generated CFS – Incidents and Committed Hours (2022)

Avg. Distinct Incidents per Hour and Day

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	4.0	3.2	4.0	3.7	3.7	6.0	5.3	**4.3**
1	2.8	2.7	3.1	3.1	3.2	4.3	3.9	**3.3**
2	2.6	2.2	3.1	2.9	3.3	3.9	3.4	**3.1**
3	2.1	2.2	2.6	2.1	2.7	2.6	2.4	**2.4**
4	2.1	2.2	2.3	2.1	2.0	2.5	2.6	**2.3**
5	1.8	1.7	2.2	2.6	2.4	2.5	2.1	**2.2**
6	2.6	3.0	3.0	3.1	3.0	2.9	2.2	**2.8**
7	4.1	3.8	4.1	4.6	4.3	3.4	3.1	**3.9**
8	6.5	7.2	6.5	5.7	6.3	4.8	3.9	**5.8**
9	7.6	7.4	6.9	7.1	7.1	5.8	5.0	**6.7**
10	7.5	7.5	6.7	7.4	8.0	5.9	5.9	**7.0**
11	7.2	7.5	7.3	7.8	7.8	6.3	5.5	**7.0**
12	7.7	7.9	7.9	6.9	7.8	7.6	6.5	**7.5**
13	8.6	8.0	8.3	8.7	7.9	7.0	6.6	**7.9**
14	7.8	7.5	7.5	7.8	8.1	6.4	6.1	**7.3**
15	7.8	8.1	7.6	7.8	6.9	6.7	7.0	**7.4**
16	8.0	7.4	7.8	7.2	8.3	7.0	6.3	**7.4**
17	7.5	6.8	7.1	7.7	7.1	6.5	6.6	**7.0**
18	6.4	5.9	6.6	6.8	7.2	6.8	6.8	**6.6**
19	5.9	6.2	6.1	6.3	6.4	6.5	6.2	**6.2**
20	5.7	5.4	5.8	6.2	6.5	5.7	5.8	**5.9**
21	5.6	5.4	6.2	5.3	6.1	6.7	5.4	**5.8**
22	5.2	5.6	5.0	5.8	6.8	7.3	5.5	**5.9**
23	4.2	4.7	4.1	5.1	6.8	6.5	4.4	**5.1**
Total	**5.6**	**5.5**	**5.6**	**5.7**	**5.9**	**5.5**	**5.0**	**5.5**

Avg. Committed Hours per Hour and Day

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	5.6	3.5	5.5	3.3	3.4	6.7	7.4	**5.1**
1	3.5	2.2	3.0	3.8	3.1	6.7	5.0	**3.9**
2	2.3	1.7	3.0	3.2	3.1	5.7	4.6	**3.4**
3	2.9	2.0	3.3	2.0	3.9	3.0	2.6	**2.8**
4	3.1	3.1	2.1	7.4	2.2	3.9	7.2	**4.1**
5	1.8	3.8	2.1	3.2	3.7	5.1	3.3	**3.3**
6	3.5	6.2	3.2	3.6	4.6	4.0	3.1	**4.0**
7	4.9	7.2	4.9	6.2	3.6	7.9	14.3	**6.9**
8	7.3	9.1	6.8	8.7	7.4	13.6	4.6	**8.2**
9	9.3	9.5	9.8	7.9	9.8	7.4	6.5	**8.6**
10	7.5	9.4	8.2	9.9	8.9	7.4	6.3	**8.2**
11	11.1	8.6	9.5	10.0	9.7	8.8	7.9	**9.4**
12	12.1	11.5	9.5	13.0	8.9	9.0	9.0	**10.4**
13	10.9	9.3	11.7	10.6	9.8	10.3	8.9	**10.2**
14	12.6	8.5	8.9	7.9	12.6	10.3	7.4	**9.7**
15	11.7	10.8	10.5	8.7	8.6	7.2	7.8	**9.3**
16	12.6	10.6	11.2	11.5	9.7	8.2	7.5	**10.2**
17	11.3	8.9	9.8	13.0	8.3	10.6	8.9	**10.1**
18	10.2	7.2	9.2	10.2	8.3	7.0	7.9	**8.6**
19	8.3	7.9	7.5	8.5	8.2	7.1	7.6	**7.9**
20	7.0	7.7	6.7	7.9	8.0	6.6	8.8	**7.5**
21	7.2	7.4	9.8	6.9	7.2	8.3	6.7	**7.6**
22	6.3	5.5	6.5	6.3	6.5	7.1	6.3	**6.3**
23	3.8	3.3	4.2	5.8	5.6	6.5	6.0	**5.0**
Total	**7.5**	**7.0**	**7.1**	**7.6**	**7.0**	**7.5**	**7.0**	**7.2**

The table shows patterns that are similar to those from 2021. The following table reflects data from 2023.

Table 36—Public-Generated CFS – Incidents and Committed Hours (2023)

Avg. Distinct Incidents per Hour and Day

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	4.4	3.5	3.9	3.9	4.2	6.0	5.6	**4.5**
1	3.0	3.4	3.2	2.6	3.3	4.4	4.3	**3.5**
2	2.4	2.7	3.2	2.8	2.7	3.2	3.7	**3.0**
3	2.3	2.3	2.0	2.4	2.3	2.9	2.5	**2.4**
4	2.1	2.2	2.4	2.5	2.4	3.1	2.4	**2.5**
5	2.2	2.6	2.3	2.6	2.7	2.4	2.4	**2.5**
6	3.1	3.1	3.2	3.6	2.9	2.7	2.8	**3.1**
7	4.7	4.9	5.3	4.2	4.9	3.8	2.9	**4.4**
8	6.3	7.3	6.7	6.8	6.9	5.1	3.9	**6.1**
9	8.1	7.5	7.0	7.5	8.3	6.8	5.1	**7.2**
10	7.3	7.5	7.3	7.5	7.7	7.7	5.7	**7.2**
11	8.2	7.9	8.5	8.0	8.6	7.4	6.4	**7.8**
12	8.7	7.8	8.8	8.6	8.3	8.1	8.0	**8.3**
13	8.2	8.4	7.8	8.1	8.5	8.1	6.3	**7.9**
14	7.8	7.9	7.3	7.7	8.7	7.3	7.4	**7.7**
15	8.6	7.9	8.6	8.2	8.8	7.3	7.3	**8.1**
16	8.3	9.0	8.3	8.6	9.1	6.9	6.3	**8.1**
17	7.9	7.6	7.3	8.4	8.2	7.1	6.4	**7.6**
18	6.4	7.1	7.8	7.1	7.2	6.8	7.1	**7.1**
19	6.4	6.2	6.2	6.6	6.9	7.0	6.8	**6.6**
20	6.3	7.1	6.4	6.2	6.9	7.4	6.4	**6.7**
21	6.3	5.7	6.3	6.5	6.7	7.4	6.6	**6.5**
22	5.6	5.3	4.7	6.1	7.0	7.5	5.9	**6.0**
23	4.6	4.8	5.5	5.2	6.8	6.9	4.7	**5.5**
Total	**5.9**	**5.9**	**5.9**	**6.0**	**6.4**	**6.0**	**5.4**	**5.9**

Avg. Committed Hours per Hour and Day

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	5.2	2.6	6.9	4.1	4.3	6.4	6.3	**5.1**
1	7.4	2.5	3.8	3.3	3.0	5.1	5.4	**4.4**
2	2.9	3.1	4.1	3.5	4.0	4.2	5.7	**3.9**
3	4.7	4.2	2.1	3.9	3.3	5.5	3.7	**4.0**
4	4.1	4.3	4.6	2.2	2.6	4.5	4.2	**3.8**
5	4.1	3.4	3.6	2.9	2.9	3.8	8.5	**4.2**
6	4.7	3.0	4.9	3.8	3.9	2.7	4.9	**4.0**
7	7.6	8.5	7.3	7.1	5.3	2.6	8.7	**6.8**
8	6.5	9.8	8.4	6.3	8.2	5.1	6.1	**7.2**
9	8.2	8.4	8.8	9.8	11.9	8.5	6.6	**8.9**
10	9.7	10.9	8.1	10.0	9.0	8.8	6.4	**9.0**
11	13.1	12.2	11.8	7.8	10.2	8.4	7.3	**10.1**
12	11.8	10.4	12.3	9.6	10.0	8.5	8.5	**10.2**
13	10.6	13.1	8.7	10.1	9.5	8.6	6.8	**9.6**
14	10.2	10.7	9.9	10.1	7.9	7.2	12.9	**9.8**
15	10.3	15.0	10.9	10.7	9.4	10.2	9.3	**10.8**
16	13.2	10.7	10.3	10.6	9.6	6.3	8.2	**9.9**
17	8.4	10.9	11.2	11.1	9.5	7.9	8.6	**9.7**
18	8.4	8.2	8.9	7.4	7.6	9.9	12.5	**9.0**
19	8.0	7.2	6.6	7.3	8.8	6.9	9.7	**7.8**
20	7.8	10.7	8.9	6.3	8.2	7.7	9.2	**8.4**
21	9.3	8.3	6.4	8.2	10.1	9.4	12.4	**9.2**
22	6.8	5.5	6.4	7.4	8.6	10.5	9.2	**7.8**
23	4.6	5.2	7.1	6.0	7.3	7.1	6.4	**6.2**
Total	**7.9**	**8.0**	**7.7**	**7.2**	**7.4**	**7.0**	**7.9**	**7.6**

The table shows data patterns similar to those from both 2021 and 2022.

4.6 Patrol On-Scene Time

In Citygate's assessment of Patrol officer on-scene time, we reviewed average on-scene time for 204,350 distinct on-scene incidents (public-generated calls for service). We also assessed average on-scene time for 51,225 distinct police-initiated incidents.

4.6.1 Calls for Service

Public-Generated

Citygate learned that officers were on-scene at public-generated incidents:

- 70 minutes or less, 90 percent of the time.
- 24 minutes or less, 70 percent of the time.

- 11 minutes or less, 51 percent of the time.

Officer-Initiated

Citygate learned that officers were on-scene at officer-initiated incidents:

- 56 minutes or less, 90 percent of the time.
- 20 minutes or less, 70 percent of the time.
- 11 minutes or less, 51 percent of the time.

In summary, officers generally spent more time on the scene of public-generated CFS, which represent approximately 77 percent of the CFS to which they responded.

In a separate analysis of on-scene time, the Department found that officers are spending more on-scene time for each call, "reflecting both the increasingly complex and demanding nature of calls."[9]

The following table shows the most frequent call types by year. The table includes CFS data from 2021 through August 2023. Thus, the 2023 numbers within the parentheses are *projected* totals for 2023—assuming the same volume of CFS experienced from January through August.

Table 37—Most Frequent Call Responses by Call Type and Year

Call Type	2021	2022	2023
Alarms Security	12,881	13,534	9,681 (14,521)
Complaints / Code Violations	10,602	10,434	7,615 (11,422)
Vehicle Incidents	6,038	6,202	4,892 (7,338)
Public Assistance	3,732	3,840	3,113 (4,669)
Property Incidents	3,454	4,179	3,072 (4,608)
Welfare	2,978	2,912	2,123 (3,184)
High Risk	2,555	2,628	1,998 (2,997)

Most of the most frequent call types (which include both public-generated CFS and officer-initiated activity) have seen increases each year since 2021, except for minor drops in Complaints / Code Violations and Welfare in 2022. The projected 2023 numbers represent a 7 percent increase in Alarms/Security calls over 2022, and an almost 13 percent increase over the number of calls/responses in 2021. Further, the projected percentage increases over 2022 would be 9 percent relative to Complaints / Code violations; 18 percent relative to Vehicle Incidents; 21 percent

[9] Berkeley Police Department, 2023 Annual Report, page 14.

relative to Public Assistance calls; 9 percent relative to Welfare calls, and 14 percent relative to High-Risk calls.

> Citygate reviewed data related to **245,680 public-generated** CFS and **52,408 officer-initiated** incidents assigned to Patrol.
>
> All data was captured from the period of January 2020 through August 2023.

Within the period of data analyzed by Citygate, Patrol responded to 55,327 public-generated CFS in the Alarms/Security category. The following table provides details related to this category of CFS.

Table 38—Alarms/Security: 55,327 Total Incidents

Call Type	Number of Incidents
Audible Alarm	21,416
Wireless 9-1-1	13,852
Suspicious circumstances	10,610
Suspicious person	7,717
Silent Alarm	1,193
Unknown problem	312
Security check	178
Bank Alarm	36
Surveillance	12

Citygate believes that the great majority of calls falling into the category of Alarms/Security should continue to be assigned to officers. There are simply far too many unknown safety factors first responders must consider, and might face, at the scene of such calls. For example, suspects might be on-scene or nearby; or investigative leads could be present at the scene, so the timely identification of these leads could point to a suspect or a suspect vehicle.

The Department should consider alternative responses for several of the other, less frequent call types depending on what dispatchers determine during their screening of calls.

Within the period of data analyzed by Citygate, Patrol responded to 64,754 public-generated CFS in the Complaints / Code Violations category. The following table provides details related to this category of CFS.

Table 39—Complaints/Code Violations: 64,754 Total Incidents

Call Type	Number of Incidents
Disturbance	33,003
Noise Disturbance	12,845
Trespassing	9,374
Family Disturbance	3,574
Loud Report	1,314
Civil Standby	870
Harassing phone calls	782
Indecent exposure	712
Intoxicated person	450
Lodging in public	406
Barking dogs	366
Illegal dumping	278
Gambling	45
Business and Professions Code Violations	42
Prostitution	11
Animal matter	3

As the table shows, the bulk of Complaints / Code Violations calls (58,796 of 64,754) involved disturbances or trespassing. In Citygate's experience, such calls should continue to be assigned to officers, because disturbances can (and do) quickly escalate to violence. Alternative (non-police) responses should be considered for those calls that lack the potential for violence and/or do not indicate that a suspect is nearby or on-scene—e.g., lodging in public, barking dogs, and illegal dumping.

Within the period of data analyzed by Citygate, Patrol responded to 30,354 CFS in the Vehicle Incidents category. The following table provides details related to this category of CFS.

Table 40—Vehicle Incidents: 30,354 Total Incidents

Call Type	Number of Incidents
Auto Burglary	9,506
Abandoned Vehicle	6,126
Stolen Vehicle	5,350
Traffic Hazard	3,359
Suspicious Vehicle	3,350
Reckless Vehicle	2,898
Vehicle Damage	2,703
Vehicle Code Violation	1,010
Transportation	468
Exhibition of Speed	315
Throwing Substance at a Vehicle	185
Embezzled Vehicle	105
VIN Verification	86
Carjacking	71
"Lojack" Incident *	28
Suspicious Vehicle (Code 11-96)	21
Traffic Stop	18
Vehicle Recovery	6

* Lojack refers to a brand of theft recovery system that uses GPS, radio frequency and wireless technology to track and locate stolen vehicles. It is a battery-operated system that is hidden in a vehicle by a certified technician and helps law enforcement track and recover a stolen vehicle.

In Citygate's review of Vehicle Incidents CFS, we discovered many calls that could be assigned to a police alternative such as a Community Service Officer (CSO). For example, depending on what dispatchers learn during the screening of a call, most auto burglaries, abandoned vehicles, traffic hazards, VIN verifications, and vehicle recoveries could be diverted from officers and assigned to Parking Enforcement officers or CSOs.

Within the period of data analyzed by Citygate, Patrol responded to 22,969 CFS in the Property Incidents category. The following table provides details related to this category of CFS.

Table 41—Property Incidents: 22,969 Total Incidents

Call Type	Number of Incidents
Theft	9,940
Burglary	3,608
Found Property	2,589
Grand Theft	2,494
Vandalism	1,843
Recovered Stolen Vehicle	1,074
Identity Theft	676
Property Damage	226
Forgery	155
Theft In-custody	155
Defrauding an Innkeeper	102
Possessing Stolen Property	57
Lost Property	46
Prescription Fraud	4

In Citygate's review of Property Incidents, we also believe many could be handled by civilian first responders or diverted to online reporting. In Citygate's experience, calls or reports of theft, burglary, found property, grand theft, and vandalism are frequently handled by CSOs at other agencies. If a call indicates a suspect might be known, on the scene, or nearby, then a police officer should be assigned instead.

Within the period of data analyzed by Citygate, Patrol responded to 16,370 CFS in the Public Assistance category. The following table provides details related to this category of CFS.

Table 42—Public Assistance: 16,370 Total Incidents

Call Type	Number of Incidents
Advice	8,266
Aid to Citizen	6,401
Call for Help	890
Information	752
Flag Down	55
City Manager Request	6

In Citygate's review of calls categorized as "Public Assistance," we found that non-sworn personnel can likely handle many such incidents. For example, depending on the advice sought or the aid needed, it does appear that a CSO could first respond to such calls and then assess the need for police officers.

Within the period of data analyzed by Citygate, Patrol responded to 12,177 CFS in the High Risk / Individual Safety category. The following table provides details related to this category of CFS.

Table 43—High Risk – Individual Safety: 12,177 Total Incidents

Call Type	Number of Incidents
Battery	5,831
Robbery	1,469
Suicide	1,443
Person Down	1,214
DUI	373
Assist (Code 1)	369
Sexual Assault	274
Domestic Violence (misdemeanor and felony)	510
Missing Person (at-risk)	219
Serious Battery	130
Prowler	82
Hate Crime	62
Child Neglect	58
Sexual Molestation	18
Sexual Assault	13
Residential Robbery	11
Kidnapping	11
Child Molestation	6

Within the period of data analyzed by Citygate, Patrol also responded to 2,171 CFS in the High Risk / Public Safety category. The following table provides details related to this category of CFS.

Table 44—High Risk – Public Safety: 2,171 Total Incidents

Call Type	Number of Incidents
Brandishing a Weapon	1,111
Assault with a Deadly Weapon	407
Person with a Gun	304
Arson	210
Shooting	59
Shooting	53
Demonstration	10
Explosion	6
Bomb Threat	4
Structure Fire	3
Bart Tunnel Incident	3
Bomb Technician Incident	1

Given the obvious public and officer safety concerns surrounding most "High-Risk" incidents, officers should be the assigned as first responders to this category of incident. Even if suspects are not on-scene when these calls are made to dispatchers, officers are likely to pursue them after meeting with victims and witnesses, or as new information is provided to and conveyed by dispatchers. Also, the need to both identify and preserve evidence (including victim and witness statements) should dictate the response of trained officers.

Within the period of data analyzed by Citygate, Patrol responded to 17,621 CFS in the Welfare category. The following table provides details related to this category of CFS.

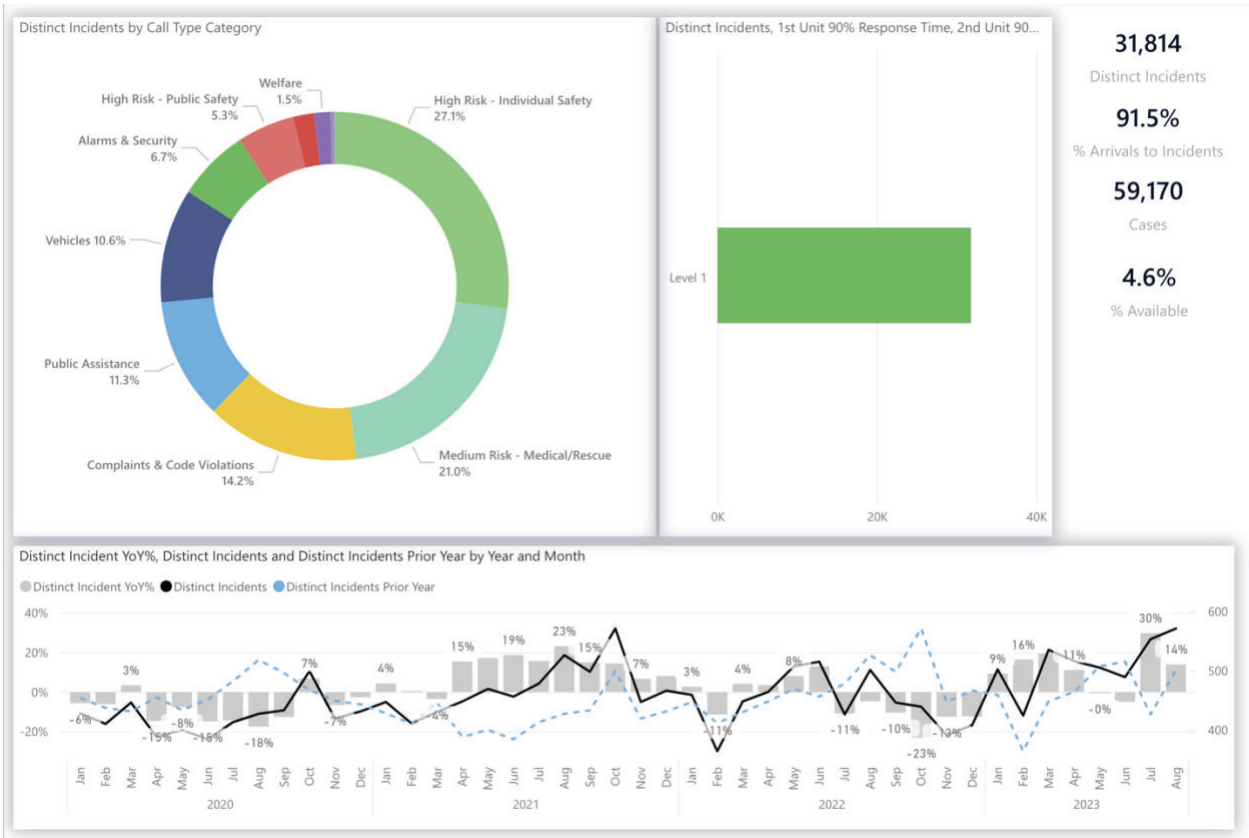
Table 45—Welfare: 17,621 Total Incidents

Call Type	Number of Incidents
Welfare Check	15,500
Missing Person	1,144
Restraining Order Violation	647
Incorrigible Juvenile	124
Cruelty to Animals	106
Missing Juvenile	100

Officers are likely to be assigned to most such welfare calls, but their response will depend on what dispatchers learn from callers. "Welfare checks" and calls of missing persons may involve serious or violent crimes. While some of these CFS may initially be taken by non-sworn personnel, sworn officers will still likely be needed if any suspects are identified or a serious crime has occurred.

The following figure shows the Department's response to public-generated Priority 1 (highest-priority) CFS.

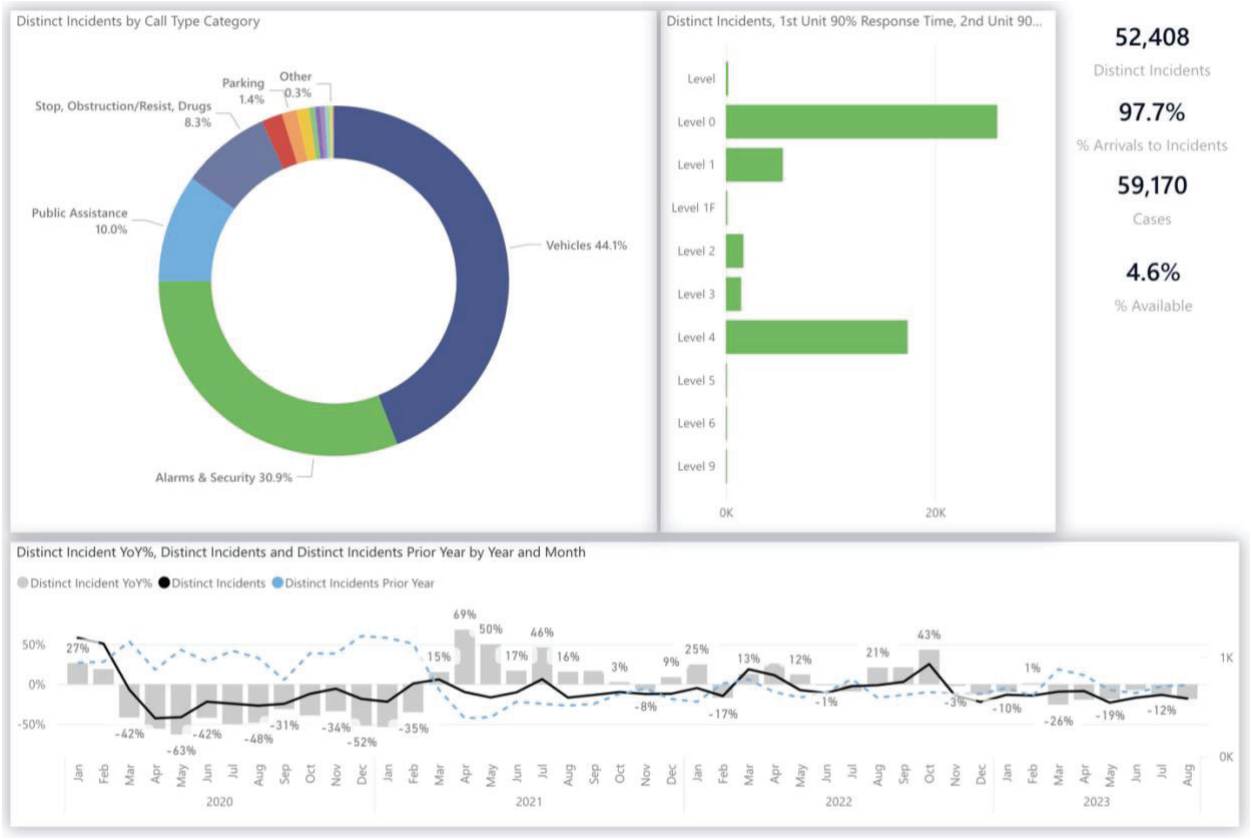
Figure 9—Patrol: Public-Generated Priority 1 Calls for Service (2020–2023)



There were 31,814 Priority 1 CFS between January 2020 and August 2023. 55 percent of these calls fell into the categories of high or medium risk, which would likely necessitate the response of at least two police officers. A spike in such calls began in July of 2023 and continued into August. After an expected decline in the police response to Priority 1 calls in 2020 given the outbreak of COVID-19, police response to such CFS began to rise in 2021—peaking in October of that year. There was also a significant decrease in response to such CFS in February 2022. 2023 saw an increase over 2022, peaking in August of that year.

The following figure shows the Department's response to 52,408 officer-initiated incidents between January 2020 and August 2023.

Figure 10—Patrol: Officer-Initiated Calls for Service (2020–2023)



A plurality of these incidents were vehicle incidents (likely car stops), followed by alarms and security checks. There was a significant decline in officer-initiated activity in 2020 and, in the years since, the reduced level of activity has continued through 2023—a pattern Citygate has observed with other recent clients. There was also a decline in officer-initiated activity in 2023, which corresponds with a simultaneous increase in several Part 1 crime categories over the same period.

Of the **52,408** incidents:

- 44 percent were vehicle incidents
- 31 percent were alarms/security
- 10 percent were public assistance
- 8 percent were stops/obstruction/resisting/drug-related
- 1.4 percent were parking related.

Citygate's analysis of officer-initiated activity yielded the following:

- Since 2019, officer-initiated activity has decreased by 30 percent.
- There was an average of 740 officer-initiated incidents per month in 2022.
- There was a 15 percent reduction in officer-initiated incidents in 2023 to 627 per month.
- There was also a 15 percent increase in Part 1 crime in 2023.

The Department's 2023 Annual Report shows the following data for officer-initiated calls from 2019 through 2023:

- 2019: 20.4K calls
- 2020: 14.6K calls
- 2021: 15.2K calls
- 2022: 15.3K calls
- 2023: 14.1K calls[10]

4.7 Additional Operational Demands on Patrol

Citygate found that there are many additional, service-related needs and operational demands that are increasingly consuming more Patrol officer and Patrol Sergeant time, leaving them less time for proactive work—including preventative patrols, traffic enforcement, field supervision, and community engagement.

Some of these service-related needs and operational demands include:

4.7.1 Booking/Jail Delays

Since the COVID-19 outbreak, far more arrestees are not being admitted into the City Jail, since many now require a "fit for incarceration" clearance from a local hospital. When such arrestees are rejected at the City Jail, they are then transported (after medical clearance) to the Alameda County Santa Rita Jail in Dublin for booking. Bookings at the Santa Rita Jail have grown increasingly more time consuming to the extent that a simple arrest may now take hours for booking. This process also takes at least two officers out of service for each arrestee.

[10] Berkeley Police Department, 2023 Annual Report, page 18.

4.7.2 Ancillary Duties/Training

Citygate learned that a lot of on-duty time is spent on police duties beyond an officer's or Sergeant's core duties. Some of these ancillary assignments include active shooter training, SWAT training, firearms training and qualifications, peer support meetings, etc.

4.7.3 Video Retrieval

Retrieving, reviewing, and downloading video—including officer body-worn camera video and video captured by privately owned cameras—consumes a lot of time.

The Alameda County District Attorney's Office informed Citygate that retrieving video from privately owned cameras is expected and often necessary to prosecute crime. If officers cannot retrieve such video initially, the District Attorney's office expects that Department staff will make and document all follow-up attempts. Patrol officers attempt to recover video where practical, which involves locating cameras and their owners and collecting or requesting that owners produce necessary video files/clips. Officers then view footage before sharing it with investigators.

Officers also spend significant time reviewing their own body-worn camera video prior to completing police reports. Finally, detectives must often then make similar follow-up efforts related to whatever video Patrol officers are unable to locate and retrieve.

Officers also frequently discover victims who own electronic devices equipped with their own tracking devices. Many people now plant small trackers in or on their bags, vehicles, and even pets, which allow for tracking a stolen or missing item's whereabouts in real time. These devices may also require significant time to track and locate.

4.7.4 Use of Force Reporting

In February 2021, the Department transitioned to a new Use of Force policy. The new policy expands use-of-force reporting requirements and sets forth **four supervisory use of force reporting levels**—from Level 1 (control holds, the use of leverage or body weight with no injury or complaint of pain, grabbing, and takedowns), to Level 4 (deadly force, or any force likely to cause death or serious bodily injury).

> Citygate has learned that supervisors expend significant time responding to, evaluating, and reporting the police use of force.
>
> The Department's policy (General Order 300) is comprehensive, outlining when force should be used and how it is to be reported. The policy makes clear that **all uses of force shall be documented promptly, completely, and accurately**.

Berkeley Police Department – Use of Force Reporting Levels

LEVEL 1 **The officer used any of the following, and the circumstances of the application would lead an objectively reasonable officer to conclude that the subject did not experience more than temporary discomfort:**	▪ Control holds/pain compliance techniques ▪ Leverage ▪ Grab ▪ Bodyweight ▪ The officer lowered the subject to a seated position or to the ground while partially or completely supporting the person's bodyweight. ▪ Takedown

If the incident fits the parameters for a Level 1 incident, the supervisor will enter all applicable data into the BlueTeam[11] template with a brief summary.

LEVEL 2 **No suspect injury or complaint of pain due to interaction with officer. The officer's use of force was limited to the following:**	▪ Firearm drawn from the holster or otherwise deployed during an interaction with an individual and/or pointed at an individual. ▪ Control hold, pressure point, leverage, grab, takedown and/or bodyweight, and the application would lead a reasonably objective officer to conclude that the individual may have experienced more than momentary discomfort.

An uninvolved supervisor, when feasible, will respond to the scene and conduct a use of force investigation, ensuring all statements are taken from the suspect and witnesses, and that photos are taken of all involved parties. If the incident fits the parameters for a Level 2 incident, the supervisor will enter all applicable data into the BlueTeam template with a brief summary.

LEVEL 3 **Suspect has sustained an injury or complains of injury or continuing pain due to interaction with the officer. The incident would have otherwise been classified as a Level 2 except an officer's body-worn camera was not activated in a timely manner, prior to the enforcement contact, per policy. Officers used any of the following force options:**	▪ Chemical agents / munitions ▪ Impact weapon strikes ▪ Personal body weapons

[11] BlueTeam is a web-enabled frontline software that enables paperless use-of-force reporting and review within IAPro, which is a set of specialized online applications designed to support Professional Standards and front-line uniform and supervisory personnel. It is now used by over 950 public safety agencies.

An uninvolved supervisor, when practical, will respond to the scene and conduct a use of force investigation, ensuring that statements are taken from the suspect and witnesses. If the incident fits the parameters for a Level 3 incident, the supervisor will enter all applicable data into the Blue Team template.

The supervisor will also complete a use of force investigation report narrative in BlueTeam for review through the Use of Force Review process. Suspect and witness statements from the crime report will be attached to the use of force investigation.

LEVEL 4 **Any incident involving deadly force or any force likely to cause death or serious bodily injury will be investigated under separate protocols outlined in another policy (Policy P-12). Supervisors are also required to respond to any reported use of force, if reasonably available. They are then expected to perform the following tasks:**	▪ Obtain the basic facts from the involved officers. ▪ Ensure that any injured parties are examined and treated. ▪ Ensure that photographs have been taken of any areas involving visible injury or complaint of pain. ▪ Identify witnesses not already included in related reports. ▪ Review body camera footage related to the incident.

While Use of Force Level 3 and Level 4 require a more comprehensive investigation, a Use of Force classified as Level 1 or Level 2 also requires supervisors to enter all applicable data into a BlueTeam template with a brief summary. When a Level 2 Use of Force is used, an uninvolved supervisor is also required to respond to the scene. When a Level 1 Use of Force is used, sergeants are to be notified; they then speak to involved officers and review any relevant body-worn camera footage, but generally do not respond to the scene.

Even a Level 1 Use of Force—the least amount of potential force used—can consume hours of a supervisor's time, leaving supervisors unavailable to lead and supervise their respective teams.

The Police Transparency Hub shows that officers used force in 187 incidents in 2024 (as of August 11). In these incidents, 484 officers and 204 subjects of police contact were involved, and use of force categories were recorded as shown in the following table.

Table 46—Categories of Force by Use (2024)

Level of Force	Total Uses
Level 1	441
Level 2	184
Level 3	34
Level 4	0

Relevant state law sets forth guidelines for when and how officers should use force, representing a significant step toward more accountable law enforcement practices regarding the use of force. Specifically, Penal Code Section 835a (3) notes that the decision by a peace officer to use force shall be evaluated carefully and thoroughly in a manner that reflects the gravity of that authority and the serious consequences of the use of force by peace officers. Government Code Section 7286 outlines 23 provisions that each California law enforcement is required to have in their use of force policies.

The City of Berkeley appears to exceed the standards set forth in state law.

Use of Force Reporting – Other Local Agencies

To further evaluate the City's use of force reporting practices, Citygate reviewed the policies of several other local agencies.

San Francisco Police Department

The San Francisco Police Department (SFPD) Use of Force Policy is found in SFPD General Order 5.01 (dated February 2021). The policy, like Berkeley's, rightly emphasizes safeguarding human life, the importance of establishing communication, de-escalation, proportionality, crisis intervention, fair and unbiased policing, and the duty to intervene when an officer knows or has reason to know that another officer is about to use or is using unnecessary force.

However, San Francisco residents recently passed Measure E in March 2024. The measure limits the amount of time a patrol officer may spend on administrative tasks to 20 percent of on-duty time and requires written reports for use of force events only when a physical injury occurred or if a firearm was removed from an officer's holster, allowing body camera footage to satisfy reporting requirements.

Fremont Police Department

The Fremont Police Department's Use of Force Policy (found in Fremont Police Department General Order 300) notes that the following uses of force shall be made known to supervisors as soon as practicable following the application or alleged application of force in any of the following circumstances.

- The application caused a visible injury.
- The application would lead a reasonable officer to conclude that the individual may have experienced more than momentary discomfort.
- The individual subjected to the force complained of injury or continuing pain.
- An individual alleges unreasonable force was used or that any of the above has occurred.

- Any application of a restraint device other than handcuffs, shackles, or belly chains (i.e. WRAP).
- The individual subjected to the force was rendered unconscious.
- Any application or attempted application of a TASER device, impact weapon, or control device.
- Any application of a pain compliance technique used to overcome resistance.
- When a K9 is deployed and bites or otherwise causes injury to a suspect.
- An individual was struck, kicked, or taken to the ground.
- Any lawful intervention with a vehicle to include a Pursuit Intervention Technique (PIT).
- Any use of the Vehicle Containment Technique (VCT) when vehicle contact occurs.
- Any deployment of a noise flash diversionary device (NFDD).
- Any deployment of chemical agents (CS Gas).
- Any other required notification outlined in another FPD policy.

The Fremont Police Department requires supervisors to respond to any reported use of force, if reasonably available, and to conduct an administrative review of the use of force in accordance with established departmental guidelines and state law (Government Code 7286(b)).

Richmond Police Department

The Richmond Police Department's Use of Force Policy (found in Richmond Police Department General Order 300) notes that incidents require reporting when the suspect had more than momentary discomfort, has a visible injury, complains of injury or continued pain, was struck with personal body weapons or impact weapons, was rendered unconscious, or the incident include application of a conducted electrical weapon (CEW) or wrap restraint. Richmond's policy further adds that any use of force by an officer shall be reported immediately to a supervisor, including but not limited to the following circumstances (Penal Code Section 832.13).

- The application caused a visible injury.
- The application would lead a reasonable officer to conclude that the individual may have experienced more than temporary discomfort.
- The individual subjected to the force complained of injury or continuing pain.
- The individual indicates an intent to pursue litigation.

- Any application of a conducted energy device or control device.
- Any application of a restraint device other than handcuffs, shackles, or belly chains.
- The individual subjected to the force was rendered unconscious.
- An individual was struck or kicked.
- An individual alleges unreasonable force was used or that any of the above has occurred.

Supervisors under Richmond's policy are required to respond to any reported use of force, if reasonably available. The responding supervisor, per Government Code Section 7286(b), is then expected to:

- Obtain the basic facts from the involved officers.
- Ensure that any injured parties are examined and treated.
- When possible, separately obtain a recorded interview with the subject upon whom force was applied.
- Ensure that photographs have been taken of any areas involving visible injury or complaint of pain, as well as overall photographs of uninjured areas.
- Identify any witnesses not already included in related reports.
- Review and approve all related reports.
- Determine if there is any indication that the subject may pursue civil litigation.
- Evaluate the circumstances surrounding the incident and initiate an administrative investigation if there is a question of policy non-compliance or if for any reason further investigation may be appropriate.

Santa Clara Police Department

The Santa Clara Police Department's Use of Force Policy (found in Santa Clara Police Department General Order 300) notes that the following uses of force shall be immediately reported to a supervisor.

- The application caused a visible injury.
- The application would lead a reasonable officer to conclude that the individual may have experienced more than momentary discomfort.
- The individual subjected to the force complained of injury or continuing pain.
- The individual indicates intent to pursue litigation.

- Any application of a conducted energy device or control device.
- Any application of a restraint device other than handcuffs, shackles, or belly chains.
- The individual subjected to the force was rendered unconscious.
- An individual was struck or kicked.
- An individual alleges unreasonable force was used or that any of the above has occurred.

Supervisors are required to respond to any reported use of force if reasonably available. Supervisors are then expected to:

- Obtain the basic facts from the involved officers. Absent an allegation of misconduct or excessive force, this will be considered a routine contact in the normal course of duties.
- Ensure that any injured parties are examined and treated.
- Once any initial medical assessment has been completed or first aid has been rendered, ensure that photographs have been taken of any areas involving visible injury or complaint of pain, as well as overall photographs of uninjured areas. These photographs should be retained until all potential civil litigation has expired.
- Identify any witnesses not already included in related reports.
- Review and approve all related reports.
- Determine if there is any indication that the subject may pursue civil litigation.
- Evaluate the circumstances surrounding the incident and initiate an administrative investigation of there is a question of policy non-compliance or if any reason further investigation may be appropriate.

San Leandro Police Department

The San Leandro Police Department's Use of Force Policy can be found in the city's General Order 300. By policy, San Leandro officers are required to notify supervisors under the following circumstances.

- The application caused visible injury.
- The application would lead a reasonable officer to conclude that the individual may have experienced more than momentary discomfort.
- The individual subjected to the force complained of injury or continuing pain.

- The individual indicates intent to pursue litigation.
- Any less lethal deployment, including a TASER device or OC spray (even if the subject was not hit).
- Any application of a restraint device other than handcuffs, shackles or belly chains.
- The individual subjected to the force was rendered unconscious.
- An individual was struck or kicked by any means, including impact weapons.
- Any maneuver that results in a subject being taken down to the ground (regardless of injury).
- K-9 bites.
- An individual alleges unreasonable force was used or that any of the above has occurred.
- Additional situations that require supervisory notification and documentation in an officer's report.
- Whenever an individual arrested by a member of this Department has received an obviously recent injury, and it has been clearly determined the injury occurred solely as a result of an incident prior to police contact.
- Whenever an individual arrested or detained has received an injury while in police custody which is not the result of the application of force.

Hayward Police Department

Hayward's Use of Force Policy can be found in the city's General Order 300 (June 2023) and describes that officers are to notify supervisors in the following circumstances.

- The application caused visible injury.
- The application would lead a reasonable officer to conclude that the individual may have experienced more than momentary discomfort.
- The individual subjected to the force complained of injury or continuing pain.
- The individual indicates intent to pursue litigation.
- Any application of a CED or control device.
- Any application of a restraint device other than handcuffs, shackles, or belly chains.
- The individual subjected to the force was rendered unconscious.

- An individual was struck or kicked.
- An individual alleges unreasonable force was used or that any of the above has occurred.

Under Hayward's policy, supervisors are required to respond to any reported use of force, if reasonably available. The responding supervisor is expected to:

- Obtain the basic facts from the involved officers.
- Ensure that any injured parties are examined and treated.
- When possible, separately obtain a recorded interview with the subject upon whom force was applied.
- Ensure that photographs are taken of any areas involving visible injury or complaint of pain.
- Identify witnesses not already included in related reports.
- Review and approve all related reports.
- Determine if there is any indication that the subject may pursue civil litigation.
- Evaluate the circumstances surrounding the incident and initiate an administrative investigation if there is a question of policy non-compliance or if for any reason further investigation may be appropriate.

Use of Force Policy Analysis – Reporting Protocols

Berkeley's Use of Force Policy appears to be an outlier when compared to the aforementioned agencies. In particular, Fremont, Hayward, Richmond, San Leandro, and Santa Clara all require notification of a supervisor when a use of force results in visible injury or when the application of force would lead a reasonable officer to believe that the individual **may have experienced more than temporary (or momentary) discomfort.** Berkeley's Level 1 guidelines establish a different threshold, requiring officers to notify supervisors when officers use control holds/pain compliance techniques, leverage, grabbing, bodyweight, takedowns, or the officer lowers a subject to a seated position while partially or completely supporting the person's bodyweight, and an objectively reasonable officer would conclude that the subject **did not experience more than temporary discomfort**.

Berkeley's Level 2 Use of Force **does** require notification of a supervisor if an officer draws a firearm from his/her holster or employs a control hold, pressure point, leverage, grab, takedown and/or bodyweight and the application would lead a reasonably objective officer to conclude that the individual **may have experienced more than temporary discomfort**.

Sergeants today are expected to be actively engaged with the community and leading their officers on the street. Further, it is essential that sergeants closely monitor the police radio to remain aware of what officers in their command are doing, and to respond quickly to certain calls—especially critical incidents where the chances of conflict or public attention are high.[12]

Berkeley's requirement that officers notify supervisors when a Level 1 Use of Force—in which a reasonable officer would conclude that the subject did not experience more than temporary discomfort—differs from that of the cities of Fremont, Hayward, Richmond, San Leandro, and Santa Clara. Data from the Department's Transparency Hub reveals that a Level 1 Use of Force is the most frequently reported use of force, and although such uses of force do not require that a supervisor respond to the scene, they do require extensive supervisor time to speak with involved officers, review any related video, and then document their findings in a BlueTeam template.

Use of Force Finding

Finding #21: Berkeley's Level 1 Use of Force criteria, while well intentioned, unnecessarily diverts supervisor time to review actions that do not require in-depth review. The supervisors' time is better spent *with officers on calls* so that supervisors can train personnel and model interactions in accordance with policy, training, and Departmental values.

Use of Force Recommendation

Recommendation #7: Given the number of reported Level 1 uses of force in Berkeley—in which a subject did not experience more than temporary discomfort—Citygate recommends the City and Department modify their reporting requirements to those more in line with the policies of the cities of Fremont, Hayward, Richmond, San Leandro, and Santa Clara, whose Lexipol-created policies comply with both state and federal law.

Additional Use of Force Considerations

Citygate believes Berkeley officers can and should still document these lower-level uses of force in crime reports. Officers should also continue to capture such contacts with their body-worn cameras. Such documentation would meet the Department's reporting goals while freeing sergeants from having to speak to officers and review video following every such encounter, as the time spent on such reports and video review is time lost overseeing the activities of officers.

Of course, if officers fail to capture such contacts on their body-worn cameras, then response from a sergeant should be mandatory (as it is now for uses of force that fall within the guidelines of

[12] See Promoting Excellence in First-Line Supervision: New Approaches to Selection, Training, and Leadership Development, October 2018, published by the Police Executive Research Forum: https://www.policeforum.org/assets/FirstLineSupervision.pdf

force levels 2, 3, and 4), and nothing should prevent a sergeant, command officer, or another organizational unit from randomly auditing such videos.

4.7.5 Racial and Identity Profiling Act (RIPA) Reporting

The Department transitioned to RIPA stop data collection effective October 1, 2020, which was *well in advance* of the legally required date of January 1, 2022. Data collected by the Department conforms to requirements set forth in Government Code section 12525.5, which was enacted as a result of Assembly Bill 953, the Racial and Identity Profiling Act (RIPA) of 2015. The Department publishes its data online via its RIPA Data Collection Project.

4.7.6 Equipment Ordinance Reporting

Assembly Bill 481, which became effective on January 1, 2022, requires law enforcement agencies to obtain approval of the applicable governing body (mayor and City Council) by adoption of a military equipment use policy prior to taking certain actions related to the funding, acquisition, or use of military equipment. The Department's military equipment includes unmanned, remotely piloted, powered aerial, or ground vehicles; mine-resistant ambush-protected (MRAP) vehicles or armored personnel carriers; high-mobility multipurpose wheeled vehicles (HMMWV); tracked armored vehicles that provide ballistic protection to their occupants; and command and control vehicles. The Department deployed specialized gear 64 times in 2023, which is 27 percent fewer times than in 2022.

4.7.7 Miscellaneous Service Call Reporting

Several Sergeants informed Citygate that they must review all dispatched calls to an officer where a report is not written. They estimated that nearly 1.5 hours per shift is spent reviewing such calls.

4.8 THE ICMA "RULE OF 60"

Since 2008, the International City/County Management Association (ICMA) Center for Public Safety Management has conducted police operational and data analyses. The ICMA data analysis, like Citygate's, relies on information captured in a department's incident data report system.

The ICMA has long recommended a now widely used guideline for evaluating police patrol staffing known as the "Rule of 60."

The "Rule of 60" has its shortcomings in that it relies almost exclusively on demand as understood through 9-1-1 calls, and thus ignores other elements of community demands placed on a department. To overcome these shortcomings, the ICMA recommends that workload demands should be modeled and then placed in context with the other operational demands facing a department.

The "Rule of 60" applies to **two critical variables**:

1. Of the **total number of sworn officers** in a department, approximately 60 percent should be assigned to the patrol function.
2. The **average workload** for patrol staff should not exceed 60 percent. The busiest communities in the ICMA analysis did not dedicate more than 60 percent of their patrol resources towards workload (which includes public-initiated CFS, police-initiated CFS, administrative and out-of-service time, as well as directed patrol time).

4.8.1 Resource Allocation

60 Percent of Sworn Officers: The Rule of 60 suggests that approximately 60 percent of a department's total sworn officers should be assigned to the patrol function. This ensures sufficient personnel dedicated to maintaining a visible presence within the community and responding to calls for service.

For the City, 60 percent of 181 authorized sworn officers across the Department would mean that **109 sworn personnel** (per the "Rule of 60") should be assigned to Patrol. Currently, due to vacancies, the City deploys a total of 150 sworn personnel Department-wide rather than the authorized 181. Of those 150, 58 police officers are assigned to Patrol, four officers (area coordinators) are assigned to Community Services, and five more are assigned to Bike Patrol.

Additionally, Patrol staffing includes 14 Sergeants, four Lieutenants, and one Captain. Together, this means a total of 86 sworn personnel (including the four officers assigned as area coordinators and five on the Bike Team) are deployed within the Department's Patrol function, as shown in the following table.

Table 47—Berkeley Sworn Personnel Allocation

181 authorized sworn personnel *Department-wide*	**86 actual** sworn personnel *within Patrol*
- 135 police officers - 32 Sergeants - 9 Lieutenants - 3 Captains - 1 Deputy Chief - 1 Chief of Police	- 67 police officers - 14 Sergeants - 4 Lieutenants - 1 Captain

Of 181 total authorized sworn personnel, 86 sworn personnel represents **48 percent** of the Department's uniformed personnel being dedicated to Patrol—thus falling short of the ICMA resource allocation guideline of at least 60 percent. However, it is necessary to note that the Department frequently supplements Patrol staffing with officers working on an overtime basis, and other officers are often pulled from their regular duties to cover Patrol beats when necessitated by vacancies. For a figure based solely on *actual/available* (rather than authorized) staffing: 86 sworn personnel dedicated to field operations, compared only to the *current* total sworn staff of 150 Department-wide, still sits below the ICMA guideline at 57 percent.

4.8.2 Workload Efficiency

60 Percent of Patrol Time: The Rule of 60 suggests that out of the total patrol officer time, no more than 60 percent should be spent responding to calls for service (reactive workload). This leaves 40 percent for discretionary time, allowing officers to:

- Proactively address community problems and concerns.
- Engage in community policing initiatives.
- Maintain availability for emergencies requiring immediate response.

Citygate determined that Patrol utilization in the City was approximately 57 percent, which meets the 60 percent workload efficiency threshold (guideline) established by the Rule of 60. However, when evaluating utilization, Patrol was only able to achieve such availability because of the more than 35,000 annual (average) hours of overtime that were spent backfilling Patrol vacancies in recent years. Further, the Department has also routinely pulled Bike Team officers from their normal duties to fill Patrol vacancies. As a result, the time utilized or committed that was assessed by Citygate did not always capture the time spent on the other operational demands.

4.8.3 Applying the Rule of 60

Data Analysis: The Rule of 60 is applied by analyzing data related to personnel allocation, call volume, call types, response times, and officer activity logs.

Benchmarking: Comparing the Department's data to the Rule of 60 serves as a benchmark.

Identifying Needs: Deviations from the rule can highlight potential resource imbalances or workload inefficiencies.

Decision-Making: Based on the analysis, informed decisions can be made regarding:

- Adjusting staffing levels to meet community needs.
- Optimizing Patrol deployment for better coverage.
- Improving Patrol practices to increase proactive policing time.

Overall, **the Rule of 60 provides a valuable framework** for police departments to assess and optimize their patrol staffing, aiming for both efficient resource allocation and effective community engagement.

It is important to highlight that the Rule of 60 is **not a rigid standard but a general guideline**. The specific needs and circumstances of each community will necessitate adjustments. Citygate considered these factors as part of the workload analysis, along with crime trends, demographics, and patrol coverage needs.

4.9 Operations Division Findings and Recommendations

4.9.1 Findings

Finding #22: 34,111 overtime hours were worked in Patrol in 2023.

Finding #23: Calls for service and calls per shift per officer have increased.

Finding #24: Incidents within most Part 1 crime categories have increased.

Finding #25: Case reports have steadily risen since 2020.

Finding #26: The Department's allotted span of control in Patrol (Sergeant to officer) is approximately one Sergeant to four or five officers, which appears reasonable, if not better than, recommended best practices. By adding 15 officers, the span of control of the 14 Patrol sergeants, at a ratio of 1:5 or 1:6, would still be reasonable and consistent with best practices.

Finding #27: Sergeants and Patrol officers are now spending more time on various administrative, prisoner transportation, or evidence collection tasks that consume increasingly more time and may also take multiple officers off the street and out of the City (or otherwise out of service) for hours at a time.

Finding #28: An analysis of Patrol officer utilization reveals that officers were available for calls for service 43 percent of their total work time on average. However, such availability was achieved, in part, by adding thousands of overtime hours and the frequent reassignment of Bike Team officers to Patrol to fill vacant positions.

Finding #29: The Department now has the data and analysis capacity to regularly assess staffing levels in Patrol. By monitoring calls for service, response times, time for community engagement, unobligated police time, and other work demands not captured in CAD records, the Department should be able to assess how many officers and other staff (such as CSOs) are needed in Patrol across the three shifts.

The Department can then make staffing adjustments which can then be reflected in future "timesheets."

Finding #30: The Community Services Bureau provides many necessary and valuable roles. The problem-solving efforts of the four community liaisons undoubtedly reduce call and work demands on Patrol.

Finding #31: The Community Services Bureau's Transparency Hub is an impressive source of a wide variety of police information that includes data on crime, use of force, and traffic safety. It is a model for other police agencies and also reinforces the Department's commitment to building community trust, confidence, and support.

Finding #32: The Bike Team enjoys strong support. Like the Community Services Bureau, their work also likely reduces call and other work demands on Patrol.

Finding #33: Given reduced staffing levels and the additional time officers are not available on the street, officer-initiated activity has declined, average response time to Priority 2 and Priority 3 calls has increased since 2020, and average officer time on-scene has increased.

4.9.2 Recommendations

Recommendation #8: Restore Patrol staffing by adding 15 additional officers—four officers each to teams 1, 2, and 3; and three officers to Team 7—bringing the total from the current 58 to 73. It is Citygate's understanding that these additional positions are funded but not currently filled. The added staffing would reduce the need for Patrol overtime, which would reduce the likelihood of fatigue and burnout while affording officers the ability to take time off without the need to "sell" shifts. *[Note: "Selling" a shift occurs when Patrol minimum staffing is reached, and Patrol officers want time off. They are generally allowed such time off only if they can find another officer to fill in for them on an overtime basis.]*

Recommendation #9: Add five CSOs (Citygate understands these positions have already been funded) to support Patrol officers on weekday morning and evening shifts. Given existing call demands and committed time, Citygate believes the Department should strategically deploy five Patrol CSOs to match those times of day and days of week where Patrol time is most obligated currently (Day Shift and Swing Shift), which would help to reduce the committed time of Patrol officers, affording them more time for community engagement and to be proactive while

also ensuring greater availability to respond to emergencies and cover assignments.

Recommendation #10: CSOs should be trained to take many non-emergency calls and write related reports, recover stolen vehicles and found property, tow abandoned vehicles, retrieve and download video evidence, transport witnesses and victims, etc.

Recommendation #11: After staffing is added to Patrol, create a team of five officers led by one Sergeant that can be flexibly deployed to quickly address most any emerging public safety issue, which might include organized retail theft, robberies, carjackings, etc. Such a team might also serve as a field resource for detectives. This team should also be one that can move rapidly across shifts and days of the week to address issues identified in the Department's strategic analysis of crime.

Recommendation #12: The Department should continue to closely evaluate Patrol spans of control; call patterns, including the number, location, and types of calls; response time; unobligated (available) police time; and call-handling (on-scene) time. These factors are essential in assessing Patrol's staffing needs now and in the future. Further, even though call volume may remain stable in future years, call-handling time—and the nature/type of such calls along with other operational work demands—may suggest the need for more staff and/or the redeployment of existing staff to ensure Patrol can meet the service expectations of City residents.

Recommendation #13: When the Community Services Bureau's PIO and Strategic Analysis Team are transferred to the Chief's Office, the Bike Team should be realigned under the Community Services Bureau, where the Community Services Bureau Lieutenant can provide oversight, thus relieving a Patrol Lieutenant from this responsibility.

SECTION 5—INVESTIGATIONS DIVISION REVIEW

5.1 DIVISION OVERVIEW

A Captain leads the Investigations Division. In addition to regular duties, the Captain carries several ancillary duties—which include serving as the Department's Wellness and Resilience Coordinator, a Peer Support Team Liaison, and a Defensive Tactics Instructor. The Captain is also tasked with attending several monthly meetings, including those with the Police Accountability Board and the City Council, and also regularly attends meetings with community members related various public safety issues, including traffic safety and homelessness.

Other Division staffing includes one Lieutenant; five Sergeants; one non-sworn Supervisor who oversees the Crime Scene Unit; and 15 detectives—including two in the Homicide detail, two in the Robbery detail, three in the Special Victims Unit, three (including a School Resource Officer) in the Youth Services detail, and five assigned to the Property Crimes detail (two of these positions are vacant). There are also three civilian Crime Scene Investigators and one Crime Analyst.

The following table displays the number of Investigations personnel by position.

Table 48—Investigations Division and Personnel

Position	Number of Personnel
Captain	**1**
Lieutenant	**1**
Sergeants	**5**
Detectives	**15***
School Resource Officer	**1**
Community Services Officer (Crime Scene Investigators)	**3**
Crime Scene Unit Civilian Supervisor	**1**
Crime Analyst	**1**

* Includes two vacancies

Investigations' cases generally originate from Patrol officers who conduct initial preliminary investigations in the field and then complete and forward their crime reports. Detective assignments to Investigations are generally limited to three years, plus one additional year, based on performance. This time frame is also flexible based on the expertise of individual detectives. In interviews with Investigations staff, Citygate noted that staff enjoy serving as investigators, but some did express concerns.

The Department does not have any full-time investigators specifically assigned to investigate narcotics offenses, nor are any staff assigned to any regional task forces. Citygate learned that full-time narcotics investigators existed at the Department approximately four years ago, but these positions were eliminated. Citygate also learned that other local jurisdictions frequently serve narcotics-related search warrants in Berkeley but must request assistance from Patrol officers since narcotics-trained detectives are not available in the City.

Citygate found that the addition of a full-time, Real-Time Crime Analyst position could support both Patrol and Investigative operations by rapidly operationalizing data to provide immediate, actionable intelligence to officers in the field and detectives working active cases. The Crime Analyst could process and analyze information from automated license plate reader (ALPR) systems, fixed cameras, and other databases—transforming raw data into useful insights during ongoing CFS and investigative operations. By quickly identifying patterns, suspects, and potential risks, the Department's ability to make data-driven decisions in real-time would be enhanced. This position would be crucial in bridging the gap between technology and field operations, improving the speed and efficiency of both Patrol responses and complex investigations.

Citygate also learned that the Division lacks a "soft" interview room to interview victims and witnesses, especially children. Currently, the Department only has standard interview rooms containing a table and chairs for victim, witness, and suspect interviews. Soft interview rooms vary by jurisdiction. Most contain cushioned chairs, sofas, artwork on the walls, and other amenities. For young victims and witnesses, a soft interview room may contain age-appropriate stuffed animals and other items—all to make the victim or witness feel more comfortable when talking to detectives.

Training for new detectives is informal, and Citygate found that there is no standardized training protocol for new detectives. Depending on the investigative unit, some detectives are sent to different California Commission on Peace Officer Standards and Training (CA POST) courses, or to courses at the Robert Presley Institute of Criminal Investigations (ICI). Citygate determined there is no policy or direction for which POST/ICI courses detectives should take:

- Some Investigations staff are sent to courses on how to investigate officer-involved shootings.
- Some have taken the basic POST/ICI course.
- Some have only attended a POST/ICI course in their respective specialty area.

By not sending newly assigned detectives to accredited training, a deficit of knowledge is created. As with any training program—from basic training academy to field training—basic POST/ICI training would provide new detectives with a wealth of foundational knowledge and material to ensure they are fully equipped to serve the citizens of the City. Further, a standardized training

program within the Department would also ensure new detectives possess awareness of all available local resources.

While there is one Crime Analyst assigned to Investigations, the work performed by the Analyst is not exclusive to Investigations staff. Citygate believes this is a missing component that could help staff identify crime trends. Such analyses could also encompass a review of cases not investigated by detectives due to a lack of investigative leads.

The following table shows criminal case clearances within the Investigations Division for both violent and property crimes.

Table 49—Criminal Case Clearances (2019–2022)

Clearances	2019	2020	2021	2022
VIOLENT CRIMES	146	140	169	222
Homicide	0	2	1	2
Forcible Rape	4	3	3	7
Robbery	74	57	72	91
Aggravated Assault	69	78	93	122
PROPERTY CRIMES	408	388	357	474
Burglary	119	90	129	150
Motor Vehicle Theft	23	30	48	45
Larceny Theft	266	268	180	279
Arson	4	8	13	8

See: https://openjustice.doj.ca.gov/exploration/crime-statistics/crimes-clearances

As the table shows, overall, both violent and property crime clearances have increased since 2019. Clearance rates for violent and property crimes also increased in 2022 versus 2021 (see Table 3).

Table 50—Case Reports

Year	Case Reports
2019	10,141
2020	8,819
2021	8,948
2022	10,318
2023	11,247

Calls for service will often generate police (case) reports depending on what Patrol officers discover during preliminary investigations. Generally, such case reports are routed to other organizational units for follow-up. Such reports are most often the source for investigations undertaken by detectives. Nevertheless, not every report will generate a follow-up criminal investigation. Detectives will consider the seriousness of the alleged crime and will look for viable leads such as eyewitnesses, video footage, and/or forensic evidence in their assessment of cases.

Department staff informed Citygate that there is a case management system within the Department's current records management system, which allows supervisors and managers to monitor investigator caseloads—including for the number(s) of cases open, cases closed, and cases pending—but the system is not fully utilized.

Citygate also learned that Investigations staff spend several hours each week transporting evidence to and from the crime lab located in Richmond. In some instances, different sworn staff members travel to the crime lab several times per day. Citygate believes the transporting of evidence to and from the crime lab does not require a sworn detective and could be handled by support staff.

Citygate noted that there is only one computer in Investigations for all detectives to download and review video footage from various sources including officer body-worn cameras. Software packages are available that would allow Investigations staff to review video from most any laptop or desktop computer. Purchasing software for additional computers used by Investigations staff would enhance efficiency for the Department's detectives.

Citygate also found that no detectives are assigned to work exclusively on cold cases in the Department. While current caseloads take priority with existing staff, many law enforcement agencies in California utilize retired annuitants as detectives to investigate cold homicide or sexual assault cases. **Employing retired annuitant detectives for cold case investigations has several advantages**: they can work as needed, and they do not carry the costs associated with regular, full-time detectives. A retired annuitant typically has years of experience to apply to cold cases. Solving cold cases also may provide closure for families.

Investigations staff shared with Citygate a proposal for a Major Crimes detail, which would include one Sergeant, six detectives, and one Crime Analyst. Citygate believes such a team could address some of the concerns contained in this report. Such additional investigative staff could be utilized to investigate narcotics offenses and the apprehension of wanted suspects in other jurisdictions—since Patrol officers often lack the time to respond outside of the City when crime suspects have been identified and located elsewhere.

5.1.1 Youth Services Unit

A Sergeant leads the Youth Services Unit. Personnel in Youth Services consists of three detectives, including one who functions as a School Resource Officer (SRO) at Berkeley High School.

The other two Youth Services detectives investigate all crimes involving sexual assaults on children aged 14 and under. Alleged sexual assaults of victims aged 15 and older are investigated by the Special Victims Unit. The Youth Services Unit also receives and evaluates all suspected child abuse reports.

Youth Services detectives also attend the forty-hour ICI Core Course, the 40-hour basic Sexual Assault Course, and the 40-hour Internet Crimes Against Children (ICAC) Course.

5.1.2 School Resource Officer

Citygate learned that Berkeley High School has a student body population of approximately 3,200. The assigned SRO is tasked with many responsibilities, including attending weekly school staff meetings, school district safety meetings and other meetings as needed with Berkeley High School staff. In addition, the SRO receives approximately 100 suspected child abuse reports per year from school staff. After preliminary evaluation, the SRO forwards them to Youth Services detectives for further follow-up. Most of the suspected child abuse reports originate from elementary schools, middle schools, and daycare centers throughout the City.

The SRO also receives daily requests to meet with parents and teachers regarding student behavior issues and attends many after-hours school events, including sporting events and other school-community events.

Citygate found that the SRO does not have an assigned Patrol car and is required to check out a car from the fleet each day that may or may not have the equipment needed for an SRO to perform their duties. On many occasions, the SRO is required to check out a car not equipped with a mobile data terminal (MDT).

Citygate learned that there is currently no succession plan for the SRO. Given the nature of the SRO's work and the relationships established, the Department taking steps to prepare someone else to fill this role would be prudent.

5.1.3 Crime Scene Unit

The Crime Scene Unit falls under Investigations and is led by a civilian Supervisor. There are four Crime Scene Investigators including the Unit's Supervisor. While Crime Scene Technicians fall under the command of Investigations, they respond to CFS for both Patrol and Investigations. Technicians participate in a formal field training program. Upon initial appointment, a training officer evaluates Technicians for six weeks. There are also additional training courses each technician is required to complete.

Citygate found that Crime Scene Technicians currently respond to residential burglary and vehicle burglary crime scenes when requested by police officers.

Investigations staff request DNA samples on almost every case they submit to the District Attorney for prosecution. Citygate noted that in September 2022, seven percent of requests for evidence were DNA-related. One year later in September 2023, that number had increased significantly, with 24 percent of requests for evidence being DNA-related.

Crime Scene Technicians are currently on duty from 7:00 am until 2:00 am daily. Calls received after 2:00 am and before 7:00 am are held until the next Technician comes on duty. Technicians currently work a 4/10 schedule, with shifts beginning at 7:00 am and ending at 5:00 pm, or beginning at 4:00 pm and ending at 2:00 am, Saturday through Tuesday or Tuesday through Friday. Under the current staffing model, there is no allowance for vacations, training, or employee illnesses or injuries. Citygate was informed that other Crime Scene Technicians almost always are willing to pick up extra overtime shifts when other Technicians are off work for extended periods of time.

To ensure sufficient staffing to allow for time off for vacations, training, illnesses, or injuries, Citygate believes that at least one additional Crime Scene Technician would be required. Such additional staffing would also result in less overtime usage due to employee absences within the Unit. Under the current shift configuration, if more than one employee is unavailable for extended periods of time, it is impossible for existing staff to cover all vacant shifts without working long hours and a lot of overtime.

5.1.4 Investigations Division Findings

Finding #34: The Department lacks any detectives assigned to investigate narcotics offenses on a full-time basis. Citygate learned that full-time narcotics investigator positions existed approximately four years ago, but the positions were eliminated.

Finding #35: The existing Case Management System, which would allow supervisors and managers to track cases assigned, cleared, or pended, is not fully utilized.

Finding #36: Crime analysis that is focused exclusively on the investigative function and detective caseloads, including cases lacking investigative leads, is deficient.

Finding #37: The Department lacks a “soft” interview room for crime victims, witnesses, and juvenile interviews.

Finding #38: Crime Scene Technician staffing does not allow for extended employee absences without incurring overtime.

Finding #39: There is no formal training program for newly assigned detectives. Depending on the unit assigned, new detectives shadow a senior detective, but there are no guidelines outlining courses new detectives should take.

Finding #40: Detectives make multiple trips per week to the crime lab in Richmond to drop off evidence for testing. In some cases, detectives make several such trips a day. Staff estimate that they spend four to six hours each week on trips to the Richmond Crime Lab.

Finding #41: To review video from various sources including officer body-worn cameras, detectives have access to only one computer that has the software needed to view and duplicate video.

Finding #42: The Department does not have any detectives assigned to cold cases.

Finding #43: One School Resource Officer (SRO) is assigned to Berkeley High School, which has an enrollment of approximately 3,200 students.

Finding #44: Crime Scene Technicians work a 4/10 work schedule. Under the current schedule, there is a five-hour window where there are no crime scene technicians available to respond to calls from Patrol after 2:00 am.

Finding #45: Between September of 2022 and September of 2023, the percentage of total requests for the District Attorney to obtain DNA evidence collected from crime scenes saw a significant increase—from seven percent of evidence requests being related to DNA to 24 percent being DNA-related.

5.1.5 Investigations Division Recommendations

Recommendation #14: If, at full staffing, the recommended Patrol team is found to be overwhelmed and insufficient to manage narcotics investigations, the Department should consider creating a team comprised of detectives and a Sergeant to investigate narcotics offenses.

Recommendation #15: Investigations Division Supervisors and managers should make broader use of the existing case management system within the current records management system to better track cases assigned to detectives. Each unit supervisor should be able to see the caseload carried by each detective in real time, including the number of open, closed, pending, and cleared cases.

Recommendation #16: **Add a full-time, Real-Time Crime Analyst** to support both Patrol and Investigations. This position will focus on rapidly operationalizing data to officers in the field and detectives working active cases.

Recommendation #17: Construct a "soft" interview room for interviewing victims and witnesses of certain sensitive crimes. Such rooms can be used by survivors of crime, domestic abuse, sexual assault, and children in traumatic situations.

Recommendation #18: Develop a training matrix for Investigations. The training matrix should include a formal training program for newly assigned detectives and a list of POST/ICI training courses required for each detective.

Recommendation #19: Create a plan to reduce the number of daily trips detectives make to the crime lab in Richmond. The addition of a CSO (or a retired annuitant) could relieve detectives from having to make frequent trips to Richmond for evidence pickup and drop-off.

Recommendation #20: Purchase software to install on additional computers in the Investigations Division that would allow detectives to review, save, and copy video footage from all available sources within the City—including City-owned street cameras, officer body-worn cameras, and private cameras in situations where the owners have given the Department access.

Recommendation #21: Consider hiring a cold case detective, potentially a retired annuitant, to investigate cold cases.

Recommendation #22: Consider **adding a second School Resource Officer** to Berkeley High School given the extensive workload of the current SRO.

Recommendation #23: **Add one additional Crime Scene Technician** to the current staff of four.

5.2 TRAFFIC BUREAU

The Traffic Bureau is located at 125 University Avenue in the Berkeley Marina and houses the Traffic Unit (TU) and the Parking Enforcement Unit (PEU). This facility provides adequate workspace and employee parking with room for current and future growth. Unlike the Department's headquarters at Martin Luther King Jr. Way, no employee parking issues exist at the Traffic Bureau location. The TU has 10 motorcycles, while the PEU has 30 parking enforcement vehicles. It is important to mention that 22 of the 30 parking enforcement vehicles are equipped

with License Plate Readers (LPRs); however, seven of those were non-operational at the time of Citygate's onsite visit.

The Traffic Bureau is under the command of the Investigations Division Captain. The Captain supervises two direct reports: one police Lieutenant, who oversees all traffic-related operations, and one non-sworn Manager, who oversees the PEU. During Citygate's operational assessment, it was noted that the PEU Manager reported directly to the Lieutenant; however, this reporting structure has since been changed so that the non-sworn Manager now reports directly to the Captain.

The Traffic Bureau is committed to promoting traffic safety through practices informed by data, community input, and accountability. The Bureau prioritizes traffic safety through a "three-pronged" approach:

- Focusing on Primary Collision Factors (PCF)
- Addressing community concerns (also referred to as "traffic complaints")
- Community caretaking initiatives.

The Department actively participates in the City's Vision Zero Action Plan; an excerpt from the 2023 General Plan outlines the program's description and its current stalled status:

> *"The Vision Zero program uses Engineering, Education, and Enforcement strategies to achieve the Berkeley City Council's goal of eliminating severe injury and fatal traffic crashes by 2028. Vision Zero program activities were largely on hold during 2023 but anticipate restarting in 2024, including the Vision Zero Coordinating Committee and continuing work on developing Rapid Response communications and Quick Build traffic safety implementation programs."*

The Department is identified as one of the stakeholders and contributors to the California Safe Roads 2020–2024 Strategic Highway Safety Plan (SHSP). The City could significantly enhance efforts in traffic safety by adhering to the principles and strategies of the "five Es" of traffic safety as outlined in the SHSP: Education, Engineering, Enforcement, Emergency Response, and Emerging Technologies.

5.2.1 Current Staffing and Responsibilities

The following table shows the current authorized and filled staffing of the Traffic Unit.

Table 51—Traffic Unit Staffing

Position	Authorized	Filled
Lieutenant	1	1

Sergeant	1	1
Motor Officer	5	1
Accident Review Officer	1	1

The following table shows the current authorized and filled staffing for the Parking Enforcement Unit.

Table 52—Parking Enforcement Unit Staffing

Position	Authorized	Filled
Non-Sworn Manager	1	1
Parking Enforcement Supervisor	2	2
Parking Enforcement Officer*	21	18

* One of the Parking enforcement officers is operationally assigned outside of the Department at the 3-1-1 phone center, which lowers the available number of parking enforcement officers

The sole Traffic Unit Accident Review Officer operates Monday through Thursday from 6:00 am to 4:00 pm. The Motorcycle Sergeant operates Tuesday through Friday to ensure weekly coverage.

Most of the work for the sole Motor Officer unit entails complaint-driven enforcement rather than strategically planned enforcement based on identified traffic collision needs. This is primarily due to severe understaffing, especially given the high volume of vehicle and pedestrian traffic in the City. Despite the significant staffing shortage, in 2023, the Motorcycle Unit accounted for 63 percent of all traffic citations issued when compared to citations issued by Patrol officers (see Table 54).

In 2023, the Traffic Bureau investigated 27 percent of the injury collisions in Berkeley. The Bureau manages fatal collision investigations and addresses injury collisions when resources permit. The following table shows the number of injury collisions investigated by the Traffic Unit.

Table 53—Traffic Collision Investigations (2019–2023)

Year	Total Injury Collisions	Traffic Unit Investigated	Traffic Unit Motorcycle Officer Staffing
2019	475	46	3
2020	266	50	4
2021	323	110	3
2022	463	85	2
2023	404	110	1

*Injury collision data between the hours of 3:00 pm and 9:00 pm

A uniformed officer is designated as an analyst (Collision Investigation Review Officer) and tasked with reviewing all collision reports, approving them, and submitting all collision investigations to SWITRS[13], TIMS[14], and Vision Zero. Presently, the systems for transmitting collision reports are not automated, resulting in additional workload and expenses to send reports. The analyst must print out every report and mail it to the corresponding required organization.

5.2.2 Education Programs

Currently, most of the educational programs offered by the Department are those tied to California Office of Traffic Safety (OTS) grants; however, when available, the Traffic Bureau also provides public education related to traffic safety topics such as DUI, bicycle safety, child car seats, and senior driving.

5.2.3 Traffic Stops

While the Traffic Unit is tasked mainly with traffic enforcement, Patrol units also engage in traffic enforcement between calls. The following table details traffic citations issued by the Traffic Unit and Patrol units based on Citygate's analysis of the Department's supplied citation data.

Table 54—Traffic Citations (2019–2023)

Year	Total Citations	Patrol Citations	Traffic Unit Citations / Percentage of Total	Traffic Unit Staffing
2019	4580	3330	**1250 / 27%**	3 Officers, 1 Analyst, 1 Sergeant
2020	1840	885	**955 / 52%**	4 Officers, 1 Analyst, 1 Sergeant
2021	1646	948	**698 / 42%**	3 Officers, 1 Analyst, 1 Sergeant
2022	1532	801	**731 / 48%**	2 Officers, 1 Analyst, 1 Sergeant
2023	2370	875	**1495 / 63%**	1 Officers, 1 Analyst, 1 Sergeant

When analyzing traffic citation statistics for 2019 through 2023, it is important to note the impact of the COVID-19 pandemic. In 2023, traffic stops trended higher following the height of the pandemic.

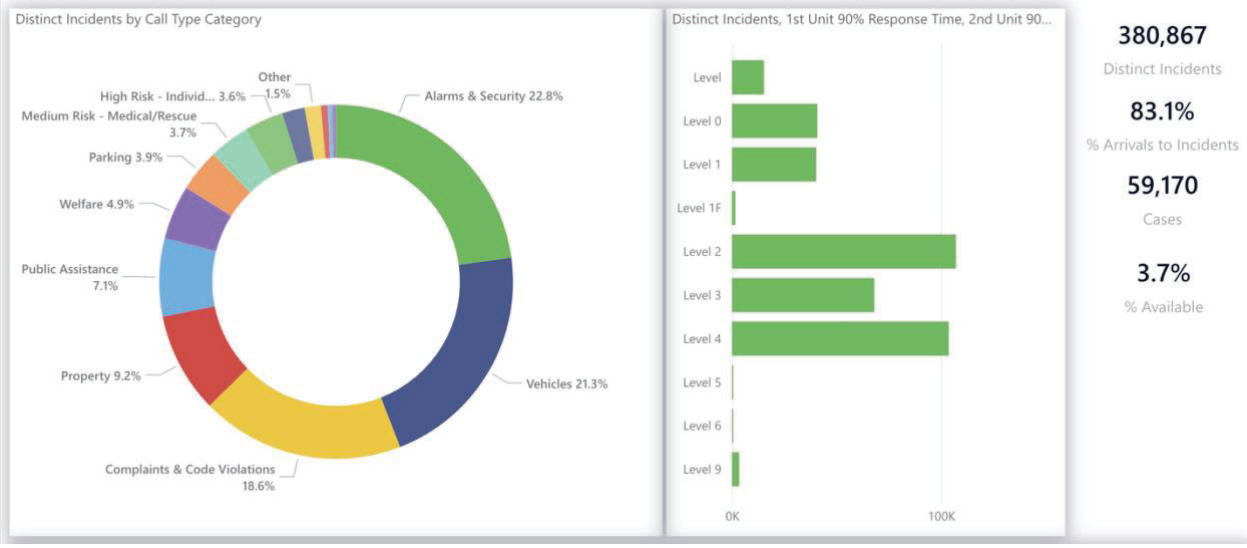
As depicted in the following figure, 21 percent of the Department's incidents from 2020–2023 were vehicle related. These figures exclude parking-related incidents. This statistic alone

[13] SWIRTS refers to the Statewide Integrated Traffic Records System. It is a database that collects and processes data gathered from a collision scene.

[14] TIMS refers to the Transportation Injury Mapping System, Safe Transportation Research and Education Center, University of California, Berkeley. It was developed to provide quick, easy, and free access to California crash data, which is the Statewide Integrated Traffic Records System that has been geo-coded to make it easy to map crashes.

underscores the significance of vehicle incidents as a substantial portion of the Department's workload.

Figure 11—Vehicle Incidents (2020–2023)



5.2.4 Deployment Locations

It is common for agencies to receive many requests for increased traffic enforcement from community members. In fact, in the Department's "three-pronged" approach to traffic safety, community reporting is the second prong. As previously noted, enforcement requests have primarily influenced the deployment of Traffic Unit resources. While community requests should be a priority, the use of statistical data to identify areas where enforcement can have the most impact can also be effective. The Traffic Unit is increasingly using statistical data from the Department's Transparency Hub and the UC Berkeley Traffic Injury Mapping System (TIMS) to identify areas with high collision rates and the primary factors causing collisions. TIMS is a valuable tool for effective deployment of the Traffic Unit.

5.2.5 Enforcement Details and Related Grants

The OTS offers grant funding for special enforcement details such as saturation patrols, DUI checkpoints, bicycle safety, and any other identified traffic safety needs. Recently, the Department secured $269,000 in funding to bolster education and enforcement efforts aimed at enhancing safety on the roadways.

The Department has submitted a grant request to the California Highway Patrol (CHP) to provide training in Cannabis DUI detection and is currently preparing another grant request to further enhance cannabis DUI enforcement.

5.2.6 Use of Social Media

Utilizing media and social media platforms to raise public awareness of traffic enforcement endeavors can significantly amplify the deterrent effect that enforcement offers. The Department has primarily promoted traffic enforcement efforts during OTS saturation events. However, there may be opportunities to establish a consistent schedule of social media notifications during daily focused enforcement details and planned operations. *[Note: At the time of Citygate's writing of this report, the Public Information Officer was being moved to the Office of the Chief as part of a new Office of Strategic Communications.]*

5.2.7 Collision Data

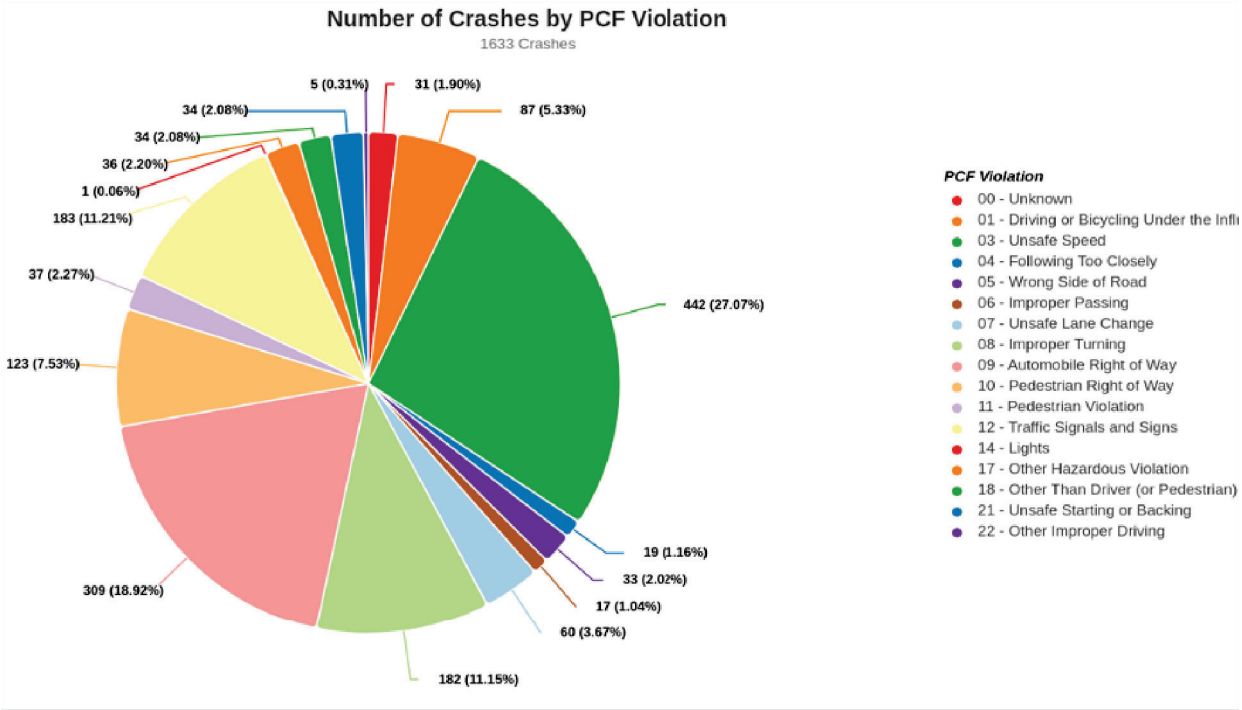
While traffic stop data is useful for examining proactive enforcement efforts, a better indication of effectiveness is collision data. Normally, Citygate would analyze the data from a five-year period; however, because of the COVID-19 pandemic's impact on traffic (lower traffic volumes), five years of data would not be as useful for the purposes of this study. To analyze the City's traffic collisions, TIMS data from 2021–2023 was used.

> A comparison of the City's collision statistics revealed consistency with data for Alameda County. One **significant exception** was pedestrian and bicycle collisions.

5.2.8 Bicycle and Pedestrian Collision Statistics

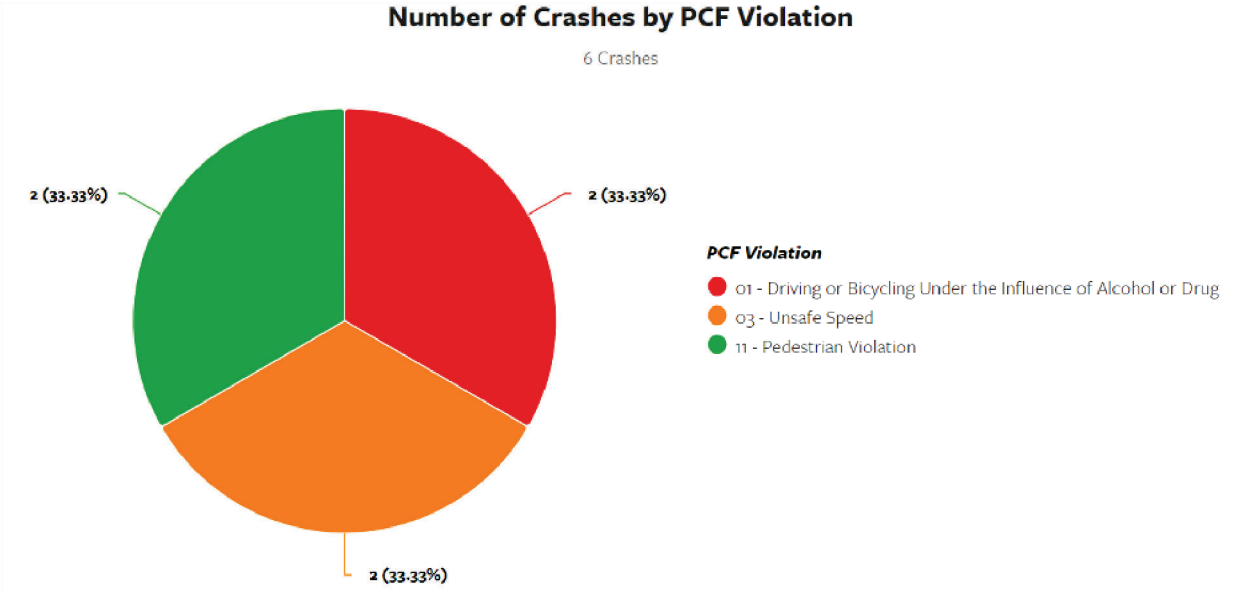
As the following figure shows, from 2021 to 2023, 9.80 percent of all City crashes involved a pedestrian, as compared to 5.36 percent for all of Alameda County

Figure 12—Berkeley Traffic Collisions by Primary Cause (2021–2023)



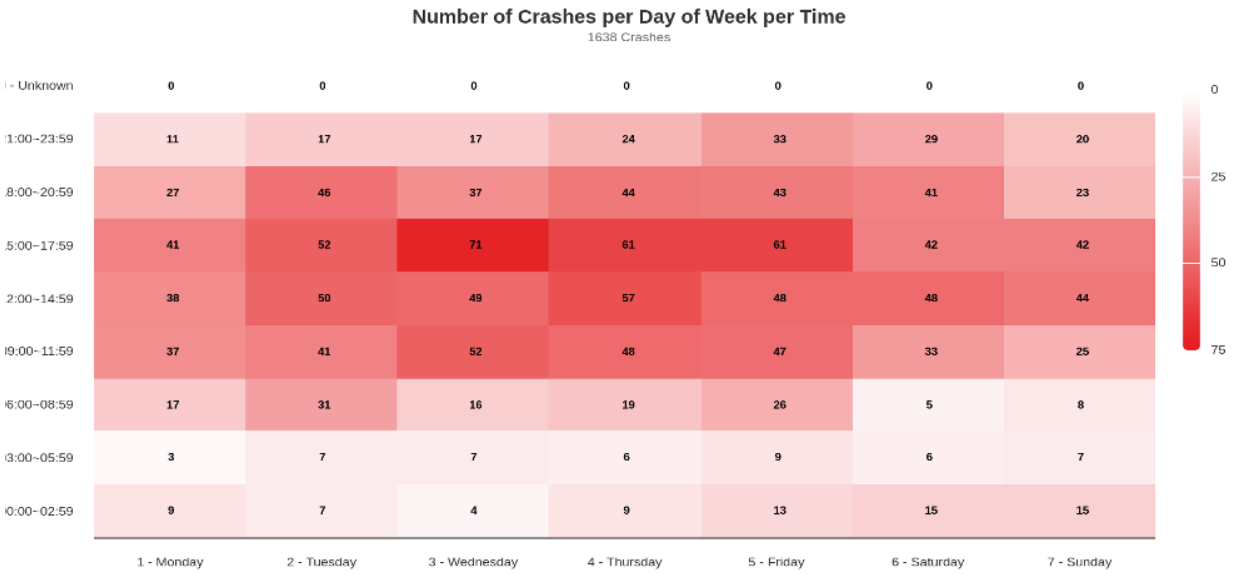
As the following figure shows, from 2021 to 2023, 33.33 percent of fatal collisions in the City involved a pedestrian, compared to 11.34 percent for all of Alameda County.

Figure 13—Berkeley Fatal Collisions by Primary Cause (2021–2023)



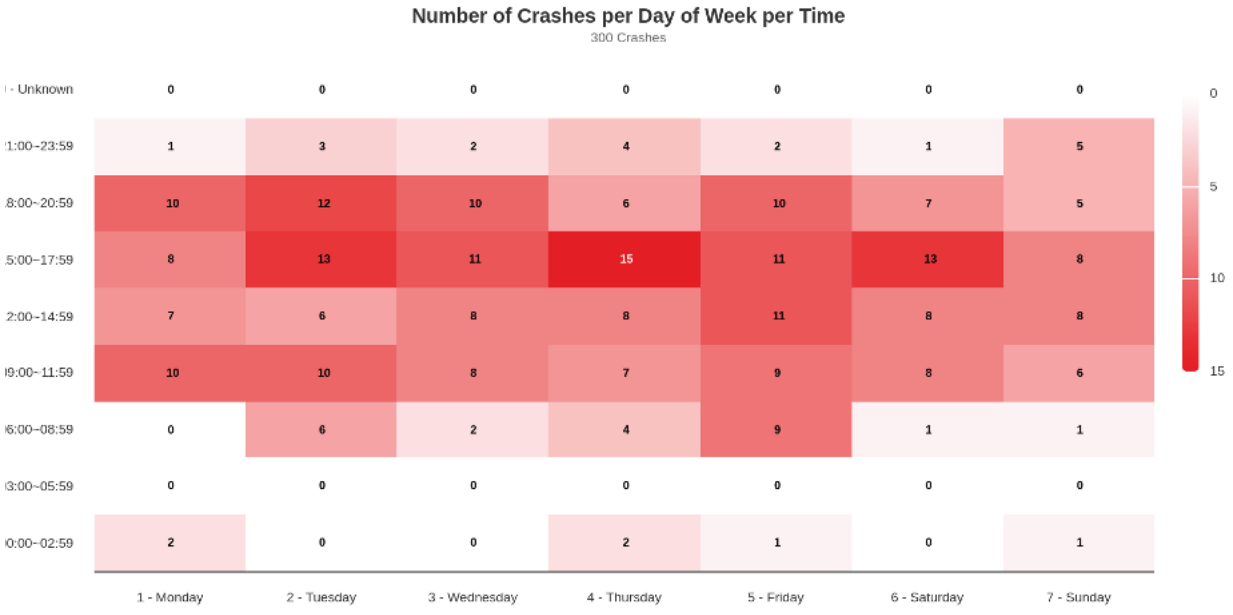
As the following figure shows, between 2021 and 2023, 42 percent of City injury collisions occurred between 12:00 pm and 5:59 pm.

Figure 14—Injury Collisions by Day of Week by Hour (2021–2023)



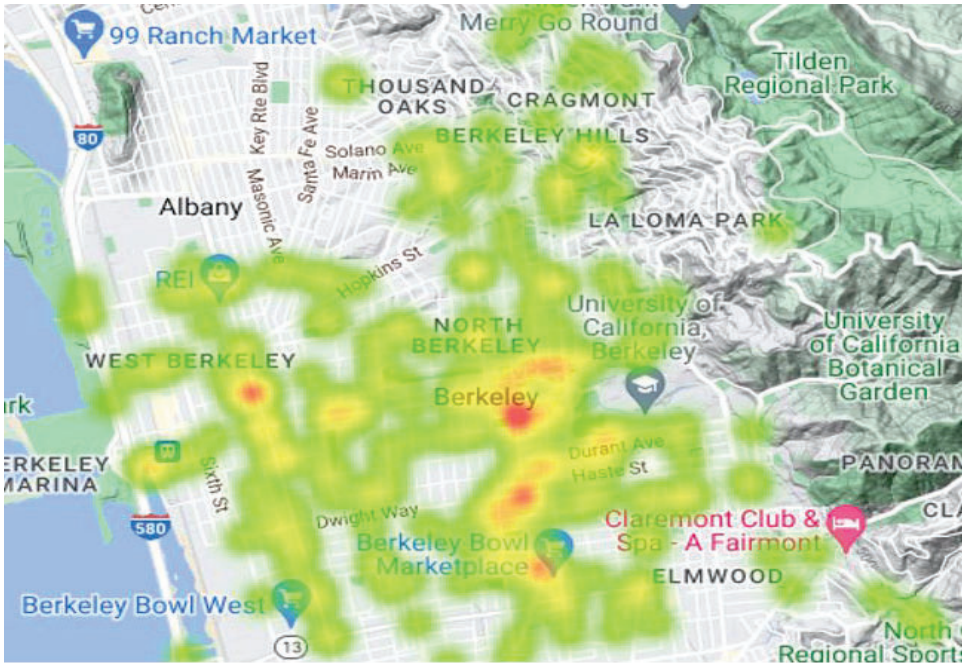
As the following figure shows, between 2021 and 2023, 43 percent of bicycle collisions occurred between 3:00 pm and 10:00 pm.

Figure 15—Bicycle Collisions by Hour (2021–2023)



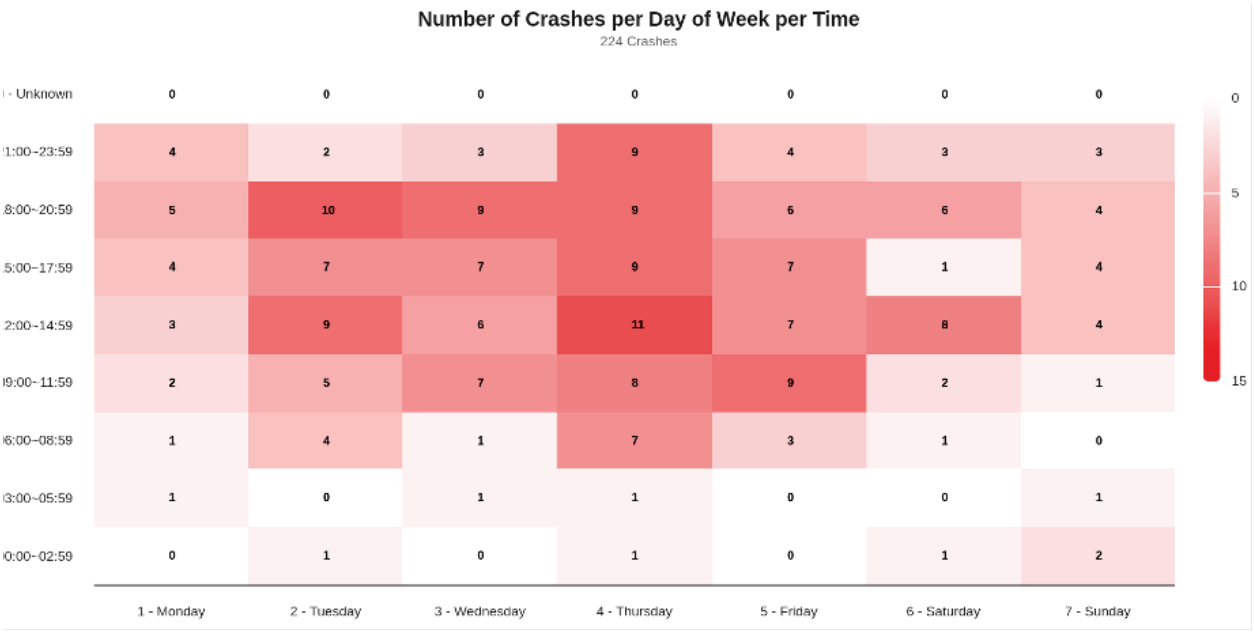
The following figure illustrates the heat map displaying the locations of bicycle collisions that occurred between 2021 and 2023.

Figure 16—Bicycle Collision Location Heat Map (2021–2024)



As the following figure shows, between 2021 and 2023, 60 percent of pedestrian collisions occurred between 12:00 pm and 9:59 pm.

Figure 17—Pedestrian Collisions by Hour (2021–2023)



While the collision data analyzed for this report was sourced from TIMS, it is important to highlight that the data dashboard on the Traffic Safety page of the Department's online Transparency Hub combines collision data, calls for service, and traffic stops to provide real-time information. **This should serve as a benchmark in transparency and best practices for other agencies**.

5.2.9 Office of Traffic Safety Review

The California OTS performs city comparisons and rankings by grouping cities based on size. Berkeley is currently in Group B, for cities with a population greater than 100,000 residents. OTS Rankings were developed so that individual cities could compare their traffic safety statistics to those of other cities with similar-sized populations. Cities can use these comparisons to assess their traffic enforcement, education and engineering efforts and to learn from the successes of other jurisdictions. The results have helped both cities and OTS to identify emerging or ongoing traffic safety problem areas, plan how best to combat the problems, and identify where grant assistance should be provided.

In recent years, the media, researchers, and the public have all taken an interest in OTS Rankings. It should be noted that OTS Rankings are only indicators of potential problems; there are many factors which may either understate or overstate a city/county ranking that must be evaluated based on unique local circumstances.

The figures in the following ranking columns show as two numbers divided by a slash.

- The first number is the city's ranking in that category.
- The second number is the total number of cities/counties within the relevant "group."

For example, "22/60" would represent a city ranked 22nd out of 60 other cities of similar size. Number 1 in the rankings is the highest, or "worst." For Group B, a ranking of 1/60 is the highest or worst, 27/60 is average, and 56/60 is lowest or best.

According to the OTS comparison data for cities of similar size, Berkeley stands out with high rankings across all collision categories. Particularly concerning is the City's top ranking in "Group B," bicycle collisions, and its second-worst ranking in pedestrian collisions. This underscores the urgency to intensify enforcement and educational initiatives, with a renewed focus on prioritizing traffic safety.

Figure 18—Office of Traffic Safety City Comparison Analysis (2021)

Agency	Year	County	Group	Population (Avg)	DVMT
Berkeley	2021	ALAMEDA COUNTY	B	123188	689379

Crash Category	VICTIMS KILLED & INJURED	OTS RANKING
Total Fatal and Injury	442	18/60
Alcohol Involved	32	45/60
Had Been Drinking Driver < 21	0	55/60
Had Been Drinking Driver 21 – 34	12	48/60
Motorcycles	24	14/60
Pedestrians	58	2/60
Pedestrians < 15	2	39/60
Pedestrians 65+	7	12/60
Bicycle	80	1/60
Bicyclist < 15	7	6/60
Composite	212	37/60

5.2.10 Parking Enforcement

Parking Enforcement personnel work 8-hour shifts Monday through Friday. Staff are assigned across three shifts: 7:30 am to 4:00 pm (five FTEs), 8:30 am to 5:00 pm (six FTEs), and 10:00 am to 6:30 pm (five FTEs). To ensure supervisory coverage for all shifts, two supervisors alternate between working 7:00 am to 3:30 pm or 10:00 am to 6:30 pm.

The Parking Enforcement Manager boasts over 23 years of experience within the Unit, bringing a wealth of expertise and institutional knowledge to the program. All calls for Parking Enforcement service are routed through Communications, 3-1-1, or directly to the Parking Enforcement office. Currently, there is no centralized process for accurately documenting the volume of calls received. The majority of calls pertain to illegally parked vehicles. Additionally, Monday through Friday, one to two PEU officers are required to accompany street sweepers for an average of three hours per day, twice daily. Furthermore, the Department has assigned additional responsibilities to the Unit, such as directing traffic around collisions, which detracts from the parking enforcement duties of Unit personnel.

Like numerous other transportation safety entities within the law enforcement profession, the Traffic Bureau has been constrained to basic response functions, with minimal capacity for proactive enforcement based on analysis and an identified traffic safety plan. **Traffic enforcement and safety education are frequently among the first areas to suffer when human capital is reduced**, and full-time equivalent (FTE) positions are reallocated to address other police functions. Of all the Traffic Bureau recommendations to follow, the first recommendation should be the highest priority.

5.2.11 Traffic Bureau Findings

Finding #46: Patrol units manage 73 percent of injury collisions, reducing the time available for proactive activities and community engagement.

Finding #47: Traffic safety education is currently insufficient and should be integrated into a comprehensive traffic safety plan that incorporates "the five 'E's."

Finding #48: The Department is currently in a reactionary mode as it relates to traffic enforcement, primarily responding to traffic complaints instead of focusing on targeted areas to reduce all types of traffic collisions.

Finding #49: Given the high number of pedestrian and bicycle collisions, social media and other public information channels should be utilized more frequently and with greater emphasis.

Finding #50: Collision investigations are primarily managed by Patrol officers, though many of the tasks involved in traffic investigations could be effectively managed by a CSO.

Finding #51: Currently, all members of the traffic unit are motorcycle officers, except for the Accident Review officer.

Finding #52: The Department currently transmits collision information to SWITRS by sending hard copies through the mail.

Finding #53: Many roadway traffic surveys are outdated, limiting the extent of traffic enforcement that can be conducted for Primary Collision Factor (PCF) violations.

Finding #54: There are 21 Parking Enforcement officers with only two supervisors assigned across three shifts. The addition of a third supervisor would promote cohesion between supervisors and their respective teams and would likely establish a

shift/team leadership approach and ensure a proper supervisory span of control of between one and seven personnel.

5.2.12 Traffic Bureau Recommendations

Recommendation #24: The Department should endeavor to **fully staff the Traffic Bureau** so that it can handle most (if not all) injury collisions, as well as **increase education and enforcement efforts** in traffic safety. These changes would significantly free Patrol personnel to focus on their primary responsibilities.

Recommendation #25: Create a structured plan for targeted enforcement and educational initiatives based on analyzing variables associated with high crash data from the Office of Traffic Safety (OTS) and the Traffic Injury Mapping System (TIMS).

Recommendation #26: Continue to expand the use of statistical data for deployment of Traffic Unit personnel.

Recommendation #27: Expand the use of social media to inform the public of traffic safety and enforcement efforts to enhance their impact on driving behavior. Use of social media and other approaches to promote bicycle and pedestrian safety and enforcement efforts could also be effective. *[Note: At the time of Citygate's writing of this report, the Public Information Officer was being moved to the Office of the Chief as part of a new Office of Strategic Communications.]*

Recommendation #28: **Add a civilian CSO** to conduct or aid in collision investigations and traffic educational/safety presentations. This would be more cost-effective than an additional Traffic Unit officer and would allow for increased traffic enforcement by current Traffic Unit officers.

Recommendation #29: Build the Traffic Unit comprising both Motorcycle officers and Patrol cars. Traffic enforcement and collision investigation can be effectively conducted using either a car or a motorcycle.

Recommendation #30: Consider working with an OTS Law Enforcement Liaison to acquire an Allied Agency Reporting Service (i.e., Crossroads) via grant.

Recommendation #31: The Traffic Bureau should collaborate with the City Traffic Engineer to update outdated traffic surveys.

Recommendation #32: Consider appointing an additional supervisor within the Parking Enforcement Unit to mitigate the current extensive span of control and decrease overtime.

Recommendation #33: At current (reduced) staffing levels, consider expanding the workload and responsibilities of the Traffic Unit Lieutenant or reallocating the position to a role where it can be more effectively utilized. At full staffing, Citygate believes the Lieutenant's position is justified.

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SECTION 6—PROFESSIONAL STANDARDS DIVISION REVIEW

6.1 DIVISION OVERVIEW

The Professional Standards Division is led by a Captain who is responsible for the Personnel and Training Unit, the Policy and Planning Unit, and the Audit and Inspection Unit.

Citygate found the Captain to be professional, knowledgeable, and highly business savvy. The Captain's years of experience showed when asked questions about the City, policy, and practice. The Captain was helpful coordinating interviews with staff and collecting data to analyze for the study, and noted that the command staff had good synergy, supporting each other's divisions and units and not looking out for "just me." The Captain highlighted a few points that are important to the Chief and command staff including data analysis to help tell the story; being prompt with deliverables; treating people with respect; striving to do better in relation to the Department's Mission / Vision / Values; better internal communications; having a focus on hiring, productivity, and problem solving with the community; and that there are leaders at all levels of the Department.

Citygate found a theme common to the Department's other divisions: Many staff have several ancillary responsibilities that detract from or hinder their ability to perform their primary duties and responsibilities. Command staff should consider the workload of each member of the Department and either reduce ancillary responsibilities or hire additional staff to maintain the current level of customer service to the community.

6.1.1 Personnel and Training

A Lieutenant leads the Personnel and Training Unit, which is responsible for numerous aspects of recruiting, training, and employee retention. Some of these responsibilities include hiring new staff, as well as providing initial training and ongoing perishable skills training as required by the Commission on Peace Officer Standards and Training (POST) to ensure all sworn officers and dispatchers receive a minimum of 24 hours of specific training every 24 months. The POST Perishable Skills Program consists of 12 hours of psychomotor skills training, two hours of communications training, and four hours of use of force training every 24 months.

A Sergeant who reports to the Lieutenant is responsible for overseeing both the planning and execution of all training throughout the year and is assisted by many sworn and professional staff who serve as adjunct trainers in many subject areas such as defensive tactics, CPR/First Aid, and Emergency Vehicle Operations Course (EVOC). A training officer reports to the Sergeant and coordinates in-house training.

Because of the 3/12 and 4/10 schedules in Patrol, officers "owe" the Department one day a month, which is designed to facilitate the required and needed training. The training hours are considered "in kind" and divided into 16 "buckets" of training on topics such as implicit bias and procedural

justice, defensive tactics, strategic communications, tactical firearms, arrest and control, and driver training and awareness. The duties of the training officer are delineated in Chapter 203 of the Department's policy manual.

While reviewing annual POST compliance letters, Citygate learned that several officers, dispatchers, and reserve officers missed portions of their continuing professional training (CPT) requirements over the past five years. Additionally, some of the required background supporting documentation was missing in several files. To eliminate the issue of missing documents, Citygate recommends that a checklist be used for every background investigation, and that it be reviewed and approved by at least one Sergeant and manager. As a best practice, many agencies will include reserve officers with regular officers when providing annual CPT. Additionally, because POST offers training through their online Learning Portal, dispatchers can perform all their CPT online if necessary. Because of the online opportunity for dispatchers, they should always be in CPT compliance. Officers and reserves can also use the Learning Portal to supplement their training as needed.

6.1.2 Recruiting

During our study, Citygate learned that numerous members of the Department are assigned ancillary tasks as members of the Recruitment Team. However, due to short staffing and morale concerns, consideration should be given to reassembling a specific new Recruitment Team, which consists of a few officers who perform the recruiting function. This approach will allow the Department to better focus its efforts to yield better results. Citygate applauds the Chief's efforts in taking steps in this direction. The Chief recently communicated a plan to create and fill a full-time Recruitment Officer position. Additionally, Citygate recommends the creation of a Retention Committee. While recruiting is vitally important, it is equally important to assess turnover. A Retention Committee could also review the results of all exit interviews and then make recommendations to the command staff on what changes should be made to improve employee retention.

While reviewing POST's open data for Berkeley,[15] Citygate learned that between 2016 and 2023, 49 officers resigned from the Department. There are many reasons that can cause a resignation, but the Department would be prudent to find those reasons that are preventable and make the necessary adjustments to increase its retention rate.

6.1.3 Policy and Planning

The Policy and Planning Unit consists of a Sergeant who reports to the Professional Standards Division Captain. During Citygate's study, the assigned Sergeant left the Department for a promotional opportunity at another agency. The prior Sergeant was asked to return to the position

[15] https://post.ca.gov/Agency-Statistics

and resume the role. Per Section 200.5 of the Department Policy Manual, the Sergeant's role is to coordinate the presentation of the annual Memorandum of Understanding and maintain and update Departmental policies. The person in this role must be very well organized and an excellent researcher. The workload going forward includes migrating to Lexipol[16] from the existing main policies. Additionally, there are policies to review and revise, correcting issues as laws and policies change. While the Department does not have a Procedures Manual, each unit in the Department should have its own procedural manual to provide guidance to staff regarding how tasks need to be performed. Citygate did learn that some employees made their own desk manuals; however, most of them are out of date. Additionally, there are numerous cross-reference issues referring to procedures that are yet to exist. These procedures need to be removed from policies and properly placed in the new procedures' manual.

> The Chief of Police plans to migrate the Policy and Planning Unit into a **new Strategic Planning and Accountability Unit** where it can receive better support and be more aligned with Departmental strategies going forward. Citygate sees the move as a positive step toward operational efficiency.

6.1.4 Audit and Inspection

Like the Policy and Planning Unit, the Audit and Inspection Unit experienced changes during the time of Citygate's study. The assigned Sergeant rotated back to Patrol and his duties were divided between several personnel—which represents more ancillary duties for existing staff. Per Section 200.5 of the Department Policy Manual, the Audit and Inspection Sergeant is responsible for planning and conducting research; preparing surveys, studies, and projects; and auditing medical expenses incurred by the Department in its investigative and custodial activities.

With the passage of Assembly 481 in 2021, California law enforcement agencies must obtain approval of a Military Equipment Use Policy by their applicable governing body (the City Council in the case of the City) prior to taking certain actions related to the funding, acquisition, or use of military equipment as defined by the legislature.

Some of the Sergeant's responsibilities include monitoring five officers annually for their use of force (UoF), complaints, Racial Identity and Profiling Act (RIPA)[17] data, and body-worn camera use as part of the Department's Early Warning System. The Sergeant was also working on revising the existing Automated License Plate Reader (ALPR) policy found in Section 422 of the Policy Manual. Additional responsibilities include Safety Committee reporting, reporting on injuries and

[16] Lexipol provides policies and policy updates to thousands of law enforcement agencies in the country. The updates are timely and in response to new state and federal laws and court decisions. Lexipol also provides online courses and videos designed to meet police training mandates.

[17] https://oag.ca.gov/ab953

preventable accidents, uniform policy updates, and revising and updating the Survey123 data for the RIPA data collection.

Additional audits performed quarterly include narcotics and guns, where the Sergeant noted substantial cleanup is due. Parking enforcement audits should also be performed every six months. The Unit should also perform an audit of the Property Room, which was overdue at the time of this report's writing. The Sergeant was also involved in the Epic Production Company recruitment videos including the Chief's message, physical agility testing, LGBTQ+ video outreach, marketing through Google ("We're hiring"), and social media promotion.

6.1.5 Professional Standards Division Findings

Finding #55: Training and background staff are missing continuing professional training and background investigations requirements for some officers and dispatchers, which could cause risk management issues.

Finding #56: The Department lost 49 officers to resignations between 2016 and 2023.

Finding #57: The duties of the Policy and Planning Sergeant are numerous and varied for a single person to accomplish.

Finding #58: The duties of the Audit and Inspection Sergeant are numerous and varied for a single person to accomplish.

6.1.6 Professional Standards Division Recommendations

Recommendation #34: To reduce unnecessary resignations, the Department should consider establishing a Retention Team with members from several different units to review and evaluate exit interviews. The committee can identify preventable reasons for resignations and make recommendations to improve employee retention.

Recommendation #35: When the Policy and Planning Unit is transferred during the Department's planned reorganization, the roles and responsibilities of the Sergeant should be more narrowly focused to allow for the successful completion of all assigned duties. If additional responsibilities are included, consideration should be given to adding a clerical support position.

SECTION 7—SUPPORT SERVICES DIVISION REVIEW

7.1 DIVISION OVERVIEW

The Support Services Division is commanded by a police Captain responsible for the Jail, Technology Unit, Property and Evidence Room, Records Unit, and Communications Center or Public Safety Answering Point (PSAP). The Captain has two direct reports, one police Lieutenant and one non-sworn manager. The police Lieutenant manages all Division units except for the Communication Center, which is managed by a Communications Center Manager (professional staff member).

7.2 BERKELEY PUBLIC SAFETY CENTER (JAIL)

The Berkeley Police Department Jail, also known as the Berkeley Public Safety Center, has one Police Sergeant who oversees Jail operations. The Sergeant reports to the Support Services Lieutenant. Staffing for the Jail is provided in the following table.

Table 55—Jail Staffing

Position	Number of Personnel
Jail Sergeant	1
Community Service Supervisor	4
Community Service Officer	16

*Note: One of the Jail Community Service Supervisors is assigned to the Property Room

The Berkeley Police Department Jail is an Adult Type 1 facility as defined in Title 15 of the California Code of Regulations (CCR) and is meant to hold individuals in temporary custody for no more than 96 hours, excluding weekends and holidays. The Jail was last inspected by the Board of State and Community Corrections (BSCC) in 2022, and only one section—Section 1052 Standard regarding classification and segregation of mentally disordered inmates—was found to be non-compliant.

With the 2019 closure of the Alameda County North County Jail (also known as the Glenn E. Dyer facility) in Oakland, the burden and costs associated with the temporary custody and transportation of prisoners have fallen on local agencies. The agencies that currently book at the Berkeley Police Department Jail are the California Highway Patrol, Albany, Emeryville, BART, UC Berkeley, and the East Bay Regional Parks District. Emeryville is the primary customer.

During Citygate's visit to the facility, it appeared spacious and sufficient (39 total beds) for the current number of in-custody detainees and seemed capable of accommodating future growth.

Staff identified several "dead" zones in the Jail that are not captured by currently installed cameras. The Department has planned upgrades to the Jail's cameras as well as the control board, which is outdated and has had recurring functionality issues. Citygate agrees with this plan to go out to bid with an architect. Staff also mentioned the booking room could be modified to create a safer space, but this might require updating to current state standards since the building currently only meets the 2001 standards.

The staffing schedule currently consists of three shifts (days, swings, and graves) on a five-day, eight-hour rotation. CSO supervisors report to Sergeant who is often out of the facility transporting arrestees to the county jail in Dublin or to a local hospital for medical clearance. The Sergeant works a four-day, 10-hour shift schedule, Monday through Thursday, with weekends and holidays off. Although there are four CSO supervisors assigned to the jail, one has been allocated to the Property and Evidence Room, leaving three CSO supervisors for a 24/7/365 operation. This results in a void in CSO supervision due to the current schedule and staffing allocations. Staff also alerted Citygate to a Departmental policy requiring three CSOs to always be on duty; however, a review of the Berkeley Law Enforcement Services Manual, Section 900, which outlines requirements for the temporary custody of adults, did not confirm the existence of this policy.

When a detainee is booked into the Jail, the arresting officer remains in the holding area until the detainee is placed in a cell. This process eliminates the need to have two jailers in the booking area, potentially reducing the number of CSOs needed to staff the facility.

> The current sworn Sergeant who supervises jail operations has been in the position for five years, which is the maximum amount of time allowed by Department policy.

Jail operations consist of the intake, temporary custody, and transportation of in-custody detainees to the Alameda County Santa Rita Jail. The Jail takes in an average of 16 arrestees daily, based on 5,902 detainees taken in between January 2022 and December 2022.

Additional duties for staff outside of Jail operations include the intake of found property and issuing vehicle releases from 4:00 pm to 8:00 pm.

For in-custody transportation, the Sergeant and a police officer, or one of the two available reserve police officers, assist in transporting detainees to the Alameda County Jail at the beginning of their shift. At times, the Jail may pull officers from Patrol or pay overtime for an officer to assist with transportation. Current Department policy (903.3) does not allow CSOs to aid in transport, increasing the burden on sworn staff. Citygate contacted surrounding jail facilities and found that facilities such as Fremont, Hayward, and San Leandro all utilize their CSOs to transport prisoners to the Santa Rita Jail.

The current operational rhythm for the three CSOs on duty is as follows: one is assigned to the control room, one manages data entry and property logs, and one handles intake for in-custody

detainees. Title 15 mandates that a female CSO always be on duty—a requirement met by the current schedule. However, if a female CSO (of the eight assigned) calls in sick, the Department should not accept female detainees for booking, which is a code-compliant practice.

Annually, the Jail is closed for 40 hours once a year to conduct required staff training. During this period, all detainees are either cited and released or transported to the Santa Rita Jail by arresting officers. Future annual training windows will also present opportune times to schedule facility upgrades and maintenance.

Staff suggested a four-team model to improve Jail staffing and coverage. This model would involve 12-hour shifts and would create four teams of four CSOs each with a CSO supervisor assigned to each team, as shown in the following figure. Implementing this model would require an additional CSO supervisor, as there are currently only three supervisors assigned to the facility. This approach would appear to provide some benefits, including allowing CSOs to assist with prisoner transportation; however, a more comprehensive analysis is required.

Figure 19—Example 12-Hour Shift Schedule

3/12 & 4/12 - 4 TEAMS

FIRST WEEK SCHEDULE	Team A Day CSOS + 3-CSOs	Team B Night CSOS + 3-CSOs	Team C Day CSOS + 3-CSOs	Team D Night CSOS + 3-CSOs
Sunday	0600 - 1800	1800 - 0600	RDO	RDO
Monday	0600 - 1800	1800 - 0600	RDO	RDO
Tuesday	0600 - 1800	1800 - 0600	RDO	RDO
Wednesday	0600 - 1800	1800 - 0600	RDO	RDO
Thursday	RDO	RDO	0600 - 1800	1800 - 0600
Friday	RDO	RDO	0600 - 1800	1800 - 0600
Saturday	RDO	RDO	0600 - 1800	1800 - 0600
SECOND WEEK SCHEDULE	**Team A Day CSOS + 3-CSOs**	**Team B Night CSOS + 3-CSOs**	**Team C Day CSOS + 3-CSOs**	**Team D Night CSOS + 3-CSOs**
Sunday	0600 - 1800	1800 - 0600	RDO	RDO
Monday	0600 - 1800	1800 - 0600	RDO	RDO
Tuesday	0600 - 1800	1800 - 0600	RDO	RDO
Wednesday	RDO	RDO	0600 - 1800	1800 - 0600
Thursday	RDO	RDO	0600 - 1800	1800 - 0600
Friday	RDO	RDO	0600 - 1800	1800 - 0600
Saturday	RDO	RDO	0600 - 1800	1800 - 0600

*Note: *RDO: Required Day Off, **CSOS: Community Service Officer Supervisor, ***CSO: Community Service Officer*

7.2.1 Public Safety Center (Jail) Findings

Finding #59: The Jail's control board, which is outdated and has experienced recurring functionality issues, needs to be replaced. Additionally, more cameras should be installed to cover existing "dead" zones.

Finding #60: A sworn Sergeant is assigned to Jail operations, although this is not a regulatory requirement under Title 15. Most of the Sergeant's duties involve transporting prisoners to the Alameda County Jail or taking prisoners to a local hospital for medical clearance.

Finding #61: The Department requires Jail operations to always have three CSOS on duty, with two specifically stationed in the booking area when an arrestee is brought in by an arresting officer, who remains in the booking area throughout the entire booking process.

Finding #62: A significant amount of sworn staff time is consumed in transporting and booking detainees at the Santa Rita Jail. The requirement for only sworn personnel to handle transportation is a Departmental mandate.

Finding #63: There is a proposed, staff-recommended, four-team staffing model with 12-hour shifts that is worthy of further consideration and study by the Department.

7.2.2 Public Safety Center (Jail) Recommendations

Recommendation #36: The Department should proceed with securing a contract for an architect to upgrade the control board, add cameras, and potentially expand the size and functionality of the Booking Room at the Jail facility.

Recommendation #37: Consider creating a civilian manager position and reassigning the sworn supervisor to oversee the Property Room (as per the property recommendation) or reallocating the Sergeant to address a higher-priority need for sworn supervision.

Recommendation #38: Consider reducing the requirement to always have three CSOs on duty, given that the booking officer is required to remain in the booking area during the processing of an arrestee.

Recommendation #39: Consider a change to the current requirement that does not allow CSOs to transport prisoners. Such a change would necessitate additional

training for the CSOs but would reduce overtime and the need for two sworn staff members during transportation.

Recommendation #40: Consider further study of a four-team, 12-hour shift model for Jail operations. Citygate believes this model could potentially increase the number of CSOs on-duty, providing opportunities for CSOs to aid in prisoner transportation, patrol duties, or other assigned responsibilities.

7.3 TECHNOLOGY UNIT

The Technology Unit (TU) is staffed with one Sergeant, one non-sworn Assistant, and five team members whose technology duties are ancillary.

The Department's leading technology vendor is Tyler Technologies. Tyler Technologies software is used for the law enforcement records management system, property and evidence management, CAD, report writing, citation management, mobile operations, collision reports, and jail management. The online reporting system is managed through LexisNexis Coplogic Solutions.

The Department's online crime reporting system accepts online reports for the following crimes: Harassing Phone Calls, Identity Theft, Theft, Theft from a Vehicle, Auto Burglary, Vandalism, and Vandalism to a Vehicle. Recently, the Department transitioned from a Microsoft database for workforce management to a web-native software called CareWare, which has streamlined scheduling.

Online reporting does offer many benefits, especially when crime victims have left the City or crime scene, or they cannot wait for police personnel to respond. Such a reporting option allows officers to spend more time on community policing and proactive patrol, citizens can make and keep copies of their reports for insurance purposes, and the Department can use such reports for crime analysis and tracking statistics in high-crime areas.

7.3.1 Technology Unit Findings

Finding #64: The Technology Unit's leadership is entrusted to a uniformed Sergeant due to specialized project management skills, extensive experience, adeptness in the requisitioning process, and proficiency in technology/software solutions. However, there is currently no succession plan in place for the Sergeant's eventual departure.

Finding #65: Inefficiencies have been noted in field operations relative to the use of software for report writing. Given the existing software system's instability, field staff opt to write reports using Microsoft Word before returning to the station to upload and complete them.

Finding #66: The online reporting system is underutilized for traffic collision reporting. Embracing advances in technology is imperative in contemporary law enforcement operations.

7.3.2 Technology Unit Recommendations

Recommendation #41: Evaluate the number of responsibilities managed by Technology Unit staff. Consider reducing service levels or adding more staff.

Recommendation #42: Consider appointing a full-time civilian information technology specialist to oversee the Technology Unit rather than relying on a sworn Sergeant. This transition will ensure stability, expertise, and continuity in navigating the Department through the ever-evolving technology field.

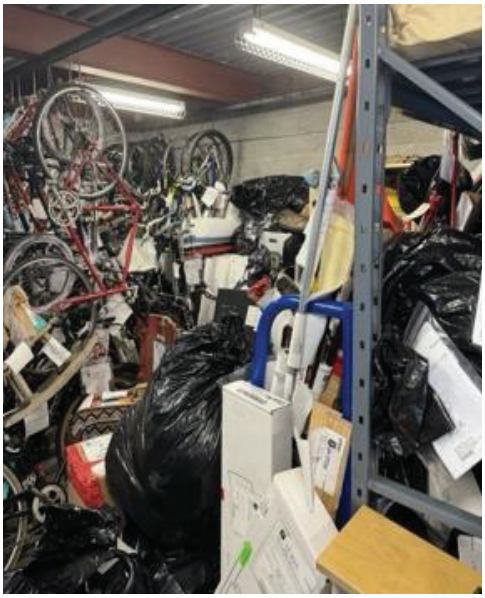
Recommendation #43: Consider investigating alternative software solutions for all facets of police operations. Prioritizing the convenience of retaining current software vendors should not overshadow the importance of advancing operational efficiency.

Recommendation #44: Consider adding categories such as Non-Injury Traffic Accidents, Non-Injury Hit-and-Run Traffic Accidents, and Non-Injury Single-Vehicle-Property-Damage-Only Traffic Accidents as options within the online reporting system. Software solutions offered by companies like LexisNexis can facilitate this initiative.[18] By diverting or referring more calls for service to online reporting, the Department would likely create more available time for officers in Patrol—which could ultimately help to reduce overtime usage within the Department.

7.4 PROPERTY ROOM

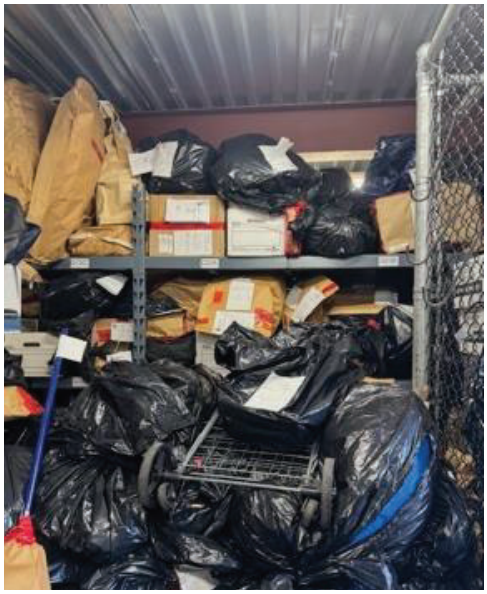
Citygate evaluated the Department's Property and Evidence facilities, including a review of relevant policy and current practices and interviews with staff members. The current Property and Evidence Supervisor has 18 years of experience in the Property Room and serves as a board member of the California Association for Property and Evidence (CAPE). The Department utilizes the New World Law Enforcement Records suite by Tyler Technologies for property and evidence management and continues to have access to a legacy system (CRIMES) for items booked before 2009.

[18] A prototypical model can be found in the City of Fullerton's online Traffic Collision Report page, which currently includes these types of online reporting collisions and allows users to obtain a collision report online.



The current Property Room staffing consists of two full-time CSOs, one full-time CSO supervisor, and a reserve officer who provides intermittent weekly assistance. However, the current staffing arrangement fails to adequately address the needs of the Unit in terms of receiving, processing, and storing evidence, ensuring its safekeeping, conducting necessary audits, retrieving evidence for disposal, and fulfilling other essential functions of a well-operating unit.

The Unit is responsible for ensuring that all evidence items are correctly tracked and monitored for court exhibits, discovery, and prosecution and defense attorney viewing. Initial and ongoing training will enhance the efficiency and knowledge of Property and Evidence personnel. Additionally, a well-organized storage facility and a property and evidence cataloging system with well-designed policies and procedures will improve the success and facilitate the effective operation of the Unit.



The Department's Property and Evidence facilities have reached maximum capacity and are currently overflowing, necessitating modern upgrades. Emphasis should be directed toward addressing facility requirements for property and evidence management in accordance with best practices. Additionally, the Unit would benefit from an ongoing purging program to provide sufficient space for new and existing items.

Citygate commends current Property and Evidence staff for their desire and actions to increase the unit's operational efficiency and security despite existing challenges.

7.4.1 Property Room Findings

Finding #67: There is a significant backlog of property that needs to be purged that staff are diligently trying to clear. With the daily influx of new evidence and property, the task often seems insurmountable.

Finding #68: The current main evidence facility is prone to flooding, and both the Connex and the "Bulk" storage facility are less than desirable. Photos depicting the exterior facility show it overflowing and lacking adequate storage space.

7.4.2 Property Room Recommendations

Recommendation #45: The Department could enhance its efficiency by establishing a short-term, dedicated task force to address the evidence backlog and improve and streamline the organization of evidence and property rooms. The Unit's ongoing, permanent staffing should consist of one Supervisor, two full-time Specialists, and one part-time staff member capable of providing support for both planned and unplanned absences and conducting periodic audits.

Recommendation #46: The Department should conduct a thorough assessment of the current state of property and evidence facilities including the physical infrastructure, storage capacity, security measures, and compliance with current standards. The Department should also consider a POST review of current evidence practices, procedures, and policies.

Recommendation #47: Citygate has provided Property and Evidence staff with the POST Property and Evidence Function's Agency Self-Evaluation (revised February 2022) and recommended that the Supervisor and staff review it annually. Given the sensitive nature of evidence, effective risk management requires thorough oversight and rigorous control measures.

7.5 RECORDS UNIT

The Records Unit handles subpoenas and records requests, manages warrant logs, offers customer service at the front counter, monitors and enters California Law Enforcement Telecommunications System (CLETS) data, manages citation processing, issues vehicle releases and clearance letters, reviews reports, and more. The Records Unit Supervisor intends to resume the work to reorganize and retrofit workstations to enhance workflow efficiency. The unit has also faced turnover challenges as employees have left for other government functions that provide upward mobility and telework opportunities for office specialists.

With over 22 years of experience, the current Supervisor possesses comprehensive technological expertise in the Records Unit. The unit's staff are engaged in various tasks, such as processing subpoenas and records requests, managing warrant logs, issuing vehicle releases and clearance letters, assisting front counter customers with inquiries and report requests, handling citation processing, California Public Records Act (CPRA) requests, and more. The unit is responsible for the initial review of online reports, and there was a suggestion to improve workflow by having a Sergeant review the reports first, followed by the records team, before forwarding them to Investigations.

Records Unit staffing consists of two Office Specialist IIs and two Office Specialist IIIs, who work two shifts—an early shift: 6:00 am to 3:00 pm, and a day shift: 7:30 am to 4:30 pm. Lobby hours are Monday through Friday, 8:00 am to 4:00 pm.

The unit dedicates a significant amount of time addressing CPRA requests. In April 2024 alone, the unit recorded over 593 inquiries. With California legislative initiatives over the past decade, CPRA requests have become a more common occurrence in law enforcement agencies statewide. Many agencies have allocated one to two staff members solely to this function. Currently, the unit relies heavily on overtime to address the backlog of CPRA requests; staff have also resorted to shortening public business hours to allow time for staff to work on CPRA requests without interruption.

In 2023, the unit processed 3,624 cases, or 24 cases daily, based on 250 working days annually. The Department has an opportunity in the Records Unit to make use of a common leadership phrase: "What gets counted gets measured." Tracking the number of citations, customers at the counter, and reports processed would help to accurately determine staffing levels.

The unit employs Tyler Technologies' Enterprise Law Enforcement Records Software, which is a comprehensive suite integrated with most of the Department's law enforcement-centric IT software by Tyler Technologies. Additionally, the Unit Supervisor utilizes CareWare, a recently acquired scheduling software.

The unit suffers from **high turnover and training challenges**. Given such turnover, there is a constant need for training new staff or training existing staff to perform new roles.

The unit Supervisor plays a crucial role in the unit's operations and frequently "fills in" to assist staff while trying to remain current with schedules, staffing, and all personnel matters.

The unit would also benefit from the implementation of **ergonomic upgrades** to staff workstations to improve employee health and safety, increase productivity, enhance wellbeing, and potentially reduce absenteeism.

Finally, Citygate believes it would be advantageous for the unit Supervisor and the Records Unit as a whole to review the **job specifications** of the Office Specialist II and III job classes. Understanding how these two positions could provide more leadership support may allow for the delegation of certain tasks, freeing the supervisor to lead staff more effectively.

7.5.1 Records Unit Findings

Finding #69: The Records Unit is currently under significant strain due to an increased volume of California Public Records Act (CPRA) requests.

Finding #70: The professional development of Office Specialist III employees is essential to meet the evolving demands and requirements of their roles.

Finding #71: Implementing ergonomic upgrades to Records Unit staff workstations need could improve employee health and safety, increase productivity, enhance employee wellbeing, and potentially reduce absenteeism.

Finding #72: Staff within the Records Unit are experiencing some internal friction.

7.5.2 Records Unit Recommendations

Recommendation #48: The Department would benefit from staffing the Records Unit with an Office Specialist I to manage the increased volume of CPRA requests. Adding such an entry-level specialist would help existing staff meet their work demands.

Recommendation #49: Consider enrolling both Office Specialist III positions in the POST 40-hour Records Supervisor Course to support their professional development and to assist in meeting some of the requirements outlined in their job specifications.

Recommendation #50: The ergonomic features and capabilities of workstations, along with workstation and workflow analysis, should be assessed and tailored to enhance operational efficiency.

Recommendation #51: There are numerous resources available for team building, and one particularly effective resource for fostering team trust and performance is Patrick Lencioni's book, *The Five Dysfunctions of a Team: The Official Guide to Conducting the Five Dysfunctions Workshops for Teams and Team Leaders*. The Department should contemplate appointing a trusted executive team leader to implement some of the facilitated learning outlined in the book.[19]

7.6 COMMUNICATIONS CENTER

The Communications Center, also known as a Public Safety Answering Point (PSAP), handles communications for the Police Department, Fire Department, and medical emergencies. The unit is allocated five full-time Supervising Public Safety Dispatcher (SPSD) and 28 full-time Public Safety Dispatcher (PSD) positions. Dispatchers serve dual roles as call-takers and dispatchers and are trained in both capacities. Actual dispatcher staffing includes 15 certified dispatchers and 10 dispatcher trainees. Of the five authorized SPSDs, two positions are vacant, creating a significant gap in supervision and limiting the training of new hires. Currently, unit supervisors occasionally

[19] https://www.tablegroup.com/product/facilitators-guide

cover dispatcher shifts due to a shortage of trained and certified dispatchers. The shortage of dispatchers over the last three years has strained staff and has resulted in a continual rise in annual overtime since 2020, as reflected in the following table.

Table 56—Communications Center Overtime Hours

Overtime Hours	2021	2022	2023
Public Safety Dispatcher	8,202	9,445	9,888
Supervisory Public Safety Dispatcher	1,967	2684	2803
Total	**10,175**	**12,129**	**12,691**

These trends align with the findings of the 2019 City of Berkeley Auditor Report on excessive overtime and low morale due to understaffing.[20] The Auditor Report underscores issues like those identified by Citygate during our time onsite. With the Communication Center being understaffed, the Department should consider establishing a call-taker classification to alleviate the burden on dispatchers. Call-takers take both emergency and non-emergency calls and route them to dispatchers, who perform the more challenging task of assigning staff to calls and monitoring their locations throughout the City. Call takers can also train to become PSDs.

The new manager overseeing the Communication Center has set clear expectations and has developed a training plan consistent with POST standards. This plan focuses on leadership training for supervisors, including course facilitator training such as the POST Academy Instructor Certification Course (AICC).

The Communication Center Manager has also increased recruitment efforts. However, the new challenge is that there are not enough workstations, trainers, or space available with so many new hires. Some of the efforts highlighted to increase the dispatcher candidate pool and retention include a $5,000 retention incentive, holding dispatch seminars, offering competitive salaries, and having a dispatch recruiter at hiring outreach events.

Citygate believes it is crucial to eventually find a new location for the Communication Center to accommodate its current and future needs. Recently, the onboarding process for seven new hires was significantly hindered due to insufficient facility space and a lack of trainers and training stations. These limitations have adversely affected both the training capacity and the quality of training provided.

[20] 2019 City of Berkeley Auditor Report.

The 2022 Federal Engineering, Inc. Needs Assessment Report—which evaluated the staffing, infrastructure, and technology requirements of the Berkeley 9-1-1 Communication Center—identified facilities and increased human capital as high priorities. Citygate concurs with these findings, but we believe that acquiring additional floor space to accommodate more workstations should be prioritized before adding new staff.

7.6.1 Standards and Best Practices

Based on review of the International Association of Chiefs of Police (IACP) 2019 article *The State of Recruitment: A Crisis for Law Enforcement*,[21] analysis of the Association of Public-Safety Communications Officials (APCO) *Staffing and Retention in Public Safety Answering Points (PSAPs): A Supplemental Study* report from George Mason University in 2018,[22], and Citygate's experience, there are several areas that contribute to fewer applicants and reduced retention of new hires.

Contributing factors include:

- Generational differences (concerns with work-life balance and a desire for less forced overtime).
- The public image of law enforcement among many young people.
- Hiring process challenges (the IACP recruitment survey noted that 47.5 percent of agencies reported a hiring process that lasted from four months to over a year).

Because APCO is an international organization, they have a deep bench in the areas of business acumen and communications experience. While PSAPs exist in various locations and sizes, they share many similar concerns. As with police officers, dispatchers are people too, and human characteristics change over time as cultures shift and evolve.

Some of APCO's findings include:

- 65.4 percent of all PSAPs report an increase in the number of dispatched calls in the previous years.
- Supportive supervision, coworker support, and perceived recognition from the public merged as key factors to employee retention (proactive supervisors and inter-employee cooperation create a supportive environment for workers).
- Coworker support is an important factor in reducing psychological distress among PSAP staff.

[21] https://www.theiacp.org/sites/default/files/239416_IACP_RecruitmentBR_HR_0.pdf
[22] https://apconetforum.org/iweb/upload/StaffingandRetentionPSAPsSupplementalStudy.pdf

- Staffing pressures were an issue with PSAPs of varying sizes. Large PSAPs need help with retention, with over 38 percent reporting that their staffing levels have decreased. Small PSAPs are most likely to have met staffing levels for most of a year (40 percent), but they are least likely to specialize (tasks), meaning employees must focus on multiple tasks as part of their work instead of focusing on one job.

- The study found an average retention rate of 71 percent, which is down from the 2009 rate of 81 percent retention, indicating the growing retention problem.

Leaders in the law enforcement profession understand the fatal loop that is created by low retention coupled with a high workload—leading to a situation where an agency is *always* searching for qualified applicants. Consideration should be given to a **two-step solution**:

1. Working with HR and Department leadership, create a workgroup charged with modifying the existing recruiting and retention processes (recruiting and retention must work together) and develop an implementation strategy with a timeline for accountability.

2. Review the proposed schedule as a guide to begin filling positions, seeking input along the way. This process is living and change along the way is expected.

When Citygate began work on this study, there were only three FTE SPSDs, but the Department has recently added one more, bringing the total to four. Two Supervisors work the day shift from 6:15 am to 4:15 pm, and the other two work the graveyard shift from 8:30 pm to 6:15 am. The scheduled days off are either Sunday, Monday, and Tuesday; or Thursday, Friday, and Saturday—resulting in all Supervisors working on Wednesday. To ensure full supervisory coverage, the Department would need six supervisors. Currently, the swing shift lacks assigned supervisors from 4:15 pm to 8:30 pm, leaving a four-hour gap during a busy part of the day that is covered either by supervisors working overtime or by a PSD serving in an acting capacity.

The National Emergency Number Association (NENA) sets standards for call-answer time for PSAPs. Current standards establish (1) 90 percent of all 9-1-1 calls should be answered within 15 seconds, and (2) 95 percent of all 9-1-1 calls should be answered within 20 seconds. These standards are designed to ensure that emergency calls are answered quickly to provide timely assistance to those in need. Meeting these standards is critical for the effectiveness and reliability of emergency communication centers.

A shortage in staffing often results in only having one dedicated call-taker. Adding a call-taker position would help meet the NENA standard of answering 90 percent of calls within 15 seconds. When Citygate began this study, the Department was not meeting this standard, with only 87.1 percent of calls answered within 15 seconds. However, through a concerted effort and the use of overtime to ensure minimal staffing, **the Department met the NENA standard as of May 31, 2024, with 90.55 percent of**

calls answered within 15 seconds or less. Additionally, the Department met the other NENA standard of answering 95 percent of calls within 20 seconds, achieving a rate of 95.70 percent.

7.6.2 Communications Center Findings

Finding #73: Citygate concurs with the issues and recommendations identified in the two recent Communications Center studies (the Berkeley City Auditor's Report and the 2022 Federal Engineering Inc. Study).

Finding #74: The current number of workstations and facility spaces are insufficient to accommodate the existing and additional future staffing; the current space is not conducive to effective dispatch training.

7.6.3 Communications Center Recommendations

Recommendation #52: New recruitment and retention efforts for dispatchers should be continued.

Recommendation #53: Consider prioritizing the planning and acquisition of additional floor space and workstations to meet current and future needs of the PSAP. The Department should consider utilizing another City-owned facility or reconfiguring the adjoining office space (Bike Unit) for expansion.

Recommendation #54: Consider **increasing Supervisory Public Safety Dispatcher staffing from four to six** to ensure proper leadership and supervision for all shifts.

SECTION 8—SUMMARY OF PERSONNEL PRIORITIES AND FINDINGS AND RECOMMENDATIONS

8.1 FINDINGS

The following is a comprehensive list of all findings contained within this report, organized by section.

Citygate's findings speak to defining elements of the City's particular context and situation and provide a basis for Citygate's recommendations.

8.1.1 Employee Survey

Finding #1: 51 of the 68 respondents to Citygate's Employee Survey indicated that they dedicate at least two hours daily to collateral assignments.

Finding #2: 42 personnel who responded to the Employee Survey self-identified as "engaging in proactive activities." Within this subgroup, 25 respondents indicated that they spend one hour or less on proactive activities daily. This outcome suggests that Operations staff may have limited capacity to engage in proactive policing, which is supported by narrative comments from some respondents.

Finding #3: Analysis of the data from 68 respondents to the Employee Survey revealed a significant risk of employee attrition, with 60 percent of Department respondents indicating an intent to leave the Department within three years. This outcome suggests multiple concerns related to the retention of personnel.

Finding #4: Respondents to the Employee Survey who indicated a desire to leave the Department within three years also expressed neutral to negative sentiments related to the strengths and opportunities of the Department, suggesting a personal disengagement from the Department's mission.

Finding #5: Another notable revelation related to personnel who indicated an intent to leave the Department in the near future was that when respondents were questioned about their reasons for doing so, 34 respondents (52 percent) cited better job opportunities, while 30 respondents (46 percent) expressed concerns about the work environment or culture. In analysis of survey comments regarding the reasons behind these sentiments, Citygate found that many pointed towards a perceived lack of support from the community and City Council.

8.1.2 Police Beat

Finding #6: Given the wide disparity in call volume between some of the former 16 beats, the reduction in number from 16 to 14 in 2023 appears reasonable and consistent with the 2014 Patrol Beat study.

Finding #7: Collapsing of beats (from 14 to 7) beginning in the early morning appears to be a reasonable and wise use of limited resources given reduced call demands during such times.

Finding #8: Reducing the size of Beats 4 and 6 appears necessary given their higher call volumes.

Finding #9: The calls for service demand of beats 15 and 16 were much lower than those of other beats, which is consistent with the 2014 study.

8.1.3 Overtime

Finding #10: As noted by the City Auditor, the number of filled positions is not the same as the number of officers available to work. New hires, for example, although counted as filling a position, are not available for solo officer duties for nearly a year, and authorized positions differ from those actually filled. An officer position might be "filled," but the officer may not be available due to a long-term injury or military leave.

Finding #11: To ensure enforcement of overtime rules, the Department now generates a monthly Scheduling Rules Violation Report which details policy exceptions that have been necessary to maintain minimum staffing levels.

Finding #12: Persistent backfilling to fill necessary positions indicates a chronic shortage of personnel in relation to work needing to be completed.

Finding #13: Overreliance on overtime can increase fatigue and burnout and decrease productivity.

Finding #14: Overtime availability outside of Patrol may make overtime availability in Patrol less attractive, which could result in the same limited number of officers taking these assignments.

Finding #15: The Department has implemented new staffing software ("CareWare") and develops regular management reports that provide timely, accurate, and complete information regarding overtime, hours worked, and time off taken.

Finding #16: The Department now has the means to track overtime across all organizational units, including that worked by individuals.

Finding #17: Reducing the number of beats from 16 to 14 appears to have contributed to the reduction in overtime in 2023.

Finding #18: Policy 1015 requires that supervisors verify all overtime worked before approving overtime requests.

8.1.4 Administrative and Fiscal Services

Finding #19: Creating and filling a Senior Management Analyst position would complete the career ladder necessary to prepare current Assistant Management Analysts for more demanding work.

8.1.5 Internal Affairs Bureau

Finding #20: The work of the two Sergeants assigned to Internal Affairs Bureau (IAB) has grown more complex. Not only must they investigate complaints made to the Department, but they now also investigate complaints made to the Police Accountability Board (PAB). Further, they serve an important advisory role to the Chief, support the City Attorney, and serve as liaisons to the District Attorney and the PAB.

8.1.6 Use of Force

Finding #21: Berkeley's Level 1 Use of Force criteria, while well intentioned, unnecessarily diverts supervisor time to review actions that do not require in-depth review. The supervisors' time is better spent *with officers on calls* so that supervisors can train personnel and model interactions in accordance with policy, training, and Departmental values.

8.1.7 Operations Division

Finding #22: 34,111 overtime hours were worked in Patrol in 2023.

Finding #23: Calls for service and calls per shift per officer have increased.

Finding #24: Incidents within most Part 1 crime categories have increased.

Finding #25: Case reports have steadily risen since 2020.

Finding #26: The Department's allotted span of control in Patrol (Sergeant to officer) is approximately one Sergeant to four or five officers, which appears reasonable, if not better than, recommended best practices. By adding 15 officers, the span of control of the 14 Patrol sergeants, at a ratio of 1:5 or 1:6, would still be reasonable and consistent with best practices.

Finding #27: Sergeants and Patrol officers are now spending more time on various administrative, prisoner transportation, or evidence collection tasks that consume increasingly more time and may also take multiple officers off the street and out of the City (or otherwise out of service) for hours at a time.

Finding #28: An analysis of Patrol officer utilization reveals that officers were available for calls for service 43 percent of their total work time on average. However, such availability was achieved, in part, by adding thousands of overtime hours and the frequent reassignment of Bike Team officers to Patrol to fill vacant positions.

Finding #29: The Department now has the data and analysis capacity to regularly assess staffing levels in Patrol. By monitoring calls for service, response times, time for community engagement, unobligated police time, and other work demands not captured in CAD records, the Department should be able to assess how many officers and other staff (such as CSOs) are needed in Patrol across the three shifts. The Department can then make staffing adjustments which can then be reflected in future "timesheets."

Finding #30: The Community Services Bureau provides many necessary and valuable roles. The problem-solving efforts of the four community liaisons undoubtedly reduce call and work demands on Patrol.

Finding #31: The Community Services Bureau's Transparency Hub is an impressive source of a wide variety of police information that includes data on crime, use of force, and traffic safety. It is a model for other police agencies and also reinforces the Department's commitment to building community trust, confidence, and support.

Finding #32: The Bike Team enjoys strong support. Like the Community Services Bureau, their work also likely reduces call and other work demands on Patrol.

Finding #33: Given reduced staffing levels and the additional time officers are not available on the street, officer-initiated activity has declined, average response time to Priority 2 and Priority 3 calls has increased since 2020, and average officer time on-scene has increased.

8.1.8 Investigations Division

Finding #34: The Department lacks any detectives assigned to investigate narcotics offenses on a full-time basis. Citygate learned that full-time narcotics investigator positions existed approximately four years ago, but the positions were eliminated.

Finding #35: The existing Case Management System, which would allow supervisors and managers to track cases assigned, cleared, or pended, is not fully utilized.

Finding #36: Crime analysis that is focused exclusively on the investigative function and detective caseloads, including cases lacking investigative leads, is deficient.

Finding #37: The Department lacks a "soft" interview room for crime victims, witnesses, and juvenile interviews.

Finding #38: Crime Scene Technician staffing does not allow for extended employee absences without incurring overtime.

Finding #39: There is no formal training program for newly assigned detectives. Depending on the unit assigned, new detectives shadow a senior detective, but there are no guidelines outlining courses new detectives should take.

Finding #40: Detectives make multiple trips per week to the crime lab in Richmond to drop off evidence for testing. In some cases, detectives make several such trips a day. Staff estimate that they spend four to six hours each week on trips to the Richmond Crime Lab.

Finding #41: To review video from various sources including officer body-worn cameras, detectives have access to only one computer that has the software needed to view and duplicate video.

Finding #42: The Department does not have any detectives assigned to cold cases.

Finding #43: One School Resource Officer (SRO) is assigned to Berkeley High School, which has an enrollment of approximately 3,200 students.

Finding #44: Crime Scene Technicians work a 4/10 work schedule. Under the current schedule, there is a five-hour window where there are no crime scene technicians available to respond to calls from Patrol after 2:00 am.

Finding #45: Between September of 2022 and September of 2023, the percentage of total requests for the District Attorney to obtain DNA evidence collected from crime

scenes saw a significant increase—from seven percent of evidence requests being related to DNA to 24 percent being DNA-related.

8.1.9 Traffic Bureau

Finding #46: Patrol units manage 73 percent of injury collisions, reducing the time available for proactive activities and community engagement.

Finding #47: Traffic safety education is currently insufficient and should be integrated into a comprehensive traffic safety plan that incorporates "the five 'E's."

Finding #48: The Department is currently in a reactionary mode as it relates to traffic enforcement, primarily responding to traffic complaints instead of focusing on targeted areas to reduce all types of traffic collisions.

Finding #49: Given the high number of pedestrian and bicycle collisions, social media and other public information channels should be utilized more frequently and with greater emphasis.

Finding #50: Collision investigations are primarily managed by Patrol officers, though many of the tasks involved in traffic investigations could be effectively managed by a CSO.

Finding #51: Currently, all members of the traffic unit are motorcycle officers, except for the Accident Review officer.

Finding #52: The Department currently transmits collision information to SWITRS by sending hard copies through the mail.

Finding #53: Many roadway traffic surveys are outdated, limiting the extent of traffic enforcement that can be conducted for Primary Collision Factor (PCF) violations.

Finding #54: There are 21 Parking Enforcement officers with only two supervisors assigned across three shifts. The addition of a third supervisor would promote cohesion between supervisors and their respective teams and would likely establish a shift/team leadership approach and ensure a proper supervisory span of control of between one and seven personnel.

8.1.10 Professional Standards Division

Finding #55: Training and background staff are missing continuing professional training and background investigations requirements for some officers and dispatchers, which could cause risk management issues.

Finding #56: The Department lost 49 officers to resignations between 2016 and 2023.

Finding #57: The duties of the Policy and Planning Sergeant are numerous and varied for a single person to accomplish.

Finding #58: The duties of the Audit and Inspection Sergeant are numerous and varied for a single person to accomplish.

8.1.11 Public Safety Center (Jail)

Finding #59: The Jail's control board, which is outdated and has experienced recurring functionality issues, needs to be replaced. Additionally, more cameras should be installed to cover existing "dead" zones.

Finding #60: A sworn Sergeant is assigned to Jail operations, although this is not a regulatory requirement under Title 15. Most of the Sergeant's duties involve transporting prisoners to the Alameda County Jail or taking prisoners to a local hospital for medical clearance.

Finding #61: The Department requires Jail operations to always have three CSOS on duty, with two specifically stationed in the booking area when an arrestee is brought in by an arresting officer, who remains in the booking area throughout the entire booking process.

Finding #62: A significant amount of sworn staff time is consumed in transporting and booking detainees at the Santa Rita Jail. The requirement for only sworn personnel to handle transportation is a Departmental mandate.

Finding #63: There is a proposed, staff-recommended, four-team staffing model with 12-hour shifts that is worthy of further consideration and study by the Department.

8.1.12 Technology Unit

Finding #64: The Technology Unit's leadership is entrusted to a uniformed Sergeant due to specialized project management skills, extensive experience, adeptness in the requisitioning process, and proficiency in technology/software solutions. However, there is currently no succession plan in place for the Sergeant's eventual departure.

Finding #65: Inefficiencies have been noted in field operations relative to the use of software for report writing. Given the existing software system's instability, field staff opt to write reports using Microsoft Word before returning to the station to upload and complete them.

Finding #66: The online reporting system is underutilized for traffic collision reporting. Embracing advances in technology is imperative in contemporary law enforcement operations.

8.1.13 Property Room

Finding #67: There is a significant backlog of property that needs to be purged that staff are diligently trying to clear. With the daily influx of new evidence and property, the task often seems insurmountable.

Finding #68: The current main evidence facility is prone to flooding, and both the Connex and the "Bulk" storage facility are less than desirable. Photos depicting the exterior facility show it overflowing and lacking adequate storage space.

8.1.14 Records Unit

Finding #69: The Records Unit is currently under significant strain due to an increased volume of California Public Records Act (CPRA) requests.

Finding #70: The professional development of Office Specialist III employees is essential to meet the evolving demands and requirements of their roles.

Finding #71: Implementing ergonomic upgrades to Records Unit staff workstations need could improve employee health and safety, increase productivity, enhance employee wellbeing, and potentially reduce absenteeism.

Finding #72: Staff within the Records Unit are experiencing some internal friction.

8.1.15 Communications Center

Finding #73: Citygate concurs with the issues and recommendations identified in the two recent Communications Center studies (the Berkeley City Auditor's Report and the 2022 Federal Engineering Inc. Study).

Finding #74: The current number of workstations and facility spaces are insufficient to accommodate the existing and additional future staffing; the current space is not conducive to effective dispatch training.

8.2 RECOMMENDATIONS

Citygate's recommendations are designed to serve the Department in its efforts to achieve the following **six goals**:

1. Increasing staffing in some areas and deploying and redeploying staff where and when they are most needed based on accurate and timely data and analysis.
2. In the context of employee wellness and accountability, carefully evaluating the various ancillary duties many employees are assigned, giving particular attention to supervisors who are often being pulled from their supervisory roles.
3. Continuing efforts to track and manage overtime and limiting its use to when it is necessary.
4. Continuing the Department's strong and creative efforts related to data analysis to drive performance and continuous improvement.
5. Continuing the Department's strong focus on employee wellness. A focus on wellbeing not only benefits individual employees but also promotes a healthier work environment, reducing the risk of fatigue and enhancing Departmental morale.
6. Improving employee retention and prioritizing employee morale. The benefits of improving police morale are many, including better service for the community, more community trust in the Department, and a motivated, purposeful workforce.

8.2.1 Employee Survey

Recommendation #1: Given the percentage of Employee Survey respondents who indicated a willingness to leave the Department within three years, Citygate believes there is a pressing need for the Department to implement strategic retention strategies to foster a more supportive organizational culture and mitigate potential turnover.

8.2.2 Police Beat

Recommendation #2: Retain the 14-Beat model while continuing to collapse the number of beats to 7 beginning at or about 2:00 am (0200 hours).

Recommendation #3: The Department's strong data and predictive analysis should dictate where staff are assigned. Periodically review beat activity and workload demand and adjust as necessary.

8.2.3 Overtime

Recommendation #4: Continue to record, analyze, and manage overtime to reduce the likelihood of employee fatigue and burnout.

8.2.4 Administrative and Fiscal Services

Recommendation #5: By **adding a Senior Management Analyst** and an Associate Management Analyst (which can likely be filled by promoting one of the three existing Assistant Management Analysts), Citygate believes the Unit can keep better pace with work demands while also creating a career ladder, which is critical given that the current Administrative and Fiscal Services Manager will be eligible to retire over the next two years.

8.2.5 Internal Affairs Bureau

Recommendation #6: Given the number of complaints received by the Internal Affairs Bureau (IAB), the time constraints related to completing investigations, and many other administrative demands—including those required of the Director of Police Accountability and outlined in the City Charter, which often involve significant IAB staff time—Citygate recommends that the Department add one clerical support staff position to the IAB.

8.2.6 Use of Force

Recommendation #7: Given the number of reported Level 1 uses of force in Berkeley—in which a subject did not experience more than temporary discomfort—Citygate recommends the City and Department modify their reporting requirements to those more in line with the policies of the cities of Fremont, Hayward, Richmond, San Leandro, and Santa Clara, whose Lexipol-created policies comply with both state and federal law.

8.2.7 Operations Division

Recommendation #8: Restore Patrol staffing by adding 15 additional officers—four officers each to teams 1, 2, and 3; and three officers to Team 7—bringing the total from the current 58 to 73. It is Citygate's understanding that these additional positions are funded but not currently filled. The added staffing would reduce the need for Patrol overtime, which would reduce the likelihood of fatigue and burnout while affording officers

	the ability to take time off without the need to "sell" shifts. *[Note: "Selling" a shift occurs when Patrol minimum staffing is reached, and Patrol officers want time off. They are generally allowed such time off only if they can find another officer to fill in for them on an overtime basis.]*
Recommendation #9:	Add five CSOs (Citygate understands these positions have already been funded) to support Patrol officers on weekday morning and evening shifts. Given existing call demands and committed time, Citygate believes the Department should strategically deploy five Patrol CSOs to match those times of day and days of week where Patrol time is most obligated currently (Day Shift and Swing Shift), which would help to reduce the committed time of Patrol officers, affording them more time for community engagement and to be proactive while also ensuring greater availability to respond to emergencies and cover assignments.
Recommendation #10:	CSOs should be trained to take many non-emergency calls and write related reports, recover stolen vehicles and found property, tow abandoned vehicles, retrieve and download video evidence, transport witnesses and victims, etc.
Recommendation #11:	After staffing is added to Patrol, create a team of five officers led by one Sergeant that can be flexibly deployed to quickly address most any emerging public safety issue, which might include organized retail theft, robberies, carjackings, etc. Such a team might also serve as a field resource for detectives. This team should also be one that can move rapidly across shifts and days of the week to address issues identified in the Department's strategic analysis of crime.
Recommendation #12:	The Department should continue to closely evaluate Patrol spans of control; call patterns, including the number, location, and types of calls; response time; unobligated (available) police time; and call-handling (on-scene) time. These factors are essential in assessing Patrol's staffing needs now and in the future. Further, even though call volume may remain stable in future years, call-handling time—and the nature/type of such calls along with other operational work demands—may suggest the need for more staff and/or the redeployment of existing staff to ensure Patrol can meet the service expectations of City residents.

Recommendation #13: When the Community Services Bureau's PIO and Strategic Analysis Team are transferred to the Chief's Office, the Bike Team should be realigned under the Community Services Bureau, where the Community Services Bureau Lieutenant can provide oversight, thus relieving a Patrol Lieutenant from this responsibility.

8.2.8 Investigations Division

Recommendation #14: If, at full staffing, the recommended Patrol team is found to be overwhelmed and insufficient to manage narcotics investigations, the Department should consider creating a team comprised of detectives and a Sergeant to investigate narcotics offenses.

Recommendation #15: Investigations Division Supervisors and managers should make broader use of the existing case management system within the current records management system to better track cases assigned to detectives. Each unit supervisor should be able to see the caseload carried by each detective in real time, including the number of open, closed, pending, and cleared cases.

Recommendation #16: **Add a full-time, Real-Time Crime Analyst** to support both Patrol and Investigations. This position will focus on rapidly operationalizing data to officers in the field and detectives working active cases.

Recommendation #17: Construct a "soft" interview room for interviewing victims and witnesses of certain sensitive crimes. Such rooms can be used by survivors of crime, domestic abuse, sexual assault, and children in traumatic situations.

Recommendation #18: Develop a training matrix for Investigations. The training matrix should include a formal training program for newly assigned detectives and a list of POST/ICI training courses required for each detective.

Recommendation #19: Create a plan to reduce the number of daily trips detectives make to the crime lab in Richmond. The addition of a CSO (or a retired annuitant) could relieve detectives from having to make frequent trips to Richmond for evidence pickup and drop-off.

Recommendation #20: Purchase software to install on additional computers in the Investigations Division that would allow detectives to review, save, and copy video footage from all available sources within the City—including City-owned street cameras, officer body-worn cameras, and

	private cameras in situations where the owners have given the Department access.
Recommendation #21:	Consider hiring a cold case detective, potentially a retired annuitant, to investigate cold cases.
Recommendation #22:	Consider **adding a second School Resource Officer** to Berkeley High School given the extensive workload of the current SRO.
Recommendation #23:	**Add one additional Crime Scene Technician** to the current staff of four.

8.2.9 Traffic Bureau

Recommendation #24:	The Department should endeavor to **fully staff the Traffic Bureau** so that it can handle most (if not all) injury collisions, as well as **increase education and enforcement efforts** in traffic safety. These changes would significantly free Patrol personnel to focus on their primary responsibilities.
Recommendation #25:	Create a structured plan for targeted enforcement and educational initiatives based on analyzing variables associated with high crash data from the Office of Traffic Safety (OTS) and the Traffic Injury Mapping System (TIMS).
Recommendation #26:	Continue to expand the use of statistical data for deployment of Traffic Unit personnel.
Recommendation #27:	Expand the use of social media to inform the public of traffic safety and enforcement efforts to enhance their impact on driving behavior. Use of social media and other approaches to promote bicycle and pedestrian safety and enforcement efforts could also be effective. *[Note: At the time of Citygate's writing of this report, the Public Information Officer was being moved to the Office of the Chief as part of a new Office of Strategic Communications.]*
Recommendation #28:	**Add a civilian CSO** to conduct or aid in collision investigations and traffic educational/safety presentations. This would be more cost-effective than an additional Traffic Unit officer and would allow for increased traffic enforcement by current Traffic Unit officers.

Recommendation #29: Build the Traffic Unit comprising both Motorcycle officers and Patrol cars. Traffic enforcement and collision investigation can be effectively conducted using either a car or a motorcycle.

Recommendation #30: Consider working with an OTS Law Enforcement Liaison to acquire an Allied Agency Reporting Service (i.e., Crossroads) via grant.

Recommendation #31: The Traffic Bureau should collaborate with the City Traffic Engineer to update outdated traffic surveys.

Recommendation #32: Consider appointing an additional supervisor within the Parking Enforcement Unit to mitigate the current extensive span of control and decrease overtime.

Recommendation #33: At current (reduced) staffing levels, consider expanding the workload and responsibilities of the Traffic Unit Lieutenant or reallocating the position to a role where it can be more effectively utilized. At full staffing, Citygate believes the Lieutenant's position is justified.

8.2.10 Professional Standards Division

Recommendation #34: To reduce unnecessary resignations, the Department should consider establishing a Retention Team with members from several different units to review and evaluate exit interviews. The committee can identify preventable reasons for resignations and make recommendations to improve employee retention.

Recommendation #35: When the Policy and Planning Unit is transferred during the Department's planned reorganization, the roles and responsibilities of the Sergeant should be more narrowly focused to allow for the successful completion of all assigned duties. If additional responsibilities are included, consideration should be given to adding a clerical support position.

8.2.11 Public Safety Center (Jail)

Recommendation #36: The Department should proceed with securing a contract for an architect to upgrade the control board, add cameras, and potentially expand the size and functionality of the Booking Room at the Jail facility.

Recommendation #37: Consider creating a civilian manager position and reassigning the sworn supervisor to oversee the Property Room (as per the property recommendation) or reallocating the Sergeant to address a higher-priority need for sworn supervision.

Recommendation #38: Consider reducing the requirement to always have three CSOs on duty, given that the booking officer is required to remain in the booking area during the processing of an arrestee.

Recommendation #39: Consider a change to the current requirement that does not allow CSOs to transport prisoners. Such a change would necessitate additional training for the CSOs but would reduce overtime and the need for two sworn staff members during transportation.

Recommendation #40: Consider further study of a four-team, 12-hour shift model for Jail operations. Citygate believes this model could potentially increase the number of CSOs on-duty, providing opportunities for CSOs to aid in prisoner transportation, patrol duties, or other assigned responsibilities.

8.2.12 Technology Unit

Recommendation #41: Evaluate the number of responsibilities managed by Technology Unit staff. Consider reducing service levels or adding more staff.

Recommendation #42: Consider appointing a full-time civilian information technology specialist to oversee the Technology Unit rather than relying on a sworn Sergeant. This transition will ensure stability, expertise, and continuity in navigating the Department through the ever-evolving technology field.

Recommendation #43: Consider investigating alternative software solutions for all facets of police operations. Prioritizing the convenience of retaining current software vendors should not overshadow the importance of advancing operational efficiency.

Recommendation #44: Consider adding categories such as Non-Injury Traffic Accidents, Non-Injury Hit-and-Run Traffic Accidents, and Non-Injury Single-Vehicle-Property-Damage-Only Traffic Accidents as options within the online reporting system. Software solutions offered by companies like

LexisNexis can facilitate this initiative.[23] By diverting or referring more calls for service to online reporting, the Department would likely create more available time for officers in Patrol—which could ultimately help to reduce overtime usage within the Department.

8.2.13 Property Room

Recommendation #45: The Department could enhance its efficiency by establishing a short-term, dedicated task force to address the evidence backlog and improve and streamline the organization of evidence and property rooms. The Unit's ongoing, permanent staffing should consist of one Supervisor, two full-time Specialists, and one part-time staff member capable of providing support for both planned and unplanned absences and conducting periodic audits.

Recommendation #46: The Department should conduct a thorough assessment of the current state of property and evidence facilities including the physical infrastructure, storage capacity, security measures, and compliance with current standards. The Department should also consider a POST review of current evidence practices, procedures, and policies.

Recommendation #47: Citygate has provided Property and Evidence staff with the POST Property and Evidence Function's Agency Self-Evaluation (revised February 2022) and recommended that the Supervisor and staff review it annually. Given the sensitive nature of evidence, effective risk management requires thorough oversight and rigorous control measures.

8.2.14 Records Unit

Recommendation #48: The Department would benefit from staffing the Records Unit with an Office Specialist I to manage the increased volume of CPRA requests. Adding such an entry-level specialist would help existing staff meet their work demands.

Recommendation #49: Consider enrolling both Office Specialist III positions in the POST 40-hour Records Supervisor Course to support their professional

[23] A prototypical model can be found in the City of Fullerton's online Traffic Collision Report page, which currently includes these types of online reporting collisions and allows users to obtain a collision report online.

development and to assist in meeting some of the requirements outlined in their job specifications.

Recommendation #50: The ergonomic features and capabilities of workstations, along with workstation and workflow analysis, should be assessed and tailored to enhance operational efficiency.

Recommendation #51: There are numerous resources available for team building, and one particularly effective resource for fostering team trust and performance is Patrick Lencioni's book, *The Five Dysfunctions of a Team: The Official Guide to Conducting the Five Dysfunctions Workshops for Teams and Team Leaders*. The Department should contemplate appointing a trusted executive team leader to implement some of the facilitated learning outlined in the book.[24]

8.2.15 Communications Center

Recommendation #52: New recruitment and retention efforts for dispatchers should be continued.

Recommendation #53: Consider prioritizing the planning and acquisition of additional floor space and workstations to meet current and future needs of the PSAP. The Department should consider utilizing another City-owned facility or reconfiguring the adjoining office space (Bike Unit) for expansion.

Recommendation #54: Consider **increasing Supervisory Public Safety Dispatcher staffing from four to six** to ensure proper leadership and supervision for all shifts.

[24] https://www.tablegroup.com/product/facilitators-guide

APPENDIX G

RPS Violence Prevention and Youth Community Based Organizations Supporting Materials | Berkeley Junior Jackets, Youth Alternatives, Berkeley Youth Alternatives

Community Partner

WWW.BerkeleyJrJacks.ORG

CALENDAR LINK

DEMOGRAPHICS

*Season 8 Demographics**
Total Participants: 148
- **Football:** 113
  - **Boys:** 111
  - **Girls:** 2
  - **Age Breakdown:**
    - 6U: 22
    - 8U: 18
    - 10U: 20
    - 12U: 31
    - 14U: 22
- **Cheer:** 35
  - **Boys:** 0
  - **Girls:** 35
  - **Competition Participation:**
    - D6: 1 (sideline), 13 (competition)
    - D10: 11 (competition)
    - D12: 10 (competition)

Ethnicity:
- Hispanic: 16
- Black/African American: 129
- Other: 3

Berkeley Residents: 107 (83%)

CONTACT INFORMATION

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ABOUT US

Berkeley Junior Jackets, established in 2017, operates as a division of the YLM Foundation, a fully volunteer-supported nonprofit organization recognized as a 501(c)(3) entity. Sanctioned by NorCal AYF, our program focuses on competitive football and cheerleading for underserved youth, primarily Black and Latino individuals. Currently, we serve approximately 150 participants, the majority of whom are students within the Berkeley Unified School District (BUSD). This positions the Junior Jackets as the largest organized assembly of Black students and parents within the district.

Our community gatherings serve dual purposes: first, to provide a diverse array of services and activities tailored to the needs of our families, and second, to engage with them in discussions about the changes they wish to see within BUSD and the broader community. The collective strength of the Junior Jackets community is only beginning to be harnessed; together, we aim to advocate for the necessary changes to foster peace in our streets, schools, homes, and families. Importantly, our programs are inclusive and accessible to all, regardless of gender, sexual orientation, gender identity, or financial capability.

OUR MISSION

The mission of the Berkley Junior Jackets program is to provide a positive sports experience that enhances our participants' physical and mental well-being. We aim to foster a team atmosphere that promotes excellence not only on the field but also at home, in school, and within the broader community. Our sports program is dedicated to cultivating lifelong skills in leadership, cooperation, collaboration, creativity, productivity, sportsmanship, teamwork, violence prevention, mentoring, decision-making, self-discipline, and self-control, particularly in making healthy nutritional choices to combat childhood obesity. Through these initiatives, our athletes will acquire the skills necessary to become responsible and productive members of society.

COMMUNITY PARTNERS & EVENTS

- Food Faith & Justice
-Voices Against Violence
-Family Spirit Center
-Live Free
-Healrhy Black Families
-Peopls Programs Mobil Health Clinic

- Jr Jacket Day
- Boys2Men
- Girl Power
-Annual Pep Rally
- Holiday Skate Party
- Trunk-or-Treat
- Peace Walk
- Holiday Give-a-Way
-Berkeley Juneteenth
-MLK Day Event
-COB Community Picnic
-National Night Out

EXPENDITURE NON-CONSTRUCTION CONTRACT REVIEW FORM
"NEW CONTRACT"

Contract # 32500084 **Vendor #**54286

CONTRACTOR NAME: Berkeley Jr. Jackets Football & Cheer **Berkeley Business License #** BL-020959

Subject of Contract: Berkeley Junior Jackets Violence Prevention and Youth Services Programming

This contract package contains: **2 Original Contracts (Vital Record and Vendor) in folder** ***The Vital Record contract MUST be in a folder. Vendor copies may be assembled with an Acco-fastener.** ****DocuSign Agreements only require 1 Original (Vital Record) copy.**	**Attached**	**Waiver Attached**	**Not Required**
1. CONTRACT BOILERPLATE	☒		
2. Scope of Services (Exhibit A @ boilerplate)	☒		
3. Payment Provisions (Exhibit B @ boilerplate)	☒		
4. Evidence of Competitive Solicitation OR Waiver by CM or by Council Resolution	☒	☐	☐
5. CERTIFICATIONS			
a. Workforce Composition *(businesses with 5 or more employees)*	☒	☐	☐
b. Nuclear Free Berkeley Disclosure	☒	☐	☐
c. Oppressive States Disclosure *(Exception: Community-based, non-profit organizations)*	☒	☐	☐
d. Sanctuary City Compliance Statement	☒	☐	☐
e. Certification of Compliance with Living Wage Ordinance (LWO): ***use current form on web****	☒	☐	☐
f. Certification of Compliance with Equal Benefits Ordinance: ***use current form on web****	☒	☐	☐
g. Community Agency: Certification of Anti-Lobbying	☒	☐	☐
h. Community Agency: Certification of Drug-Free Workplace	☒	☐	☐
6. Insurance Certificate/s AND Endorsement/s OR Insurance Waiver/s *(originals, not copies)*	☒	☐	☐
7. Authorizing Council Resolution # No. 71,433-N.S = 25 Jun 2024	☒		☐
8. Consultant Contracts: Form 700, Statement of Economic Interests	☐		☒
9. Federally Funded Project Requirement: Debarment status printout (SAM.gov)	☐		☒

Requisition #12503891 *(Hard copy attached)* **Budget Code** 011-21-201-000-0000-000-412-612990

Contract Amount $300,000.00 ($150,000 per FY) Amt. $150,000 in FY 2025 (ENCUMBERED)

Council Approved Amount $ $300,000.00 Amt. $150,000 in FY2026

Was there any advance payment? No ☒ **Yes** ☐ ..... **If Yes, Advanced Amount $** _____
If Yes, Purchase Order # _____

Routing and signatures:

All elements of the contract package, including information provided above, have been reviewed for completeness and accuracy and evidenced by the following signatures (Project Manager please print name):

1. Carianna Arredondo — Reimagining Public Safety, CMO (**Department**) — 510-981-7007 (**Phone No.**) — 8/23/2024 (**Date**)
2. Carianna Arredondo — **Department Administrative Officer/Accounting** (PRINT NAME/SIGN) — EXECUTED SEP 03 2024 — 8/23/2024 (**Date**)
3. Anne Cardwell — **Department Head** (PRINT NAME/SIGN) — 8/23/24 (**Date**)
4. Dennis Dang — **Contract Administrator** (PRINT NAME/SIGN) — 23 Aug 2024 (**Date**)
5. Sharon Friedrichsen Maricar Bupaya for Sharon Friedrichsen — **Budget Manager** (PRINT NAME/SIGN) — 8/27/2024 (**Date**)

Routing continues to the following persons, *who sign directly on the contract:*

6. **City Manager** *(Will not sign unless all signatures and dates appear above)*
7. **City Clerk:** Destruct _____ Review _____ JCV 9.4.24

* **For current vendor forms,** go to City of Berkeley website: Vendor Forms & Requirements

EXHIBIT A

SCOPE OF SERVICES

Please note that all timelines listed below are tentative and may be subject to change. Additionally, the outlined activities and deliverables are meant to serve as a guiding framework. The Scope of Services outlines a comprehensive two-year plan for the Berkeley Junior Jackets, focusing on operational capacity building, program management, and community engagement. The contractor will provide essential stipends and support to ensure a dedicated and professional team, including leadership and coaching staff, while also facilitating training, equipment procurement, and key program activities. The plan includes organizing significant events, enhancing enrollment accessibility, and developing strategic sustainability and fundraising initiatives. Additionally, the contractor will track and report on key performance indicators (KPIs) aligned with the City's Reimagining Public Safety and Gun Violence Prevention program, ensuring transparency and accountability. Any changes to the Scope of Services must be discussed with the Contract Manager.

The Contractor agrees to the following deliverables over the two-year funding period:

Personnel Expenses

- **Activity:** Provide stipends to working board members to maintain a dedicated and professional team focused on operational capacity building for the Berkeley Junior Jackets. This includes key leadership positions as well as essential support roles.
- **Deliverables:** Monthly stipend disbursement records, staff performance reviews, and retention reports.
- **Timeline:** Stipend payments made monthly starting August 2024.

Program Operations

1. Coaches Compensation and Apparel:

- **Activity:** Provide stipends to head coaches, assistant coaches, and certification/team managers to ensure a qualified and professional coaching and administrative team. Additionally, supply uniforms and apparel to coaches to promote team unity and professionalism.
- **Deliverables:** Stipend disbursement records, performance reviews for coaches and managers, procurement records, and apparel distribution logs.
- **Timeline:** Stipend payments and apparel distribution are to be completed before the start of the season, with ongoing payments during the active coaching period.

2. Training and Support:

- **Activity:** Incorporate additional training for coaches, such as those offered by the Positive Coaching Alliance, CDC Safe Brain Training, Youth Cheer and Dance Alliance Training, and Human Kinetics: Coach Education Training.

- **Deliverables:** Training schedules, attendance records, and training evaluation reports.
- **Timeline:** Initial training sessions completed by December 2024, with ongoing sessions biannually.

3. Equipment and Fees:

- **Activity:** Provide necessary equipment and cover essential fees to ensure the safe and smooth operation of the program, including game day services, field rentals, and equipment procurement for players.
- **Deliverables:** Procurement records, payment logs for game day services, field rental agreements, and equipment distribution records.
- **Timeline:** Payments and purchases are made before the season begins, with ongoing maintenance and service payments throughout the season.

4. Accessible Enrollment:

- **Activity:** Ensure scholarships are available to make enrollment accessible at low or no cost for all participating youth and their families.
- **Deliverables:** Scholarship distribution records and financial assistance documentation.
- **Timeline:** Scholarship distribution will occur during the enrollment period from July to August.

5. Events:

- **Activity:** Organize and fund key events throughout the year to foster team spirit, recognize achievements, and promote community engagement. These events include empowerment programs, national competition participation, and an awards banquet.
- **Deliverables:** Event plans, attendance lists, post-event reports and financial summaries.
- **Timeline:** Annual banquet in December, coaches' dinner in June, and staff retreats quarterly.

Strategic Planning and Sustainability

1. Capacity Building:

- **Activity:** Develop and implement longer-term sustainability and growth plans for the organization.
- **Deliverables:** Strategic plan document, capacity-building workshops.
- **Timeline:** Initial strategic plan by January 2025, with updates annually.

2. Fundraising Strategy:

- **Activity:** Create a comprehensive fundraising strategy to diversify funding sources and ensure the program's longevity beyond the initial grant period.
- **Deliverables:** Fundraising plan, grant applications, and fundraising event summaries.

- **Timeline:** Fundraising strategy completed by March 2025, with ongoing implementation.

3. Community Engagement:

- **Activity:** Enhance community engagement efforts to build stronger relationships with local stakeholders and increase volunteer participation.
- **Deliverables:** Community engagement reports, volunteer recruitment and training records.
- **Timeline:** Community engagement activities initiated by October 2024, with ongoing efforts.

Key Performance Indicators (KPIs)

The Contractor will develop and track KPIs consistent with the City's Reimagining Public Safety and Gun Violence Prevention program implementation. These KPIs will include but are not limited to:

1. Program Participation:

- **Activity:** Track the number of youth participants and their demographics.
- **Deliverables:** Participation logs, demographic analysis reports, and surveys.
- **Timeline:** Quarterly updates.

3. Staff Retention:

- **Activity:** Measure retention rates of coaches and staff involved in the program.
- **Deliverables:** Staff retention logs, exit interview summaries, and surveys.
- **Timeline:** Annual evaluation.

Reporting and Evaluation

1. **Bi-Annual Reports:** The Contractor will submit reports (see template below) to the City Manager detailing:

    - Progress towards achieving the outlined deliverables.
    - Updates on KPIs.
    - Financial statements showing how the funds have been utilized.

Reimagining Public Safety Community-Based Organization Reporting Template

- **Program Information**

  Please provide the following details about your program:
    - Program Calendar Link:
        - (Provide a link to your program calendar here.)
    - Program Description:
        - (Briefly describe your program, including its goals, target audience, and key activities.)
    - Number of People Served:
        - (Include data on the number of individuals served, with possible breakdowns by

age group, gender, or type of service received.)

- **Additional Metrics (if applicable):**
  Please provide information on any additional metrics relevant to your program:
  - Community Engagement:
    - (Number of community meetings or events held, attendance numbers, etc.)
  - Workshops and Training Sessions:
    - (Number of workshops conducted, topics covered, participant feedback, etc.)
  - Partnerships and Collaborations:
    - (Information on other organizations or groups collaborating with your program.)
  - Success Stories and Testimonials:
    - (Share impactful stories or testimonials from participants or community members.)
  - Feedback and Surveys:
    - (Summary of feedback received from participants, including satisfaction ratings and suggestions for improvement.)

- **Reporting Calendar for RPS Status Updates (Tentative Dates)**
  - September 16, 2024 | Fall 2024 Update
  - April 14, 2024 | Spring 2025 Update
  - September 15, 2025 | Fall 2025 Update
  - April 13, 2026 | Spring 2025 Update

2. **Annual Evaluation:** An annual evaluation will be conducted to assess the impact of the program. The evaluation will include:

   - A summary of the year's activities and achievements.
   - An analysis of the survey results and KPIs.
   - Recommendations for program improvements.

3. **Final Report:** At the end of the two-year funding period, the Contractor will provide a comprehensive final report to the City Council. This report will summarize the overall impact of the program, lessons learned, and plans for future sustainability.

EXHIBIT B
PAYMENT

GENERAL: Contract Not to Exceed amount is $300,000.00 ($150,000.00 Fiscal Year 2025 and 2026).
BUDGET:

Personnel Expense (Board Member Stipends)		
Staff Position	**Year 1**	**Year 2**
President/E.D.	$12,500	$12,500
VP Operations	$12,500	$12,500
VP Football	$3,000	$3,000
General Manager	$2,000	$2,000
Treasurer/Accounting	$3,000	$3,000
Executive Admin	$2,000	$2,000
Certification Admin	$2,500	$2,500
Event Coordinator	$1,500	$1,500
Taxes & Benefits	N/A	N/A

Total Personnel Expense	$39,000	$39,000
Program & Operations Expense		
Head Coaches Stipends ($750 x 8)	$6,400	$6,400
Assistant Coaches Stipends ($250 x 8)	$2,000	$2,000
Certification/Team Managers Stipends ($200 x 5)	In Kind.	$1,000
Coaches Apparel	$3,000	$3,000
Coaches Retreat-Positive Coaches Training	$1,000	$1,000
Game Day Fees- Referee, Security, Score Keeper, EMT	$26,000	$26,000
Field Fees	$6,500	$6,500
City Park Fee	$3,500	$3,500
Equipment-Helmets, Shoulder Pads	$18,000	$18,000
Scholarships	$8,000	$23,250
Events	$24,450	$10,200
Admin Overhead	$6,900	$4,900
Contingency Funds	$5,250	$5,250
Total Program & Operations Expense	**$111,000**	**$111,000**
TOTAL BUDGET	**$150,000**	**$150,000**

BILLING: Contractor will submit invoices for services rendered, monthly.

REPORTING TIMELINE: The reporting timeline is tentatively scheduled as follows:

Reporting Period	Deadline
July 1-31, 2024	August 12, 2024
August 1-31, 2024	September 16, 2024
September 1-30, 2024	October 15, 2024
October 1-31, 2024	November 12, 2024
November 1-30, 2024	December 9, 2024
December 1-31, 2024	January 13, 2025
January 1-31, 2025	February 10, 2025
February 1-28, 2025	March 10, 2025
March 1-31, 2025	April 14, 2025
April 1-30, 2025	May 12, 2025
May 1-31, 2025	June 9, 2025
June 1-30, 2025	July 14, 2025
July 1-31, 2025	August 11, 2025
August 1-31, 2025	September 14, 2025
September 1-30, 2025	October 13, 2025
October 1-31, 2025	November 10, 2025

November 1-30, 2025	December 8, 2025
December 1-31, 2025	January 12, 2026
January 1-31, 2026	February 9, 2026
February 1-28, 2026	March 9, 2026
March 1-31, 2026	April 13, 2026
April 1-30, 2026	May 11, 2026
May 1-31, 2026	June 8, 2026

INVOICES: Invoices must be fully itemized and provide sufficient information for approving payment and audit. Invoices must be accompanied by receipt for services in order for payment to be processed. **Email invoices to Accounts Payable and cc' Project Manager: Carianna "Cari" Arredondo carredondo@berkeleyca.gov,** and reference the contract number:

City Manager's Office – Attn: Carianna "Cari" Arredondo
2180 Milvia St, 5th Floor
Berkeley, CA 94704
Email: carredondo@berkeleyca.gov
Phone: 510-295-7706
City of Berkeley
Accounts Payable
P.O. Box 700
Berkeley, CA 94710-700
Email: AccountsPayable@berkeleyca.gov
Phone: 510-981-7310

PAYMENTS: The City will make payment to the vendor within 30 days of receipt of a correct, approved and complete invoice.

Reimagining Public Safety (RPS) Community-Based Organization Reporting Template

Please provide the following details about your program:

Program Calendar Link:
Provide a link to your program calendar :_____

Program Description- Briefly describe your program, including:

- Goals, target audience, key activities.

Program Overview

The Voices Against Violence Program is led by Reverend Dr. Michael A. Smith who brings over 30 years of experience in the fields of youth development, violence prevention, environmental justice and non-profit leadership along our Community Peace Ambassadors, Damaria Johnson and Todd Walker who bring nearly 25 years of experience and training in gun and gang violence reduction strategies. Similarly, Mr. Walker and the Voices Against Violence Mentoring Team will work directly with 2 Youth Services Outreach Workers and 7-10 volunteer mentors from South and West Berkeley to implement hybrid elements of the Ceasefire a data-driven violence-reduction strategy coordinating law enforcement, social services, and the community.

Our CPA's will work with the outreach team to identify and recruit 25-30 high-risk middle and high school students in South and West Berkeley in order to create positive opportunities for young people while also establishing circles of trust around potential areas and individuals within the community that have the potential to escalate thus putting young people and the community at-large at risk. In addition to participating in workshops, focus groups and restorative circles led by CFFJ, the National Criminal Justice Reform Institute and Live Free USA. Middle and high school students will have opportunities to participate in and/or lead several special events throughout the year while also being eligible to receive other incentives including Life-Skills Training through Live-Free and CFFJ in the areas of pre-employment training, conflict resolution, communication skill, restorative justice, mental trauma and positive minds designed to support young people transitioning toward more positive, safe and healthy lifestyles.

Program Objectives:

1. **Centralize violence prevention and mentoring efforts toward reducing gun violence, promoting prevention and community healing, and creating safer, more livable communities for the young people and the Berkeley community as a whole.**

2. **Develop a trained support network of youth-led social media initiatives in South and West Berkeley and host 4 community events with a focus on violence prevention/violence interruption.**

Reimagining Public Safety (RPS) Community-Based Organization Reporting Template

3. **Recruit, train, and certify a targeted 12 of the most vulnerable youth and young adults in South and West Berkeley through two 9-week Pre-Employment Training through the CFFJ Beyond the Table Urban Garden and Food Pathways Program**

4. **Recruit and train an additional 25-30 high-risk Berkeley youth and young adults in researched-based violence prevention strategies.**

5. **Provide training and support services to 15 parents/guardians through a 9-week parenting series designed to connect parents/guardians of vulnerable youth with resources and strategies to help redirect young people engaging in or at-risk for gun or gang activity.**

Key Activities

Throughout the service year we will update on progress made toward our program objectives, yet we want to take this time in highlighting several of our major activities during this quarter. During the 1st Quarter, participants have received:

- An orientation to the Voices Against Violence Program
- 3 trainings on understanding violence on July August 3, and September 11, respectively.
- 1 training on gun violence on July 8
- 1 training on youth violence on July 12.
- In addition to these trainings delivered by our mentors and community peace ambassadors, participants have engaged 3 community garden activities and helped planned our National Night Out Block party on August 7, 2024.
- We currently have 24 participants enrolled in the Voices Against Violence Program.

Number of People Served- 24 youth

- age group – all **11-18 years**
- race/ethnicity
  17 – Black/African-American
  3- Latinx
  2-AAPI
  2-White/Caucasian
- type of service received:

Reimagining Public Safety (RPS) Community-Based Organization Reporting Template

Voices Against Violence provides services in the following areas: Mentoring and Violence Prevention, Conflict Resolution, Leadership Development , Civic-Engagement and Enrichment Activities (Art, gardening, cooking, video production, etc.)

Additional Metrics (if applicable):

We currently have 24 middle and high school participants enrolled. Using the Voice Against Violence Understanding Violence Curriculum along with the Live Free Gun Violence Prevention Strategy and the Oakland Men's Project Making the Peace Curriculum we are training participants around identity, anti-oppression, communication skills, conflict resolution and violence prevention/intervention strategies. This remains the most powerful piece of our program as we also have the opportunity to listen to the feelings and the concerns of our students. Similarly, participants have the opportunity to co-lead parts of the curriculum and plan related activities. We also the mediums art, cooking and garden to promote peace through diversity, positive self-expression, cooperation and appreciation.

A pre-survey we conducted showed the following:

- 8 of 24 participant s(33%) indicated that they personally knew someone who had been a victim of gun violence.
- 13 of 24 participants (54%) responded that they generally trust law enforcement officials.
- 16 of 24 participants (66%) indicated that fights were common in their neighborhoods.

Community Engagement:

On August 7, 2024 we hosted our Annual National Night Out Block Party in partnership with the City of Berkeley Young Adult Project . The even was well attended with nearly 400 people. At the event Mayor Jesse Areguin and other city officials held a press conference announcing 2-year award that Live Free USA received to reduce gun violence and implement Ceasefire Strategies in the City of Berkeley. The Voices Against Violence Program is actively involved in planing several other events and community meetings addressing the issues related to violence, community safety and civic-engagement including our Annual Harvest Festival in October 2024.

Reimagining Public Safety (RPS) Community-Based Organization Reporting Template

Workshops and Training Sessions: Number of workshops conducted, topics covered, participant feedback, etc.

On July 8, 2024 , 18 Voices Against Violence Participants held to lead a community clean-up and garden on McGee Avenue and Oregon Street.

Beginning in July 2024 we have led or partnered in 3 special events. As part of our youth engagement approach we changed or modified several of our original proposed events to gain more input and buy-in from our participants. We hosted the National Night Out Block Party United Against Gun Violence on August 6, 2024 with nearly 500 people in attendance.

. Similarly, our participants and staff are currently planning Harvest Festival Block Party which will be held on October 26, 2024 and our Martin Luther King Day Essay for Peace and Justice Forum on January 20, 2025.

Partnerships and Collaborations: Information on other organizations or groups collaborating with your program.

Our collaboration includes Live Free USA, National Institute for Criminal Justice Reform Institute(NICJR). We have also created partnerships with other community organizations including the the Young Adult Project, the Berkeley Junior Jackets, the Berkeley Black Ecumenical Ministerial Alliance, Green the Church and the UC Berkeley Dellums Clinic . Through our collaborations we are not only working to implement strategies to reduce violence, but to also expand opportunities in the areas of youth leadership, community service and job opportunities.

Success Stories and Testimonials: Share impactful stories or testimonials from participants or community members.

Currently we have 2 young adults who have were previously in VAV a year ago whom we have transitioned and enrolled in the CFFJ Beyond the Table Urban Garden and Culinary Arts Job Training Program.

Reimagining Public Safety (RPS) Community-Based Organization Reporting Template

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Youth Violence Prevention and Interruption

Reverend Dr. Michael A. Smith
Center for Food, Faith and Justice
Voices Against Violence



TABLE OF CONTENTS

01 Understanding Violence

02 The Challenge of Gun Violence in the US

03 Listening to the Voices of our Kids

04 Strategies that Work

05 Exercises


GUN VIOLENCE AFFECTS MORE THAN JUST THE PEOPLE WHO WERE PHYSICALLY INJURED OR KILLED
one third of American adults say their fear of mass shootings prevents them from going to certain events
GUN VIOLENCE PREVENTION IS PUBLIC HEALTH
ASPPH
ASPPH
ASSOCIATION OF SCHOOLS & PROGRAMS of PUBLIC HEALTH

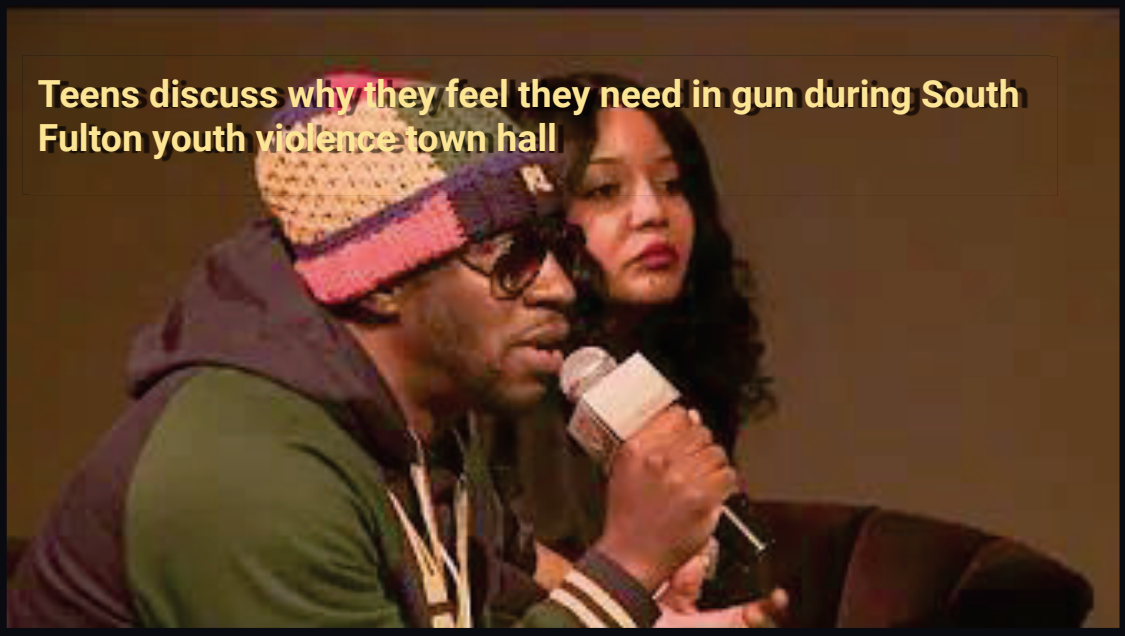
01

Understanding Violence

Violence can take many Forms

Behavior or actions involving physical force intended to hurt, damage, or kill someone or something.

The unlawful exercise of physical force or intimidation by the exhibition of such force.


Teens discuss why they feel they need in gun during South Fulton youth violence town hall

What Comes to Mind When You Think about Violence?













What are Actions and Behaviors that Could be Considered Violent?





So What do We mean by Community Violence?

Includes a variety of modes of confict, resulting in intentional injury or death
-Gun Violence
-Group or Gang Violence
-Certain Hate Crimes

Not Randomly Distributed

Racial and Ethnic Minorities often bear a disproportionate burden

Factors related to racism, poverty, access to employment, health care healthy food, etc.

Types of Violence

Maltreatment (including violent punishment) involves physical, sexual and psychological/emotional violence; and neglect of infants, children and adolescents by parents, caregivers and other authority figures, most often in the home but also in settings such as schools and orphanages.

Bullying (including cyber-bullying) is unwanted aggressive behaviour by another child or group of children

Youth violence is concentrated among children and young adults aged 10–29 years, occurs most often in community settings between acquaintances and strangers, includes bullying and physical assault with or without weapons (such as guns and knives), and may involve gang violence.

The Impacts of Youth Violence

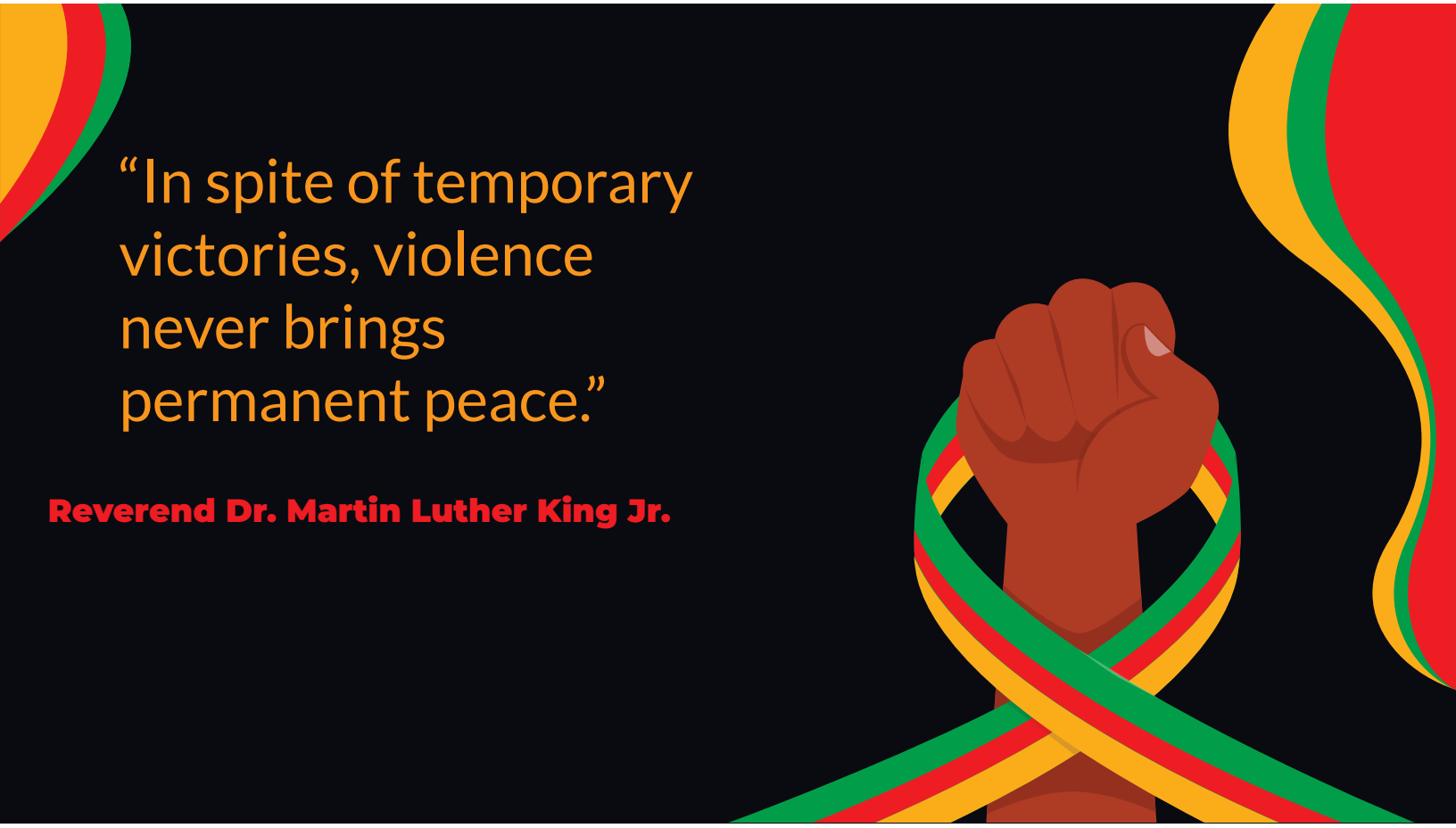
Violence against children has lifelong impacts on health and well-being of children, families, communities, and nations.

Result in death. Homicide, which often involves weapons such as knives and firearms, is among the top four causes of death in adolescents, with boys comprising over 80% of victims and perpetrators.

Lead to severe injuries. For every homicide, there are hundreds of predominantly male victims of youth violence who sustain injuries because of physical fighting and assault.



U.S. Surgeon General Dr. Vivek Murthy has issued a landmark Surgeon General's Advisory on Firearm Violence, declaring firearm violence in America to be a public health crisis.


“In spite of temporary victories, violence never brings permanent peace.”
Reverend Dr. Martin Luther King Jr.

02

Gun Violence in the United States



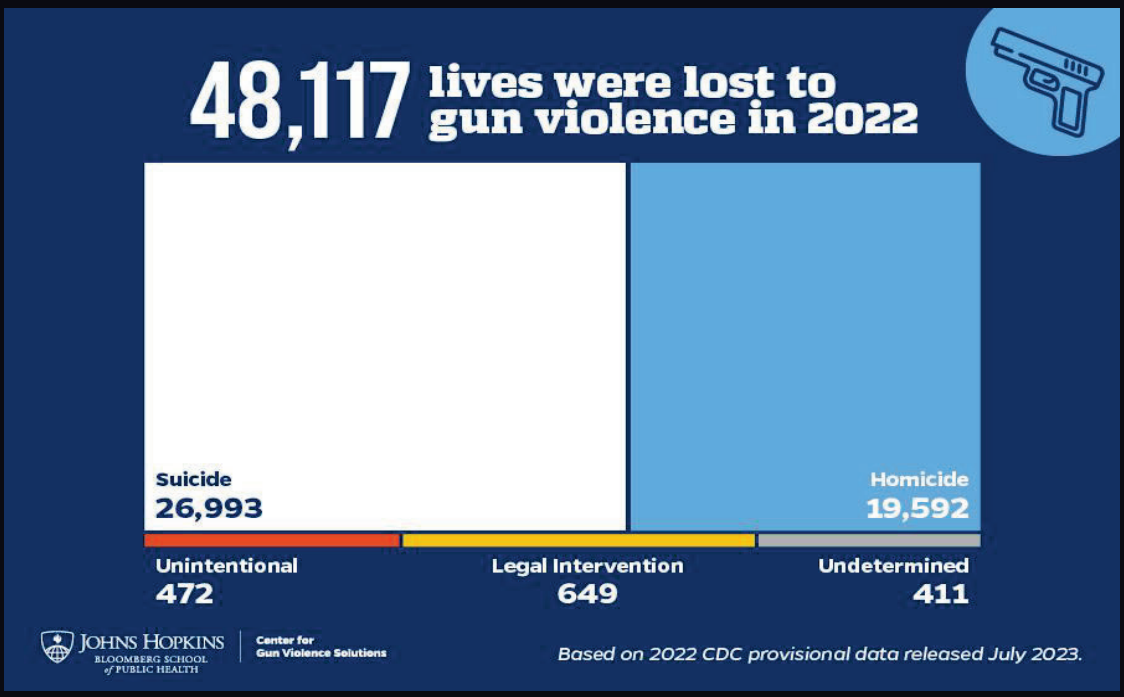
Dispelling the Rumors about Mental Health

After shootings, mental illness is often blamed as the cause though on average, mental illness is not a significant risk factor for gun violence. Only a minority of mass shooters have experienced serious mental illness.





The Numbers Don't Lie!



A Heavy Price to Pay

Gun Violence costs the United States over $557 Billion each year

About 2.6% of the National Gross Domestic Product (GDP)

More than twice the amount that the United States spent in the US Department of Education to educate youth in 2022.

Source: Bradyunited.org



The Financial Cost is Great

In Oakland, CA there have been approximately 635 fatal and non- fatal shootings over the past 3 years.

The cost to taxpayers is over $1 Billion per-year

If Oakland could reduce its gun violence rate by 20% that would result in over a $200 million savings for City Government

Source: National Criminal Justice Reform Institute (NICJR)

The Reality of Gun Violence in the US

Every day, the United States grapples with the devastating impact of gun violence. According to the Centers for Disease Control and Prevention (CDC), an average of over 100 lives are cut short by guns each day. This staggering figure reveals the magnitude of the problem and demands our immediate attention.

Behind these statistics lie heart-wrenching stories of human tragedy. Each individual lost to gun violence was someone's child, sibling, parent, or friend. The ripple effect of these deaths extends far beyond the immediate victims, permeating entire communities and leaving scars that never fully heal.

Source: Live Free USA

Changing Directions

Moreover, gun violence not only robs individuals of their lives but also inflicts lasting physical and emotional trauma on survivors. The survivors often face significant challenges, including long-term medical treatment, rehabilitation, and psychological support.

To tackle this crisis, comprehensive and evidence-based solutions are necessary. This includes implementing stricter gun control measures, enhancing background checks, and closing loopholes that allow firearms to fall into the wrong hands. Furthermore, addressing underlying issues such as mental health and socio-economic disparities can play a crucial role in preventing acts of violence.

Source: Live Free USA

03

Understanding Youth Voices



Why Youth Voice Matters?

Youth voice is important because it supports young people to have a poster impact and affect change in your community

See's Young People as valuable assets and the problems of the community

Offering more resources and engagement opportunities to young people will benefit them by giving them more tools and experiences to be successful adults.

Provides the opportunity to develop thoughtful, informed and caring leaders

Youth Voice and Gun Violence

Including young people in media coverage allows for proposed legislation to have greater impact on the ability to transform specific laws that are disproportionately hurting Gen Z.

Talking to youth stakeholders can improve the current conversations about gun control because it can help promote a compromise between students and the rest of society.

This compromise could help to ensure guns are stored in regulated and safe areas and that gun owners do not put innocent lives at risk in a school environment as a result of lax unregulated gun control laws.

Source: Center for Information & Research on Civic Learning and Engagement
https://circle.tufts.edu/

The Power of Youth Voice

Projections estimate the United States will be home to approximately 100 million young people under age 24 during the next decade.

Engaging youth in policy development and program design is an opportunity to equip young people with skills and learning experiences.

It is also a critical element of developing effective, responsive, and equitable programs and policies with the help of young people's insights, observations, and innovations.

Source: Pathways to Resilience

Sharing Your Stories

How has gun violence or violence in general impacted your life?

How does violence impact your neighborhood or the community at-large?

Do you feel safe at school or in the community?

What message would you send to Politicians?

What message do you have for School and Community Leaders?

What message would you send to Law Enforcement?

What do you want parents and adults to know?

Healing the Wounds of Gun Violence

- Guided Journaling
- Trauma or Crisis Narratives
- Poetry or Spoken Word
- Community Meals
- Youth-Led Podcast
- Therapy Art or Gardening
- Exercise and Sports




VOICES AGAINST
VIOLENCE
HEAR THEIR
VOICES
Our
Not Your Guns

04

Strategies that Work



Programs and Policies for Change

Community violence intervention (CVI) programs focus on reducing homicides and shootings by establishing relationships with people at the center of gun violence in our communities.

Source: Live Free USA

Live Free, VAV and NICJR Collaborate in Berkeley

The national nonprofit Live Free will work with the McGee Avenue Baptist Church Voices Against Violence Program , Berkeley Junior Jackets and the Oakland-based National Institute for Criminal Justice Reform to try to curb gun violence in Berkeley.

Pastor Michael McBride and Pastor have Michael Smith have been pushing the City of Berkeley for almost 20 years to fund this type of program.

Berkeley Junior Jackets Director Lorenzo Grayson partnered with Dr. Smith in 2017 to create Voices Against Violence in order to provide mentoring and violence prevention programs to at-risk teenagers.

The Ceasefire Model

Live Free will work with Voices Against Violence to spearhead a model that increases community events and policing in areas with higher rates of shootings, send custom notifications to try to deter violence amongst those at risk of committing it, send “violence interrupters” to conduct street outreach and connect people who need them to social services. In extreme cases the organization can relocate people who may fear for their lives.



A Research Driven Model

The NICJR will conduct analyses, site visits, reviews of individual shootings and coordination meetings, and will also work on designing the custom notifications, training and outreach.

Demonstrated Results

"We know that these community-based partnerships work. We have seen other cities — including Oakland, Stockton and Richmond — that have implemented Ceasefire programs see a 40% to 50% reduction in gun violence."-

Mayor Jesse Arreguín


Gun deaths among U.S. kids increased 50% between 2019 and 2021
Gun deaths among U.S. children and teens under 18
Source: Pew Research Center
John Gramlich


05
EXERCICE
S
Anti-Violence and Anti-Oppression Activities for Young People

Identity Shields

Time: 1 hour

A person's identity is a group of characteristics that make up who they are. A characteristic is a distinguishing feature or quality, such as being a person of color, a book lover, a sibling or a swimmer. Each person's identity is unique and special because it is made up of different characteristics. Although people may share characteristics, no two identities are exactly the same.

Materials : Markers, paper, magazines (optional), scissors, glue

Begin:Understanding the many aspects of your own identity, along with the identities of your fellow student club members, is one strategy to more fully appreciate the power of individuals and of the group.

Root Causes of Violence

Time: 2 hours

Participants will use research and their own experience to uncover the root causes of violence as a societal issue. Participants will also learn to use the Root Cause Tree as a model to frame and understand the issues of youth, community and gun violence.

Materials: Paper, pens, Markers, Journals YouTube Videos, Root Cause Tree

Tossing the Stones of Violence

Time: 1 hour

Materials: River Stones, poster paints, Plastic Bucket, Paint Markers

Preparation: Explain how stones can harm us and also be symbols of things that can do harm. The stones of hurtful words, the stones of violence, the stones of abuse, the stones of racism, sexism or homophobia can all do much harm.

After encountering participants to write things on the stones that may have been hurtful to them or others, each participant drops their stones in the bucket filled with water as symbol of tossing the stones away.

The participants then take all the stones in the bucket' and place them a space in the garden as a final act of healing and resistance

Oppression Circles

Materials: Markers, pens, Flip-Charts, Circle Diagrams

Prepare the flip-chart in advance with five concentric circles. Label the circles, from smallest to largest, as they appear above: internal, individual, group, community and institution. Explain what each circle means, and ask the group to give additional examples of each form of oppression: Internalized oppression is the process by which people who are the targets of oppression begin to believe the prejudices directed against them. Example: A deaf man thinks that he deserves to be treated poorly because he is deaf.

Individual oppression occurs between people in one-on-one interactions. Example: A landlord refuses to rent an apartment to a prospective tenant because of the tenant's race, gender or sexual orientation.

Group oppression is oppression a person feels within a group of people. Example: A group of friends makes plans to take a trip together without recognizing that one member of the group cannot afford to participate.

Mock Town Hall Meeting

Time 90 Minutes

Materials: Flip-Charts, Markers, Pens, Town Hall Handouts

Introduce the activity by explaining the importance of civic-engagement and how civic-participation is crucial in dealing with different type of issues in our society. Violence, voting rights, public health, economics, racism and climate change are just a few of the issues that involve and require civic-engagement in a democratic society

Participants are assigned roles based on the Town Hall Handouts. Participants are encouraged to argue and debate based on their assigned roles regardless of how they agree or disagree. 5he purpose of the exercise is ascertain how diverse people may hold different views and interests on a particular subject which impacts the entire community. The group is encouraged to work together to find the best solution to the issue before them.

After the exercise concludes participants spend time reflecting and discussing the experience and how these issues impact our daily lives and why civic-engagement is necessary in our communities.

COMMUNITY VIOLENCE QUESTIONNAIRE

SAMPLE QUESTIONS

Do you know who is a victim of gun violence ?

A. Yes
B. No
C. Not Sure

Gun are necessary for protection in my neighborhood

A. Yes
B. No
C. Not Sure

	Team 1	Team 2	Team 3
Q1	✓		
Q2		✓	
Q3			
Q4	✓		
Q5			


Detroit's Tribute to The Funk
"ONE NATION UNDER A GROOVE"
Performed by The Detroit Academy of Arts & Sciences Choir
ft. King Bethel and Anaiya Hall
Choir Direction by Angela Kee


Thank YOU!
THE CENTER FOR FOOD FAITH & JUSTICE
Peace is Possible!

Summer Jam

The Berkeley Youth Alternatives (BYA) Summer Jam program offered a wide range of activities for the participating youth. These activities included nature walks, poetry, soccer, basketball, photography, button making, presentations from the Ecology Center, art therapy, chess, gardening, dance, music, health workshops, lawn bowling, arts and crafts, and swimming at the West Campus pool. In addition to these activities, the youth also took part in music classes, visited the Strawberry Creek Lodge and the library, and spent creative time at the West Campus Library. They also went on weekly field trips to places like the Lawrence Hall of Science, Pier 39, the Mirror Maze, and the MOCHA Children's Art Museum. The program also included weekly Girl's and Boy's Group meetings led by BYA's counselors, where expressive art therapy sessions were held. Furthermore, the program collaborated with various coordinators to offer a diverse array of activities, encompassing art therapy, nature walks, gardening, health workshops, games, group counseling sessions, dance, photography, music, cooking, basketball, and soccer. The program also provided workshops on healthy habits and one-to-one literacy support through the BUILD program. Additionally, the program coordinated with the Career Development Center (CDC) on youth internships and distributed healthy bags of food to the participants. Overall, the Summer Jam program received positive feedback, with ninety-six percent of participants expressing satisfaction with the services received.

PROGRAM SATISFACTION SURVEY

Question		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Does Not Apply	I Do Not Understand This Question	Total Number of responses
1. I am satisfied with the services I have received from this program	Total	0	0	1	5	17	0	0	23
2. This program's staff treated me with respect.	Total	0	0	2	3	18	0	0	23
3. This program helped me make progress towards my goals.	Total	0	1	2	6	12	2	0	23
4. This program met my needs.	Total	0	0	0	9	12	2	0	23

Counseling

The Counseling Department at Berkeley Youth Alternatives (BYA) provides support to help clients manage anxiety and nervousness by teaching coping skills. They use various therapeutic interventions to help clients recognize the paradoxical nature of their thought patterns related to their fears and subsequent performance. The counselors work with BYA's afterschool rehabilitation specialist to integrate evidence-based mindfulness practices into the weekly Boys' and Girls' Groups. These weekly meetings are also open to BYA's Counseling clients and participants in BYA's Summer Jam program. Furthermore, the counselors provide case management services to parents of youth and adult clients to locate community resources regarding job placement, educational opportunities, and therapeutic group and family summer activities. The counseling services include support with individual rehabilitation focused on interviewing skills and techniques, professional communication, coping techniques, and stress and anxiety management tips. Besides therapeutic services, the clinicians provide case management services, including linkage to community resources and other service providers to meet the various needs of the family. The counselors also support young adult clients with future planning after high school, including preparing for college, moving to a new residence, living independently, starting a new job, and separating from unhealthy relationships. Ninety-eight percent of the counseling participants responded that the BYA Counseling program helped them meet their needs, were satisfied with services received from the program, the program staff treated them with respect and helped them make progress toward their goals.

PROGRAM SATISFACTION SURVEY

Question		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Does Not Apply	I Do Not Understand This Question	Total Number of responses
1. I am satisfied with the services I have received from this program.	Total	1	0	0	14	39	0	0	54
2. This program's staff treated me with respect.	Total	1	0	0	8	45	0	0	54
3. This program helped me make progress towards my goals	Total	1	0	0	22	31	0	0	54
4. This program met my needs	Total	1	0	0	21	32	0	0	54

SERVICE MEASURES

		FY Served 2023-2024	
Service Measures		Total Units of Service (UOS)	Total Number of Berkeley Resident Clients
Y	# of group counseling sessions	903	29
Y	# of individual counseling sessions	1,611	54

Berkeley Youth Alternatives

R.O.C.

(Reach Our Children)

Counseling Center

We are here to listen and help you achieve your goals!



Scan QR Code or visit **tinyurl.com/rocgetinfo** to submit your referral or to know more about us!

Funded by:

1255 Allston Way Berkeley, CA 94702 | www.byaonline.org/programs

Berkeley Youth Alternatives

R.O.C.

(Reach Our Children)

Centro de Consejeria

¡Estamos aquí para escucharte y ayudarte a alcanzar tus objetivos!



Escanea codigo QR o visita
tinyurl.com/rocgetinfo
para enviar su aplicación
o para saber más sobre nosotros!

Financiado por:

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1255 Allston Way Berkeley, CA 94702
www.byaonline.org/programs

Our Counselors

Our team of diverse counselors includes licensed professionals and those gaining experience under supervision. We employ culturally relevant, trauma-informed approaches to foster trust and build strong relationships with our participants. By partnering with youth, we focus on their unique needs and help them navigate life's challenges effectively.

You can talk with our counselors about:

- Depression & Anxiety
- Emotional stress
- Behavior problems
- Substance abuse
- Social relationships
- Family tension
- Grief & Loss
- Identity support



Contact Us

Tiffany Lockett, Ph.D., LMFT
Program Director

Adolfo Escalante
Program Coordinator
C: (510) 849 - 1421
E: counseling@byaonline.org

Funded by:

Berkeley Youth Alternatives

R.O.C.

(Reach Our Children)

Centro de Consejeria



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1255 Allston Way Berkeley, CA 94702
www.byaonline.org/programs

Nuestros Consejer@s

Nuestro equipo de consejer@s divers@s incluye profesionales autorizad@s y aquellos que adquieren experiencia bajo supervisión. Empleamos enfoques culturalmente relevantes e informados sobre el trauma para fomentar la confianza y construir relaciones sólidas con nuestros participantes. Al asociarnos con l@s jóvenes, nos enfocamos en sus necesidades únicas y l@s ayudamos a afrontar los desafíos de la vida de manera efectiva.

Puedes hablar con nuestr@s consejer@s sobre:

- Depresión y ansiedad
- Estrés emocional
- Abuso de sustancias
- Problemas de conducta
- Relaciones Sociales
- Tensión familiar
- Dolor y pérdida
- Soporte de identidad



Contáctenos

Tiffany Lockett, Ph.D., LMFT
Directora del Programa

Adolfo Escalante
Coordinador del Programa

C: (510) 849 - 1421
E: counseling@byaonline.org

Financiado por:

APPENDIX H

Gun Violence Intervention and Prevention Program Supporting Documents

THE CITY OF BERKELEY

Gun Violence Intervention and Prevention Program



ABOUT:

The Gun Violence Intervention and Prevention Program (GVIPP) in Berkeley, part of the "Reimagining Public Safety" initiative, aims to reduce gun violence through community engagement, strategic collaborations, evidence-based methods, and a four-pronged approach, supported by a $2M budget for a two-year pilot, launching in October '24.

PROGRAM MODEL:

Place-Based Interventions

Focus on high-shooting areas with coordinated policing and community activities.

Custom Notifications

Deliver deterrence messages to individuals at risk through community and law enforcement partnerships.

Street Outreach

Engage violence interrupters to prevent conflicts and promote peace in the community.

Social Services

Provide support and resources to at-risk individuals through service referrals.

FOR MORE INFORMATION:

Email:

- GVIPP@berkeleyca.gov

Phone:

- (510) 981-7007

COMMUNITY PARTNERS:

LIVE FREE

BERKELEY POLICE

CITY OF BERKELEY

CENTER for FOOD, FAITH & JUSTICE CFFJ.org

NICJR National Institute for Criminal Justice Reform

EXPENDITURE NON-CONSTRUCTION CONTRACT REVIEW FORM
"NEW CONTRACT"

Contract # 32500002 Vendor #54980

CONTRACTOR NAME: Community Initiatives | Live Free USA **Berkeley Business License #** BL-020678

Subject of Contract: Gun Violence Program: Custom Notification and Street Outreach Services

This contract package contains: **2 Original Contracts (Vital Record and Vendor) in folder** ***The Vital Record contract MUST be in a folder. Vendor copies may be assembled with an Acco-fastener.** ****DocuSign Agreements only require 1 Original (Vital Record) copy.**	Attached	Waiver Attached	Not Required
1. CONTRACT BOILERPLATE	☒		
2. Scope of Services (Exhibit A @ boilerplate)	☒		
3. Payment Provisions (Exhibit B @ boilerplate)	☒		
4. Evidence of Competitive Solicitation OR Waiver by CM or by Council Resolution	☒	☐	☐
5. CERTIFICATIONS			
a. Workforce Composition *(businesses with 5 or more employees)*	☒	☐	☐
b. Nuclear Free Berkeley Disclosure	☒	☐	☐
c. Oppressive States Disclosure *(Exception: Community-based, non-profit organizations)*	☒	☐	☐
d. Sanctuary City Compliance Statement	☒	☐	☐
e. Certification of Compliance with Living Wage Ordinance (LWO): ***use current form on web****	☒	☐	☐
f. Certification of Compliance with Equal Benefits Ordinance: ***use current form on web****	☒	☐	☐
g. Community Agency: Certification of Anti-Lobbying	☐	☐	☒
h. Community Agency: Certification of Drug-Free Workplace	☐	☐	☒
6. Insurance Certificate/s AND Endorsement/s OR Insurance Waiver/s *(originals, not copies)*	☒	☐	☐
7. Authorizing Council Resolution #71,395-N.S	☒		☐
8. Consultant Contracts: Form 700, Statement of Economic Interests	☐		☒
9. Federally Funded Project Requirement: Debarment status printout (SAM.gov)	☐		☒

Requisition # 12412948 *(Hard copy attached)*

Contract Amount $2,000,000.00

Council Approved Amount $2,000,000.00

Budget Code 011-21-201-000-0000-000-412-612990

Amt. $2,000,000.00 ($1,000,000.00 per FY)

Was there any advance payment? No ☒ Yes ☐ .....**If Yes, Advanced Amount $** _____

If Yes, Purchase Order # _____

Routing and signatures:

All elements of the contract package, including information provided above, have been reviewed for completeness and accuracy and evidenced by the following signatures (Project Manager please print name):

1	Carianna Arredondo — **Project Manager (PRINT NAME/SIGN)**	Reimagining Public Safety, City Manager's Office — **Department**	510-981-7007 — **Phone No.**	06/26/2024 — **Date**
2.	Michelle Rosete (Michelle Rosete (Jun 26, 2024 15:19 PDT)) — **Department Administrative Officer/Accounting (PRINT NAME/SIGN)**			Jun 26, 2024 — **Date**
3.	Anne Cardwell (Anne Cardwell (Jun 26, 2024 17:38 PDT)) — **Department Head (PRINT NAME/SIGN)**			Jun 26, 2024 — **Date**
4.	Henry Oyekanmi (Henry Oyekanmi (Jun 28, 2024 16:39 PDT)) — **Contract Administrator (PRINT NAME/SIGN)**			Jun 28, 2024 — **Date**
5.	Sharon Friedrichsen (Sharon Friedrichsen (Jun 28, 2024 16:43 PDT)) — **Budget Manager (PRINT NAME/SIGN)**			Jun 28, 2024 — **Date**

EXECUTED
JUL 01 2024

Routing continues to the following persons, *who sign directly on the contract*:

6. **City Manager** *(Will not sign unless all signatures and dates appear above)*

7. **City Clerk:** Destruct _____ Review _____

VMD 1.5.24

For current vendor forms, go to City of Berkeley website: Vendor Forms & Requirements

EXHIBIT A

SCOPE OF SERVICES

Please note that all timelines listed below are tentative and may be subject to change. Additionally, the outlined activities and deliverables are meant to serve as a guiding framework. The Gun Violence Intervention and Prevention Program (GVIPP) is a two-year pilot program; thus, the project will take an agile, iterative and collaborative approach to engage in best practices. Below is a detailed overview of the three phases of the program:

Phase 1: Strategic Program Development (Summer 2024)
- **Objective:** Establish a foundation for the GVIPP.
- **Key Actions:** Develop strategic plans, hire staff, form partnerships, and set governance frameworks.
- **Timeline:** Activities focus on partnership formation, program design, and setting up data management from July to August 2024.

Phase 2: Implementation, Data Collection, and Analysis (Fall 2024 - Summer 2026)
- **Objective:** Execute strategies and gather data to assess and refine the program.
- **Key Actions:** Implement interventions, collect ongoing data, engage the community, and provide continuous training.
- **Timeline:** Launch in October 2024, with ongoing activities including data analysis and training through July 2026.

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

This structured approach ensures a flexible yet focused path to improving public safety through the GVIPP, aligning with community needs and best practices over the project's lifecycle.

Phase 1: Strategic Program Development (Summer 2024)

Objective: Establish a robust foundation for the GVIPP by developing comprehensive strategic plans, protocols, and systems, hiring essential staff, and setting up key governance and partnership frameworks.

Key Activities, Deliverables, and Timeline:

1. **Partnership Formation, Initial Meetings and Community Kick-Offs (July 1 - July 31, 2024):**
    - **Activity:** Identify partnerships with local organizations, the City of Berkeley Departments (City Manager's Office – CMO, Berkeley Police Department – BPD, Health, Housing and Community Services Department – HHCS), national experts, and community stakeholders.
    - **Deliverables:** Execution of MOUs with partner organizations, initial meeting summaries (for calendar planning), community launch event.
    - **Timeline:** Completion of internal and community kick offs and MOU development by July 31, 2024 with ongoing partnership development with key stakeholders throughout the project.
2. **Program Design and Methodology Development (July 1 - July 31, 2024):**
    - **Activity:** In collaboration with the City of Berkeley Partner Departments (CMO, BPD, HHCS), develop an operational framework for the program that includes custom

notifications, street outreach, and integration with place-based policing and social services. Work in partnership with the City to build a framework for the Gun Violence Problem Analysis. Incorporate comprehensive community engagement planning and prevention strategies to support all aspects of GVIPP.

- **Deliverables:** Program design document, strategic outlines, and preliminary implementation plans that include community engagement planning to establish continuous engagement processes with community members, alongside proactive prevention strategies to identify and mitigate potential incidents of gun violence.
- **Timeline:** Initial drafts by July 20, 2024; finalization by July 31, 2024.

3. **Technical Assistance Setup (July 16 - August 31, 2024):**
   - **Activity:** Coordinate with the City of Berkeley | Live Free to adapt methodologies for custom notifications and street outreach to Berkeley's specific needs.
   - **Deliverables:** Framework for custom notifications, draft street outreach operational guidelines.
   - **Timeline:** Framework setup by August 31, 2024.
4. **Data Strategy and Management (July 20 - August 31, 2024):**
   - **Activity:** Establish a streamlined data collection and management system to facilitate prompt decision-making and timely adjustments to the program. Collaborate with the City to develop a structured framework for the Gun Violence Problem Analysis, aimed at determining critical data collection metrics. This framework will track two primary datasets: 1) the reduction in shootings and gun-related crimes, and 2) the efficacy of interventions and prevention programming, assessing which contacts yield positive outcomes and quantifying the impacts of specific programmatic interventions.
   - **Deliverables:** Data management plan, selection of data collection tools and software.
   - **Timeline:** Plan setup by August 15, 2024, completion by August 31, 2024.
5. **Training and Development Protocols (August 1 - August 31, 2024):**
   - **Activity:** Develop, begin implementing, and recording data metrics related to essential training sessions covering operational procedures, ethical conduct, conflict of interest, and confidentiality.
   - **Deliverables:** Core training modules, participant manuals, conflict of interest and confidentiality protocols and forms.
   - **Timeline:** Training content development by August 20, 2024, initial training sessions with staff by August 31, 2024.
6. **Development of Policies and Protocols (July 15 - August 31, 2024):**
   - **Activity:** Create and begin implementing key protocols and forms related to conflicts of interest, confidentiality, and a complaints and feedback process.
   - **Deliverables:** Conflict of interest policy, confidentiality agreements, preliminary feedback and complaint handling procedures.
   - **Timeline:** Policy drafting by August 10, 2024, implementation by August 31, 2024.
7. **Hiring Key Staff (July 1 - August 31, 2024):**
   - **Activity:** Expedite the recruitment and hiring of key personnel.
   - **Deliverables:** Hiring plan, staff onboarding materials.
   - **Timeline:** Recruitment initiated by July 10, 2024, staff onboarding completed by August 20, 2024.
8. **Onboarding and Training of Key Staff (August 15-September 30, 2024)**
   - **Activity:** Data and SOP onboarding, custom notification and street outreach trainings
   - **Deliverables:** Training and SOP implementation incl. work plans, goals and timeline
   - **Timeline:** Schedule 2-3 weeks of onboarding and training; complete by September 30, 2024.
9. **Quarterly Steering Committee Meetings Setup (July 1 - September 30, 2024):**

- **Activity:** Plan and schedule the first quarterly meeting with the Gun Violence Intervention and Prevention Steering Committee.
- **Deliverables:** Agenda for the first meeting, preparatory documents.
- **Timeline:** Meeting scheduled for early October 2024, preparations complete by September 30, 2024.

10. **Grant Writing Preliminary Initiatives (July 15 - ongoing):**
    - **Activity:** Identify potential grants and start developing proposals to ensure ongoing funding.
    - **Deliverables:** List of potential funding sources, initial, high-level draft of grant proposals.
    - **Timeline:** Initial list compiled by August 15, 2024.

Phase 2: Implementation, Data Collection, and Analysis (Fall 2024 -- Summer 2026)

Objective: Execute the planned strategies, gather extensive data to assess program effectiveness, and refine approaches based on empirical evidence and community feedback to enhance outcomes continually.

Key Activities, Deliverables, and Timeline:

1. **(Soft-to-Full Launch) Program Implementation (October 2024 - ongoing):**
    - **Activity:** Deploy all planned interventions including place-based programming, custom notifications, street outreach, and social services, aligning with the City of Berkeley Partner Departments (CMO, BPD, HHCS).
    - **Deliverables:** Detailed implementation reports, operational feedback from initial deployments, community reaction assessments.
    - **Timeline:** Rollout commencing October 2024, initial implementation report by December 2024.
2. **Data Collection System Activation and Management (October 2024 - July 2026):**
    - **Activity:** Initiate and manage a data collection system to track intervention outcomes, participant engagement, community impact metrics, and gun violence problem analysis.
    - **Deliverables:** Activation of data systems, ongoing data collection logs, initial and subsequent data analysis reports every six months.
    - **Timeline:** Data system go-live by November 2024, first data report by February 2025, and every six months thereafter.
3. **Continuous Community Engagement and Feedback Integration (October 2024 - July 2026):**
    - **Activity:** Implement a structured community engagement strategy that includes meetings, forums, and feedback sessions to gauge community sentiment and gather insights for program refinement.
    - **Deliverables:** Community engagement reports, feedback integration documentation, adjustments to strategy based on community input.
    - **Timeline:** Ongoing community engagement activities, with quarterly reports and as-needed adjustments.
4. **Training and Capacity Building (October 2024 - July 2026):**
    - **Activity:** Provide ongoing training and development for all staff and stakeholders involved in the program to ensure adaptability and effectiveness of the intervention strategies.
    - **Deliverables:** Updated training modules, training attendance and evaluation reports, enhanced capability metrics for team members.
    - **Timeline:** Initial (external) training session in November 2024, ongoing sessions biannually, with evaluation summaries incorporated in the larger report-out process, following each training.
5. **Program Monitoring, Evaluation, and Adjustment (January 2025 - July 2026):**
    - **Activity:** Conduct detailed evaluations of program effectiveness, using data-driven insights

to make informed adjustments to maximize impact.

- **Deliverables:** Biannual evaluation reports, aligned with the Reimagining Public Safety report-out cadence, that include analysis of outcomes and recommendations for adjustments, implemented modifications based on evaluations.
- **Timeline:** First evaluation by Winter 2025, with subsequent evaluations every six months.

6. **Quarterly GVI/P Steering Committee Participation (October 2024 - July 2026):**
   - **Activity:** Participate in CMO-led quarterly steering committee meetings to review progress, strategize future directions, and ensure program aligns with both city and community expectations.
   - **Deliverables:** Agendas, minutes, and decision records of steering committee meetings, action items and follow-up reports.
   - **Timeline:** First meeting in October 2024, subsequent meetings every quarter.
7. **Adaptive Program Modifications (October 2024 - July 2026):**
   - **Activity:** Use ongoing feedback and data analysis to continuously refine and adapt the program strategies to respond to emerging challenges and opportunities.
   - **Deliverables:** Reports documenting each significant program change, rationale for adaptations, updated strategic and operational plans.
   - **Timeline:** Continuous assessment and implementation of changes as identified through data analysis and community feedback.

Phase 3: Continued Implementation and Sustainability Efforts (Spring 2025 to July 2026)

Objective: In partnership with the City of Berkeley, establish the program's long-term viability by securing ongoing funding, reinforcing community partnerships, and ensuring that the interventions become a permanent part of the community's approach to reducing gun violence, in collaboration with the City of Berkeley's key departments (CMO, BPD, HHCS).

Key Activities, Deliverables, and Timeline:

1. **Securing Long-term Funding (Spring 2025 - July 2026):**
   - **Activity:** Develop and execute a comprehensive funding strategy that includes grant applications, partnerships with local businesses and philanthropies, and potential government funding.
   - **Deliverables:** Grant proposals submitted, reports on funding secured, partnership agreements with funding bodies.
   - **Timeline:** Ongoing throughout Phase 3, with major grant applications due by the end of Spring 2025 and updates every quarter.
2. **Strengthening and Expanding Community Partnerships (Spring 2025 - July 2026):**
   - **Activity:** Deepen existing partnerships and establish new ones with community organizations, local government, schools, and other stakeholders to ensure continued support and collaboration.
   - **Deliverables:** Signed MOUs with new and existing partners, reports on partnership activities, and partnership impact assessments.
   - **Timeline:** Continuous effort with biannual reviews and updates on partnership development.
3. **Community Capacity Building (Spring 2025 - July 2026):**
   - **Activity:** Implement programs to build local capacity for sustaining gun violence prevention efforts. This includes training community members to take leadership roles, providing technical assistance to local organizations, and integrating GVIPP strategies into local policy frameworks.
   - **Deliverables:** Community training sessions and workshops, a comprehensive report on

community capacity building efforts, policy integration reports.
- **Timeline:** Community training initiatives launched by Summer 2025, with ongoing sessions throughout Phase 3 and a final capacity report due by July 2026.

4. **Program Institutionalization (Spring 2025 - July 2026):**
   - **Activity:** Work closely with the City of Berkeley departments (CMO, BPD, HHCS) to institutionalize the successful strategies of the GVIPP as regular community practices or policies.
   - **Deliverables:** Documentation of integrated strategies within community operations, institutional policy changes, and sustainability plans.
   - **Timeline:** Initial institutionalization strategies implemented by Fall 2025, with ongoing integration efforts and a final report in July 2026.
5. **Evaluation and Feedback Systems (Spring 2025 - July 2026):**
   - **Activity:** Establish systems for ongoing evaluation and community feedback to continuously improve and adapt the program beyond the current funding cycle.
   - **Deliverables:** Setup of evaluation systems, ongoing feedback collection mechanisms, and reports on system effectiveness.
   - **Timeline:** Evaluation systems go-live by Winter 2025, with the first evaluation cycle completed by Spring 2026.
6. **Quarterly Steering Committee Meetings (Spring 2025 - July 2026):**
   - **Activity:** Continue quarterly steering committee meetings to oversee the transition to sustainability, discuss challenges, and strategize future directions.
   - **Deliverables:** Agendas, minutes, and reports from each meeting detailing progress towards sustainability.
   - **Timeline:** Meetings held in April, July, October, and January each year, with the final meeting in July 2026.
7. **Public Awareness and Advocacy (Spring 2025 - July 2026):**
   - **Activity:** Conduct public awareness campaigns and advocacy efforts to maintain community support and raise the profile of gun violence prevention as a public priority.
   - **Deliverables:** Campaign materials, event summaries, impact reports on advocacy efforts.
   - **Timeline:** Campaign launches by Summer 2025, with ongoing activities and a final impact report by July 2026.

A) Reporting Metrics:

This section outlines the metrics for evaluating the effectiveness of the Live Free interventions in reducing shootings and gun crime in Berkeley. It encompasses a robust approach using qualitative and quantitative data to assess intervention impacts, enhance community safety through active space utilization and prevention efforts, and strengthen local capacity through strategic capacity-building initiatives.

Data Sources and Metrics

1. **Law Enforcement Data**
   - ***Incidence and Location of Violence***
     - **Metric:** Geospatial analysis of shooting incidents to identify concentrated shooting areas and trends.
     - **Data Source Example:** Berkeley Police Department incident reports.
   - ***Individuals Involved in Violence***
     - **Metric:** Demographic analysis of perpetrators and victims.
     - **Data Source Example:** Arrest and incident records.
   - ***Types and Timing of Violence***
     - **Metric:** Categorization and timing analysis of violent crimes.

- **Data Source Example:** Crime logs and police reports.

2. **Public Health Data**
   - *Victimization Patterns*
     - **Metric:** Analysis of victim demographics, timing, and frequency of victimization.
     - **Data Source Example:** Hospital admission records, public health surveillance.
   - *Health Outcomes of Violence*
     - **Metric:** Tracking physical and mental health outcomes post-violence.
     - **Data Source Example:** Local hospitals and clinics, mental health service providers.
3. **Community Organization Data**
   - *Service Delivery and Community Safety*
     - **Metric:** Mapping areas and locations receiving services.
     - **Data Source Example:** Community surveys, service delivery records from non-profits and community groups.
   - *Community Perception and Needs*
     - **Metric:** Assessing community assets, needs, and underlying issues.
     - **Data Source Example:** Community forums, surveys, and interviews.
4. **Space Activation and Prevention Efforts**
   - *Community Events and Activities*
     - **Metric:** Impact of events like park and church activities on community sentiment and violence reduction.
     - **Data Source Example:** Event logs, participant counts, and feedback surveys.
   - *Engagement Quality and Reach*
     - **Metric:** Diversity and reach of event participants.
     - **Data Source Example:** Registration data, attendee surveys.
   - *Preventive Impact*
     - **Metric:** Analysis of crime rate changes in areas surrounding event locations.
     - **Data Source Example:** Local crime statistics pre- and post-event.
5. **Capacity Building Efforts**
   - *CBO Collaboration*
     - **Metric:** Nature and number of initiatives with community organizations.
     - **Data Source Example:** Partnership records, joint project outcomes.
   - *Training and Educational Sessions*
     - **Metric:** Training provided and participant outcomes.
     - **Data Source Example:** Training logs, pre- and post-training evaluation reports.
   - *Capability Enhancement*
     - **Metric:** Improvement in violence prevention and community engagement capabilities.
     - **Data Source Example:** Follow-up surveys, testimonies, and performance assessments of CBOs post-training.
6. **Intervention and Contact Metrics**
   - *Number and Type of Contacts*
     - **Metric:** Monthly tracking of contacts by intervention type.
     - **Data Source Example:** Program activity logs from Live Free.

- *Outcomes of Interventions*
  - **Metric:** Success rate of interventions in reducing violence involvement.
  - **Data Source Example:** Follow-up surveys, recidivism rates, and continued engagement metrics.
- *Community Outreach and Education*
  - **Metric:** Number and effectiveness of educational workshops on violence prevention.
  - **Data Source Example:** Event calendars, attendance logs, feedback forms.

7. **Impact Assessment**
   - *Reduction in Shootings and Gun Crime*
     - **Metric:** Yearly change in shooting and gun crime statistics.
     - **Data Source Example:** Comparative analysis of pre- and post-intervention crime statistics.
   - *Efficacy of Specific Interventions*
     - **Metric:** Community feedback and repeat incident tracking.
     - **Data Source Example:** Community feedback forms, repeat incident tracking.
   - *Community Cohesion and Safety Perceptions*
     - **Metric:** Surveys measuring perceived safety and community cohesion before and after intervention and event cycles.
     - **Data Source Example:** Community surveys, focus group discussions.
8. **Reporting and Accountability**
   - **Comprehensive Reporting:** Integration of metrics from all areas into monthly and bi-annual reports to align with RPS reporting.
   - **Data Review:** Monthly stakeholder meeting to evaluate progress and plan future actions.
   - **Transparency and Engagement:** Regular publication of non-sensitive data summaries and active involvement of community leaders and CBOs.

EXHIBIT B
PAYMENT

Agencies that have received an allocation from the City of Berkeley may receive mobility (start up) funds for the first month, ***upon contract execution***. Live Free may receive mobility funds equal to $368,350.00 for personnel and direct program and operation expenditures, excluding the 15% indirect admin and contingency. To receive the initial payment, Live Free agrees to the following terms and conditions of receipt of the payment under the Agreement authorized by the Berkeley City Council on June 25, 2024.

- **Usage of Funds:** The Contractor shall use this payment for the operation costs as specified in the contract.
- **Compliance:** The Contractor agrees to abide by the City regulations governing the project, including all terms and conditions outlined in the contract.

Subsequent billing for the mobility fund will be monthly payments once the initial mobility funding is expended. Reporting will be monthly for the mobility expenditures and will continue monthly to match the regular billing cycle. Other direct and indirect expenses not included in the mobility fund will be billed and reported, concurrent with the mobility fund monthly reporting, according to the month that services are rendered, and expenditures are paid.

Mobility Funding: **For operating funds as the agency ramps up hiring and program infrastructure in Year 1**	
Personnel Expense	**Year 1**
Live Free Program Director	$85,000.00
Live Free Field Coordinator	$75,000.00
Taxes and Benefits	$44,800.00
Total Personnel Expense	**$204,800.00**
Programming Expense	
Community Event Space	$750.00
Community Participant Incentives	$6,250.00
Live Free + CBO Travel, Transportation + Site Visit	$500.00
Subcontract: Professional Services - National Institute for Criminal Justice Reform	$66,844.00
Subcontract: Community Based Organizations (Mgmt Team)	$10,000.00
Subcontract: Community Based Organizations (Crisis Stabilization)	$10,000.00
Subcontract: Community Based Organizations (Outreach Staff)	$62,400.00
Total Programming Expense	**$156,744.00**
Operating Expense	
Materials, Meals and Supplies	$1,250.00
Rent + Utilities	$2,556.00
Equipment, Hardware and Software	$3,000.00
Total Operating Expenses	**$6,806.00**
Estimate Needed for Startup	**$368,350.00**

GENERAL: Contract Not to Exceed amount is $2,000,000.00.

BUDGET:

Program Budget (SPEC#: 24-11659-C)			
Personnel Expense	**Description**	**Year 1**	**Year 2**
Live Free Executive Director (.20 FTE)	In-Kind/Other Sources of Funding: Strategic implementation oversight	-	-
Live Free Program Director (1 FTE)	Implementation management, liaison and project lead for City and implementation team, manage and support consultants for custom notifications and street outreach, subcontract management	$85,000	$85,000
Live Free Field Coordinator (1 FTE)	Community engagement, liaison and coordinator for CBO outreach	$75,000	$75,000
Taxes and Benefits	Fringe Benefits @ 28%	$44,800	$44,800
Total Personnel Expense		**$204,800**	**$204,800**
Programming Expense			
Community Event Space	Community engagement events, stakeholder meetings, staff and volunteer trainings and technical assistance sessions	$3,000	$7,000
Community Participant Incentives	Incentives to community volunteers committing to support the program, custom notifications liaison, incentives for adult and youth program participants	$25,000	$70,000
Travel	Staff travel and CBO site visits	$2,000	$50,000
Marketing and Communications	In-Kind/Other Source of Funds	-	-
Data and Community Researcher	In-Kind/Other Source of Funds: Policy review, data analysis reports	-	-
Subcontract: Professional Services - National Institute for Criminal Justice Reform TTA - Custom Notifications and Street Outreach	Gun Violence Problem Analysis (GVPA); Hybrid Site Visits; Shooting Reviews, Coordination Meetings, Custom Notifications Design and Training, CVI implementation, Outreach Worker and Life Coach Training, Data-driven Performance	$267,375	$151,800
Subcontract: Community Based Organizations	Street Outreach Management	$40,000	$40,000
Subcontract: Community Based Organizations	Crisis Stabilization for Participants	$40,000	$40,000
Subcontract: Community Based Organizations	Street Outreach Salaries ($65K @ 3 FTEs + benefits at 28%)	$249,600	$249,600
Total Programming Expense		**$626,975.00**	**$608,400.00**

Operating Expense			
Materials, Meals and Supplies	For "Community Events" as noted above	$5,000	$10,000
Rent and utlities	Office Space for staff and participants	$10,225	$21,800
Equipment Hardware + Software	Tablets/Laptops for program staff and CRM database to track program data	$3,000	$5,000
Total Operating Expenses		$18,225	$36,800
Administration			
Administrative Indirect	15% of total project budget	$150,000.00	$150,000.00
Total Administration and Contingency		$150,000.00	$150,000.00
Grand Total		$1,000,000.00	$1,000,000.00

BILLING: The Contractor will submit invoices for services rendered, on a ***monthly*** basis. Additionally, the City reserves the right to require the Contractor to submit ***monthly*** statements of expenses ***with detailed documentation and reporting***. Contractor has the option to request billing on a quarterly basis.

REPORTING TIMELINE: The Contractor will provide ***monthly*** reports on the balance and expenditure of start-up funds **until these funds are fully expended**. The reporting timeline for the remainder of 2024 is tentatively scheduled as follows:

Reporting Period	Deadline
July 1-31, 2024	August 12, 2024
August 1-31, 2024	September 16, 2024
September 1-30, 2024	October 15, 2024
October 1-31, 2024	November 12, 2024
November 1-30, 2024	December 9, 2024
December 1-31, 2024	January 13, 2025

INVOICES: Invoices must be fully itemized and provide sufficient information for approving payment and audit. Invoices must be accompanied by receipt for services in order for payment to be processed. **Email invoices to Accounts Payable and cc' Project Manager: Carianna "Cari" Arredondo carredondo@berkeleyca.gov,** and reference the contract number:

City Manager's Office – Attn: Carianna "Cari" Arredondo
2180 Milvia St, 5th Floor
Berkeley, CA 94704
Email: carredondo@berkeleyca.gov
Phone: 510-295-7706

City of Berkeley
Accounts Payable
P.O. Box 700
Berkeley, CA 94710-700
Email: AccountsPayable@berkeleyca.gov
Phone: 510-981-7310

PAYMENTS: The City will make payment to the vendor within 30 days of receipt of a correct, approved and complete invoice.

13

Office of the City Manager

CONSENT CALENDAR
June 25, 2024

To: Honorable Mayor and Members of the City Council

From: Dee Williams-Ridley, City Manager

Submitted by: Carianna Arredondo, Assistant to the City Manager, City Manager's Office

Subject: Contract: Live Free USA for Gun Violence Intervention and Prevention Program: Custom Notification and Street Outreach Services

RECOMMENDATION

Adopt a Resolution authorizing the City Manager to execute a contract and any amendments with Live Free USA (Contractor) to design, implement, and assess the Custom Notification and Street Outreach Services component of the City of Berkeley's Gun Violence Intervention and Prevention Program for a two-year pilot, in an amount not to exceed $2,000,000 ($1,000,000 per fiscal year).

FISCAL IMPACTS OF RECOMMENDATION

The $2,000,000 contract will be funded through the General Fund (Fund Code: 011-21-201-000-0000-000-412-612990). The contract term begins July 1, 2024 through July 1, 2026 ($1,000,000 per fiscal year). Initial disbursement will consist of an upfront mobility percentage cost followed by subsequent invoicing.

CURRENT SITUATION AND ITS EFFECTS

The Reimagining Public Safety initiative is a Strategic Plan Priority Project, advancing our goal to create a resilient, safe, connected, and prepared city. In alignment with this initiative, the City of Berkeley issued a Request for Proposals (RFP) to engage an organization that will execute custom notifications and street outreach for the City's two-year pilot Gun Violence Intervention and Prevention Program. The chosen vendor will work in partnership with the City to develop, implement, and evaluate the Custom Notification and Street Outreach services component of the program, with a budget not exceeding $2,000,000 over two years ($1,000,000 per fiscal year).

The City Council approved the formal bids and solicitation request for Specification No. 24-11659-C at the March 12, 2024, City Council meeting. The RFP was then posted on the City's Bids and Solicitation site on March 20, 2024. A Bidder's Conference took place on April 5, 2024, with responses to inquiries subsequently made available on the City's website on April 10, 2024. The deadline for proposal submissions was April 16, 2024, resulting in two complete proposals being received. The selection committee included leaders and staff from the City Manager's Office (CMO), Berkeley Police Department (BPD), Department of Health, Housing, and Community Services (HHCS),

Parks, Recreation and Waterfront Department (PRW), and the Office of the Director of Police Accountability (ODPA). Additionally, community representatives from the Police Accountability Board, the Mayor's Fair and Impartial Policing Working Group, and an appointed member from the D2 Ceasefire Ad Hoc Advisory Group participated in the review, interview, and selection process.

BACKGROUND

The dialogue surrounding public safety in the United States shifted in 2020. National events starkly highlighted that trust in law enforcement and public safety mechanisms had been deeply eroded for many, especially within marginalized communities. The tragic and unjust deaths of George Floyd, Breonna Taylor, and many others underscored the pressing need to address systemic inequities and to deeply reconsider the tenets of public safety. On June 6, 2020, over 7,000 Berkeley residents marched in the streets to call for transformative change in law enforcement. The City of Berkeley, aware of its role and responsibilities in this national context, promptly heeded this call for introspection and reform.

The following provides a chronology of the City of Berkeley's systemic actions in its initiative to design and implement a Gun Violence Prevention and Prevention program:

On November 9, 2021, the Berkeley City Council unanimously approved a budget referral for $200,000 in consulting costs to begin developing a multi-jurisdictional Gun Violence Intervention (GVI) program, also known as "Operation Ceasefire," in Berkeley.

On May 25, 2022, the Berkeley Police Department launched a Transparency Hub dashboard, that includes data and analysis designed to support the Ceasefire process. BPD continues to build automated data visualization tools for violence prevention program stakeholders to track relevant statistics through the duration of the program.

On May 31, 2022, City Council approved a recommendation, submitted by Councilmember Taplin, to refer $1,000,000 to the budget process to provide full staffing for a Berkeley Ceasefire program. Upon approval, Councilmember Taplin hosted a series of Berkeley Ceasefire D2 Ad-hoc advisory sessions.

On June 28, 2022, the City Council adopted the FY 2023-2024 city budget which included key Reimagining Public Safety Tier 1 items.

On November 28, 2022, the Berkeley Police Department expanded its partnership with UC Berkeley to include a collaboration with the Goldman School of Public Policy to design a Gun Violence Prevention program evaluation plan including the definition of success metrics and independent analysis thereof.

On May 12, 2023, the Gun Violence Prevention report, that explores details of assessments and analysis on Violence Prevention Models as it relates to implementation in Berkeley, was completed.

On August 21, 2023, the Assistant to the City Manager, serving as the Reimagining Public Safety (RPS) Project Coordinator was hired and began collaborating with the City's Reimagining Public Safety project team to provide a comprehensive update on RPS initiatives and the City's progress with Gun Violence Prevention program implementation.

On January 23, 2024, the City Manager and staff delivered a detailed status update on the Reimagining Public Safety initiative, outlining its progress, the leadership team driving this effort, and the advances made in key initiatives. This update also addressed the challenges and considerations that have impacted the progress of the initiative. Additionally, a comprehensive presentation on the proposed framework for the Gun Violence Intervention and Prevention Program was presented and subsequently adopted by the City Council.

On March 12, 2024, the City Council approved the formal bids and solicitation request for Specification No. 24-11659-C at the City Council meeting.

On March 20, 2024, the RFP was posted on the City's Bids and Solicitation site.

On April 5, 2024, the City hosted a Bidders Conference, responses to inquiries were subsequently made available on the City's website on April 10, 2024.

On April 16, 2024, the deadline for proposal submissions was April 16, 2024, resulting in two complete proposals being received.

On April 26, 2024, the Assistant to the City Manager coordinated and conducted one-hour interviews with prospective bidders and the Gun Violence Intervention and Prevention Program (GVIPP) Steering Committee.

On May 6, 2024, the GVIPP Steering Committee reviewed score sheets and selected a provider for an intent to award notification.

On May 14, 2024, the City Manager and Staff delivered a Spring 2024 Reimagining Public Safety status update which included progress made with the RFP process for Gun Violence Intervention and Prevention Program.

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS

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

RATIONALE FOR RECOMMENDATION

The City conducted a competitive bid process for the Gun Violence Intervention and Prevention Program (GVIPP), and Live Free USA emerged as the top candidate. They

successfully met all bid requirements and ranked highest among all bidders due to their demonstrated experience in community engagement, violence prevention, and inter-agency coordination. Live Free has provided comprehensive implementation plans, which include robust frameworks for GVI/P services tailored to the City's specific needs.

Their proposal outlines effective strategies for stakeholder collaboration, emphasizing structured partnerships with local law enforcement, community organizations, and social services to target and support at-risk populations. Live Free also proposes innovative approaches to street outreach and custom notification systems, aiming to enhance public safety through proactive community involvement and tailored intervention and prevention methods. This clear and actionable plan positions Live Free as a suitable partner for the City in addressing gun violence and enhancing public safety strategies.

ALTERNATIVE ACTIONS CONSIDERED

The City Council has the option to halt the Gun Violence Intervention and Prevention Program implementation and redirect the allocated funds to another local priority. However, this would diverge from previous Council decisions and the expressed preferences of the community. Therefore, staff do not recommend pursuing this course of action.

CONTACT PERSON

Carianna Arredondo, Assistant to the City Manager, City Manager’s Office, 510-981-7000

Attachments:
1: Resolution
2: Selected Pages: Request for Proposals (RFP) for Gun Violence Intervention and Prevention Program, March 2024
3: Reimagining Public Safety Update, Spring 2024

RESOLUTION NO. ##,###-N.S.

Contract: Live Free for Custom Notification and Street Outreach Services

WHEREAS, the City of Berkeley passed an omnibus package to reimagine public safety, including the establishment of a Gun Violence Intervention and Prevention Program (formerly known as “Ceasefire”)

WHEREAS, community engagement and preliminary analysis resulted in a framework and recommendations for the Gun Violence Intervention and Prevention Program which included a four-pronged approach for place-based programming, custom notification, street outreach, and social services were recommended; and

WHEREAS, on January 23, 2024, the City Manager and staff delivered a detailed status update on the Reimagining Public Safety initiative, outlining its progress, the leadership team driving this effort, and the advances made in key initiatives. This update also addressed the challenges and considerations that have impacted the progress of the initiative. Additionally, a comprehensive presentation on the proposed framework for the Gun Violence Intervention and Prevention Program was presented and subsequently adopted by the City Council; and

WHEREAS, the City conducted RFP specification number 24-11659-C with proposals due no later than April 16, 2024; and

WHEREAS, the City received two proposals in response to this RFP; and

WHEREAS, two finalists were invited to interview with the Gun Violence Intervention and Prevention Steering Committee for a more in- depth review of their proposal and describe their past work and qualification with violence intervention strategies in the City of Berkeley, resulting in the selection of Live Free USA as the best qualified community-based organization.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Berkeley that the City Manager or her designee is authorized to execute a contract and any amendments with Live Free USA (Contractor) to design, implement, and assess the Custom Notification and Street Outreach Services component of the City of Berkeley’s Gun Violence Intervention and Prevention Program for a two-year pilot, in an amount not to exceed $2,000,000 ($1,000,000 per fiscal year) funded through the General Fund (Fund Code: 011-21-201-000-0000-000-412-612990). Services will begin on July 1, 2024 and extend to July 1, 2026. Initial disbursement will consist of an upfront mobility percentage cost followed by subsequent invoicing.

Internal

Finance Department
General Services Division

REQUEST FOR PROPOSALS (RFP)
Specification No. #24-11659-C
FOR
Gun Violence Intervention and Prevention Program
PROPOSALS WILL NOT BE OPENED AND READ PUBLICLY

Dear Proposer:

The City of Berkeley is soliciting written proposals from qualified firms or individuals to work with the City of Berkeley to establish and implement a Gun Violence Intervention and Prevention Program. As a Request for Proposal (RFP) this is not an invitation to bid and although price is very important, other factors will be taken into consideration.

The project scope, content of proposal, and vendor selection process are summarized in the RFP (attached). **Proposals must be received no later than 2:00 pm on Thursday April 16, 2024.** Proposals are to be sent via email with the **"Specification No. #24-11659-C** and "**Gun Violence Intervention and Prevention Program**" clearly indicated in the subject line of the email. Please submit one (1) PDF of the technical Proposal with the filename saved as, "**Proposal Vendor Name - #24-11659-C "Gun Violence Intervention and Prevention Program**" Corresponding pricing proposal shall be submitted as a separate document with the filename saved as, "**Pricing Vendor Name - - #24-11659-C "Gun Violence Intervention and Prevention Program."**

Email Proposals to:
City of Berkeley
Finance Department/General Services Division
purchasing@berkeleyca.gov

Proposals will not be accepted after the date and time stated above. Incomplete proposal or proposals that do not conform to the requirements specified herein will not be considered. Issuance of the RFP does not obligate the City to award a contract, nor is the City liable for any costs incurred by the proposer in the preparation and submittal of proposals for the subject work. The City retains the right to award all or parts of this contract to several bidders, to not select any bidders, and/or to re-solicit proposals. The act of submitting a proposal is a declaration that the proposer has read the RFP and understands all the requirements and conditions.

For questions concerning the anticipated work, or scope of the project, please **contact Carianna "Cari" Arredondo *(Project Manager)***, Assistant to the City Manager, via email at **carredondo@berkeleyca.gov** no later than **Monday, April 8th, 2024**. Answers to questions will **not** be provided by telephone or email. Answers to all questions or any addenda will be **posted** on the City of Berkeley's site at Bid & Proposal Opportunities | City of Berkeley (berkeleyca.gov). It is the vendor's responsibility to check this site. For general questions concerning the submittal process, contact purchasing at 510-981-7320.

We look forward to receiving and reviewing your proposal.

Sincerely,
Darryl Sweet, General Services Manager

I. SUMMARY

In response to the growing gun violence crisis, Berkeley has introduced the Gun Violence Intervention and Prevention Program within its larger "Reimagining Public Safety" framework. Aiming for a comprehensive reduction in gun violence incidents, this initiative blends community engagement, strategic collaboration between internal city departments and external organizations, field experts, and methods based on empirical evidence.

With a $2M budget for a two-year pilot (Not to exceed $1M per fiscal year), the Gun Violence Intervention and Prevention program aims to employ a four-pronged strategy that includes:

- **Place-based interventions** at critical areas with increased shootings,
- Direct engagement with individuals at risk via **custom notifications**,
- **Street outreach**, and
- Provision of robust **social services**.

The program, which is overseen by the City Manager's Office, is seeking proposals for the design and implementation of the ***custom notifications*** and ***street outreach*** components, as detailed below. It is crucial to understand that custom notifications require collaboration with law enforcement, whereas street outreach involves a one-way communication channel from the police to outreach workers.

Proposals may address *either* one or *both* components. **While proposals may involve collaboration among multiple Community-Based Organizations (CBOs), prospective bidders must identify a lead organization and may include partner organizations in their submissions.**

- **Custom Notifications**: Custom notifications in Berkeley are a **collaborative strategy** by ***law enforcement*** and ***community-based organizations*** to mitigate gun violence and target high-risk individuals with simultaneous "hard" and "soft" messaging. The "hard" message, delivered by police, outlines specific legal consequences for future violent acts, emphasizing immediate legal risks. Concurrently, a "soft" message from a community-based organization (CBO) conveys support and care, offering access to social services and assistance. This approach combines clear warnings about the consequences of violence with offers of help, aiming to deter violence through awareness of the repercussions and provision of alternatives. Custom notifications leverage social network analysis (SNA) to identify those at risk and employ focused deterrence to reduce gun violence, making it clear that violence is intolerable while also providing pathways to support and change.

- **Street Outreach:** A critical aspect of their operation is the **unidirectional flow** of information from police to outreach workers, keeping them informed about recent incidents without compromising their neutrality and community trust. Street outreach, conducted by Violence Interrupters, is a public health strategy aimed at curbing the spread of violence as a social contagion in communities. These workers, often with personal experiences of incarceration or violence, use their credibility and understanding of street culture to mediate conflicts and prevent violence escalation. They act as crucial connectors between individuals engaged in violence and broader gun violence intervention programs, enhancing law enforcement efforts with their community trust. Their role includes real-time violence identification and interruption, mentoring high-risk individuals, facilitating workshops and peaceful demonstrations. This partnership allows them to effectively prevent retaliation and support individuals at risk, by reinforcing community norms against violence and fostering a safer environment.

The purpose of this RFP is to solicit proposals from community-based organizations and service providers that have the expertise and ability to quickly meet the City's need to create a successful pilot program for the Gun Violence Intervention and Prevention Program in the City of Berkeley. The selected applicant(s) will be required to comply with all applicable requirements for such funds and will be required to report to the City regularly on the use of funds and services beneficiaries.

II. SCOPE OF SERVICES

Applicants are encouraged to thoroughly review the report and recommendations, as outlined in ***Attachments 1*** **to** ***4***. The selected provider(s) must demonstrate a collaborative approach, involving a wide range of internal and external organizations, community stakeholders and show expertise in gun violence intervention and prevention programming; evidenced by a strong commitment to data-driven evaluation, ability to remain within budget limits, foster effective cross-functional collaboration is crucial for the successful implementation and achieve a measurable decrease in gun violence incidents. The City is looking for detailed proposals for its Gun Violence Intervention and Prevention program, specifically focusing on designing and implementing ***street outreach*** and ***custom notification*** initiatives in alignment with the criteria provided. The sections below serve as a detailed outline and guide for the City's expectations for submissions regarding the program narrative:

A. STRATEGIC PROGRAM DEVELOPMENT

Proposals must incorporate advanced strategies based on criminological and public health research and detail methodologies and approaches for engaging the target population, including identification methods, intervention strategies, and case-management coordination and follow-up.

- **Comprehensive Strategy Development**
  - **Intervention Methodology:** Define a collaborative methodology for engaging in-risk individuals, specifying criteria and tools used. Include intervention techniques, frequency, duration, format, and risk assessment protocols.
    - **Custom Notifications:** Given a subset of individuals identified by law enforcement partners, design a methodology and/or framework for coordinating relevant stakeholders to create unified custom notifications and delivery methods to the individual.
    - **Street Outreach:** Describe a strategic plan for managing a team of street outreach workers including day-to-day functions and special activities.
  - **Effectiveness Indicators:** Provide measurable indicators and success metrics for each component (street outreach and custom notifications), including crime rate reduction, improved community trust, and other social impact metrics.

- **Documentation and Reporting**
  - **Operational Protocols:** Outline clear protocols for escalating interventions and response to emerging situations.
  - **Community Engagement Plan:** Formulate a strategy for sustained engagement with diverse community members and stakeholders. Identify relationships with field experts.

- **Budget and Effectiveness Monitoring**
  - **Budget Monitoring:** Provide a detailed breakdown and justification for each budget item. Describe the financial monitoring system, including checks and balances, audit schedules, and reporting formats.
  - **Effectiveness Monitoring:** Identify specific tools and methods for monitoring reductions in gun violence, such as statistical analysis, community surveys, etc., and explain the process for making program adjustments based on effectiveness data, including decision-making criteria and implementation timelines.

- **Data Management and Evaluation**
  - **Data Collection Tools:** Specify tools and software for data collection and analysis.
  - **Continuous Improvement Plan:** Outline a plan for regular program review and refinement based on data insights.

B. IMPLEMENTATION AND COMPLIANCE MONITORING

Detailed implementation plans are required, including staffing qualifications, resource allocation, operational timelines, and a scalable framework for program expansion. Proposals should address integrating innovative and culturally sensitive practices, considering the diverse needs of the community.

- **Implementation Planning**
  - **Operational Framework**: Outline the operational framework, staffing roles, qualifications, and resource allocation for the program. Focus on the logistical aspects of implementing the proposed strategies.
  - **Resource Allocation**: Present a comprehensive budget with allocations for each program element and justifications, focused on the direct support of proposed strategies.

- **Collaboration and Community Engagement**
  - **Collaboration Framework:** Provide a detailed organizational chart showing each entity's specific responsibilities and points of contact. Describe how the collaboration with ***various entities*** will enhance the program's effectiveness.
  - **Community and Stakeholder Engagement:** Detail specific engagement activities, their frequency, and expected outcomes, along with strategies to sustain and deepen relationships with stakeholders, including regular community meetings, feedback mechanisms, etc. Identify continued partnership with local and national field experts and collaboration with city departments.

C. OPERATIONAL TIMELINE & LOCATION

Applicants are expected to outline the expectations for the operational timeline and spatial needs of the program, detailing the specific period post-contract award and providing timelines for each critical phase of the program.

- **Timeline Expectations:** Outline a realistic and flexible timeline for the program's operational rollout, including milestones and benchmarks for the design, implementation, monitoring, and evaluation phases of the program.
- **Location Considerations:** While the City of Berkeley will not provide a location due to the fieldwork nature of this program, we are open to exploring possible city space for operational needs, if necessary. Applicants should detail their plan for location needs, how they intend to address fieldwork requirements, and any potential city space utilization if applicable.

D. ORGANIZATIONAL CAPACITY AND EXPERTISE

Applicants must demonstrate extensive experience and expertise in gun violence intervention and prevention, showcasing a deep understanding of the dynamics of gun violence and the ability to implement effective programs.

- **Organizational Experience**
  - **Case Study Details:** Include data from past programs, specifying the number of individuals reached, the reduction in violent incidents, and other relevant metrics.
  - **Insight Application:** Describe how previous lessons will be applied in the Berkeley context, with modifications or enhancements specific to local needs.

- **Training and Development**
  - **Curriculum Specifics:** Provide a detailed training schedule, including topics covered and qualifications of trainers.
  - **Training Evaluation:** Outline methods for assessing the effectiveness of training, such as pre- and post-assessment, staff feedback, and performance metrics.

This RFP is designed to facilitate the selection of a comprehensive, collaborative, and innovative approach to reduce gun violence in our community through targeted, data-driven interventions and strategic collaborations.

III. SUBMISSION REQUIREMENTS

All proposals shall include the following information, organized as separate sections of the proposal. The proposal should be concise and to the point.

1. Contractor Identification:

   Provide the name of the firm, the firm's principal place of business (see section VII, F. – Local Vendor Preference), the name and telephone number of the contact person and company tax identification number.

2. Client References:

   Provide a minimum *of 3* client references. References should be California cities or other large public sector entities. Provide the designated person's name, title, organization, address, telephone number, and the project(s) that were completed under that client's direction.

3. Price Proposal:

   The proposal must provide detailed pricing for all services, ensuring all program work does not surpass $1M (per fiscal year) for the broader two-year $2M pilot program. Pricing shall be all inclusive unless indicated otherwise. Pricing proposals shall be a separate document. The Proposal shall itemize all services, including hourly rates for all professional, technical and support personnel, and all other charges related to completion of the work. Evaluation of price proposals are subject to the local vendor business preference (see section VII.F.)

   Please complete the Program Budget Template (**See Attachment 4**).

   Note: The City of Berkeley intends to use this two-year pilot program as a foundation for developing a comprehensive approach to gun violence intervention and prevention. The focus will be on employing effective street outreach methods and custom notifications as principal strategies, as outlined in the attached report and recommendations.

4. Contract Terminations:

   If your organization has had a contract terminated in the last five (5) years, describe such incident. Termination for default is defined as notice to stop performance due to the vendor's non-performance or poor performance and the issue of performance was either (a) not litigated due to inaction on the part of the vendor, or (b) litigated and such litigation determined that the vendor was in default.

   Submit full details of the terms for default including the other party's name, address, and phone number. Present the vendor's position on the matter. The City will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience.

   If the firm has not experienced any such termination for default or early termination in the past five (5) years, so indicate.

5. Program Narrative:

Proposals should include a detailed narrative addressing the approach to each of the following criteria as outlined in Section II. SCOPE OF SERVICES:

A. **Strategic Program Development:** Proposals must incorporate advanced strategies based on criminological and public health research and detail methodologies and approaches for engaging the target population, including identification methods, intervention strategies, and case-management coordination and follow-up.
B. **Implementation and Compliance Monitoring:** Present a detailed plan for operationalizing the proposed strategies, including staffing, resource allocation, and program expansion. Describe how compliance will be ensured and how culturally sensitive practices will be integrated.
C. **Operational Timeline & Location:** Outline a realistic timeline for the program's operational rollout and provide details on spatial needs, addressing how fieldwork and potential city space utilization will be managed.
D. **Organizational Capacity and Expertise:** Demonstrate experience and expertise in the relevant field. Include case studies, application of insights, training specifics, and methods for evaluating training effectiveness.

IV. SELECTION CRITERIA

The following criteria will be considered, although not exclusively, in determining which firm(s) is hired. A selection panel comprising staff members with expertise in Gun Violence Intervention and Prevention (GVI/P), community engagement, racial equity, financial management, and relevant local knowledge will evaluate and score submissions. The panel will use a standardized scoring rubric to ensure a fair and comprehensive assessment of each proposal.

Category	Criteria	Points
Project Approach	*Approach to Custom Notifications:* Strategy for a custom notifications program that includes: • **Identification:** Collaborating with law enforcement partners to identify a specific subset of individuals deemed at-risk. • **Coordination:** Designing a framework for coordinating with relevant stakeholders, including local authorities, community organizations, and social service providers, to create a unified approach for the development and delivery of custom notifications. • **Delivery:** Outlining the process for the personalized delivery of these notifications to the identified individuals, ensuring the approach is respectful, privacy-conscious, and tailored to address the specific needs and risks associated with each individual.	**30**
	Approach to Street Outreach: Strategy for a street outreach program that includes: • **Team Management:** Describing the management of a team of street outreach workers, focusing on their day-to-day functions, roles, and responsibilities to ensure a proactive and effective outreach effort. • **Special Activities:** Planning and implementing special activities aimed at engaging target populations, enhancing the outreach program's reach and impact. • **Coordination:** Ensuring the street outreach efforts are well-coordinated with community groups, law enforcement, and other stakeholders to provide seamless support to the target populations. • **Training and Support:** Detailing the training, supervision, and ongoing support mechanisms for outreach workers, preparing them to address the complexities of their roles and adapt to the dynamic needs of the communities they serve.	
Expertise & References	*Comprehensive Experience*: Overview of the organization's background in GVP initiatives, with a special focus on custom notifications and street outreach. Submissions should highlight key staff qualifications, local collaborations, and the ability to manage federal funds effectively.	**30**
Experience Serving Diverse Populations	*Inclusive Engagement Strategies*: Presentation of approaches for engaging diverse communities through custom notifications and street outreach, including evidence of past successes and accessibility measures.	**15**

Presentation of Materials	*Alignment with Project Goals and Tailored Approach to Berkeley:* Evaluation of how the proposal aligns with the defined services and outcomes for the GVI/P project. Proposals must reference specific recommendations or findings in the attached documents and demonstrate a tailored approach to meet Berkeley's unique needs.	**15**
Costs	*Budget and Financial Oversight*: Detailed budget breakdown for custom notifications and street outreach, including justifications for cost efficiency and procedures for financial accountability.	**10**

* Effective 1/1/2022. *Local Vendor Preference. For the purposes of comparing pricing as part of this competitive RFP for goods up to $100,000 or non-professional services up to $250,000, 5% shall be deducted from the bid price proposal from any local Berkeley vendor.*

A selection panel will be convened of staff to evaluate and score submittals.

V. PAYMENT

Invoices: Invoices must be fully itemized and provide sufficient information for approving payment and audit. Invoices must be accompanied by receipt for services in order for payment to be processed. **Email invoices to Accounts Payable and cc' carredondo@berkeleyca.gov;** (List on invoice, Attn: Carianna Arredondo, City Manager's Office) and reference the contract number.

City of Berkeley
Accounts Payable
P.O. Box 700
Berkeley, CA 94710-700
Email: **AccountsPayable@berkeleyca.gov**
Phone: 510-981-7310

Payments: The City will make payment to the vendor within 30 days of receipt of a correct, approved and complete invoice.

VI. CITY REQUIREMENTS

*(Do not modify any part of this section except: Living Wage would not apply if commodities are being purchased and Equal Benefits would not apply if the contract amount will be less than $25,000. If this is the case, do not delete the section just note next to it **"Does Not Apply to this Request for Proposal**")*

A. Non-Discrimination Requirements:

Ordinance No. 5876-N.S. codified in B.M.C. Chapter 13.26 states that, for contracts worth more than $3,000 bids for supplies or bids or proposals for services shall include a completed Workforce Composition Form. Businesses with fewer than five employees are exempt from submitting this form. (See B.M.C. 13.26.030)

Under B.M.C. section 13.26.060, the City may require any bidder or vendor it believes may have discriminated to submit a Non-Discrimination Program. The Contract Compliance Officer will make this determination. This applies to all contracts and all consultants (contractors). Berkeley Municipal Code section 13.26.070 requires that all contracts with the City contain a non-discrimination clause, in which the contractor agrees not to discriminate and allows the City access to records necessary to monitor compliance. This section also applies to all contracts and all consultants.
Bidders must submit the attached Non-Discrimination Disclosure Form with their proposal.

B. Nuclear Free Berkeley Disclosure Form:

Berkeley Municipal Code section 12.90.070 prohibits the City from granting contracts to companies that knowingly engage in work for nuclear weapons. This contracting prohibition may be waived if the City Council determines that no reasonable alternative exists to doing business with a company that engages in nuclear weapons work. If your company engages in work for nuclear weapons, explain on the Disclosure Form the nature of such work. **Bidders must submit the attached Nuclear Free Disclosure Form with their proposal**.

C. Oppressive States:

The City of Berkeley prohibits granting of contracts to firms that knowingly provide personal services to specified Countries. This contracting prohibition may be waived if the City Council determines that no reasonable alternative exists to doing business with a company that is covered by City Council Resolution Nos. 59,853-N.S., 60,382-N.S., and 70,606-N.S. If your company or any subsidiary is covered, explain on the Disclosure Form the nature of such work.
Bidders must submit the attached Oppressive States Disclosure Form with their proposal.

D. Sanctuary City Contracting Ordinance:

Chapter 13.105 of the Berkeley Municipal Code prohibits the City from granting and or retaining contracts with any person or entity that provides Data Broker or Extreme Vetting services to the U.S. Immigration and Customs Enforcement Division of the United States Department of Homeland Security ("ICE").
Bidders must submit the attached Sanctuary City Compliance Statement with their proposal.

E. Conflict of Interest:

In the sole judgment of the City, any and all proposals are subject to disqualification on the basis of a conflict of interest. The City may not contract with a vendor if the vendor or an employee, officer or director of the proposer's firm, or any immediate family member of the preceding, has served as an elected official, employee, board or commission member of the City who influences the making of the contract or has a direct or indirect interest in the contract.

Furthermore, the City may not contract with any vendor whose income, investment, or real property interest may be affected by the contract. The City, at its sole option, may disqualify any proposal on the basis of such a conflict of interest. **Please identify any person associated with the firm that has a potential conflict of interest.**

F. Berkeley Living Wage Ordinance:

Chapter 13.27 of the Berkeley Municipal Code requires that contractors offer all eligible employees with City mandated minimum compensation during the term of any contract that may be awarded by the City. If the Contractor is not currently subject to the Living Wage Ordinance, cumulative contracts with the City within a one-year period may subject Contractor to the requirements under B.M.C. Chapter 13.27. A certification of compliance with this ordinance will be required upon execution of a contract. The current Living Wage rate can be found here: Information for Vendors | City of Berkeley (berkeleyca.gov). The Living Wage rate is adjusted automatically effective June 30th of each year commensurate with the corresponding increase in the Consumer Price Index published in April of each year. If the Living Wage rate is adjusted during the term of your agreement, you must pay the new adjusted rate to all eligible employees, regardless of what the rate was when the contract was executed.

G. Berkeley Equal Benefits Ordinance:

Chapter 13.29 of the Berkeley Municipal Code requires that contractors offer domestic partners the same access to benefits that are available to spouses. A certification of compliance with this ordinance will be required upon execution of a contract.

H. Statement of Economic Interest:

The City's Conflict of Interest Code designates "consultants" as a category of persons who must complete Form 700, Statement of Economic Interest, at the beginning of the contract period and again at the termination of the contract. The selected contractor will be required to complete the Form 700 before work may begin.

VII. OTHER REQUIREMENTS

A. Insurance

The selected contractor will be required to maintain general liability insurance in the minimum amount of $2,000,000, automobile liability insurance in the minimum amount of $1,000,000 and a professional liability insurance policy in the amount of $2,000,000 to cover any claims arising out of the performance of the contract. The general liability and automobile insurance must name the City, its officers, agents, volunteers and employees as additional insured.

Insurance not Necessary: ***If the services are such that the risk of exposure to liability is very low, insurance may not be required. An example of such a service is an individual using his/her computer at home to lay out a newsletter for the City.***

*** This determination must be made by the Risk Manager in writing before the RFP is issued. ***

Insurance Waiver: *A situation in which insurance is not necessary is different from a case in which insurance may be waived. An insurance waiver is appropriate where insurance would usually be necessary but when, as a policy matter, the City is willing to take the risk of allowing an uninsured or under-insured individual or business to perform the work (usually when the risk of liability is low). An insurance waiver may be granted only by the Risk Manager in writing with the approval of the City Manager. If a potential bidder expresses an inability to meet the insurance requirement, he or she should be encouraged to contact the Project Manager & Risk Manager for assistance in obtaining insurance.)*

B. Worker's Compensation Insurance:

A selected contractor who employs any person shall maintain workers' compensation insurance in accordance with state requirements. Sole proprietors with no employees are not required to carry Worker's Compensation Insurance.

C. Business License

Virtually every contractor that does business with the City must obtain a City business license as mandated by B.M.C. Ch. 9.04. The business license requirement applies whether or not the contractor has an office within the City limits. However, a "casual" or "isolated" business transaction (B.M.C. section 9.04.010) does not subject the contractor to the license tax. Warehousing businesses and charitable organizations are the only entities specifically exempted in the code from the license requirement (see B.M.C. sections, 9.04.295 and 9.04.300). Non-profit organizations are granted partial exemptions (see B.M.C. section 9.04.305). Persons who, by reason of physical infirmity, unavoidable misfortune, or unavoidable poverty, may be granted an exemption of one annual free license at the discretion of the Director of Finance. (See B.M.C. sections 9.04.290).

Vendor must apply for a City business license and show proof of application to Purchasing Manager within seven days of being selected as intended contractor.

The Customer Service Division of the Finance Department located at 1947 Center Street, Berkeley, CA 94704, issues business licenses. Contractors should contact this division for questions and/or information on obtaining a City business license, in person, or by calling 510-981-7200**.**

D. Recycled Paper

Any printed reports for the City required during the performance of the work shall be on 100% recycled paper, and shall be ***printed on both sides of the page*** whenever practical.

E. State Prevailing Wage:

Certain labor categories under this project may be subject to prevailing wages as identified in the State of California Labor Code commencing in Section 1770 et seq. These labor categories, when employed for any "work performed during the design and preconstruction phases of construction including, but not limited to, inspection and land surveying work," constitute a "Public Work" within the definition of Section 1720(a)(1) of the California Labor Code requiring payment of prevailing wages.

Wage information is available through the California Division of Industrial Relations web site at:
http://www.dir.ca.gov/OPRL/statistics_and_databases.html

F. Local Vendor Preference

City of Berkeley applies a local vendor preference for comparing pricing submittals in RFP responses (City Council Resolution No. 69,890-N.S.)

A **local business** is defined as "a business firm with fixed offices or distribution points located within the City of Berkeley boundaries and listed in the Permits and License Tax paid file, with a Berkeley business street address."

Competing for non-professional services
For the purposes of comparing pricing as part of this competitive RFP for non-professional services up to $250,000, 5% shall be deducted from the bid price proposal from any local Berkeley vendor in order to assign evaluation points to the pricing section.

VIII. SCHEDULE (Dates are subject to change)

❑ Issue RFP to Potential Bidders	Friday, March 20, 2024
❑ Bidders Conference	Friday, April 5, 2024
❑ Questions Due	Monday, April 8, 2024
❑ Answers Posted	Wednesday, April 10, 2024
❑ Proposals Due from Potential Bidders	Tuesday, April 16, 2024
❑ Reference Checks	*Week of* April 22-26, 2024
❑ Panel Interviews	Friday April 26, 2024
❑ Completion of Section Process	Tuesday, April 30, 2024
❑ Notification and Contract Negotiations	*Week of* April 30, 2024
❑ Council Approval of Contract (over $50k)	Tuesday, June 4, 2024
❑ Award of Contract	Wednesday, June 5, 2024
❑ Sign and Process Contract	Tuesday, June 25, 2024
❑ Notice to Proceed	Wednesday, June 26, 2024

Thank you for your interest in working with the City of Berkeley for this service. We look forward to receiving your proposal.

Attachments:

• Gun Violence Prevention Report	Attachment 1
• D2 Advisory Recommendations	Attachment 2
• January 23, 2024 City Council Meeting	Attachment 3
• Program Budget Template	Attachment 4
• Check List of Required items for Submittal	Attachment A
• Non-Discrimination/Workforce Composition Form	Attachment B
• Nuclear Free Disclosure Form	Attachment C
• Oppressive States Form	Attachment D
• Sanctuary City Compliance Statement	Attachment E
• Living Wage Form	Attachment F
• Equal Benefits Certification of Compliance	Attachment G
• Right to Audit Form	Attachment H
• Insurance Endorsement	Attachment I

ATTACHMENT A

CHECKLIST

- ❑ Proposal describing service (one (1) PDF of proposal)
- ❑ Contractor Identification and Company Information
- ❑ Client References
- ❑ Costs proposal by task, type of service & personnel (as a separate document from the proposal)
- ❑ Completed Program Narrative and Budget Template
- ❑ The following forms, completed and **signed in blue ink** (attached):
    - o Non-Discrimination/Workforce Composition Form — Attachment B
    - o Nuclear Free Disclosure Form — Attachment C
    - o Oppressive States Form — Attachment D
    - o Sanctuary City Compliance Statement — Attachment E
    - o Living Wage Form ***(may be optional)*** — Attachment F
    - o Equal Benefits Certification (EBO-1) ***(may be optional)*** — Attachment G

ADDITIONAL SUBMITTALS REQUIRED FROM SELECTED VENDOR AFTER COUNCIL APPROVAL TO AWARD CONTRACT.

- ❑ Provide **original-signed in blue ink** Evidence of Insurance
    - o Auto
    - o Liability
    - o Worker's Compensation
- ❑ Right to Audit Form — Attachment H
- ❑ Commercial General & Automobile Liability Endorsement Form — Attachment I
- ❑ Berkeley Business License (Current Year Certificate)

For informational purposes only: Sample of Personal Services Contract can be found on the City's website on the current bid and proposal page at the top of the page.

APPENDIX I

Violence Prevention and Wellness | Berkeley High school Wellness Center Supporting Documents

BHS Wellness Center

Location: H104, 1st floor H Bldg.

BHS Wellness Center Priorities



Lower Students' Affective Filter

Nurture social- emotional safety to support learning



Improve Self Awareness, Management & Connections

Provide access to direct services & social -emotional programming



Increase Students' Wellness Education

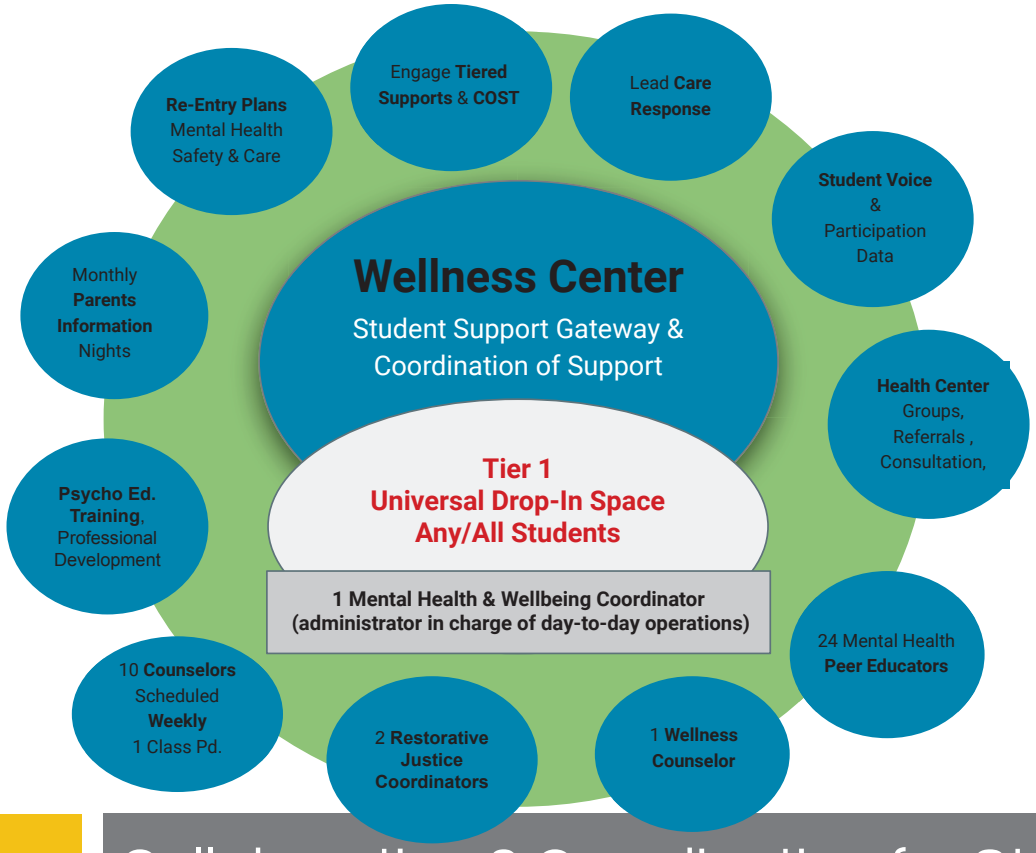
Connect to lifestyle, health, mental health, and wellbeing topics

BERKELEY HIGH SCHOOL

Wellness Center

Our Mission

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



Collaborating & Coordinating for Students

Mental Health & Wellbeing Coordinator

Goals

- Increase the capacity of classrooms to provide opportunities for students to stay in their learning space to “sit and calm”
- Provide cohesive tiered systems of support focused on student wellbeing and mental health
- Create meaningful, intentional collaborative learning spaces around mental health and wellbeing at BHS



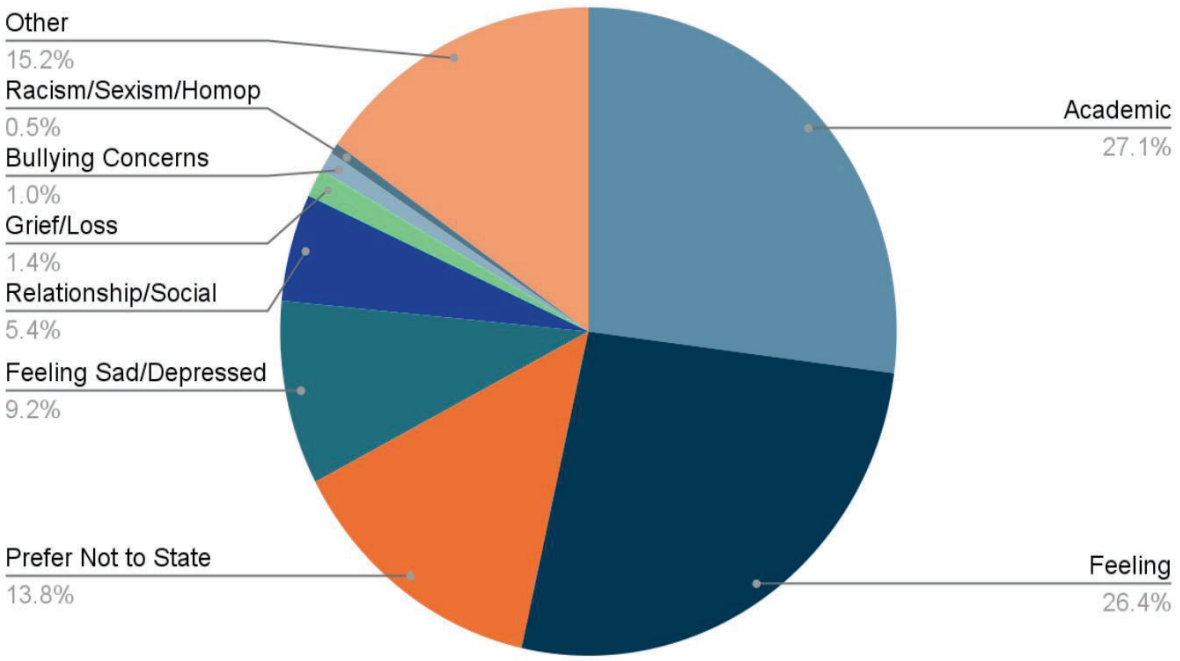
Action



Action grounded by data and committed to collaborative implementation

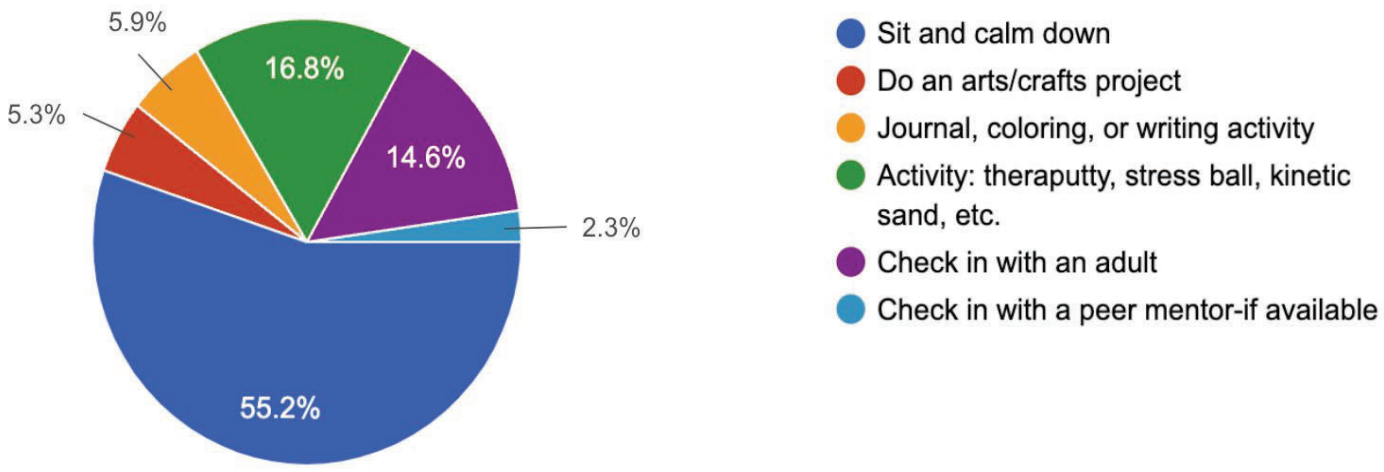
- ❏ Teen “Calm kit” a kit similar to a hygiene kit centered around giving students tangible tools to support self-regulation

- ❏ Meeting 1x1 or in small groups to discuss strategies, celebrate successes and collaborate on solutions



Students' "Why" for visiting Wellness Center

Activities that Students Self Selected



Students' #1 Self Selected Activity

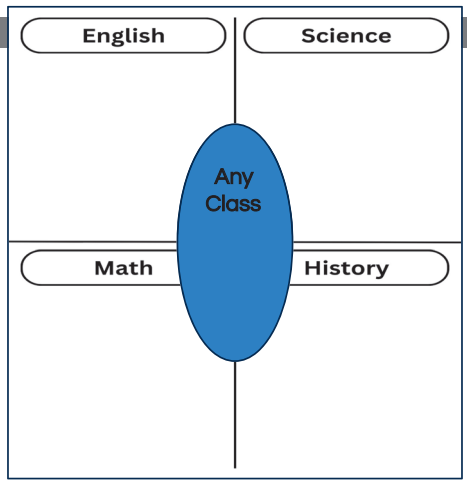
"Sit and Calm Down"

Analysis: Address Nervous System Regulation

Above linked video to view on your own

Group Activity Objective:

Identify strategies that facilitate independent self-regulation inside classrooms



Prompt #1: Quiet Thinking (2 min)

Use post-it note: What does calm look like in your classroom?

Prompt #2: Group Task (8 min)

What kind of "calming" options can be integrated into classrooms?

1st: Table groups (5-6 people) who do not teach the same subject

Now: Draft a list of options, designed for any individual student in subject specific classes. To do this, you will have to share, compare, replicate, and remix a list of options.

- Your list should be anchored in practical, accessible strategies that support independent self-regulation within a classroom setting
- Challenge yourself to come up with low or no verbal input/output
- Also, do not list any group activities.

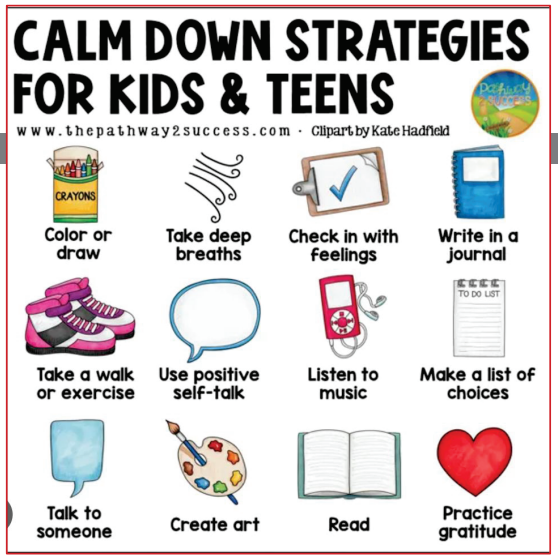


Group Share Out (2min)

Groups pair up and share w/each other!

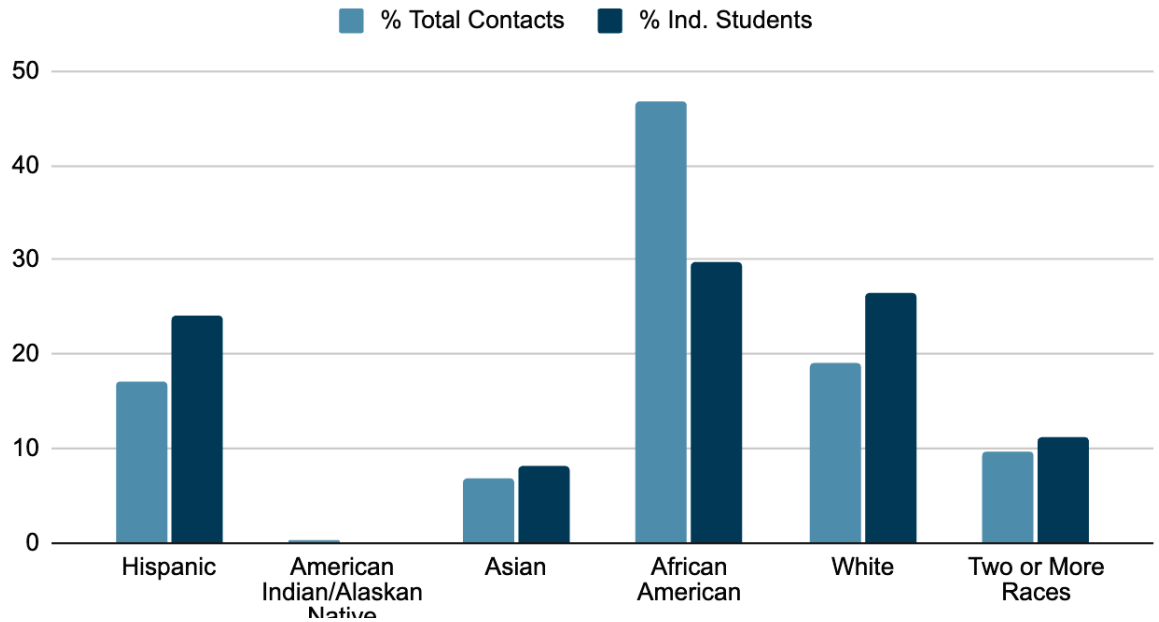
Take turns **sharing 1 item from each quadrant** that your group listed as a practical strategy for students to access a self-regulation "calming" option inside of the classroom.

You each get one minute!



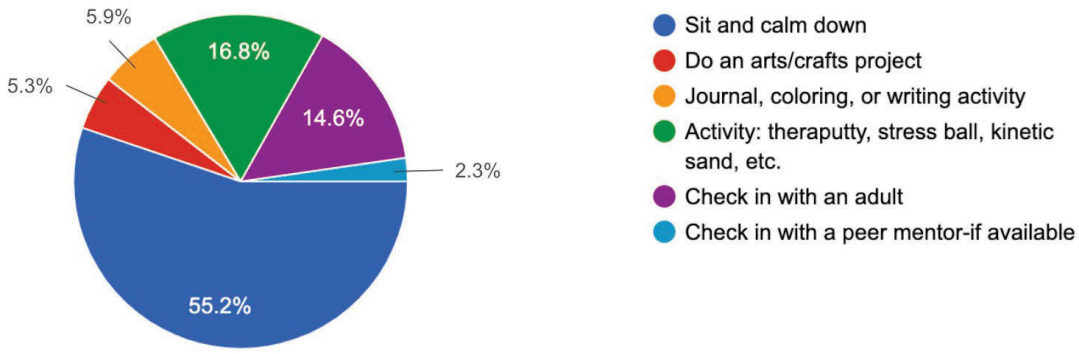


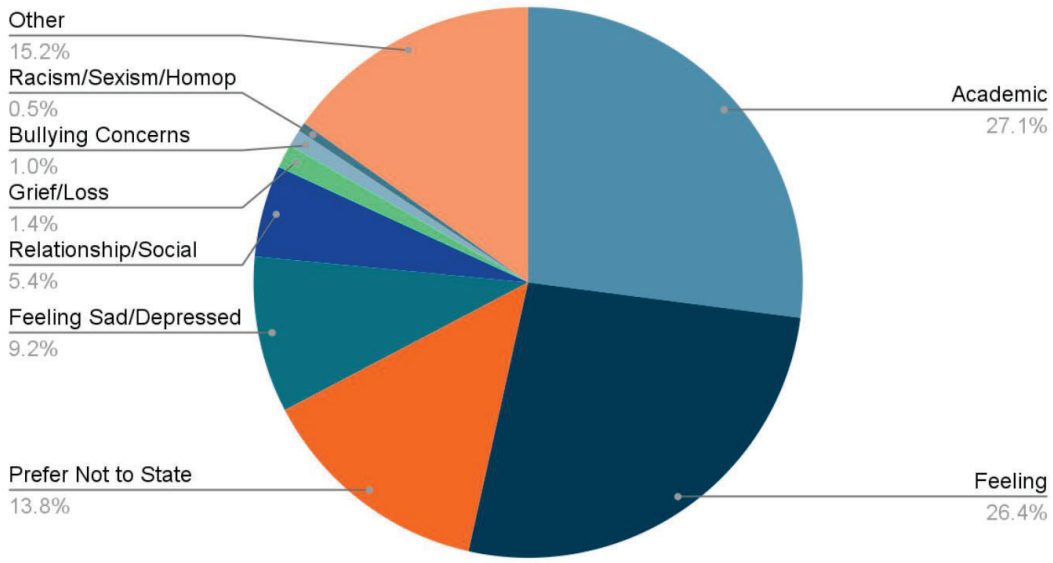
Wellness Center Support & ServicesOverview
Total Student Contacts & Student Profiles

Individual Student Profiles: Who is accessing the Wellness Center?	
Data Point	**380 individual students** accessed the Wellness Center for a total of **1120 Contacts**
Race	Individual Students Served: 12/4/23-5/31//2024: • 24% identified as Hispanic/Latino (code 1) • 0.2% identified as American Indian or Alaskan Native (code 2) • 8.2% identified as Asian (code 3) • 29.7% identified as Black or African American (code 4) • 26.6% identified as White (code 6) • 11.3% identified as Two or More Races (code 7) Percentage of Total Contacts vs. Individual Students by Race: 
Program	Per student contact by SIS reported program:

	• SPED: 21.3% • Focal: 24.2% • Bridge: 7.9% • 504 Plan: 8.4% • Emergent Bilingual (ELL): 5.3% • No Program Listed: 32.9%
Gender	Per student contact by SIS reported gender: • Female: 60.5% • Male: 37.6% • Non-binary: 1.8%
SLC	Student Wellness Center Access By SLC in order of highest access per student: 1. U9 34.5% 2. AC 21.8% 3. AMPS 10.8% 4. BIHS 10% 5. CAS 10% 6. AHA 8.7% 7. MLP 2.6% 8. CEC .8% 9. ISP .3%

Total Student Contacts **What is the frequency of student engagement, reasons for coming In, activities chosen"**	
Outcome Measures:	**Data Points At-A-Glance**
What changes have occurred in the numbers and demographics of students receiving mental health & wellbeing services through BHS?	From 12/2 (opening) to 5/31: the wellness center has had **1120 student contacts**, of these contacts Per Contact: 12/4/23-5/31/2024 • 17.1% identified as Hispanic/Latino (code 1) • 0.4% identified as American Indian or Alaskan Native (code 2) • 6.8% identified as Asian (code 3) • 46.8% identified as Black or African American (code 4) • 19.1% identified as White (code 6)

	• 9.8% identified as Two or More Races (code 7)
What types of mental health activities are students receiving/participating in?	The activities that students self-select: 
What if any indication do you have that students are receiving more appropriate services?	We have been open for **23 weeks** Since our opening, we have had a total of **1120 student contacts*:** • Drop-In Monday-Friday. **We are only closed during two periods**: COST and Weekly Team Meeting • **Welcome Desk** staffed by the 2 RJ Coordinators, Wellness Counselor, and Mental Health & Wellbeing Coordinator • **Counselor & Peer Educator Culture Keepers:** ○ 12 different counselors come in for weekly for one class period ○ Peer educators (11th/12th grades) are in the wellness center at different times Data indicate that students have a space to go and receive coordinated support and space for the following (most common) areas of need: Reasons students are coming to the Wellness Center, **the majority of contacts are due to stress-related needs (academic stress/anxiety, feeling stressed/anxious).**


Other
15.2%
Racism/Sexism/Homop
0.5%
Bullying Concerns
1.0%
Grief/Loss
1.4%
Relationship/Social
5.4%
Feeling Sad/Depressed
9.2%
Prefer Not to State
13.8%
Academic
27.1%
Feeling
26.4%

How, specifically, have mental health services, activities, and/or approaches improved at Berkeley High as a result of the Mental Health & Wellness Coordinator?	Coordinated Data Collection & Analysis of BHS Mental Health & Wellness Systems ● BHS Mental Health & Wellness Project Evaluation The following mental health services have been articulated/implemented/improved: ● Staff professional development ● Implementation of Care Response Team (overview) Care Team Roles ● Articulated instructions for MH Crisis/Suicide prevention ● Articulation of Mental Health Continuum In progress ● Tracking of data related to student mental health, behavioral health, & wellness **Substance use framework in Phase 1:** ● School counselors have been trained in brief intervention ● Tier 1 educational materials available around campus and in the Wellness Center ● Parent Education night in collaboration with the wellness center ● Wellness Wednesday focused on substance use ● Student survey related to substance use ● COST/Counselors have completed BHS substance use assessment BHS Mental Health Handbook Draft has been completed: ● Pending: final collaboration with the COB Health Center for Risk Assessment & Re-Entry. **Tier 2 and 3 Partnerships** ● Substance Use 1-1, Tier 3 support (pilot) ● APPA Student Mental Health Mentorship (pilot) ● Niroga Mindfulness Institute, 1-1 support and groups
Data-Based Implications & Next Steps for Semester 1, 2024-2025	**For 2024-2025 Data Implications & First Semester Priorities** ● Increase **student outreach** on campus for Wellness Center ● Increase **family engagement** and outreach in Wellness Center Services ● Increase in **qualitative student data** ● **Stress/Anxiety (53% of student contacts)** Addressing in Tier 1 and programmatically ● Post-wellness center engagement student data ● Increase **Tier 2 partnerships** & support for frequently visiting students ○ Check in Check Out Programming drafted ● Continue **Phase 1 Substance Use Framework (based on SAMHSA model)**: ○ Tier 1-general education posters, videos, information

	○ Brief Intervention Substance Use (pilot) ● Finalize re-entry/suicide risk assessment in BHS Mental Health Handbook

APPENDIX J

Dispatch Needs Assessment Reports



Communications Center Needs Assessment

Executive Brief — Final

March 2024

City of Berkeley, California

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1 Background

The City of Berkeley, California, (Berkeley) commissioned a study with Mission Critical Partners, LLC (MCP) to validate the findings and recommendations contained in the *City of Berkeley Communications Center Needs Assessment and Recommendations Report*, dated October 25, 2022. Hereafter, that report will be referred to as the Needs Assessment.

The goal of the review is to provide an alternative perspective of that study's findings and recommendations and to help Berkeley achieve several goals, including:

- Improving recruitment and retention
- Implementing dispatch protocols
- Achieving accreditation
- Implementing tiered dispatching
- Exploring alternatives for low-acuity calls
- Achieving a more professional workflow for fire dispatch
- Mending the organizational culture in pursuit of organizational health and wellness

The expanding emergency communications ecosystem (Figure 1) is complex, quickly advancing, and always evolving.

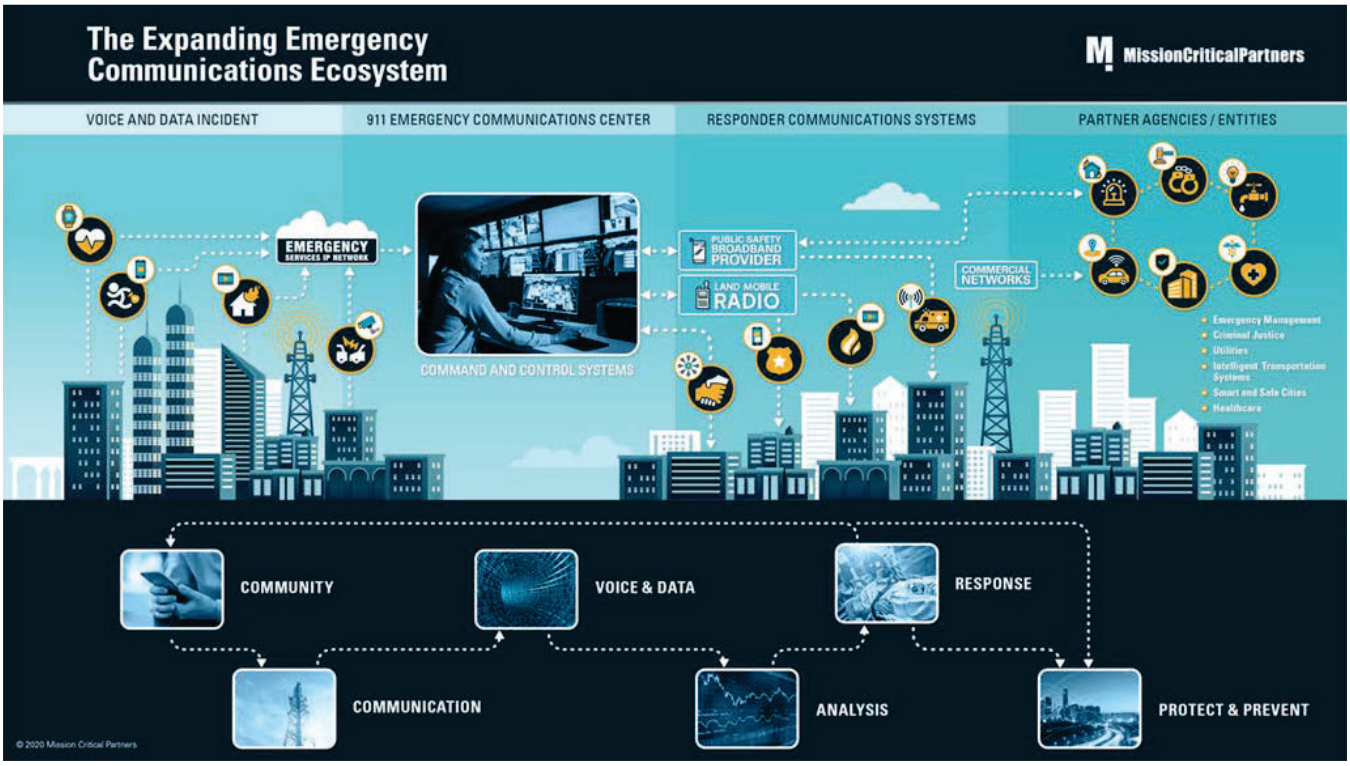


Figure 1: Emergency Communications Ecosystem

MCP conducted its analysis holistically and developed recommendations that are reasonable, responsive, and practical. From our perspective, the staffing crisis is not going to be resolved quickly and the industry may never return to the way it was in years past. With the realization that staffing may continue to be a challenge, the goals for Berkeley should be focused on recruiting and retaining current employees, creating an environment that is conducive to learning and mastering the job, and taking measures to balance workload with the capacity of the communications center. These measures directly impact service delivery levels to the field responders and the community.

Appendix B includes a list of alternative perspectives between MCP and the Needs Assessment and Appendix C includes a list of prioritized recommendations, metrics, and outcomes that are derived from the alternative perspectives.

2 Key Findings/Results

2.1 Staffing Analysis

One of the most important factors in any successful organization is its people and, by association, the allocation of those resources. Many public safety emergency communications centers (ECCs) across the country constantly struggle with staffing shortages. Tenured employees are retiring, while others simply leave for any number of reasons—shift work, the hours, childcare issues, stress, and better pay in the private sector.

As of January 2024, Berkeley is authorized for one communications center manager, five supervisors, and 36 dispatchers—a total of 42 staff. This is an increase in the authorized strength of one supervisor and eight dispatchers since the Needs Assessment, when the authorized strength was 33. Unfortunately, as was also seen during the Needs Assessment, Berkeley's actual full-time employee count is much lower—currently at 24 (one manager, five supervisors, and 18 dispatchers). However, of the 18 dispatchers, two are on long-term leave, one is out with an injury, and three are in training[1]—bringing the dispatchers available to 12 to cover the 24 x 7 communications center environment. This is indeed a crisis.

Berkeley's minimum staffing, at the time of the Needs Assessment, was six to seven per shift, including the supervisor. It is now five from 0200 to 1800:

- Dispatchers – 3
  - Police dispatch
  - Records
  - Fire/Emergency medical services (EMS)
- Call Takers – 2

From 1800 to 0200, minimum staffing can drop to four, which means there is one call taker or the records desk shuts down.

MCP utilizes the National Emergency Number Association's (NENA) staffing tool and Erlang C calculations when determining appropriate staffing levels. To validate the staffing recommendations contained in the Needs Assessment, MCP conducted volume-based and coverage-based analyses.

[1] There had been seven in training but four were recently terminated for performance issues.

- Volume-based is dependent on the respective activity levels in the ECC, which determine the employees needed to fill a position. In essence, the workload (e.g., incoming calls, incidents) determines the number of individuals that should be scheduled for each shift to handle the volume of work.
- Coverage-based refers to a position that must be staffed regardless of the volume of work at the respective position. The position could be staffed 24 x 7 or just for certain hours of the day.

For most PSAPs, dispatch positions are coverage-based positions. Conversely, call-take positions, without dispatch responsibilities, are likely to be volume-based positions—meaning the number of staff necessary to answer incoming calls may fluctuate based on historical incoming call data. There is often a greater need during business hours and early evening hours, for example, than overnight hours. This specific level of detail requires greater breakdowns of the call data.

NENA's calculations for volume-based staffing consider that a dispatcher can handle more than one incident at a time. In MCP's experience and data from other centers, for fire, this is estimated to be two incidents (four if there is a tactical dispatcher available to support) and for EMS, five or six incidents, with eight incidents or more for law enforcement. These are subjective numbers. When fire and EMS are dispatched from a single position or the position is responsible for multiple channels, this capacity decreases. For all disciplines (fire, EMS, and law), these numbers assume routine incidents—not major incidents.

2.1.1 Coverage-Based Analysis

Berkeley telecommunicators (supervisors and dispatchers, collectively) work a 10-hour shift rotation, with scheduled baseline work hours totaling 2,080 annually—before leave and overtime. The average leave for Berkeley telecommunicators in 2023 was 489 hours; the Needs Assessment estimated leave at 389 hours. As staffing deteriorates, it is common to see an increase in leave time—particularly sick leave—because of the impact the staffing shortage may have on an employee's ability to take time off—to get a day off, staff call in sick. The high leave average is likely compounded by the staff on long-term leave, which will increase the overall leave averages. The following table illustrates average leave calculations between the Needs Assessment (2021) and actual use of time off in 2023.

Table 1: Average Annual Leave

Leave Type	Annual Hours Used (Needs Assessment)	2023 Annual Leave Hours
Vacation and Holiday	255	163
Sick Leave (includes COVID, parental, and FMLA)	50	250
Personal Leave/Comp	80	63
Training Leave	4	0
Other Leave	0	13
Total Average Leave per Employee	389	489

MCP typically sees leave time vary between 250 to 300 hours annually, depending on the size of the center and number of staff. While 389 hours (39 days) is at the high end of what MCP normally encounters, 489 hours (49 days) is excessive; as noted, this could be impacted by the telecommunicators on long-term leave. Use of leave time, including policies and contractual obligations, should be closely monitored.

Based on the current scheduled work hours and leave, telecommunicators are available to work 1,691 hours (excluding any meals or breaks, which would lower the hours). Ideally, telecommunicators working 10-hour shifts would be able to take two 15-minute breaks and one 30- or 45-minute meal break; this, unfortunately, is not occurring in Berkeley.

Statistically, if Berkeley were to staff its minimum of six to seven positions, 36 to 44 telecommunicators would be required, excluding turnover, which is right where Berkeley's authorized strength is. This is just coverage for Berkeley's minimum as reported in the Needs Assessment (during which Berkeley's authorized strength was 32 telecommunicators).

Table 2: Coverage Summary

A	6	Total number of console positions to be covered
B	24	Number of hours per day that need to be covered
C	7	Number of days per week that need to be covered
D	52	Number of weeks per year that need to be covered
E	52,416	Total hours needing coverage (A x B x C x D)
Telecommunicator Availability:		
F	1,479.63	True Availability per Telecommunicator[2]
Staff Needed:		
G	35.4	Base estimate (FTE) = E / F
H	25%	Turnover Rate
I	44.3	Required to accommodate turnover

The Needs Assessment used a turnover factor of 9%, which is low for the industry. If factoring in turnover, MCP recommends a rate factor of at least 25%. However, exercise caution if using turnover calculations as often the overall work environment is more productive when staffing is appropriate—staff are able to get time off, which often reduces leave, morale improves and anxiety lessens, contributing to positivity within the workforce.

Any opportunity to over hire, in anticipation of turnover, should be considered, particularly given the training time. The over-hire option would enable Berkeley to hire more dispatchers than they are authorized. The justification for the over-hiring strategy is the historical trend of persistent turnover, the length of onboarding and training, and the need to fill positions as quickly as possible to provide relief for incumbent employees (to increase/sustain retention and morale).

Statistically, the number of full-time employees required to cover a position 24 x 7 is impacted by the schedule. The following table shows the difference between 8-hour, 10-hour, and 12-hour shifts with an average of 389 hours of time off annually. For agencies working 8-hour shifts, a telecommunicator works approximately 260 days or 2,080 hours a year. This is typically represented in a 5-day on/2-day off schedule. For agencies working

[2] True availability is calculated by multiplying 1,691 available hours times 88% utilization rate. Utilization factors in two 15-minute breaks and one 45 minute lunch break (75 minutes break time).

12-hour shifts, a telecommunicator works approximately 182 days or 2,184 hours a year; varying schedules are available but built-in overtime is inherent in many of them. For agencies working 10-hour shift schedules, a telecommunicator works approximately 208 days or 2,080 hours a year, with varying schedules available to maintain 40 hours a week. Ten-hour shifts generally require a higher number of full-time employees due to the staggered starting hours. In the example below, the 8- and 10-hour shifts require the same staffing because of the 2,080 hours annually. If the baseline hours changed for either, the staffing may differ.

Shift/Schedule	Full-time Employees Required to Meet Shift Minimums of 6 to 7 Telecommunicators[3]	Turnover Factor of 25%
8-Hour Shifts	36	52
10-Hour Shifts	36	52
12-Hour Shifts	34	49

With an authorized strength of 36 dispatchers, statistically, Berkeley is right at the required number of full-time employees needed to cover the minimum staffing 24 x 7; however, these calculations use a lower leave factor than current usage. **The higher leave would affect the full-time employees needed by two across the board.**

Again, this is *minimum* staffing—not what the ideal configuration should be; staffing levels are discussed in the following sections.

MCP uses the word, statistically, as the NENA and Association of Public Safety Communications Officials (APCO) International staffing tools yield baseline requirements. No one algorithm conclusively determines staffing requirements as the data used are snapshots in time (often averaged), and it is not as simple as "plugging in numbers." It is a layering process of baseline determinants, shift dynamics, operational configurations, the application of industry trends, and industry subject-matter expertise, yielding a recommendation from an objective third party. Ultimately, final staffing determinations are with an agency as proper staffing is finding that balance between service-level expectations and fiscal constraints.

2.1.2 Span of Control

In general, span of control guidance is how many people can be effectively managed[4], leaving it up to an individual agency to determine. HRDQ, a company that provides training and best practice recommendations to organizations nationwide, noted "In the modern organizational school of thought, it is recommended that organizations have about fifteen to twenty employees working directly under each manager or supervisor. However, experts with a more traditional focus often believe that the ideal number of employees reporting to each manager is between five and six."[5]

[3] For the purposes of this calculation, breaks/meals equate to 60 minutes, 75 minutes, and 90 minutes, respectively, for 8-, 10-, and 12-hour shifts.
[4] From the National Incident Management System (NIMS) Incident Command System (ICS).
[5] Organizational Structure: What is The Ideal "Span of Control"? — HRDQ (hrdqstore.com)

MCP's analysis found the five supervisor positions are appropriate. MCP generally does not subscribe to the same principle for determining the number of full time-employees needed to adequately provide supervision as it does for determining number of full-time employees needed to provide adequate coverage for one telecommunicator position 24 x 7. While the same statistical data can be applied to determine the supervisor positions, it often leads to over-staffing because unless a supervisor is on leave (planned or unplanned), the additional supervisors are not serving in that official capacity—unless personnel are assigned to each supervisor, and, even then, the supervisors are not always working with their assigned staff, particularly on 10-hour shifts. An experienced telecommunicator can serve as a supervisor temporarily or an assistant supervisor or lead telecommunicator position can be created. The benefits of this practice are that it helps the organization develop employees for promotion and supports succession training. This is also a cost-saving measure as there is not a requirement to hire as many supervisors at an elevated pay rate.

The span of control for the shift minimums is not ideal because the supervisors are routinely working in a position, which is a distraction from supervising employees and takes time away from other supervisory tasks and responsibilities. Now that a communications manager has been hired, a job analysis should be conducted for the supervisor positions to determine if there are any tasks that can be absorbed by the dedicated communications manager, which would lighten the workload of the supervisors that are predominately working a dispatch or call taker position for the foreseeable future.

2.1.3 Volume-Based Analysis

Call Takers

To determine the staffing needed to handle the incoming call volume, calls can be parsed by the hour of the day and evaluated with Erlang C calculations. One of the needed statistics for this calculation is the average processing time. For Berkeley, the average processing times are as follows:

- 911 calls = 1 minute 45 seconds (104.7 seconds)[6]
- 10-digit calls = 1 minute 31 seconds (91 seconds)[7]
- Administrative calls = 1 minute 57 seconds (117 seconds)[8]

A related factor is the wrap-up time between calls. The Needs Assessment used a 45-second wrap-up and referred to it as the "current industry best practice." This is an exceedingly long time between calls, particularly when all the information should be gathered from the caller when on the phone and entered simultaneously. Although no best practice exists for wrap-up time, MCP uses five to ten seconds depending on the agency, unless the agency has a predetermined time built in. MCP also uses an occupancy of 85%—meaning the expectation is that a call taker has nine minutes of downtime an hour. This provides a buffer when calculating the minimum number of call takers needed so we are not recommending a staffing level that would require telecommunicators to be on a call without a break for their entire shift. Given the demands of the high pressure nature of the job, MCP assumes there is a need for some downtime in between call processing. This is based

[6] This was the average processing time for 911 calls for 2022.
[7] Typically, 10-digit phone lines are published by the police department as an alternative number to dialing 911. Calls coming in on 10-digit phone lines are generally from outside of the 911 area (e.g., alarm companies) and, according to staff, the vast majority of calls received on 10-digit phone lines are non-emergent in nature.
[8] Administrative calls are calls that are received through the police department administrative phone numbers and generally are administrative in nature, including calls rolling into the center that are intended for other police department areas or personnel.

on industry experience and a higher tolerance for shorter wrap-up times and less downtime—particularly in short- and under-staffed[9] environments.

Another factor required is the required service level (i.e., the call answer time). The State of California Governor's Office of Emergency Services, better known as Cal OES, requires that a call answer time is within 15 seconds for 911 calls:

> *Ninety (90%) percent of all 9-1-1 calls arriving at the Public Safety Answering Point SHALL be answered within (≤) Fifteen (15) seconds. Ninety-five (95%) of all 9-1-1 calls SHOULD be answered within (≤) twenty (20) seconds.*[10]

This State standard mirrors the NENA call-answering standard[11] and aligns with the National Fire Protection Association (NFPA) call-answering standard, although NFPA uses shall for both time parameters[12].

In 2022, Berkeley was only able to meet the 90% of 911 calls answered in 15 seconds between midnight and 0600, when call volumes are lowest. Berkeley, overall, was able to meet the 95% of 911 calls in 20 seconds call-answer time. The California 9-1-1 Branch "realizes that unpredictable spikes may occur and will take abnormalities into consideration when reviewing statistics."[13]

When assessing the 911 calls for 2022 (a total of 53,739), two telecommunicators (call takers) would be required to meet the State call answer time of 95-20; one to two telecommunicators, depending on the time of day, would be required to meet the State call-answer time of 90-15. The 911 call volume rose in 2023 to 57,378—an average of ten a day or one call every two hours. This volume increase would be absorbable by the two call takers.

The Needs Assessment grouped all calls together and assumed a service level of answering 90% of all calls within 15 seconds. While some emergency calls may come in on 10-digit lines, it is not the norm. According to staff, the types of calls received on the 10-digit lines include parking complaints, city questions, non-emergency situations, records requests, tow inquiries, homeless encampments, and other complaints. Typically, 10-digit phone lines are published by the police department as an alternative number to dialing 911. These lines are particularly important for callers outside of the 911 service area that need to reach dispatch, as with alarm companies. Callers are often unaware that these lines are routing into the dispatch center and answered by the same telecommunicators that are handling 911 calls and dispatching field responders.

In addition to 10-digit lines that route directly into the dispatch center, there are administrative telephone lines for the police department. Staff reported that the police department has an electronic auto-attendant on the administrative phone lines that provides callers with a directory to various departments and staff members. Calls that come in on these lines are generally non-emergent calls that pertain to the police department or other city services and do not require a field responder to be dispatched. Staff reported that, often, the other departments do not answer, and the administrative calls ultimately reroute back to the dispatch center. Frequent callers will also automatically press the communications center option first to bypass having to navigate through the call attendant and to reach a human.

Although it is not a best practice to require telecommunicators to answer administrative calls for the police department, if it is necessary, MCP does not recommend such stringent call answer time parameters for non-

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[9] Short-staffed means a center is operating with vacancies within its number of authorized personnel. Under-staffed means a center's authorized strength is insufficient to effectively handle the workload.
[10] Chapter I - Standards update 2023 (ca.gov)
[11] https://cdn.ymaws.com/www.nena.org/resource/resmgr/standards/nena-sta-020.1-2020_911_call.pdf
[12] https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1225
[13] Chapter I - Standards update 2023 (ca.gov)

emergent and administrative call volume because the vast majority are non-emergency, administrative, and/or for a department outside of the center. As highlighted in this brief, it should be a priority to determine what calls can be diverted away from the ECC so the call takers are free to handle higher priority emergency calls.

To determine the number of call takers needed to handle the inbound call volume, MCP analyzed ECaTS (Emergency Call Tracking System[14]) reports from 2022 and verified the total inbound and outbound call volume and the average calls for service by hour (911, 10-digit, and administrative). Staff was provided instructions on how to run an analytics report in ECaTS to determine the annual 2022 inbound and outbound call volume for 911, 10-digit, and administrative calls. Results were then validated by MCP with direct access into ECaTS. That report yielded the results shown below.

Phone Line Category	2022 Inbound	2022 Outbound	Total
911	53,739[15]	N/A	53,739
10-digit	21,319[16]	24	21,343
Administrative	80,195[17]	44,378	124,573
Total	155,253	44,402	199,655

Considering 65.38% of calls handled by Berkeley are received on 10-digit (13.73%) and administrative phone lines (51.65%), the same standard is not applicable. An additional 44,402 outbound calls are made on administrative and 10-digit phone lines. MCP thinks that answering 80% of non-emergency lines within 30 seconds is practical for both the 10-digit lines and the administrative phone lines. Given the high number of calls, this requires one (midnight to 0700) to two call takers (0700 to midnight).

To put the amount of time the telecommunicators are spending on administrative calls into perspective, they spend approximately 17 to 18 minutes an hour on administrative calls:

- 80,195 administrative calls annually
- Administrative call processing time is approximately 157 seconds
- 428 minutes per 24-hours on average
- 17 to 18 minutes per hour

Another metric is the abandoned call rate. An abandoned call is defined by NENA as “an emergency Call in which the caller disconnects before the Call can be answered by the PSAP (Public Safety Answering Point).”[18]

Every center will experience abandoned calls; the goal is to keep them as low as possible. There are many reasons for abandoned calls, including those who “pocket dial,” realize they have misdialed, or become frustrated waiting for an answer and hang up. When staff members are on another line, incoming calls cannot

[14] ECaTS is a management information system (MIS) reporting service developed specifically for the public safety sector—and the first to offer online access to statistical call handling data. https://www.ecats911.com/pages/home.html
[15] 46,449 total 911 calls and 7,290 abandoned 911 calls
[16] 19,170 inbound 10-digit calls and 2,125 abandoned 10-digit calls
[17] 79,125 inbound administrative calls and 1,070 abandoned administrative calls
[18] “Abandoned Call,” NENA Master Glossary of 9-1-1 Terminology, National Emergency Number Association, June 22, 2021, pg. 18 of 226. https://www.nena.org/page/Glossary

be answered right away. Regardless of the reason, this creates additional work as staff must try to re-establish contact with the caller to determine if there is an actual emergency.

There is no industry metric for a "normal" number of abandoned calls. In MCP's experience, an abandoned call rate of 8% percent or less is attainable when a center is appropriately staffed. In the *2021 Talkdesk Global Contact Center KPI Benchmarking Report,* the average abandonment rate for government and the public sector in 2020 was 7.44%.[19] MetricNet, a performance benchmarking company in McLean, Virginia, for IT and call centers, suggests an optimal range for abandoned calls is between 4% and 7%.[20] More recently, 8% to 10% is the average abandonment rate for some industries.[21] While the focus of these companies is on the service industry, not the 911 industry, there is a correlation between the two. The industries are answering calls from the public in response to their stated mission or objective.

Berkeley's average abandoned call rate in 2022 was 13.57%. Although this is not uncommon for an ECC with persistent vacancies, it is an indicator that call answering is impacted by the currently low staffing levels. This metric should continue to be closely monitored and steps should be taken to prevent the abandoned call rate from increasing.

When combined with the 911 call volume, three to four call takers are necessary, depending on the time of day. On the overnight hours, two call takers could likely handle the incoming call volume, supported by the records and/or fire/EMS dispatch position if needed.

MCP recommends that administrative calls and potentially 10-digit non-emergency lines route to 311, which is staffed Monday through Friday from 0830 to 1630 hours. The City provides a request for service or information form online. In the absence of this, or even to support this call volume during 311's non-business hours, MCP recommends that Berkeley consider two administrative telecommunicator (ATC) positions—essentially administrative call takers—between the hours of 0700 and midnight, or at least during business hours.

An ATC would not require the skill level and training that is required of telecommunicators and could potentially be onboarded and trained within four weeks. Although there are emergency situations that come in on the 10-digit lines, those can be picked up by fully trained telecommunicators, if it is not something the ATC could handle. There may be recruiting advantages to offering this position to part-time employees that do not desire or are not able to work full-time. Ideally, administrative calls and those on non-emergency lines that are general inquiries are handled by 311—the goal is to reduce the overall volume for which telecommunicators are responsible, which will reduce the number of telecommunicators needed for any shift.

The ATC would be subject to California Peace Officer Standards and Training (POST) minimum hiring requirements, which include a background check. If they are working with criminal justice information, California Law Enforcement Telecommunications System (CLETS) training is required. ATC positions could be a good

[19] Talkdesk is a cloud contact center. Call Center KPI Benchmarking by Industry 2021 Infographic | Talkdesk
[20] "Call Abandonment Rate," MetricNet, May 23, 2012, http://www.metricnet.com/call-abandonment-rate.
[21] Call Center Abandon Rate: What It Is And Why It Matters More In 2022 - (pipes.ai)

steppingstone toward a 911 call taker and/or dispatcher position. It would be reasonable for the wage to be lower than the 911 call taker and dispatcher position.

Section 2.1.4 includes additional recommendations for machine learning (ML) to redirect administrative and non-emergent calls that may be able to reduce the staffing recommendations if it is implemented.

2.1.4 Emergency Medical Dispatch

If Berkeley were to provide emergency medical dispatch (EMD) services, MCP estimates it would increase the call processing time for medical calls by approximately 60 seconds, on average, as telecommunicators are already handling the initial triage of the call, obtaining chief complaint[22] information, and entering it into a computer-aided dispatch (CAD) incident.

In 2022, there were approximately 10,124 medical calls, which is about 19% of Berkeley's 911 call volume. Assuming the call processing time for medical calls increases by 60 seconds, this represents an additional 70 seconds of call processing time per hour, which is very low in terms of workload impact. Even if that processing time were doubled, it would amount to an additional 2.5 minutes per hour. Although MCP acknowledges that calls are not typically evenly distributed within a 24-hour period, it is still a safe assumption that the additional task of providing EMD on medical calls is an absorbable time, when appropriately staffed with a minimum of 36 dispatchers.

MCP recommends that any employee handling incoming calls for service is trained and certified in the EMD program, and that Berkeley conduct ongoing analysis of the actual workload impacts.

To support the EMD program and the ongoing training efforts, MCP recommends a training/quality assurance (QA) coordinator that would report to the communications manager.

2.1.5 Law Enforcement Dispatcher

With an annual incident volume of 62,243, with an average processing time of 41 minutes per incident, one dedicated law enforcement position is appropriate. Unless push-to-talk radio traffic is excessive, this dispatch position can recognize a 50% increase in volume before consideration to split the position is warranted.

As law enforcement is considered a proactive position, meaning officers will often self-initiate, MCP recommends that law enforcement dispatch positions are not responsible for answering incoming calls.

2.1.6 Records Desk

The records desk is a support position that conducts queries for field personnel. The position is supposed to be staffed 24 x 7 but is often shut down if staffing is insufficient. Field personnel can query state and federal databases from their vehicles and the primary dispatch position often runs queries.

Two positions for law enforcement activity are warranted, with one being support, as is done currently. While the position is titled records desk, the activities should not be limited to queries. This position could also support tactical operations for law enforcement and/or fire as well as assist with call-answering.

MCP recommends that this position is re-evaluated to determine the functions it can provide and retitle the position appropriately.

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[22] The International Academies of Emergency Dispatch (IAED) chief complaint protocol includes location, nature code, caller phone number, name (optional), age, consciousness, breathing, and any particulars needed to determine the proper response.

2.1.7 Fire/EMS Dispatcher

With an annual fire incident volume of 5,757, with an average processing time of 42 minutes per incident, and an annual EMS incident volume of 10,124, with an average processing time of 60 minutes per incident, one fire/EMS dispatch position is appropriate.

While the intent is to have a second fire position, it is often not staffed. As the fire/EMS position is therefore not supported by a tactical position, in the event of a working fire incident, support will be needed from either the records position or a call taker. A tactical position could primarily be a call taker unless actively involved in an incident, and this should be a consideration.

A tactical position aligns with national standards. NFPA 1225, Section 15.3.2 states, "When requested by the incident commander, a telecommunicator shall be dedicated to the incident and relieved of other duties within the communications center."[23] Explanatory material for this section states,

> *The issue of communication capabilities and/or failures is cited by the National Institute for Occupational Safety and Health (NIOSH) as one of the top five reasons for firefighter fatalities. The importance of an assigned telecommunicator for specific incidents is a critical factor in incident scene safety. The assignment process should be outlined in specific SOPs within each agency represented in the communications center. This assignment process is further assisted when a command/communications vehicle is being staffed at the incident scene.*[24]

The Fire Suppression Rating Schedule (FSRS), previously under the Insurance Services Office (ISO)[25], evaluates four primary categories of fire suppression: fire department, emergency communications, water supply, and community risk reduction. The FSRS "measures the major elements of a community's fire protection system and develops a numerical grading called a Public Protection Classification."[26] Ten points are available for emergency communications. The review focuses on the community's facilities and support for handling and dispatching alarms for structure fires.

Verisk notes:

> *We base our evaluations on nationally recognized standards developed by the Association of Public-Safety Communication Officials International (APCO) and the National Emergency Number Association (NENA). Verisk works very closely with APCO, NENA, the National Fire Protection Association (NFPA), county coordinators, directors, and staff at the communications centers we survey. We've found that the most critical factor in responding to emergencies is telecommunicators. Having a sufficient number of well-trained telecommunicators can make all the difference when responding to an emergency, and our evaluation gives this component the weight it deserves.*[27]

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[23] NFPA 1225: Standard for Emergency Services Communications
[24] Ibid.
[25] "Verisk, ISO's parent company, is unifying all its insurance business … under the Verisk brand." Verisk Community Hazard Mitigation Services | Verisk's Community Hazard Mitigation Services (isomitigation.com)
[26] "The Public Protection Classification (PPC®) program provides important, up-to-date information about municipal fire protection services in each community we serve … In each of those protection areas, we analyze the relevant data and assigns a Public Protection Classification - a grading from 1 to 10. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire suppression program does not meet our minimum criteria." How the Program Works | PPC | Verisk's Community Hazard Mitigation Services (isomitigation.com)
[27] "Emergency Communications," ISO Mitigation, 2018, https://www.isomitigation.com/emergency-communications/.

The fire/EMS dispatch position can recognize a 50% increase in volume before consideration to split the position is warranted, provided there is tactical support.

As fire and EMS agencies are considered reactive, meaning the agencies are typically dispatched rather than self-initiating, the fire/EMS dispatch position can assist with answering non-emergency lines when the need arises. MCP recommends non-emergency lines over 911 lines as they can more easily be placed on hold to dispatch an incident.

2.1.8 Ancillary Duties

The Needs Assessment included a list of ancillary duties, most of which are the responsibility of the supervisors and align with that position, such as personnel scheduling and overtime. Thus, are not necessarily "ancillary."

Many ECCs have ancillary duties in addition to their core functions of answering 911 lines and dispatching responders—such as a walkup window (smaller centers) or after-hours call answering for public works—that negatively impacts their workload and the complexities of the job. Often, these tasks are assigned to the center because it is a 24 x 7 entity rather than needing the expertise of highly trained and professional telecommunicators.

Industry-wide, no communications center should not be a catch-all for other departments that are not 24 x 7 and should not be used as a switchboard for the public safety agencies. After-hours parking complaints, for example, could be handled through a web portal that is accessible by the public and notification automated. While Berkeley does not appear to have many ancillary duties that are unrelated to 911 call-answering and dispatch, MCP recommends an audit to determine if any tasks can be eliminated, reassigned, or re-engineered. Reducing the number of ancillary duties can increase the capacity for telecommunicators to focus on life-safety core tasks (e.g., providing life-saving pre-arrival instructions on medical calls).

2.1.9 Retention

According to the Society for Human Resource Management (SHRM), direct replacement costs can be as high as 50% to 60% of an employee's salary but when factoring in indirect and direct costs such as unemployment, Consolidated Omnibus Budget Reconciliation Act (COBRA) administration, and overtime to make up lost productivity, the total cost per individual can skyrocket up to 200%. To put this into perspective, an employee making approximately $100,000 per year with 60% benefits, would cost $80,000 to $320,000 to replace. There are economic advantages to investing long term in retention. Whether hiring a recruiter or taking steps so that the communications center is competitively compensated, and candidates are incentivized to apply, the return on investment can be substantial.

Although not the only factor, compensation is a significant factor that can negatively impact retention. It is crucial for Berkeley to be competitively positioned in the job market against private and public sector organizations. The ability to attract and retain qualified employees is more difficult than it has been historically. MCP recommends a comprehensive wage and benefits study and annual market assessments so that telecommunicator wages continue to align with the local market.

As mentioned above, compensation is not the only factor and stabilizing staffing will continue to have the single most significant factor on retention because employees need work-life balance for longevity. The deeper the staffing crisis grows, the longer and more difficult it is to recover from. Using the recommendations in this executive brief, the investment in retention should begin immediately.

2.1.10 Recruiting and Hiring

An effective recruiting program involves a broad spectrum of resources, reflects the community's composition, and considers the internal and external climate among municipal, local, state, and national jurisdictions.

The numerous tasks required for hiring can be a heavy workload, particularly if many applications are received in the hiring process. Add in the additional duties of recruiting (e.g., keeping websites up to date, using social media, attending virtual recruiting fairs), and the tasks soon become overwhelming. All these tasks can be cumbersome and time-consuming, which is reflective of the amount of time it takes to hire an employee and the history with lags in recruiting and hiring. Aside from persistent vacancies and constant turnover, recruiting and hiring practices in Berkeley also compete with other City departments, which require their own level of effort.

Given the current dispatcher vacancy rate of 39% (67% if factoring in dispatchers in training and on extended leave) and the potential impact on life-safety (e.g., inadequate staffing to efficiently manage the volume of incidents), Berkeley would benefit from a dedicated recruiter or outsourcing support to oversee the recruiting and hiring tasks in support of this critical function. The recruiter or outsourced support would be tasked with finding the right candidate to be successful in the position. As a recruiter, the person is intimately familiar with all aspects of the positions, focuses on candidate sourcing, attends job fairs and community events that may draw potential applicants, conducts candidate-focused marketing drip campaigns, as well as educates the public regarding Berkeley's communications center.

The hiring of a recruiter may increase the number of applicants applying for positions within Berkeley and help build the pipeline and bench. The qualifications for this position should include successful recruiting and talent acquisition in a commercial or government setting. The goal would be to create a position that would have more direct engagement with candidates, targeting government and emergency services. The personnel and training team could continue to support the dedicated recruiter with various recruiting and hiring tasks and both can continue to support the City's human resource (HR) staff. Until all vacancies are filled, recruiting efforts should be continuous. If there are not enough trainers available, applicants should be placed on a "virtual bench" and the recruiter should stay in constant contact with the applicant until hired or ideally the applicant should be brought on board and given other tasks to avoid losing them. This approach also allows new hires to become acclimated to the flow of the communications center environment before being confronted with the more challenging aspects of training. Frequent communications with the recruits and building relationships with them early in the process are vital roles a recruiter position would fill.

There may be interim positions, such as a part-time ATC mentioned previously, that qualified applicants can fill prior to a dispatcher opening.

While this would require another salaried position or contractual services, the overall benefit would be seen in improvements in recruiting and hiring metrics. This role would streamline the responsibilities that are currently absorbed by City HR, provide applicants with a primary point of contact, and remove the competing priorities of other work requirements in the current environment.

Currently Berkeley, as do most employers, struggles with the diversity of traditional and innovative recruiting. Attending high school career days, public education events, conferences, and local events (e.g., community cardiopulmonary resuscitation [CPR] training) is limited due to staff bandwidth. Coordination via a dedicated recruiter could optimize agency efforts beyond what it has now, prioritizing target markets and, over time, expanding to allow staff volunteers to assist with recruiting efforts.

Berkeley should also consider building a relationship with regional partners for recruiting. A regional application process can establish a shared and/or outsourced resource with the final hiring and progression left to the respective entity. Examples of how ECCs can improve hiring efficiencies include the following:

- Develop a recruitment repository for sharing recruiting materials among jurisdictions.
- Develop a regional recruiting consortium**,** including shared services for hiring (e.g., joint applicant testing/screening).

Given that ECCs in the region are often competing for the same limited applicants, and most follow similar steps due to POST requirements, recruiting partnerships can reduce the workload and extend the reach of the ECC recruitment pool.

2.1.11 Staffing Summary

As noted previously, with an authorized strength of 36 dispatchers, excluding the supervisors, statistically, Berkeley is right at the required number of full-time employees needed to cover the minimum staffing (six to seven) 24 x 7. This is *minimum* staffing—not what an ideal configuration should be.

MCP believes Berkeley would benefit from the following configuration:

- Law enforcement positions 24 x 7 – 2
  - Dispatch
  - Support (currently records desk)
- Fire/EMS positions 24 x 7 – 2
  - Dispatch
  - Tactical/Fireground operations, backup call taker
- Call takers – 2 to 4
  - Four assigned 17 hours a day (0700 to midnight)
  - Two assigned 7 hours a day (midnight to 0700), supported by the two fire/EMS positions and law enforcement support (when not involved in an incident)

This, statistically, requires an authorized strength of 45 for 10-hour shifts. If supervisors continue to routinely staff a position, an increase of four is required. If supervisors are to be dedicated to supervision, an increase of nine is required. A 12-hour shift configuration would require an authorized telecommunicator strength of 42.

As Berkeley is faced with numerous vacancies, recognizing full authorized strength—currently 36 dispatchers and 5 supervisors—will take time. When Berkeley reaches authorized strength, it should be able to support the following configuration, which is its current minimum staffing:

17 hours a Day (0700 to Midnight)	7 Hours a Day (Midnight to 0700)
• Law enforcement dispatch – 1 • Fire/EMS dispatch – 1 • Support – 1 (tactical for fire/EMS as well as law enforcement[28]) • Call takers – 4	• Law enforcement dispatch – 1 • Fire/EMS dispatch – 1 • Support – 1 (tactical for fire/EMS as well as law enforcement) • Call takers – 3

[28] While not ideal for a position to monitor two talkgroups, the fire incident volume is low.

17 hours a Day (0700 to Midnight)	7 Hours a Day (Midnight to 0700)
If leave usage averages 489 hours per person annually once authorized strength is reached, this equates to 55 hours *a day* of leave time[29]—five to six people (10-hour shifts). If leave usage averages 389 hours per person annually once authorized strength is reached, this equates to 44 hours *a day* of leave time[30]—or four people (10-hour shifts). Leave time must continue to be a consideration.	

The above configuration requires an authorized strength of 41—current authorized strength—for 10-hour shifts. This configuration will need to be continually revisited if there are technical or workflow changes that impact workload (see sections below). For example, there are recommendations contained in this brief that may reduce administrative and non-emergency call volume. If that occurs, it may reduce the number of call takers required during business hours or early evening.

MCP recommends that Berkeley, long term, strive to reach an authorized strength of 45 to 50 telecommunicators (dispatchers and supervisors), for 10-hour shifts, which should position it well for the long term.

The *current* minimum staffing versus the ideal staffing is shown in the table below. Supervisors are not included in this table as, ideally, they provide oversight and are not working a position.

Minimum Staffing (6 positions)	Ideal Staffing (6 to 8 positions)
• Law enforcement dispatch 24 x 7 – 2 – Police dispatch – Records • Fire/EMS dispatch 24 x 7 – 1 • Call Takers – 3 (this is often 2 due to staffing) **This configuration requires 36 dispatchers.**	• Law enforcement positions 24 x 7 – 2 – Police dispatch – Support (currently records desk) • Fire/EMS positions 24 x 7 – 2 – Dispatch – Tactical/Fireground operations, backup call taker • Call takers – 2 to 4 – Four assigned 17 hours a day (0700 to midnight) – Two assigned 7 hours a day (midnight to 0700), supported by the two fire/EMS positions and law enforcement support (when not involved in an incident) **This configuration requires 45 dispatchers.**

[29] 489 x 41 (36 dispatchers and 5 supervisors) = 20,049 hours / 365 days = 55 hours a day
[30] 389 x 41 = 15,949 hours / 365 days = 44 hours a day

If 12-hour shifts are a consideration, the staffing need will be 42 (working supervisors) to 46 (dedicated supervisors). An example 12-hour shift configuration is shown below.

Days (x 2)	Nights (x 2)
• Dispatchers (two fire/EMS and two law enforcement) – 4 • Call takers – 3 to 4 • Relief person – 1 • Power shift person (noon to midnight) – 1 • Persons on leave[31] – 2 to 3	• Dispatchers (two fire/EMS and two law enforcement) – 4 • Call takers – 2 • Relief person – 1 • Persons on leave – 2
Total – 11 to 12	Total – 9

2.2 Technology (Software and Hardware Options)

Leveraging technology to augment staff or to establish more efficient operational workflows is essential in an ECC. There are technologies, systems, and applications that can be applied to help reduce the workload and that may reduce the level of complexity.

2.2.1 Automatic Call Distribution (ACD)

ACD is a system that integrates with the 911 call handling and administrative telephone systems, which automatically receives the incoming calls and distributes them to an available call taker based on pre-determined priority definitions. For example, 911 calls would take priority over 10-digit phone calls and would be routed to a call take position that has been idle the longest. This would allow the 911 calls and certain 10-digit telephone numbers to be answered ahead of other non-emergency phone calls.

2.2.2 Artificial Intelligence (AI) and Machine Learning (ML)

More intuitive than ACD are AI and ML because the advanced technology spans beyond a pre-determined protocol by phone line and enables an ECC to develop algorithms based on actual calls received. As an example, "Amazon Web Services (AWS) is helping the 911 community mitigate the impact of staffing shortages on call wait times by providing 911 centers the means to automate the receipt and resolution of designated non-emergency calls ... non-emergency calls placed to administrative 10-digit lines can be addressed with Amazon Connect, leveraging interactive voice response (IVR) to provide automated call resolution and reduce the burden on personnel."[32] With IVR, AI, and ML, "AWS can help reduce the burden non-emergency calls placed on 911 centers and allow personnel to focus on life and property saving support."[33]

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[31] Based on the current leave usage, at least two people would be on leave each day. If leave usage is reduced, staffing numbers can likely be reduced.
[32] Supporting 911 centers with non-emergency response solutions: An architecture guidance | AWS Public Sector Blog (amazon.com)
[33] Ibid.

ML and AI programs are currently being piloted or fully deployed in multiple ECCs across the country, including Charleston, South Carolina; Portland, Oregon; and Alexandria, Virginia. There are several CAD vendors offering a similar product in addition to AWS that can provide alternative processing for low acuity calls such as Versaterm's Case Services offering. Agencies that are piloting ML and AI are reporting between 33% and 45% reduction in selected non-emergency (e.g., animal control calls) and administrative calls coming into the center.

The use of AI/ML was not addressed in the Needs Assessment as a viable strategy to reduce the workload of the telecommunicators and possible impact on minimum staffing requirements. MCP recommends that Berkeley form a task force to explore ML to offset low acuity and non-emergency calls. The task force would consist of communications center management and supervisory personnel, information technology staff, and command level staff from Berkeley Police and Fire. The task force would conduct research on the available AI/ML pilot programs and the potential impact on the center, including cost impacts, and provide recommendations to a program manager. This task force can also support implementation if Berkeley decides to move forward with a pilot program.

2.2.3 Call-answer Attendant

The Needs Assessment does not include recommendations related to the call-answer attendant, which can be used to direct calls to or away from the communications center. As a cost-effective interim solution, the auto attendant for the Berkeley Police Department should be reprogrammed to eliminate the communications center from the call flow. MCP recommends that the auto attendant be programmed with a message that advises the public to hang up and dial 911 if they have an emergency or need emergency law enforcement, fire, or EMS assistance and remove the communications center from the options. This will mitigate the regular occurrence of callers selecting the communications center option when they cannot reach other departments or do not know an extension. As noted above, currently administrative calls are 51.65% of the call volume (62% if combining inbound and outbound calls on the administrative phone lines); this operational change will likely significantly reduce the telecommunicator workload by reducing these inbound calls. To support this, MCP recommends a public relations initiative to educate the public on how to reach various City services, including the police department and when to dial 911. A summary of test calls to the police department main phone number and various extensions is included in appendix A.

2.2.4 Mobile Data Terminals (MDT)

The MDTs, which are an extension of the CAD system for field responders, should be utilized by law enforcement, fire, and EMS as much as possible because it reduces the telecommunicator workload, which directly impacts the staffing needs of the communications center. MCP agrees with the Needs Assessment that MDTs should be used by field responders as much as possible to reduce the telecommunicator workload. MDT use should be supported by policies, procedures, established workflows, and ongoing refresher training for field units.

2.2.5 CAD-to-CAD

CAD-to-CAD interfaces allow for the rapid transmission of automatic mutual aid requests to the respective ECC, without requiring a Berkeley telecommunicator to make a phone call to the jurisdiction in question. CAD-to-CAD interfaces also provide backup capabilities should 911 calls roll over or if cell phone calls are misrouted, potentially eliminating the need for call transfers, thereby improving call-processing times and likely call dispatch times.

CAD-to-CAD would play an integral role with continuity of operations. If CAD-to-CAD were established with the Alameda County Regional Emergency Communications Center (ACRECC), it would not only support the

seamless transfer for medical calls for EMD but could provide additional continuity for fire incidents if Berkeley could not perform that function.

CAD-to-CAD interfaces require agreements and policies to establish the workflows between ECCs. CAD-to-CAD does not replace the need to be able to dispatch calls to the field responders. The ability to alert stations and notify field responders of incidents is essential with CAD-to-CAD; otherwise, the ECC would have to resort back to a 10-digit phone call to relay the information.

Leveraging CAD to seamlessly transfer incidents and supplemental information can improve operational efficiencies by reducing call transfer times and improving situational awareness.

MCP agrees with the Needs Assessment that Berkeley should explore CAD-to-CAD opportunities with ACRECC, the University of California Berkeley, and any other locations where calls are routinely transferred.

2.3 Facilities

The Needs Assessment recommended facility expansion based on staffing numbers that were higher than what MCP has recommended. Given the staffing recommendations of four dispatch and four call take positions[34] staffed 17 hours a day in an ideal configuration when fully staffed, MCP recommends 12 to 13 workstations that are fully equipped with call-handling equipment (CHE), CAD, and radio. Ideally, the workstations would accommodate the following:

- 4 dispatch positions
- 5 call take/relief positions
- 1 working supervisor
- 2 – 3 training/overflow/call surge positions

There are numerous options for furniture and configurations but based on a rough estimate of approximately 100 square feet per position (workstation), this would require approximately 1,200 to 1,300 square feet, which does not include adjacencies or office and ancillary space. Assuming there is the option to expand in the current facility, MCP recommends a programming study to determine the space needs of the communications center and budgetary estimates.

2.4 Expanded Fire Dispatch

There are numerous advantages to expanding the operation to bring on other partner agencies in the region; however, MCP does not recommend the expansion of services until communications center staffing stabilizes because this would add more strain on the telecommunicators and the system. Prior to growing the communications center, staffing and operations should be as stable as possible, regardless of the size of the partner agency.

Once staffing stabilizes, bringing on new agencies that have low annual incidents (e.g., less than 1,500) would have a minimal impact on operations as their call volume is negligible. For example, small fire departments that share the same talkgroup as the Berkeley Fire Department (BFD) would have little impact on operations. An

[34] And the potential for 10 to 12 telecommunicators to be on duty at one time if 12-hour shifts were chosen.

incident volume of 3,600, for example, is roughly ten calls a day or one every two hours. While this is easily absorbable, MCP does not consider this a priority.

2.5 Training and Accreditation

2.5.1 Training

Currently, all telecommunicators are cross-trained to call take and dispatch law enforcement and fire/EMS. This should continue to be the operating model given the current challenges with staffing the communications center. That said, there are opportunities to train ATCs (see Section 2.1.1).

MCP recommends a tiered approach to training new hires, which will, at the same time, increase the communications center's ability to staff dedicated call taker positions. A tiered approach to training means that call takers are trained and certified to call take before they move to dispatch positions so they can be utilized as call takers if necessary. This will provide additional support to answer 10-digit and administrative calls as an interim solution. MCP recommends that the training program be modified to reflect a tiered approach to training new hires that provides the new hires with the minimum training needed to answer calls, including 911 and the ability to provide EMD.

The training program should align with national standards and best practices (see more information regarding this in section 2.5.2 below). Ideally, the training program would be managed by a training/QA coordinator (see section 2.7.4)

2.5.2 Accreditation

There are several common accreditations and program certifications that should be pursued by the communications center (e.g., The Commission on Accreditation for Law Enforcement Agencies [CALEA®], IAED Accredited Center of Excellence [ACE] for protocol usage, and APCO Agency Training Program Certification [ATPC]). If the BFD were to seek accreditation, and subsequently maintain it, BFD would need to rely on the communications center to meet established parameters, including call answering and call processing times. The APCO ATPC, specifically, ensures that Berkeley's training program aligns with the national telecommunicator standard, which is important with the current turnover rate and the number of new hires coming on board. There are additional standards through NFPA, NENA, and guidelines from the National 911 Program that support accreditations, credentialing, and programs that align with national standards and best practices.

Accreditation programs establish processes to systemically review and internally assess operations and procedures, which is a practice that would benefit Berkeley and enhance its service levels. Accreditation programs require staff resources that are not in place currently and there are metrics that the communications center would be required to meet that may not be achievable until staffing stabilizes. These accreditations align with national standards and best practices and should be explored as soon as there are resources, including an external program manager and a training/QA coordinator available to manage the program(s).

2.6 Emerging Alternative Triaging, Resources, and Response Options

The evolution of alternative response services enters ECCs in different ways and at different times for different reasons. Distinguishing what calls should be entering an ECC versus what calls are is a process many centers are undertaking due to increasingly high volume and low staffing levels. In MCP's experience, a large number of calls received by primary ECCs are triaged and, in cases when calls are not emergency public safety-oriented,

they are transferred to appropriate resources. ECCs are in a unique position to examine the services they provide and determine if expanding those services will achieve the public safety mission of getting the right resource to the right location at the right time. This trend is being addressed in several ECCs across the nation by shifting a traditional public safety response to other response entities such as community-based organizations, city/county departments, or as a non-emergent service, which is the concept behind the Specialized Care Unit (SCU) in Berkeley.

Driven by many external factors outside of public safety's control, alternative response in the 911 community is a relatively new concept. Agencies across the United States (U.S.) have instituted several programs with the ability to safely transition calls from the ECC and traditional fire, medical, and law enforcement responses to more appropriate services. Alternative responses have the potential to deliver appropriate resources faster, increase community engagement, decrease the risk to public safety personnel and citizens, and, most importantly, make communities safer.

While no national standards have been issued to the public safety community for how to appropriately respond to individuals experiencing a behavioral health event or for allocating resources other than traditional fire, medical, or law enforcement to other community-based needs, numerous states and local entities, including the City of Berkeley, are working to address this issue.

2.6.1 Use of Commercial Protocols

Today, the communications center is dispatching fire and EMS field responders; however, it contracts with ACRECC to provide EMD, which means the caller is transferred after the initial information is attained. There is a priority need for the center to certify staff in IAED's EMD program so callers are not transferred to another ECC for EMD.

The IAED defines a protocol as "a highly defined procedure placed into a reference system … designed to lead the call taker through a predictable, repeatable, and verifiable process for a specific situation."[35] "Protocols have become an integral part of modern day, emergency dispatch operations. Protocols reduce variance, ensure a continuity of care, reduce liability, standardize response decisions, and provide a basis for performance measurement and quality improvement efforts."[36]

Protocols can also be an important method for training new hires, especially for fire incidents, which are generally low-frequency high-risk events. Given the persistent turnover and that EMD is a best practice and a level of service that is prevalent throughout the state and country, MCP recommends that Berkeley adopt the IAED EMD program and take steps to incrementally train telecommunicators in the program. Although MCP is vendor-agnostic, it is our understanding that the use of IAED protocols impacts EMS funding for the fire department and there may be shared system advantages to using the same protocol system as ACRECC. Telecommunicators must be trained before using the protocol system to reduce liability; EMD training is a 3-day course.

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[35] The National Academies of Emergency Dispatch® (2011) *Emergency Telecommunicator Course Manual*. Salt Lake City, Utah: Priority Press.

[36] "Protocol Use in Emergency Dispatch: An Evolving Standard of Care," 911 Magazine.com, May 13, 2011, http://dispatchingdiscussions.blogspot.com/2013/05/protocol-use-in-emergency-dispatch.html.

2.6.2 EMD and Behavioral Health Situations

An augmentation to Priority Dispatch Corporation's (PDC[37]) EMD protocol system[38] is a behavioral health solution that provides further call screening tools. While MCP maintains our commitment to vendor neutrality, in MCP's research, PDC appears to be the only vendor providing a commercially available standardized emergency behavioral health call-intake protocol.

The Emergency Mental Health Dispatch (EMHD) protocol, LifeBridges Flex-Protocol, is integrated with the existing EMD protocols, which allows enhanced call screening to a behavioral health event through the EMD protocol system. This augmentation of the EMD software provides seamless navigation through the protocols. When an Omega[39] or Alpha[40] determinant is selected, further screening can be applied to properly determine what crisis response services are needed.

PDC's recently released EMD version (V5.1.1.45) significantly revised Protocol 25, Psychiatric/Mental Health Conditions/Suicide Attempt/Abnormal. Changes to Protocol 25 included more situations where transferring calls to the most appropriate level of care can be reviewed and approved by medical and behavioral health authorities. Two determinant levels or call categories have been updated or added that have been fully vetted by the IAED's College of Fellows; these should be carefully vetted by local agencies as well.

Prior to Berkeley implementing EMD, all stakeholders—Berkeley, medical director, behavioral health staff, law enforcement—should be involved in developing the requisite agreements, policies, procedures, implementation plans, and training. It is further suggested that Berkeley communicate with Cal OES to ensure that behavioral health-related activities are in alignment with the State's 988/911 interaction planning[41] (Section 2.6.4).

The new protocol and its implementation will impact the call flow. As such, the changes to this protocol should be carefully reviewed so that when an Omega (or Alpha if desired) determination(s) is selected, the call can be approved for transfer/conference to 988 or another alternate resource. This newly defined call flow, call intake, and conferencing will increase call taker time-on-task but may reduce dispatcher workload. Implementation planning, including data from allied agencies already practicing this call flow, should be conducted to identify successes and roadblocks to implementation.

2.6.3 Nurse Navigation

Over the past four decades, emergency services response often errs on the side of caution when a caller categorizes their situation as an emergency when it may very well not be. While 911 call takers do their best to screen for acuity levels that provide responders with a mental picture of what to expect, the customary response model has remained the same. In Berkeley, when someone calls 911 for a medical event, the call is received by the communications center, which quickly screens the caller's need to determine if they need police, fire, or medical resources. If the caller requires medical assistance, the telecommunicator will gather the chief complaint information (location, nature, age, conscious breathing) and transfers the call to ACRECC for a medical dispatch, while simultaneously dispatching the fire/EMS to the incident (if applicable). In this sequence, the idea is to divert calls from the dispatch of an ambulance to a more appropriate resource when it is

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[37] PDC is the distributor of the IAED's medical, fire, and police priority dispatch system.
[38] A protocol system uses scripted question designed to gather specific information from the caller to determine the appropriate response level (i.e., Omega, Alpha, Bravo, Charlie, Delta, and Echo).
[39] Omega is a determinant in protocol dispatch systems. Calls with this determinant are generally referred to other agencies, such as poison control, or may require a special response.
[40] The Alpha determinant is used for non-life-threatening situations, such as a citizen assist call or patient transport. The next higher determinant, Bravo, is generally where specifics are unknown. These determinants are typically handled with a basic life support (BLS) level of care.
[41] www.CALOES.ca.gov/988; https://www.iaedjournal.org/response-now

determined that the caller or patient status is non-life threatening. A way to mitigate low acuity calls is through nurse navigation systems. In MCP's research and experience, to date, there are two turn-key nurse navigation systems currently in use in the 911 pre-hospital care setting—Access2Care Nurse Navigation from Global Medical Response (GMR) and Emergency Communications Nurse System (ECNS) from the IAED.

Access2Care is a contract service-triage solution where a nurse call center is staffed 24 x 7 and offers a catalog of services that includes providing all EMD call screening, nurse navigation, and treatment protocols. At the communications center's request, embedding personnel in the center itself is also an option.

ECNS is a nurse triage system that includes over 200 evidence-based protocols that work in conjunction with the EMD system in the communications center. The foundation of the ECNS program is the use of PDC's LowCode software. This software is designed to interface with most CAD systems and continues the call flow from the EMD protocols to the LowCode software. To use the LowCode system and interface it with the EMD system, the communications center must be an EMD ACE.

A third option is a home-developed system where data could be entered into an algorithm software program from APCO that requires full medical, clinical, and emergency communications development. While possible, the likelihood of agencies choosing an option that would require extraordinary amounts of human and financial resources is remote.

The goal of nurse navigation is to provide the right care to the acuity level described and, when appropriate, pre-empting a 911 response on a call that did not warrant it.

The emphasis must be made that while the caller is in the 911 system, the standard EMD questions will be asked to prioritize the patient's signs and/or symptoms from high to low, which results in the selection of a call type also known as a nature code. Call types have a corresponding priority-level recommendation for the dispatch of emergency personnel (i.e., lights and sirens or no lights and sirens), which is determined locally.

ECNS is operational in several cities in the U.S., including Reno, Nevada; Las Vegas, Nevada; Fort Worth, Texas; Memphis, Tennessee; and New York City, as well as several international locations. Fort Worth and Reno have been operating the ECNS program for approximately ten years. The Fort Worth program has achieved patient satisfaction scores of 4.9 out of 5 and has achieved the expected results. Another example of a successful nurse navigation program is the County of San Bernardino's largest fire/EMS communications center, CONFIRE, which outsources nurse navigation to the Reno Emergency Medical Services Authority (REMSA).

From a staffing perspective and spacing accommodation, no additional call takers are needed. Registered nurses (RNs) are the only personnel that can use nurse navigation under the PDC system. While the technology for this practice is connected to CAD, RNs can use ECNS remotely, so no space accommodation is needed either.

2.6.4 988

Effective July 2022, 988 became the three-digit, nationwide phone number to connect directly to the 988 Suicide and Crisis Lifeline.[42] Regional crisis call centers can be reached when a caller dials 988 and, based on their area code, calls are routed to the designated regional or local call center. Callers can also access services via a 10-digit number (800-273-8255). There are approximately twelve 988 centers in California[43].

[42] 988 Suicide and Crisis Lifeline | Federal Communications Commission (fcc.gov)
[43] www.CALOES.ca.gov/988

The 988 number has, in some instances, replaced state and/or local 10-digit mental health crisis lines, while in other cases, a third-party service has been contracted to provide these services. Among several goals, this new N11[44] number aims for persons in crisis to easily access resources by calling the 988 number rather than customarily dialing 911. When callers or persons in a mental health crisis do dial 911, ECCs are in a position to either conference or transfer the call to the appropriate resources or dispatch traditional police, fire, and/or medical response. In either scenario, agencies, cities, and counties are now able to develop enhanced relationships, policies, procedures, and workflows with the designated 988 provider for calls that could be transferred from 911 to 988 and vice versa.

The process of determining when a call is appropriate for either a transfer or conference call from 911 to 988 is complex, as several primary objectives should be met:

- Caller or person in crisis safety
- Field responder and scene safety
- Caller or person in crisis consents to being transferred or conferenced to another resource
- Mechanisms to dispatch alternative responders are in place

While a relationship has always existed between 911 and the Suicide Prevention Hotline, this enhanced relationship between 911 and 988 is in its infancy and just beginning in primary ECCs across the country—including the 417 in California. Cal OES as well as the State's Department of Health and Human Services (DHHS) is actively working on the technology and operational elements of this relationship. As the 988 initiative further develops, depending on decisions made at the state and local levels, agreements between an ECC and 988 provider, detailed policies and procedures involving both entities, and approval from behavioral health and field response authorities will need to be addressed in some manner.

Berkeley should maintain awareness of 988 activities as they unfold and explore opportunities to interface with 988, including any alternatives for processing calls with more efficiency and with more appropriate resources.

2.7 Other Considerations

There are several other vital areas that are related to the recommendations contained in this executive brief that MCP recommends be in place to support their execution.

2.7.1 Strategic Planning

A strategic plan is essential to an organization's ability to achieve, proactively and incrementally, its long-term goals. The public safety communications ecosystem is a technologically sophisticated environment that is essential to effective emergency response operations. The more complex the ecosystem becomes and the faster it expands, the harder it is to maintain clarity of direction and alignment. There are multiple components of ECC operations that should be included in short- and long-range planning to sustain current operations and plan for and meet future budgetary needs (e.g., workforce, facility, technology, and other essential elements).

Except for managing initiatives within established budgets, on schedule, and providing the outcomes established in the scope, much of what is considered best practice from an organizational leadership perspective is subjective. The ability to execute initiatives is partly due to leadership's influence and

[44] N11 codes are used to provide three-digit dialing access to special services. In the U.S., the Federal Communications Commission (FCC) administers N11 codes. The FCC recognizes 211, 311, 511, 711, 811, and 911 as nationally assigned, but has not disturbed other traditional uses. https://www.nationalnanpa.com/number_resource_info/n11_codes.html

effectiveness in navigating the political landscape to meet mission-critical needs, such as approvals for additional employees, technologies, facilities, funding, and access to support resources. A plan is needed to organize this information into prioritized objectives with clear and concise goals and outcomes and maintain a rhythm to track progress and maintain accountability.

2.7.2 Program Manager

There are numerous recommendations included in this executive brief. MCP urges stakeholders to consider hiring or appointing a program manager to oversee the development and execution of the recommendations. The communications center does not have the staffing capacity to fill this role and success factors will rely heavily on the ability to form committees, develop programs, execute prioritized initiatives, and gain buy-in from City executives and elected officials. Ideally, the program manager would oversee the planning, executing, and tracking of strategies, initiatives and programs and would include the following skills and responsibilities:[45] The program manager should be familiar with public safety and the current challenges and opportunities facing the communications center. It is highly advantageous for the program manager to have established working relationships with public safety leadership—and City leadership—as this person would be working closely with them to coordinate and move initiatives forward and gain buy in.

Table 3: Program Manager Responsibilities and Skills

Responsibilities
• Daily management through the life cycle of the program. • Define the program controls, or the processes, procedures, reporting, etc., to manage the program. • Plan the overall program and monitor progress to ensure that milestones are being met across various projects and programs. • Manage the program budget. • Manage the risks and issues that might arise over the course of the program life cycle and take measures to correct them when they occur. • Coordinate the projects and their interdependencies between the various projects and programs. • Manage and use resources across the various projects and programs. • Manage stakeholders who are involved in the projects. • Ensure deliverables are aligned across the projects and programs.
Skills
• Strong project management experience with large and complex projects. • Broad knowledge of project and program management methodologies. • Understand the wider objectives of the program, such as business and strategic goals.

[45] https://www.projectmanager.com/training/program-manager-responsibilities

Responsibilities
• Ability to work with a wide range of individuals. • Strong leadership and managerial skills with appropriate experience. • Strong knowledge of budgeting and resource allocation procedures.

2.7.3 Reclassification into Public Safety

At least 19 states and the District of Columbia, including the state of California, have reclassified their telecommunicators to the protective service classification.[46] This reclassification initiative reflects the actual work of telecommunicators and shifts the role of the position to that of a first responder. The reclassification justifies the need to reassess the position to ensure the wage classifications are consistent with that of a professional and highly trained first responder and contain information to support the concept of telecommunicators as first responders, such as the essential worker concept that requires the telecommunicators be held over or to report to work during emergencies and times when other government agencies are closed. The model job description contained in the reclassification toolkit contains modern essential job tasks, knowledge, and skills that are consistent with advancing public expectations and emerging technology job tasks, such as texts, videos, and automated data feeds that are becoming available with the implementation of Next Generation 911. The public's expectations have transformed from traditional hardline calls with predominately one-way communications to wireless and now the next generation of 911 with intuitive call processing and intelligence gathering (see the following figure).

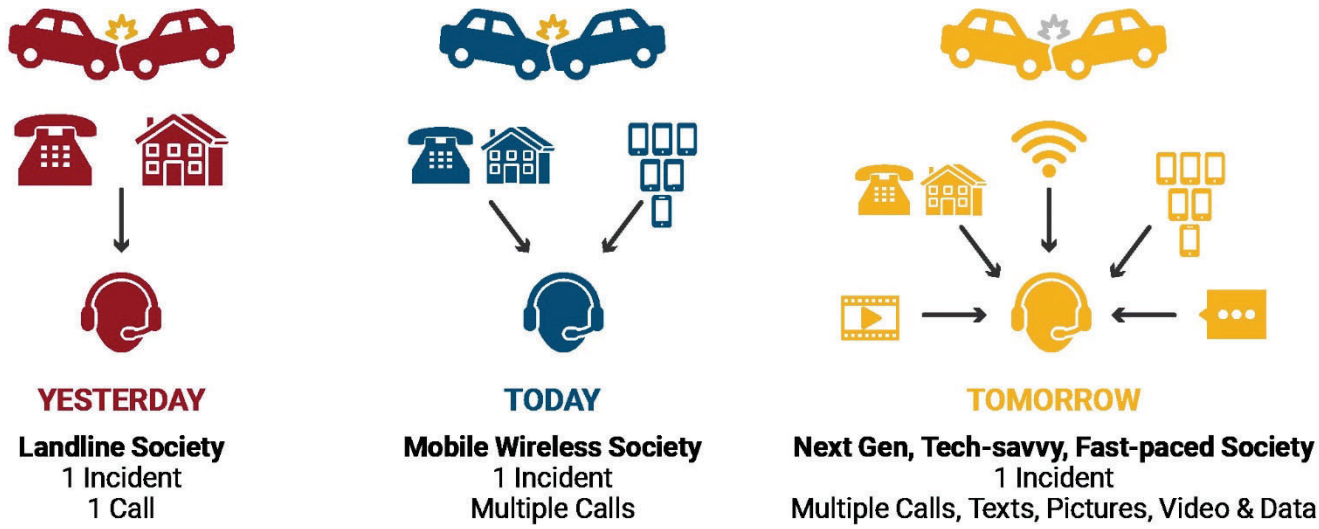


Figure 2: Expectations of the Public Safety Telecommunicator[47]

[46] https://www.nena.org/page/reclassification_map
[47] https://911-assets.nyc3.digitaloceanspaces.com/BLS_Toolkit_Parts_1-4_01DEC2021_Final.pdf

As Berkeley continues to leverage advanced technology to process emergency and non-emergency calls, it will be critical to evolve with the minimum job knowledge, skills, and abilities contained in the job descriptions, performance appraisals, and training programs relevant to the positions. It will also be critically important for Berkeley to offer commensurate compensation and benefits for the highly skilled telecommunicator first responders (see Section 2.7.1). Compensation and benefits are an area of the reclassification initiative that has lagged in California and across the country. There is an opportunity for Berkeley to use the reclassification to potentially reclassify the telecommunicators into public safety, including an appropriate union, to improve recruiting and retention and cultural alignment.

2.7.4 Key Performance Indicators and Performance Management

One of the easiest ways to evaluate an organization using this cycle is to review key performance indicators (KPIs). KPIs are a set of quantifiable performance measures used by an agency to gauge progress toward meeting its strategic and operational goals. KPIs—such as the abandoned call rate, 911 call wait times, pick up to queue, queue to dispatch, non-emergency call wait times, and total call processing times—can all be used to measure ECC performance. KPIs also help evaluate if the strategies being implemented are resulting in the intended outcomes, indicating continuation of the effort or a course correction is warranted.

Using these measurements, an organization's leadership can begin to evaluate if emergency and non-emergency requests for service are processed in a timely manner. If the numbers fall outside of what would be considered the norm for an ECC—State call answering standards, for example—leadership can establish processes or procedures to help move these values more toward the norm. Once implemented, leadership can re-evaluate the statistics to determine if there has been an improvement. KPIs should be established and used to continuously monitor the impact of changes within the organization. For example, negative trends in KPIs may be used for change justification, especially those with fiscal impacts. The following two standards provide ECC management with key performance indicators related to personnel and PSAP operations, which can assist with measuring key areas of performance that impact service levels.

- APCO ANS 1.118.1-2020, *Key Performance Indicators for Public Safety Communications Personnel*
- APCO 1.117.1-2019, *Public Safety Communications Center Key Performance Indicators*

Related to KPIs is QA, which falls under performance management and is considered a best practice. QA and quality improvement (QI) is a formal assessment process by which actual performance, behavior, and outcomes are compared to established standards to ensure compliance, consistency, and accuracy in the delivery of service. The national standard[48] requires ECCs to generally review 2% of all calls (dependent on the call volume). If the 2% is too burdensome or too low to accurately reflect performance, the number of calls reviewed should be adjusted accordingly. (If IAED protocols are used, the IAED provides the parameters for QA reviews for ACE accreditation.) Generally, all types of calls (law enforcement, fire, and medical) are reviewed, and 100% of high acuity calls are reviewed. QA will be a requirement when the EMD program is implemented, and IAED QA/QI requirements would need to be followed. MCP agrees with the Needs Assessment that a QA program should be developed and implemented. The QA/QI program can be supported by software integrated with the master recorder to proactively review law enforcement, fire, and medical calls and incidents. MCP also concurs with the Needs Assessment that Berkeley should hire a training/QA coordinator to support training and manage the QA/QI program. It would be ideal for this position to also oversee accreditation.

[48] https://www.apcointl.org/~documents/standard/11071-2015-aqi?layout=default

MCP recommends Berkeley establish KPIs and a QA/QI program that will enable management and leadership to monitor organizational and operational performance and change impacts.

Aside from establishing and monitoring KPIs, management should establish a rhythm for reporting on the established KPIs and QA/QI to the leadership of the served agencies so they are able to monitor KPIs that impact their service levels. This will support transparency and promote collaboration when it comes to organizational and operational change.

2.7.5 Organic Regionalization

MCP would be remiss without discussing the concept of regionalization as an opportunity to improve emergency response outcomes. Given the challenges with staffing that are impacting Berkeley and many other ECCs across the country, there continues to be opportunities to consolidate resources and reduce the number of ecosystems within the same geographical area.

There are seven ECCs[49] in the vicinity of Berkeley, which offers opportunities to explore organic regionalization. Organic regionalization occurs naturally without external forces (e.g., funded or unfunded government mandate) when stakeholders work collaboratively toward a common goal focused on improving emergency response outcomes. Organic regionalization can be physical or virtual (e.g., technical and policy) in nature and provides the following values to participating entities[50]:

- Shared Resources – Shared resources include policies, operations, and any other support services (e.g., information technology, geographic information system, administration, HR).
- Elimination of Duplicate Costs – Duplicate costs related to administration, operations, technologies, and facilities may be significantly reduced and, in many cases, eliminated through organic regionalization.
- Coordinated Responses – Coordinated responses address joint responses, including automatic and mutual aid, and other shared responses that would be coordinated from the same ECC rather than individual entities. Examples include multi-jurisdictional responses to grass fires, pursuits, and mass casualty incidents, all of which require a coordinated response.
- Greater Interoperability – Interoperability expands with regionalization, enabling the sharing of mission-critical equipment and technologies (e.g., CHE, CAD, radio).
- Effective and Efficient Service – Efficiencies will often occur, and service levels improve, when regionalization is properly executed. Call transfers are often reduced as the number of ECCs decreases as there is less opportunity for misroutes, and situational awareness is improved through regionalization. There are often improvements that can be gained in all functional areas of an ECC (workforce, operations, personnel and workforce, training, performance management, leadership and planning, technology, facilities, and organizational structure) as the number of ECCs decreases.

Berkeley stakeholders are encouraged to explore regionalization, especially partners with contiguous borders, with the goal of maintaining sustainable service levels, improving emergency response outcomes and strengthening continuity of operations.

[49] Contra Costa County Sheriff, Contra Costa County Fire, Alameda County Fire/EMS, Alameda County Sheriff, Santa Clara County Consolidated, San Mateo County Public Safety Communications, and Marin County ECC
[50] https://transition.fcc.gov/pshs/docs/csric/CSRIC-1A-Report.pdf

3 Summary

Daily, dedicated communications staff in the Berkeley communications center work to assure that all field responders and members of the community are served when emergencies arise. For years, staff have done this under more than challenging conditions.

Based upon MCP's analysis and interaction with Berkeley staff, there is a high level of motivation to meet the needs of the community and improve emergency response outcomes. As the workload is balanced and staffing stabilizes, there will be an opportunity to mend the organizational culture in pursuit of organizational health and wellness.

Appendix A: Berkeley Police Department Answer Attendant Test Results

MCP requested staff to test the police department inbound administrative phone lines to determine which lines route directly or indirectly into the ECC. The following is a summary of those tests. As noted in section 2.2.3, MCP recommends that stakeholders eliminate the ECC from the call answer options and direct the public to dial 911 if they have an emergency. Steps should be taken to prevent administrative calls, that do not require dispatch involvement, to be routed to the proper department.

Traffic Division

- Violations/ Tow Hearing/ Installations
  - Message stating you have reached the traffic bureau, currently unavailable, leave a message.
- Parking matter or towed vehicle
  - **Dispatch answered the call**
    - Dispatch stated that the call comes in under a non-emergency number
    - Calls related to parking should be routed to extension #5890 (has been reported to management for a change)
    - Phone is answered 24/7
- Contest or Pay a Citation
  - No Answer

Records /Copy of Crime/Accident Reports Warrants Division

- Copy of Police records
  - Phone was answered by an office staff member
  - Phone is answered - M-F 8a to 5p
  - After hours- automated voicemail to leave a message
- Warrants Division
  - Phone is answered by retired annuitants
  - Phone is answered M-10a-2p and T-Th 7a-2p
  - After hours- automated voicemail to leave a message

Non-Emergency Police

- To make a police report or to reach a specific officer
  - **Dispatch answered the call**
  - Phone is answered 24/7
  - Is Staffed 24/7

Jail

- To contact jail personnel regarding a prisoner
  - Call is answered by the jail # 5766
  - Phone is answered 24/7
  - Is Staffed 24/7

Animal Care

- The City's animal shelter (981-6600) services homeless pets from cities of Berkeley, Albany, Piedmont, Emeryville, and provides adoption services, advice on animal-related topics, lost and found pet reports, and free or low-cost spay/neuter vouchers for Berkeley residents' dogs and cats.
    - Message directs you to dial 0 during open hours or call a non-emergency police number (#3) outside of regular hours
    - Other options are included in the message
        - Dial #1 for directory
        - Dial # for location and hours
        - After dialing 0 reached a human (not dispatch)
        - Phone is answered 8a-4p all days except Wednesday hours are 8a to 6p
        - After Hours - see the above message

Mental Health

- Mobile Crisis Team is dispatched through non-emergency dispatch (981-5900) but after care, consultations and direct crisis team line is 981-5254
    - Reached a long outgoing message including
        - To reach the Mobile Crisis Team - the message states the team is available from 11:30 to 10:00 pm except on Tuesday and Thursday- leave a message
        - For crisis assistance and to speak to a mental health clinician call 10-5 pm (510) 981- 5244
        - For 24 hours call Alameda Crisis Services (800) 309-2131
        - For Homeless Outreach- Neighbor (510) 981-2489

Police Area Coordinator- Community service

- Community Engagement
    - Phone is answered by an office member
    - No regular hours to answer phones, often out in the field
    - When phone is not answered it goes to webmail system and that is checked regularly
    - Estimated that between 5-10 calls a day should have gone to dispatch

Investigation Division

- Property Crime, auto theft, vandalism, fraud
    - Answered by police department staff
    - Unknown what hours phone is attended
- Homicide/ Missing Person / Felony Assault
    - Person answered not dispatch
    - Phones are answered between 8a-5p
    - Message outside of office hours
- Robbery
    - Answered by office staff
    - Hours 8a-5p
    - After Hours- Voicemail by an officer- please leave a message
- Youth Services
    - Answered by a detective in office
    - Typically attended M-F 6a to 4p
    - When out office or outside hours calls go to a message system

- Sex Crimes / Domestic Violence
    - Answered by an office staff
    - M-F 7a-5p
    - After hours there is an automated voicemail that will be transcribed and sent by text message
- Property and evidence Unit
    - Outgoing automated message- leave a voice message that will be transcribed and sent by a text message to receive a quicker response.
- Fire
    - Provides the admin number of (510) 981 FIRE

Appendix B: Alternative Perspectives

Key Finding/Results	Section	Needs Assessment	MCP Alternative Recommendation
Turnover	2.1.1	9%	25% or more
Span of Control	2.1.2	9 supervisors	5 supervisors are acceptable
Call Answer Standards	2.1.3	Used the same call standard for 911, 10-digit, and administrative calls	Separated 911 from 10-digit and administrative calls and used a lower call answer metric (80% within 30 seconds)
Administrative Call Diversion	2.1.3	N/A	MCP recommends diverting non-emergency calls from the communications center
Administrative Call Takers	2.1.3	N/A	MCP recommends developing an ATC position to support the non-emergency and administrative call volumes
Emergency Medical Dispatch	2.1.4	Recommends EMD program when staffing stabilizes	Based on the minimal impact of average processing times, MCP recommends EMD program implementation begin as soon as possible
Fire/EMS Dispatcher	2.1.7	N/A	MCP recommends a tactical fire dispatcher 24 x 7
Artificial Intelligence/Machine Learning	2.2.2	N/A	MCP recommends that staff explore methods for redirecting and re-engineering how non-emergent and administrative calls are processed

Key Finding/Results	Section	Needs Assessment	MCP Alternative Recommendation
Call-answer Attendant Programming	2.2.3	N/A	MCP recommends reprogramming the call answer attendant to reduce the number of administrative calls that are entering the communications center, which will impact minimum staffing levels
Facilities	2.3	Recommends 15 workstations	MCP recommends 12 to 13 based on lower staffing numbers than the Needs Assessment
Training	2.5.1	N/A	MCP recommends a tiered approach to training, beginning with call taking, and all new hires are certified as call takers to augment staff with call takers that can answer emergency and non-emergency calls
Use of Protocols	2.6.1	Recommends a workshop to develop call triaging workflows, including the use of protocols	MCP recommends that Berkeley adopt the IAED EMD program and take steps to incrementally train telecommunicators in the program
EMD and Behavioral Health Situations	2.6.2	Recommends a workshop to develop call triaging workflows, including use of protocols	MCP recommends implementation of the IAED EMD program and policies to support PDC's recently released EMD revised Protocol 25, Psychiatric/Mental Health Conditions/Suicide Attempt/Abnormal.
Nurse Navigation	2.6.3	NA	MCP has included information in the brief related to the nurse navigation option for Berkeley, which should be explored with the implementation of EMD

Key Finding/Results	Section	Needs Assessment	MCP Alternative Recommendation
988	2.6.4	NA	Berkeley should maintain awareness of 988 activities as they unfold and explore opportunities to interface with 988, including any alternatives for processing calls with more efficiency and more appropriate resources
Strategic Planning	2.7.1	NA	MCP recommends the development of a strategic plan that is centric to the communications center and the priority recommendations included in this brief
Program Manager	2.7.2	NA	MCP recommends hiring or appointing a program manager to oversee the development and execution of the recommendations
Reclassification	2.7.3	NA	MCP included information related to reclassification to evolve with the minimum job knowledge, skills, and abilities contained in the job descriptions, performance appraisals, and training programs relevant to the telecommunicator position

Appendix C: Prioritized Recommendations

The highest priority is for Berkeley to designate a program manager with internal knowledge of the communications center to lead the overall efforts discussed in this executive brief to achieve the following:

- Implementing dispatch protocols
- Implementing tiered dispatching
- Exploring alternatives for low-acuity calls
- Achieving a more professional workflow for fire dispatch
- Mending the organizational culture in pursuit of organizational health and wellness

A program manager is critical to obtaining the buy-in and support from City officials as well as leadership within the served agencies. The program manager should have extensive knowledge of the communications center and its challenges, opportunities, and threats. The program manager would be responsible for planning, executing, and tracking the various projects needed to achieve the identified goals. Ideally the position would be filled by a staff member from either the police or fire department.

Once onboard, the program manager would begin to address the priority recommendations, shown in the table below, ranked as follows:

- High – Urgent and important; most critical priorities
- Medium – Urgent, not as important; less critical priorities
- Low – Urgent or important; least critical priorities

The recommendations include high-level steps that can be used as metrics, with outcomes once the recommendation is achieved.

The program manager, after meeting with executive leadership, would have the authority to re-prioritize, as necessary, the recommendations.

Recommendations	Metrics	Outcomes	Report Reference
High Priorities			
Develop a strategic plan that is communications center focused	• Design the strategic plan format and structure • Create an oversight committee to actively engage in the strategic plan's development, its execution, follow-through, and outcomes • Determine if outside facilitation is needed • Complete strategic plan workshops • Write the plan • Train/educate staff and identify owners • Develop a communications plan to keep all staff and stakeholders engaged and informed as strategic plan initiatives are planned, executed, and measured	• Framework is developed that identifies and supports the organizational strategy • A common language is used to express strategy • A well-developed habit of using the framework and language to continually evaluate the organization's progress is in place	2.7.1
Hire a dedicated recruiter and/or contract for recruiting and hiring support services	• Select hiring or appointment team • Identify core skills and responsibilities • Create job description (if not contractual)	• Recruiter completes onboarding and is acquainted with the communications center's staffing situation • Recruiter develops a comprehensive recruiting plan, including timeline and budgetary impacts	2.1.10

Recommendations	Metrics	Outcomes	Report Reference
	• Determine and approve salary (and benefits package if applicable) • Hire or appoint recruiter	• Additional support needed for recruiting is identified and tasks are assigned	
Implement staffing and workflow changes (dispatch positions, call taker, and records desk)	• Validate staffing recommendations and continue to monitor key performance indicators, service levels, and use of time off that may impact optimal staffing needs • Consider over-hiring in anticipation of turnover • Develop job descriptions and policies to support new positions (e.g., ATC) • Identify appropriate wages for new positions • Develop a strategy to hire the recommended staffing complement (program manager, management, and HR) • Identify labor management impacts • Recruit, hire, and train employees	• New job descriptions are complete • Policy, procedure and workflows are created or updated to reflect any new positions • Recommended authorized strength of staff is in place	2.1
Hire a training/QA coordinator	• Select hiring or appointment team • Identify core skills and responsibilities	• Develops and manages the QA program • Direct oversight of the training program	2.7.4

Recommendations	Metrics	Outcomes	Report Reference
	• Create job description (if not contractual) • Determine and approve salary (and benefits package if applicable) • Hire or appoint training/QA coordinator	• Manages any accreditations or credentialing programs • Ensures alignment of programs with national standards and best practices • Works closely with staff and agencies to determine training needs of the organization and develops appropriate programs • Budget development support for training-related costs	
Continue to engage in continuous recruiting cycles	• Assess the current recruiting strategies and identify gaps	• Continuous recruitment rhythm is established • The “virtual bench” expands	2.1.10
Develop standing reports that tracks performance metrics (e.g., call processing times, time off usage)	• Develop standing reports to KPIs • Establish distribution workflow and rhythm	• KPIs are consistently reviewed and adjustments made where needed to reach goals	2.7.4
Reprogram the auto attendant to limit/redirect administrative calls from entering the communications center	• Review the existing call flow • Determine necessary changes • Educate the public about the change and 311 • Identify staff to handle the changes • Implement changes	• Administrative call volume decreases • Public awareness campaigns are used as refreshers • Telecommunicators have more time on task	2.2.3

Recommendations	Metrics	Outcomes	Report Reference
	• Monitor the change and make necessary adjustments		
Audit ancillary duties to determine if any non-core duties can be eliminated, reassigned, or re-engineered	• Identify the staff member to handle this task • Determine the tool(s) that will be used to conduct the audit • Conduct the audit, compile the results, and recommend changes as warranted	• Ancillary duties are germane to the work of the communications center are removed from the center • Production within the center improves	2.1.8
Medium Priorities			
Form a workgroup to explore technical and/or operational workflow options (e.g., AI/ML, CAD-to-CAD integration)	• Identify workgroup participant (cross section of communications center staff, stakeholders, and agency representatives) • Identify viable options (ACD, AI/ML, auto attendant, workflow adjustments) • Explore cost impacts • Identify applicable KPIs and statistics to monitor the impact of the program	• Non emergent and administrative calls into the center are reduced • KPIs are routinely tracked and reported out • CAD-to-CAD interfaces are established, reducing time on tasks	2.2
Implement EMD and a related QA program that aligns with national standards and best practices	• Explore IAED EMD program • Identify cost impacts (e.g., training, certification, and maintenance)	• EMD is implemented into the training program • EMD is transitioned from ACRECC to Berkeley	2.1.4 2.6.2

Recommendations	Metrics	Outcomes	Report Reference
	• Begin procurement process • Select vendor • Develop project plan and timeline • Identify applicable KPIs and statistics to monitor the impact of the program • Develop procedures to frame out EMD and QA • Conduct training and receive certifications	• Citizens are provided life-saving pre-arrival instructions	
Conduct a job analysis on the supervisor positions to determine if any job tasks can be reassigned, re-engineered, or eliminated	• Survey employees to determine all job tasks and responsibilities, including time on task • Compile data and findings and analyze them to identify what secondary duties can be eliminated from essential functions	• Supervisor workload is reduced, allowing more time for oversight and employee engagement • Job description is updated	2.1.2
Low Priorities			
Form a workgroup to review policies and procedures related to MDTs Update and conduct refresher training with field staff and supervisors	• Identify workgroup members (staff and field users) • Review existing procedures for MDT use (internal and external) (task force)	• MDT usage is commonplace, reducing radio traffic • Routine incident statistics are captured by field users, rather than telecommunicators	2.2.4

Recommendations	Metrics	Outcomes	Report Reference
	• Review existing field training practices for MDT use • Update and/or create procedures, as needed	• Telecommunicator workload is reduced	
Conduct a comprehensive compensation and benefits study and establish a policy for annual compensation reviews of regional ECCs	• Identify methods for the compensation study and resources needed to support it • Identify participants • Conduct survey	• There is a current view of compensation within the area • The City can begin planning for changes • Personnel are assured that the City values their work • Compensation may increase	2.7.3
Partner with regional agencies for possible opportunities to share in recruitment efforts; partners can include other public safety agencies	• Identify regional partners • Discuss available opportunities • Educate the public on the campaign(s)	• Contributes to the strategy to compete with the private sector • May recognize greater applicants	2.1.10
Form a working group to engage with a firm to develop a space plan that includes a current needs assessment and identifies a growth factor for the next 30 years	• Identify working group participants • Budget for an assessment • Identify and contract with a third-party firm and/or architect for a space needs study	• Berkeley understands the space constraints of the center and can begin planning for future needs	2.3
Establish an alternative response committee involving relevant stakeholders to determine the feasibility of	• Identify committee participants from all disciplines, including the communications center	• Telecommunicator workload may be reduced	2.6.2 2.6.3

Recommendations	Metrics	Outcomes	Report Reference
implementing alternative response procedures and technology	• Identify what might be eligible for alternative responses and possible solutions • Explore cost implications, if appropriate • Present findings to City leadership	• The right resources are prioritized over field response (as appropriate) • The right resources are sent to those in crisis • The appropriate resource is handling the communication	2.6.4

City of Berkeley
Communications Center

Needs Assessment and Recommendations Report

October 25th, 2022

Prepared by:

"Unleashing the Power of Technology"

Federal Engineering®

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Executive Summary

Federal Engineering, Inc. (***FE***) is pleased to provide the City of Berkeley with this report concerning the current conditions, needs assessment, and initial findings of the Berkeley Emergency Communications Center (ECC).

To prepare this report, ***FE*** followed a data collection process which included the submission of a Request for Information (RFI), a data collection survey tool (survey), and formal stakeholder interviews and focus group meetings. The information and data collected via the survey and the user and stakeholder input, was then analyzed by ***FE***'s subject matter experts (SMEs), who applied their collective experience and knowledge of industry best practices and standards towards the development of this Assessment.

The intent of the system observations, analysis, and recommendations found in this report is not to be an all-inclusive list of everything mentioned or discovered during ***FE***'s virtual interviews, staff meetings, and system component descriptions. The intent is to provide Berkeley management and the stakeholders with a high-level overview of the most common or frequently heard comments, concerns, or observations, as well as an actionable list of next steps towards a path forward. An all-inclusive list of deficiencies, enhancements, and applicable recommendations will be included in the new system's functional requirements, the next logical step for the City to take, as the follow-on initiative of this project.

Based on the various meetings, individual interviews, observations, review of existing documentation and the survey results, ***FE*** gained an understanding of the operations, service requirements, workflow processes, training programs, and deficiencies of the ECC.

The scope of work of this project includes current state, requirements gathering, needs assessment, and recommendations for the ECC, including an evaluation of Berkeley's efforts to "Reimagine Public Safety," as well as a recently conducted feasibility study for a Specialized Care Unit (SCU). This effort is designed to include an alternative mental health and substance use crisis response model that does not involve law enforcement.

The findings from this review and interaction served to benchmark the current conditions at the ECC. A description of the analysis and review, supporting narrative and references, and recommendations based on these standards and best practices, as well as our experience, formed the content of this report.

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1. Introduction

1.1 Background

Federal Engineering, Inc. (FE) was contracted to provide the City of Berkeley (the City) with professional consulting services to conduct a needs assessment and strategic planning effort for the Berkeley Communications Center (ECC). The focus of the initiative is to assist in transitioning the ECC to a prioritized fire and medical dispatch system through a needs assessment based on trending call volumes into the ECC, as well as identifying products/solutions that are the best fit for the City.

The ECC functions as a primary Public Safety Answering Point (PSAP) for the City of Berkeley and is operated under the command of the Berkeley Police Department. The ECC is part of the Support Services Division of the Berkeley Police Department, overseen by a sworn police captain. The ECC is staffed 24 hours a day, 365 days of the year by a team of well-trained Public Safety Dispatchers (PSDs) under the direction of a non-sworn Communications Center manager.

The ECC receives and dispatches all emergency and non-emergency police, fire, and medical calls for the greater Berkeley community. The ECC also provides fire dispatching services for the University of California (Berkeley) campus. While medical calls are dispatched by the ECC, today they are transferred to Alameda County Regional Emergency Communications Center (ACRECC) who is contracted by City of Berkeley for the provision of International Academy of Emergency Dispatch (IAED) Emergency Medical Dispatch (EMD)™ processing and relevant Pre-Arrival and Post-Dispatch Instructions. This is a requirement for ALS funding in agencies within Alameda County. Berkeley Fire Department is looking to implement EMD call-taking in the Berkeley ECC, thus it is one of the primary focus areas of this study and report.

1.2 Methodology

To successfully conduct a comprehensive analysis and operational needs assessment of the ECC an understanding of the current state related to operations, systems, and infrastructure is imperative. The Berkeley community is unique, and there must be a thorough understanding of the intricacies of the workflow and relationships between, and within, agencies to identify opportunities for improvement, develop a future vision for solutions, and guide the City of Berkeley through implementation and cutover to new processes, technologies, or systems. To answer questions driving this evaluation, a

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mixed-methods approach is required. Part of the methodology involves analyzing the ongoing reporting data captured by the ***FE*** Data Collection Survey Tool.

To build interest, ownership, and engagement for the assessment and change vision, stakeholders were approached to participate in on-site and remote interviews to provide qualitative data on current state including organizational structure, process, workflow, challenges, and opportunities for growth. These interviews were conducted to develop a thorough understanding of the unique technological and staffing aspects of the Berkeley ECC operation, as well as to gain an understanding of the emerging innovative solutions currently in development to meet community health needs. This dual approach is intent on exploring current practices with a goal of enhancing the quality, efficiency, and effectiveness of services to marry system-oriented outcomes and community-oriented outcomes.

This research also includes information gleaned from the larger effort to Reimagine Public Safety, as well as a recently conducted feasibility study for a Specialized Care Unit (SCU), that included an alternative mental health and substance use crisis response model that does not involve law enforcement.

This *Needs Assessment and Recommendations Report* is a consolidated document that is structured to focus independently on the following assessment factors:

Our assessment of ECC operations includes, but is not limited to, the following:

- ECC operation policies
- Organization charts
- 9-1-1 and non-emergency telephony configuration and deployment
- Mutual aid agreements
- Facilities space and layout
- Scheduling software/practices
- Workflow/process maps for call-taking and dispatching
- Call processing and workload statistics
- Call volume statistics
- Training requirements and processes
- QA/QI requirements and processes
- Mapping/GIS, voice logging, CAD, RMS technology

- Performance metrics
- Current budgets and operations costs
- Operational and reporting requirements
- Service level agreements
- Human resources/contract information

The mixed methods approach provided the opportunity for the participating police and fire departments, as well as other agencies and stakeholders to confirm and validate the ***FE*** statements and descriptions that are the basis and foundation for all subsequent steps of the project.

Specifically, stakeholder representatives included managers and frontline staff from:

- Berkeley ECC
- Berkeley Police Department
- Berkeley Fire Department
- City of Berkeley Human Resources
- Specialized Care Unit (SCU)
- Albany Fire Department and Communications Center
- Piedmont Fire Department and Communications Center

FE used interviews and meetings to provide participants with ample opportunity to present their views regarding the feasibility, options, requirements, and concerns around the ECC and the proposed pilot programs. Our subject matter experts (SMEs) systematically evaluated the feasibility of modifying the ECC's dispatch methodologies that included:

- Existing challenges and concerns regarding the integration of the Alameda County Regional Emergency Communications Center (ACRECC) in the provision of emergency medical dispatch (EMD) protocol pre-arrival instructions and changes that could be made to address these concerns
- The onboarding of Albany Fire Department and Piedmont Fire Department as new fire dispatch services clients
- Technologies, staffing, and requirements needed for the city to effectively adopt EMD protocols and onboard new fire dispatch clients

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To prepare this report, ***FE*** followed a data collection process which included the submission of a Request for Information (RFI), a data collection survey tool (survey), and formal stakeholder interviews and focus group meetings. The information and data collected via the survey and the user and stakeholder input, was then analyzed by ***FE***'s SMEs, who applied their collective experience and knowledge of industry best practices and standards toward the development of this Draft Assessment report.

FE's assessment, and the subsequent development of recommendations resulting from an exhaustive elucidation and review process, becomes the formulation of a long-range strategic plan that meets the vision and objectives of this effort.

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2. Initial Findings

2.1 Communications Center Overview

Throughout our site observations and interviews, our interactions with the Berkeley team were positive. We found both frontline and leadership alike to be committed to the process, aware that there are opportunities for service enhancement, thus this project, and were forthcoming and professional in their interviews about the current state, the desired future vision and project outcome, as well as the barriers and concerns that are typical in the migration toward structured call-taking and dispatch protocols.

It is apparent that from every corner of the organization, staff are dedicated to the mission of serving the community and are ready for needed change and improvements in the current environment.

2.2 Recurring Themes

Recurring themes reported throughout our data gathering, observation, and interview process include:

- Primarily, that despite any challenges the ECC and team are facing, they are exceptional professionals. They recognize the need for change and understand the necessity for implementing Emergency Medical Dispatch (EMD) and improving their operational practices, staffing levels, facility, and standard of care and practice. They welcome the opportunity in front of them.
- There is a perception that Supervisors and Dispatchers are not on the same page and there is inconsistent application of training, policy and procedure, coaching, evaluation, and discipline. Utilizing an aligned leadership approach that is consistent across all teams, and a system that has clear expectations and an objective, standardized Quality Assurance program is welcome and required to increase morale.
- Staffing challenges in the ECC which include:
    - Staffing shortages
    - Increase in call volume and population, as well as expanded Police and Fire response and service/program provision without the increase in ECC staffing to accommodate it.

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  - ECC staff belong to the Service Employees International Union (SEIU) Local 1021; a labor union that represents clerical, maintenance, and other City staff, and is not representative of public safety/first responder professionals or conditions.
  - Workplace culture that is suffering. Staff are doing their best given the circumstances. However, a combination of short staffing, overtime, inconsistency in supervision, leadership, mentorship, a lack of training and professional development opportunities, combined with a heavy workload and trauma and stress exposure from the work performed leaves staff fatigued, and increases illness, absenteeism, workplace conflict, and if left unchecked will continue to perpetuate a difficult working environment and culture.
- Recruiting challenges including:
  - All hiring is completed by the Personnel and Training Team in collaboration with City of Berkeley Human Resources Division
  - Length of time and the process it takes to recruit and process qualified candidates (minimum 6-8 months from posting to first day of work)
  - Lower wages when compared to neighboring ECCs
  - There is a continuous lateral program for experienced Dispatchers; however, applications are limited due to lower wages and retirement tier differences in comparison to other PSAPs in the area
  - Lack of hiring incentives (as compared to neighboring PSAPs that offer them)
  - A gap in ability to remain competitive in the labor market, considering the challenges noted above
- Training
  - The ECC is tasked with managing, creating, and delivering their own training program.
  - There is no designated training position whose primary role is to oversee the training program. Instead, staff conduct the development, delivery, and maintenance of the training program while performing their other duties as Supervisors/Dispatcher.
  - Communications Training Officers (CTOs) that are POST certified receive a 10% wage increase when they are conducting training for Police Dispatch and a 5% increase when providing training for all other non-police positions. This is not a continuous pay increase and is only applied during actual training delivery hours.

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  - New recruits receive a combination of classroom and direct hands-on training at the workstation amid (high) active call volume. While exposure to high call volume for portions of the trainees at the workstation time is beneficial, in the current environment, high call volume is the norm due to the workload without staffing capacity to support it. This hinders a recruit's ability to learn effectively, or for the trainer to have capacity to effectively coach them.
  - Because there is no scripted call-taking protocol software, there is inconsistency and variation in the training process and call processing performance expectations.
  - Staffing shortages often prevent staff from attending training courses or conferences for continued dispatch education.
  - Training is lengthy (9-12 months) and previous data indicates that only 45% of trainees are successful.
- Change Management and Inclusion in the Change Process:
  - Overall, there is intentional effort in effective communication and change management between the ECC, and Police and Fire Departments.
  - When procedures or policies change for Police or Fire Departments, ECC management is included in the early stages of the process.
  - When Fire or Police implement changes to their response, procedure, or programs, there is seldom a gap between when it is implemented and when there is a collective understanding of the change and ability (or capacity) for the ECC to fully support them.
- A concern that the ECC will not be able to resolve its current staffing situation and operating challenges in time to support upcoming EMD and Crisis Response programs and pilot projects.
- COVID impacts; the pressures, stress, short staffing and additional workload and procedural changes that it brought (and continues to bring). There was an initial hiring freeze during COVID, and the Recruitment and Retention Team was abolished.
- A facility/room that the ECC has outgrown – there is no room for expansion or re-organization within the current ECC facility.
- There is no backup center to relocate to, no evacuation or emergency management plan, no contingency or business continuity plan despite Berkeley being located on a major fault line. While there are no federal requirements for a backup center, NFPA 1225, Section 12.2.2 requires a comprehensive emergency

plan (CEMP), and Section 12.2.6 requires that an alternate communications center be provided.

- Openness to and interest in the possibility of implementing Emergency Medical Dispatch and Emergency Fire Dispatch protocol.

2.3 Crisis Response Model Challenges

The capacity for the ECC to take on new process to support alternative response programs is limited due to the current staffing crisis. However, there is opportunity for the current call triage process utilized for the Mobile Crisis Team to be improved and formalized without a significant impact on the ECC staff. There is no structured method or interrogation process to determine if a call is mental health in nature, instead, there is a reliance upon the caller to self-disclose. The introduction of the Specialized Care Unit (SCU) will affect the ECC on a much larger scale and will require a change management methodology in order to be successful. The ECC and other stakeholders need to initiate dialogue immediately so that there is staff buy-in, and to ensure the change management process is successful. The ECC must be included in the conversation and the decision-making process so that there is mutual understanding, training considerations, and input when creating policy, designing work practices, and training programs. Specific process with detailed steps and clear ECC direction is required when the new policy is implemented. Appropriate staffing levels must be in place prior to implementation.

Current Crisis Response Model challenges include, but are not limited to, the following:

- Mobile Crisis Team (MCT) is currently operational
  - The team is rarely dispatched first instance by the ECC; thus, this is not a true 'diversion' team because it generally does not eliminate the need for patrol response to police call for service.
  - There is no formal risk assessment to determine appropriate dispatch criteria.
  - The team works 5 days per week and only work until 10 PM.
- Specialized Care Unit (SCU) pilot program currently in development
  - Designing the Specialized Care Unit is part of the City of Berkeley's broader effort to reimagine public safety in Berkeley. This process has included significant stakeholder involvement, including from the Berkeley Fire Department, to design a team to meet the community need for behavioral health crisis response services.
  - The request for proposals for the SCU Provider was released on June 30 and closed on August 23, 2022. As the review process is complete and a provider

is selected, additional engagement opportunities will emerge for the SCU and ECC to determine exact calls for service and training.

- Recommended calls for SCU were determined by research from alternative models in other cities, community stakeholders and crisis responders. The ECC was not included in the process to recommend appropriate calls for service.
- Dispatch triage process has not been determined to clearly define and code appropriate calls for service or determine dispatch criteria.
- Currently, the SCU has no clearly structured integration plan in the continuum of care. Clear distinction between MCT and SCU calls for service must be determined to prevent redundancy and confusion for ECC and for the community.
- 9-1-1 and SCU phone line integration was recommended by Resource Development Associates (RDA), yet the ECC has not been included in process or technological plans.
- There is no defined method of data mining or evaluation of programs to ensure consistent delivery of services and continuous improvement of programs. Data collection and reporting will fall upon the selected Community Based Organization who may or may not have the technology or process required to continuously monitor and evaluate the Pilot Program.

The remainder of this report will outline current conditions at the ECC and will expand further on some of the themes and gaps above as informed by our findings during data collection and site observations, and recommendations to address them.

2.4 Berkeley Communications Center (ECC)

The ECC is located within the Public Safety Building at 2100 Martin Luther King Jr Way and serves the entire geographical area of the City of Berkeley as well as supporting fire dispatch for the University of California (Berkeley) campus. The City of Berkeley has an estimated population of 121,485 (2019) and encompasses an area of about 18 square miles. The ECC's total annual call volume average is more than 200,000 emergency and non-emergency calls.

2.4.1 Governance

Management and oversight of the ECC is administered by the Berkeley Police Department (BPD). The ECC serves as the Primary Public Safety Answering Point

(PSAP) for the City of Berkeley. The ECC is responsible for answering and processing 9-1-1, ten-digit emergency and non-emergency calls for service and provides dispatch services for Berkeley Police Department (BPD) and Berkeley Fire Department (BFD). Further, the ECC also provides call answer, dispatch, and support for City Departments such as Animal Services and internal calls for service to the City's Public Works, Utilities Departments, and Parking Enforcement.

2.4.2 Facility

The ECC is located on the 2nd floor of the Public Safety Building, along with offices for the police and fire departments.

2.4.3 Power Systems

The building has an ONAN DFEC-3379147 450KW backup power generator, capable of handling all the power requirements of the building during an interruption of commercial power. The generator was installed in year 2000 and is a diesel-power system. The generator is tested weekly for 15 minutes, but it is not known if that is under full load. There is an uninterruptable power supply (UPS) system for the ECC that will keep all electronics up and running while the diesel generator is starting and coming up to full power.

Without doing an extensive power use study, the existing emergency generator appears to be sufficient for the ECC. An evaluation of the UPS loads should be undertaken to ensure that there is at least the NFPA required fifteen minutes load capacity on the system[1].

Only mission critical equipment (computers, other electronics on the dispatch floor and in the server room) should be on the UPS. Policies should be in place prohibiting the unauthorized use of UPS outlets at the workstations.

2.4.3.1 Physical Security

There are a minimum of two locked doors between the ECC and public access areas. The building itself is located adjacent to the street, but it was undetermined if any of the street-facing windows were impact resistant. The main entrance has been retrofitted with a roll-down steel door that can be closed if needed to protect that entrance.

[1] National Fire Protection Association 1225 Standard for Emergency Services Communications, 2022 Edition, Section 12.8.8.3

2.4.3.2 System Furniture

There are eight system furniture positions installed in the ECC. All eight positions have CAD, 9-1-1 answering equipment, and radio dispatch consoles. The furniture is provided by Watson, and all positions have CAD, radio and 9-1-1 equipment.

2.4.4 Emergency Medical Dispatch (EMD)

Berkeley ECC receives requests for Emergency Medical Services (EMS) calls via 9-1-1 and 10-digit emergency lines. EMS calls receive initial triage in the ECC, and EMS dispatch is provided by Berkeley ECC within the City of Berkeley. The PSD call-taker creates a call in CAD using the “medial” call type; they obtain basic information such as verifying address, phone number, obtain the reason for EMS request, along with age and sex, then enter the call into pending in CAD so the PSD assigned to fire dispatch can dispatch Berkeley EMS to the call. The call is then transferred to ACRECC, who are responsible for providing Emergency Medical Dispatch (EMD) call-taking protocol and post-dispatch and pre-arrival instructions.

2.4.5 Staffing

ECC staffing is provided by civilian staff who are trained in 9-1-1, Police, and Fire call-taking and dispatch. Typical shift staffing includes one Supervising Public Safety Dispatcher (Supervisor), two dispatch positions covering police or fire, one records dispatch position, and up to three call-taker positions depending on time of day. The staff work modified ten-hour shifts with five different start times (6 AM, 10:30 AM, 12 PM, 4 PM and 8:30 PM).

All staff are cross trained to perform both call-taker and dispatcher roles. This allows flexibility in the ECC; staff can rotate roles and provide back-up support and coverage for one another throughout their shifts as required.

Ancillary duties listed in the data collection workbook and noted via observation included:

- Answering administrative switchboard calls after hours and on weekends as well as during regular business hours when during periods of limited staffing
- Training
- Maintaining other supplemental information systems
- Minor troubleshooting for sworn personnel (Supervisor)
- Ongoing scheduling and overtime scheduling (Supervisor)

Detailed information on staffing can be found in Section 4. *Staffing*, and Section 6. *Staffing & Workload Analysis*.

2.5 Berkeley Police Department

The Berkeley Police Department provides law enforcement protection for the City of Berkeley and is responsible for the operation of the ECC.

In addition to responding to all law enforcement incidents in the city, the Police Department regularly co-responds on numerous Fire and EMS incidents. For EMS calls, Berkeley ECC receives the original 9-1-1 call and dispatches EMS, but transfers EMS calls to ACRECC for EMD provision. Berkeley ECC also dispatches BPD for EMS calls when required. Further information on this process will be included in Section 6.1, *Call Flow Description*.

Similarly, ECC staff process all 9-1-1 calls for Fire, and are responsible for the subsequent notification and dispatch of Fire Department resources. When Fire requires police response to one of their calls, they advise the ECC by radio, and the dispatcher creates a call for service in CAD for BPD.

2.6 Berkeley Fire Department

The Berkeley Fire Department (BFD) is an integrated fire and emergency medical services (EMS) ALS department that provides 24-hour response to emergencies including fire suppression, medical emergencies, hazardous materials events, water rescue, disaster response and other life-threatening emergencies to the City of Berkeley citizens and visitors. BFD operates out of seven separate locations within the city, housing seven engine companies, five truck companies, and four ambulances.

Berkeley Fire Department responds to a wide variety of fire, rescue, and medical calls.

For Fire calls in Berkeley, the ECC receives the original 9-1-1 call. The call-taker will obtain information such as address, the nature of the incident, and other pertinent details to categorize the call type and priority, which includes fires – structure, vehicle, or other, medical assist, or police assist. The dispatcher then accepts the call into CAD, dropping the call into the pending screen where the dispatcher can review and dispatch the appropriate BFD units to respond. Call location, information, and a run number is provided via mobile data terminals (MDTs) housed in the fire response vehicles.

For EMS calls in Berkeley, the ECC receives the original 9-1-1 call. When EMS is requested, ECC staff will first verify and record in the CAD event (call form) the address of the emergency, the nature of the medical incident, and the patient's age and sex, and will then transfer the voice call to ACRECC via a "hot button" transfer on the call handling system. ECC call-takers will enter the incident type as a medical call and will accept the call, dropping it into the CAD pending screen, where the fire dispatcher can review and send the appropriate BFD Ambulance to respond. Once the call is transferred to ACRECC, it is processed using the Medical Priority Dispatch System™ structured Emergency Medical Dispatch (EMD) protocols. Additional detailed information on this process is provided in the *Call Flow Description* section below.

All BFD personnel are cross trained as Firefighters and Advanced Life Support (ALS) Paramedics and as part of the Department's service provision, respond to all medical calls for service to provide patient care and transport the patient to the hospital.

Although there are frequent calls for response to EMS incidents, there is no electronic means or CAD to CAD interface to share call information or real time updates between the ECC and ACRECC, or from ACRECC to the BFD MDTs. Any further updates are provided by each ECC calling one another over the telephone and manually entering the information into CAD. This process is cumbersome and further complicated by difficulties reaching ACRECC during periods of peak call volume.

Berkeley Fire and Police respond together regularly. When Police require Fire response, the request is made through the ECC, with alerts going to the acting on-duty fire chief via radio, as well as electronically through the MDTs. There is a CAD to MDT interface that allows the sharing of information, as well as a radio talk group (channel) that Police and Fire communications share.

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3. Organizational Analysis

3.1 Observations

The Berkeley ECC, like many other similar communications operations, finds itself at the crossroads of change. The ECC has outgrown its current organizational model, and a re-examination of its oversight is in order.

While most public safety agencies have embraced the changing needs of the community, including the adoption of best practices, public safety communications facilities in general have not been included. The vision and direction of the ECC have changed, and the desire to implement EMD as well as a sophisticated call diversion program have jump-started a migration to a new model.

If the migration to a change in operations is to be achieved, there are certain key elements that will need to be addressed that will enable an improved standard of care and practice for the citizens of Berkeley. This will include providing specialized care to calls pertaining to mental health, behavioral health, substance abuse, and/or homelessness and will bring new and innovative levels of response to those requiring special care.

Public safety communications organizations are facing unprecedented personnel shortages and are desperately trying to hire and retain new employees. Wages and incentives to attract and retain qualified and experienced candidates may be needed to attract workers. In addition, new employee training programs have been moderately successful due to an outdated classroom approach as well as the lack of dedicated training staff. This is compounded by the fact that without protocol-based call-taking, or a training program led by dedicated training staff, it is difficult to train new employees with the consistency or the necessary support required to be fluent and confident in call-taking early in the process. The result is the washout and turnover of new employees, with some recruits not finishing their training and leaving either before, or shortly after being assigned to a regular shift.

It must be acknowledged that the ECC personnel are doing the best they can with the capacity and resources they have. However, with frequent staffing shortages, the lack of staff, support, and adequate time off combined with overtime takes its toll and impacts every level of the ECC operation. In short, turnover is occurring and will continue until the oversight and staffing issues are addressed.

Since its inception, the ECC has lived within the Berkeley Police Department organization. While the City of Berkeley has grown in population, so too have call volumes. The

traditional service delivery models that include police, fire, and emergency medical services are being challenged by our citizens. This includes the adoption of a brand-new service delivery model, driven by public opinion, which includes the diversion of certain call types from a police response to a mental health care approach. In the case of the ECC, staffing levels, and the operational and organizational model has not grown to support these changes in the response models which will impact workload, call volume, and staffing within the ECC.

As previously stated, the governance and leadership model are no longer serving the dynamic and demanding needs of a 21st century Emergency Communications Center. The process to hire a new Communications Center Manager is underway, and it is expected that this position will be staffed in Q3 or Q4 of 2022. It is anticipated that this will signify the first significant step to the migration of an enhanced service model.

The ECC, located in the police headquarters building, is managed, and funded by the PD in every respect. There is a commonly held perception that the ECC favors the police operation over fire and emergency medical services. While the respective chiefs work collaboratively to ensure both agencies' needs are met, the reality is that the ECC has not grown in size to meet the expected level of service delivery. It is timely that thoughtful consideration be given to transition the ECC to become an independent city department.

3.1.1 Governance

Governance refers to establishing a shared vision and a collaborative decision-making process supporting interoperability efforts to improve communication, coordination, and cooperation across jurisdictions.

Developing an appropriate governance structure for an independent ECC that supports multiple departments is a critical component to enabling leaders to effectively manage center resources and provide the best possible service to all user agencies and the community. The development of a governance structure is often be impacted by political and user agency control issues. It is therefore important to realize when collaborating on the shared services model, and combining services into an independent emergency communications facility, that the decision makers and leaders need to utilize ECC resources to best balance the needs of all user agencies as opposed to a single agency. While this balance can be easily achieved, the governance structure can positively or negatively impact the ability of ECC management to maintain the balance long term.

Governance considerations will need to include a review process, lessons learned, scheduled system health checks, clear resource needs for support staff number, roles, training, and funding. Other considerations to include in governance planning is defining

the structure of the system, how it will be maintained and by whom, and how to gain support from secondary agencies. The shared goal among the City, Police, and Fire must be that the ECC becomes an entity that is independent, but cooperatively supported by all parties.

3.1.2 Recommendations

To achieve the operational model the City of Berkeley needs and desires, we recommend:

- The City of Berkeley begin implementing the High-Level Implementation Plan as described in *Section 4* of this report.
- Leadership in the ECC must be educated and experienced in Public Safety Communications specifically.
- The ECC has outgrown its current model of organizational structure and leadership. Consider transitioning the ECC to a separate business unit in the City - not under the leadership of Police or Fire but reporting to a board of stakeholders that include Police and Fire.
- Addressing and improving workplace culture. The ECC has lacked Public Safety Communications-specific leadership and continuity in leadership. As a result, there has been insufficient training and mentorship in how to lead effectively in an ECC. Staff work in perpetual overtime and short staffing conditions (limited time off and a minimum overtime requirement of 5-20 hours per week). The call volumes and workloads are at times nearly double what it should be for each team member on duty during a shift (based on staffing calculations). All of this combines to make a challenging work environment while on duty, and not enough rest between shifts while off duty. It creates additional stress, illness, absenteeism, workplace conflict, and has all the ingredients necessary to create and perpetuate a toxic workplace culture, which will further add to the cycle. ***FE*** recommends that the necessary steps to address staffing issues and other critical gaps in the ECC be implemented immediately, and that leadership work with ECC staff to support and promote measures for workplace culture improvement. Positive workplace culture is a shared responsibility; it is not the sole responsibility of leadership, nor the sole responsibility of frontline staff to improve culture and working environment, but rather a collaboration of working together intentionally and strategically to identify and remove barriers to create and promote effective organizational health.

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4. Staffing

4.1 Current Staffing

Current ECC staffing includes one Communications Center Manager who oversees ECC operations (currently filled by a Berkeley Police Lt.), and frontline supervision which includes four Supervising Public Safety Dispatchers (Supervisors). Additional frontline staff include twenty-three Public Safety Dispatchers (PSDs) who are cross trained in Call-taker and Dispatcher duties; seven of the Public Safety Dispatchers are approved to act in the Supervisor role. Additionally, there are two per-diem Dispatchers. These 'casual' staff are limited to the number of hours they can work annually, due to the Collective Bargaining Agreement.

The following table depicts all the employees assigned to the ECC:

Table 1 - ECC Employees

Current Staffing - Berkeley		
Position	**Authorized Employees – Full Time**	**Actual Employees – Full Time**
Communications Center Manager	1	0
Supervising Public Safety Dispatchers	4	4
Public Safety Dispatchers	28	23
Total	33	27

At the time of our site visit, the Communications Manager position was unfilled, and a Berkeley Police Lieutenant has been assigned to the position since 2019. The Manager position will be posted in 2022 with the intent to fill the role this year. The Lieutenant will return to Police operations once the new manager has been onboarded and oriented to the position.

Optimal staffing in the ECC includes one Supervising Public Safety Dispatcher (Supervisor) or Acting Supervisor who oversees the daily operation and provides supervision, three dispatchers – one Police and one Fire Dispatcher, and one records desk operator (RB1), and between three to five call-takers depending on time of day, who also provide Dispatch support on Police Channel 2 in addition to their call-taking duties. Staff are hired as a Public Safety Dispatcher and are cross trained to provide call-taking

and dispatch in Police and Fire disciplines in the ECC. The ECC does not hire call-taker only positions.

Minimum staffing between 0000 and 1030 is six staff which include one supervisor, three dispatchers - one fire dispatcher, one police dispatcher, and one Records Desk (RB1) Dispatcher and two call-takers. There are seven staff on duty between 1030-2200 on Sunday to Wednesday, and 1030–2359 Thursday to Saturday, consisting of one supervisor, three call-takers and three dispatchers.

While minimum staffing requires a supervisor on duty at all times, in instances where there is no Supervisor on shift, staff would defer to a Patrol Sergeant or Lieutenant for direction. Due to five different staggered shift start times, staff do not work with the same Supervisor or team regularly.

The following table shows the minimum ECC staffing levels:

Table 2 - Minimum Staffing

Minimum Staffing - Berkeley					
Day	**Hours**	**Supervisors**	**Call-Takers**	**Dispatchers**	**Total**
All	00:00 to 10:30	1	2	3	6
Sun-Wed	10:30 to 22:00	1	3	3	7
Thu-Sat	10:30 to 23:59	1	3	3	7

- Call-takers are not solely dedicated to call-taking; they support monitoring Police Channel 2 dispatch responsibilities.
- Dispatchers are not dedicated to dispatch only; they are often required to answer, and process calls due to short staffing.
- Supervisors are not dedicated to Supervisor only roles. They provide call-taking and dispatch responsibilities as required to support call volume and short staffing impacts, in addition to their supervisor duties.

Every year in January, staff bid on the shift schedule they prefer, and new shift schedule reassignments commence in March. Time sheets change every four months, and selection is based on seniority. Staff work four days a week and have three days off. If necessary, staff are required to work up to 25 hours overtime per week on their scheduled workdays (extension of shift), with the ability to swap shifts to suit their personal schedule. Staff submit their preferred over-time shifts and Supervisors manually schedule staff as needed. If additional over-time is required Supervisors first approach working staff to extend their shift (up to sixteen hours) and then send emails or texts requesting assistance from off-duty staff.

There are currently five vacant Public Safety Dispatcher positions in the ECC. In 2018, a City of Berkeley Auditor Report recommended an annual staffing analysis of required minimum staffing levels and budgeted Dispatchers to meet demand and reduce the estimated $1 million dollars paid in over-time in 2017 and subsequent years.

In addition to the vacancies and staffing study issues noted above, staff turnover in 2022 will compound staffing challenges and further impact staffing capacity.

4.2 Salary Ranges

The following tables depict the current salary ranges for the ECC employees.

Table 3 - ECC Current Salary Ranges

Current Salary Ranges – Berkeley ECC			
Position	**Low - Annual**	**High - Annual**	**Average**
Communications Center Manager	$114,399.96	$139,464.00	$126,931.98
Supervising Public Safety Dispatchers	$109,699.20	$119,038.32	$114,368.76
Public Safety Dispatchers	$95,638.32	$103,791.96	$99,715.14

4.3 Supervision

The ECC is overseen by the Support Services Division Captain who is responsible for the Records Bureau, Property and Evidence Unit, Warrant Detail, Administration (Fiscal and Grants), Police Technology Unit, and Court Liaison.

The Communications Manager is a civilian position who reports to the Support Services Division Captain and conducts the overall strategic and operational oversight and management of the ECC. This position was traditionally filled by a Police Lieutenant until 2012, when the decision was made to create a Civilian Manager position for the ECC. However, a Berkeley Police Lieutenant has been assigned to this role (temporarily) since 2019, after the previous Manager retired, and the hiring freeze that occurred due to Covid. At the time of this report writing, Berkeley is in the process of hiring an ECC manager. Interviews will occur in July 2022, with a new Communications Manager to be hired in September 2022.

A Supervisor is required to be on duty for each shift. If a Supervisor is on leave, their shift is covered by an Acting Supervisor on their team. If an Acting Supervisor is not available on their team to cover, a Supervisor will be brought in on overtime to cover the position.

The intent is to have direct supervision scheduled in the ECC 24/7, where Supervisors are not assigned as team strength to perform frontline work and have the capacity to maintain situational awareness in the center and provide supervision and support to staff. However, due to frequent staffing shortages in the ECC, that is not possible. Supervisors are tasked with call-taking and dispatch throughout their shift in order to keep up with workload in the center. In turn, this increases the Supervisor's workload and leaves the ECC without direct supervision.

The Supervisor is assigned the supervisory specific workstation, located in the northwest corner of the room on an elevated terminal, providing them the ability to observe all workstations, and have increased situational awareness. Supervisors have full access to CAD, a radio console, the Eventide logging recorder, and fully functioning call handling system capable of answering 9-1-1, emergency, and non-emergency lines.

Throughout their shift, Supervisors are responsible for staff supervision and support, monitoring call volume and calls in pending, scheduling breaks each shift and ensuring current shift and upcoming shifts are adequately staffed, as well as arranging for part time staff or overtime support to fill in, as necessary. They are active supervisors, listening for requests for assistance from the team on duty. There is no call light, intercom, or other means of easily requesting supervisor support; team members call out to the supervisor when required.

There are many administrative tasks Supervisors perform on shift as part of their duties including, but not limited to the following:

- Maintain the personnel scheduling
- Oversee staffing, overtime, and payroll paperwork (manual paper process)
- Review, deliver and develop training materials
- Coordinate training for existing and new ECC staff
- Perform QA/QI reviews
- Act as an Agency Terminal Coordinator (ATC) for the ECC (NCIC/CLETS)
- Perform Fire Liaison Supervisor tasks
- Complete requests for audio and call recordings
- Assist with recruitment
- Work with CAD & GIS team to provide administrator functions and support

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Staff are promoted to Supervisor positions based on qualifications. This promotional process and criteria were recently created and implemented by the ECC Lieutenant, in conjunction with the City of Berkeley. The entry point for becoming a Supervisor is to first become an Acting Supervisor. There are Acting Supervisors on each shift, who cover in the Supervisor's absence. They receive a 5% pay increase for the hours worked in an acting capacity.

Supervisors are mandated to complete Civilian Supervisor and Dispatch Supervisor training through the California Peace Officer Standards and Training (POST) organization. However, these courses are not a comprehensive Supervisor or leadership program, and Supervisors still require additional training specific to the ECC. Training for those staff in an Acting Supervisory role is often not possible due to current staffing levels within the ECC.

4.4 Recruiting Process

The recruiting process for Public Safety Dispatchers is administered by the City of Berkeley Human Resources Division and Berkeley Police Department (PD) Personnel and Training Bureau. Recruiting is a lengthy process, taking between six and eight months from the time a position is posted until the candidate is onboarded for their first day of work.

Requirements to fulfill a Public Safety Dispatcher position include a high school diploma or equivalent, minimum accurate typing of 35 wpm, a written POST comprehension test, a Criticall test, a panel interview, a Computer Voice Stress Analysis (CVSA) evaluation, a background evaluation, and a medical exam. Experienced Dispatchers can be hired at any time with the qualifications of two years Public Safety Dispatch experience or three years non-consolidated Public Safety experience and a POST Dispatch Certificate.

The testing is conducted by a combination of City of Berkeley HR, Berkeley PD Personnel and Training Bureau and various outsourced contracted staff for medical and psychological assessments.

Recruiting advertising includes posting internally and externally for the respective position(s), candidates are vetted by HR for minimum qualifications and relevant training, education, and experience. Candidates are then brought in to complete the written POST test and receive instructions on how to download the personal history form. Applicants that successfully pass the exam are invited to the oral panel interview. The panel generally includes the Communications Manager or Lieutenant, a minimum of two

Dispatch Supervisors, and the Personnel and Training Bureau Sergeant. The interview is 30 minutes and includes scenario based and work experience questions.

Selected candidates are then invited to a pre-investigative interview with a Professional Standards Sergeant or Lieutenant. The applicant completes required waivers and questionnaires and engages in an informal conversation with the Officer, following which the CVSA is completed. A Sergeant, a Lieutenant and two Captains provide input and if successful a conditional employment offer is presented. Medical and psychiatric tests are required before the hiring process is completed. The background check process is the longest point of delay as it was understood that Sworn Officer hiring is given priority over Dispatchers. Additionally, Officers conducting the checks have other responsibilities as well and the contracted company are only able to complete four assessments at a time resulting in a six-week delay at times. Hiring is further complicated by the decimation of HR staff during COVID. HR believes that there would be a conflict of interest for the ECC to post or proctor tests and therefore is solely responsible for these steps in the recruiting process.

4.5 Ancillary Duties

Ancillary duties the communications staff provided in the data collection workbook and noted via on-site observation included:

- Notification of Public Works
- Training
- Call-taking and notification of Animal Control
- Dispatch for University of California, Berkeley (UCB) Fire
- Initial Center response for UCB medical
- After hours parking complaint call-taking and notification
- Maintain other supplemental information systems.
- Minor troubleshooting for sworn personnel (Supervisor)
- Scheduling for overtime (Supervisor).
- Maintain the personnel scheduling (Supervisor)
- Oversee staffing, overtime, and timesheet paperwork (manual paper process) (Supervisor)
- Review, deliver and develop training materials (Supervisor)

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- Coordinate training for existing and new ECC staff (Supervisor)
- Perform QA/QI reviews (Supervisor)
- Act as an Agency Terminal Coordinator (ATC) for the ECC (NCIC/CLETS) (Supervisor)
- Perform Fire Liaison Supervisor tasks (Supervisor)
- Complete requests for audio and call recordings (Supervisor)
- Assist with recruitment
- Work with CAD & GIS team to provide administrator functions and support (Supervisor)

4.6 Recommendations

4.6.1 Succession Planning

- Annual performance reviews and goal setting
- Leadership Training opportunities for potential A/Supervisors
- Employee evaluation and succession planning program/efforts

4.6.2 Recruiting

- Fast track onboarding for entry level and experienced candidates
- Review recruiting process, job requirements, and incentive programs
- Establish competitiveness in the job market
- See other recommendations in the recruiting recommendations section of the report

4.6.3 Employee Wellness Program

- Implement an employee wellness program
- Training, education and support for mental health and wellbeing
- ECC specific peer support
- Understand the impacts of the trauma/stress exposure, shift work, etc., and have the tools to navigate it

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5. Workload and Performance Data Indicators

The information in this section includes statistical information for phone calls and CAD events processed by the Berkeley Emergency Communications Center.

5.1.1 Summary Performance Data

- Average number of abandoned calls received per day: 29
- They average time to answer 9-1-1 calls is 10.9 seconds
- The average talk time for 9-1-1 calls is 105.3 seconds
- The average call wrap-up is between 45 seconds
- The busiest day of the week is Tuesday/Wednesday/Friday
- Busiest time of day is between 1500 and 1600 hours
- The busy month is October

5.1.2 Telephone Statistics

The following tables depict the telephone call volume for 2021 as reported by Berkeley.

Table 4 - Percentage of Total Calls – 2021

Percentage of Total Calls - 2021	
% of all Calls	**2021**
Total Calls	201,434
% of All Calls that were 9-1-1	28.0%
% of All Calls that were Ten-Digit	48.7%
% of All Calls that were Text to 9-1-1	0.1%
% of All Calls that were Outgoing	23.2%

Table 5 - Percent of Total 9-1-1 Calls – 2021

Percent of Total 9-1-1 Calls - 2021	
% of Total 9-1-1 Calls	**2021**
Total 9-1-1 Calls (Wireline, wireless, text)	56,582
% of 9-1-1 calls that were Text-to-9-1-1	0.10%

The following table depicts the telephone call volume as reported for the years 2017 through 2021.

Table 6 - Berkeley ECC Phone Statistics 2017 – 2021

Berkeley ECC – Phone Statistics						
Berkeley ECC	**2017**	**2018**	**2019**	**2020**	**2021**	**Average**
Total Wireline 9-1-1 Calls	13,275	13,720	13,770	12,354	12,666	13,158
Total Wireless 9-1-1 Calls	42,175	45,032	47,811	40,955	43,716	43,938
Total 10-digit Emergency and Non-Emergency Calls	172,761	193,743	174,931	101,725	98,041	148,240
Text-to-9-1-1 Calls	0	0	0	141	200	68
Outgoing Calls	42,312	50,671	52,023	45,666	46,811	47,677

The following graphs depict the telephone call volume as reported for the years 2017 through 2021.

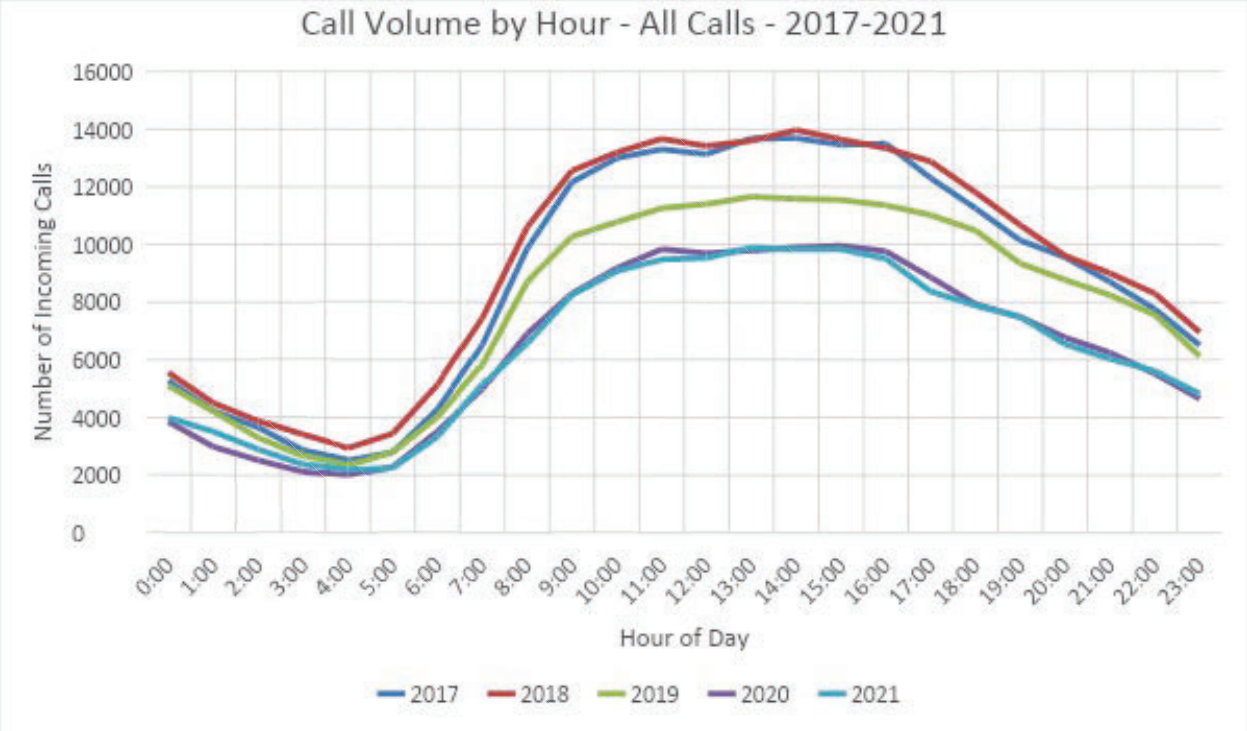


Figure 1 - Call Volume by Hour - All Calls 2017 – 2021

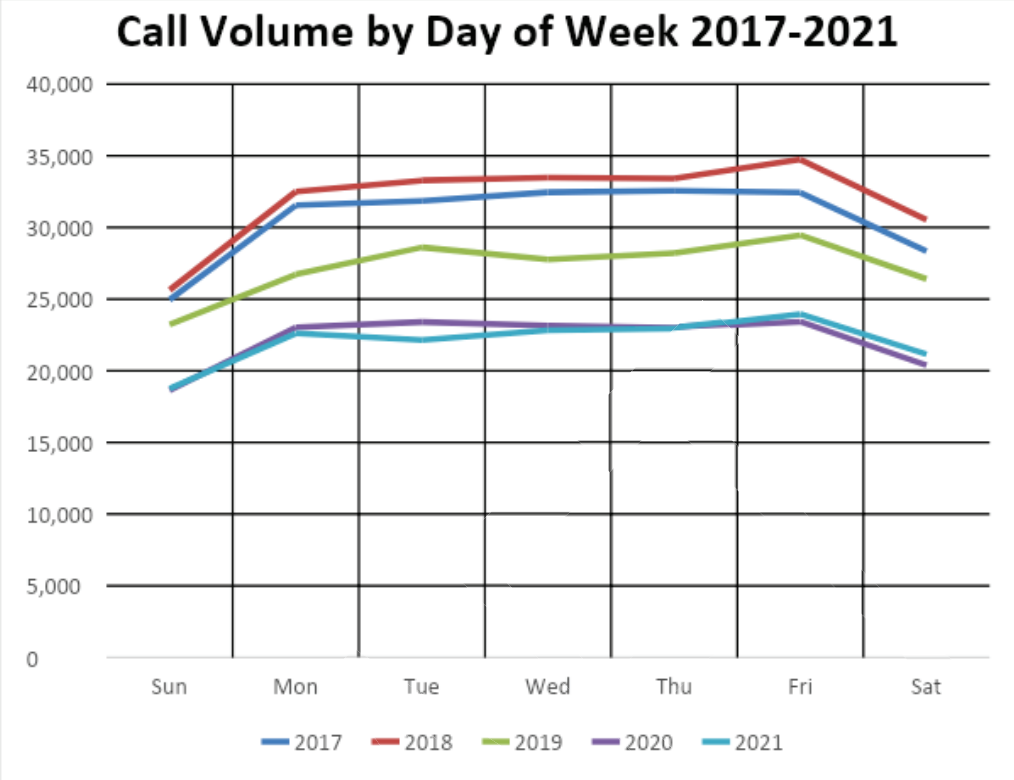


Figure 2 - Call Volume by Day of Week 2017 – 2021

Both the NFPA and NENA standard for answering incoming emergency lines is within 15 seconds 90 percent of the time[2][3]. While the ECC complies with these standards in the overnight hours, they fall below the standards during daylight hours. This can be attributed to the higher call volume during the day but shows that staffing needs to be augmented during these hours.

[2] National Fire Protection Association 1225 Standard for Emergency Services Communications, 2022 edition, Section 15.4.1
[3] National Emergency Number Association Standard for 9-1-1 Call Processing, NENA-STA-0.20.1-2020

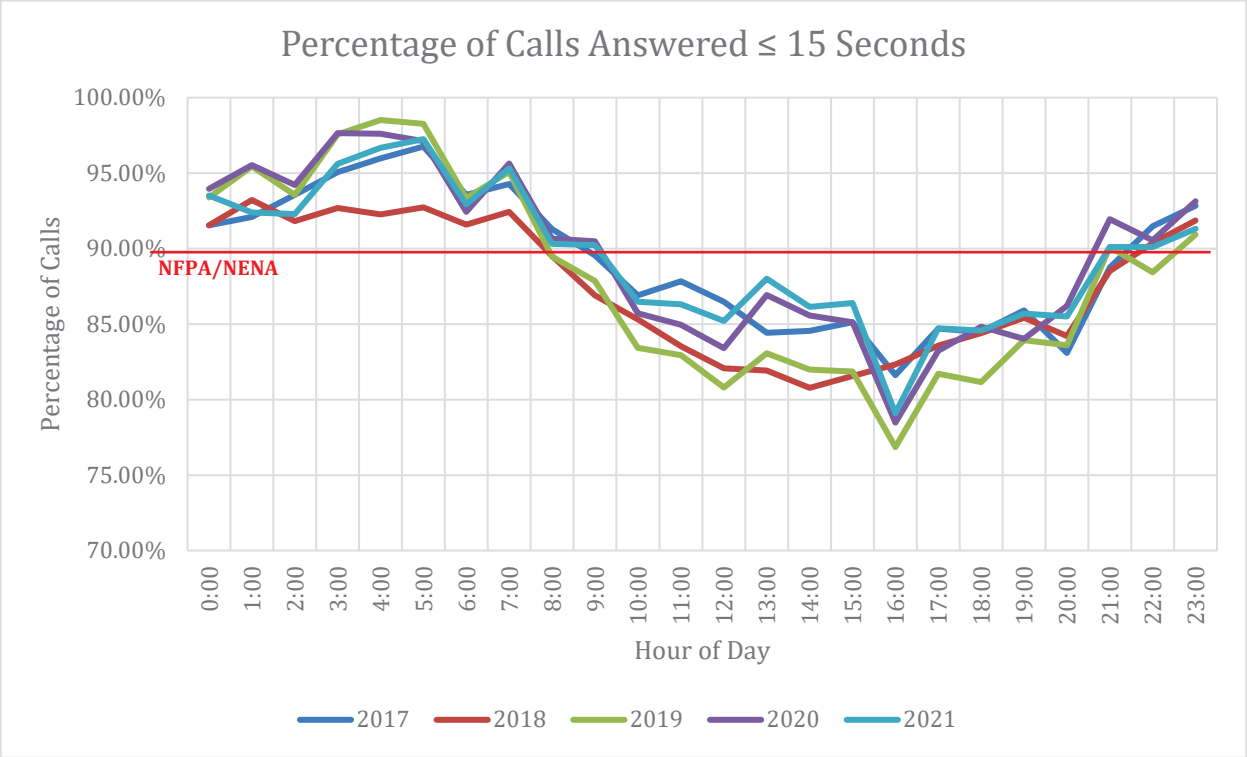


Figure 3 - Percentage of Calls Answered < 15 Seconds

5.1.3 CAD Statistics

The following tables depict the total number of CAD Events as reported for the years 2017 through 2021.

Table 7 - CAD Events 2017 – 2021

Berkeley – CAD Events 2017 - 2021						
Agency Type	**2017**	**2018**	**2019**	**2020**	**2021**	**Average**
# of Law Enforcement Incidents	63,222	56,677	58,422	45,863	62,899	57,417
# of Fire Incidents	5,538	5,357	5,821	5,348	5,310	5,475
# of EMS Incidents	10,406	9,972	9,899	8,064	8,760	9,420
Total	79,166	74,006	74,142	59,275	76,969	72,312

There is an expected drop in call volume in 2020 due to the COVID-19 pandemic, and 2021 shows a slow return to anticipated call volumes in the future.

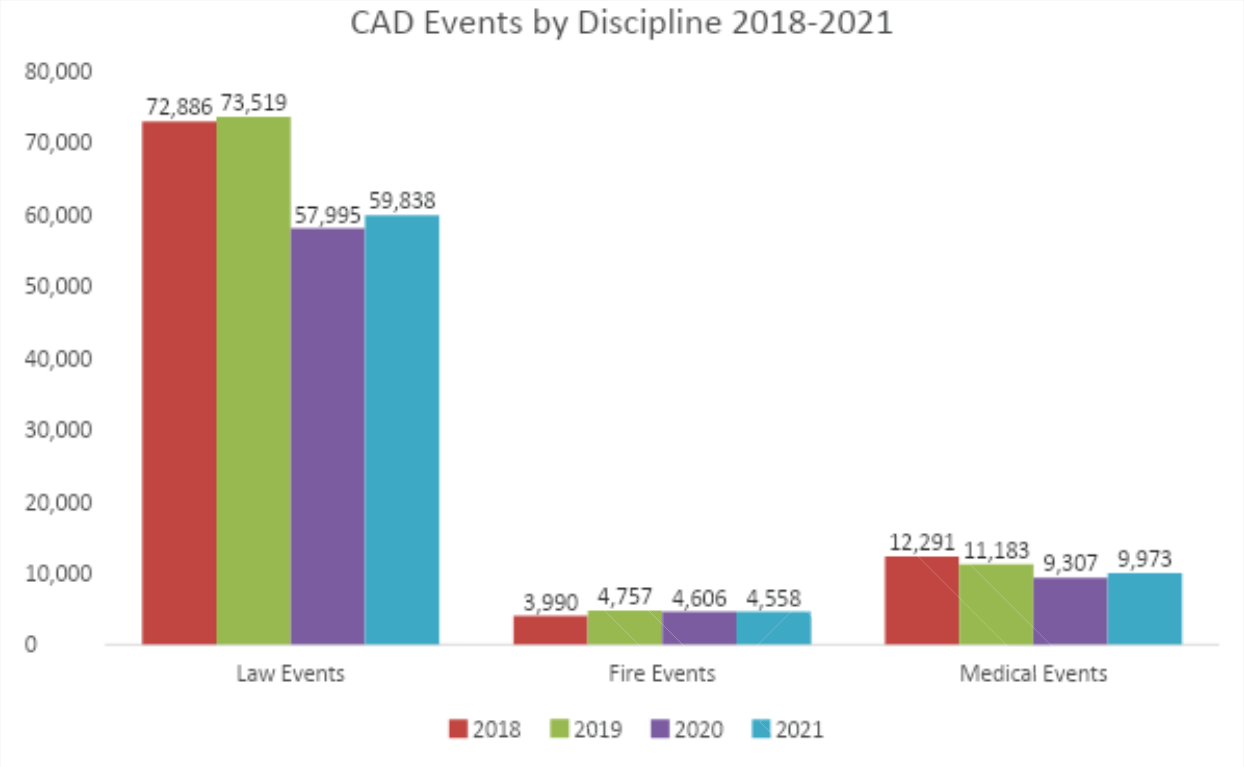


Figure 4 - CAD Events by Discipline 2018 – 2021

Call volumes between the three disciplines (law, fire and medical) reflect the 2020 decreases except for the fire department, which remained steady in 2020.

Table 8 - Percentage of CAD Events - 2018 – 2021

Berkeley – Percentage of CAD Events 2018 - 2021				
% of CAD Events	**2018**	**2019**	**2020**	**2021**
Total Events	89,167	89,459	71,908	74,369
% of Events that were Law	81.74%	82.18%	80.65%	80.46%
% of Events that were Fire	4.47%	5.32%	6.41%	6.13%
% of Events that were EMS	13.78%	12.5%	12.94%	13.41%

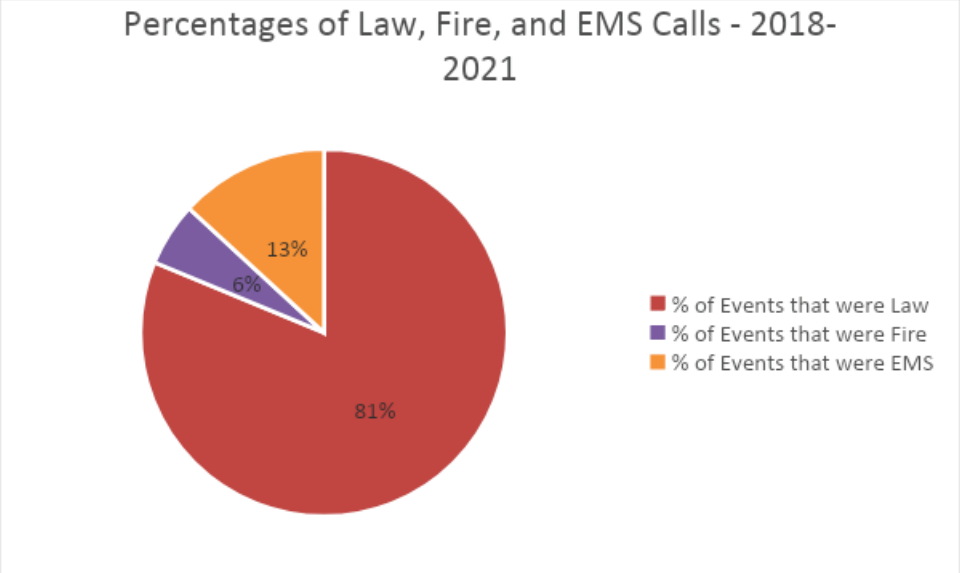


Figure 5 - Percentages of Law, Fire, and EMS Calls - 2018 – 2021

Percentages between the disciplines also remain fairly consistent, with minor increases in the fire department percentages from 2018 to 2021.

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6. Staffing & Workload Analysis

To provide efficient service to the public and local emergency services, ECCs must always maintain an adequate number of qualified staff on duty. When this does not occur, service quality can diminish and the short and long-term effects on employees often lead to staffing shortages, overworked personnel, increased attrition, increased complaints from citizens and response agencies, and a reduced level of confidence in the ECC's operations.

The staffing needs of a 24/7 public safety communication center operation require constant monitoring of the workload and staffing assignments to maximize coverage across all shifts. The work hours and assigned positions per shift are based on need, skill sets, experience, and call volume. ECC management and supervisory staff are responsible for monitoring these.

The NFPA 1225 (2022), Annex A.15.3.1.1 states "*Telecommunicator staffing is an important issue in achieving prompt receipt and processing of events. Consider the following two concepts of communications center operations:*

1. **Vertical Center:** A telecommunicator performs both the call-taking and dispatching functions.

2. **Horizontal Center:** Different telecommunicators perform the call-taking and dispatch functions separately

Telecommunicators working in a vertical center are known to engage in multitasking that can inhibit their ability to perform assigned job functions. Routine evaluation of telecommunicator staffing, number of inbound emergency and non-emergency calls, and other operational statistics are necessary to allow a prompt receipt and processing of events."

Across the industry, there are many ECCs who utilize a Horizontal Center call model to avoid the risks that the vertical model poses. However, in horizontal model centers, often staff assigned to Dispatch and Supervisor positions are still found assisting with answering and processing calls due to short staffing. This is the circumstance in Berkeley ECC.

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6.1 Standards and Best Practices

Key public safety industry organizations recognize that the on-going evolution of 9-1-1 requires establishing minimum standards for ECC employee training, operations, technology, and facilities.

These organizations include:

- International City/County Management Association (ICMA)
- National Emergency Number Association (NENA)
- Association of Public-Safety Communications Officials - International (APCO)
- International Association of Fire Chiefs (IAFC)
- Commission on Accreditation for Law Enforcement Agencies (CALEA)
- National Fire Protection Association (NFPA)

The specific standards applicable to City of Berkeley include the following service quality and performance goals in call-taking:

NENA-STA-020.1-2020, 9-1-1 Call Answering Standard, states, “90% of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP):

- SHALL be answered within 15 seconds. Ninety-five percent of all 9-1-1 calls SHOULD be answered within 20 seconds."
- The interval between Call Arrival and Call Answer should be evaluated, at a minimum, for each preceding month using a full month of data. Determining if a PSAP has successfully met the call interval metric of 90% in 15 seconds (and 95% in 20 seconds), should be based upon the one-month evaluation. An authority having jurisdiction (AHJ) may measure this metric on a weekly or daily basis for a more detailed analysis.
- "Ninety percent of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten seconds during the busy hour (the hour each day with the greatest call volume, as defined in the NENA Master Glossary 00-001). Ninety-five percent of all 9-1-1 calls should be answered within 20 seconds."

The call processing requirements section in NFPA 1225 (2022) states:

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- Section 15.4.1 - "Ninety percent of events received on emergency lines shall be answered within 15 seconds, and 95 percent of events shall be answered within 20 seconds.
- Section 15.4.1.1 - "Compliance with 15.4.1 shall be evaluated monthly using data from the previous month."
- Section 15.4.4 - "Emergency event processing for the highest prioritization level emergency events listed in 15.4.4.1 through 15.4.4.2 shall be completed within 60 seconds, 90 percent of the time."

6.2 Staffing Recommendations

As the staffing analysis and recommendations in this report are comprehensive, ***FE*** has included a staffing recommendations overview in the beginning of this section to provide a high-level understanding immediately. The methodology, analysis, and recommendations will be explained in further detail throughout the Call-Taking, Dispatching, Supervision, and Methodology for Staffing Recommendation sections below.

The table below identifies the required number of call-takers, dispatchers, and supervisors by hour of day, based on call volume from the busiest month in 2021.

Table 9 - Berkeley ECC – Staffing Recommendations

Berkeley ECC - Staffing Recommendations						
Hour	% Per Hour	Per Hour for Month	Call-Takers Needed	Dispatch Needed	Supervisor Needed	Total Positions
0:00	2.36%	15.7	3	4	1	8
1:00	2.28%	15.2	3	4	1	8
2:00	2.26%	15.0	3	4	1	8
3:00	1.67%	11.2	2	4	1	7
4:00	1.61%	10.7	2	4	1	7
5:00	1.71%	11.4	2	4	1	7
6:00	2.07%	13.8	2	4	1	7
7:00	3.34%	22.2	3	4	1	8
8:00	4.44%	29.6	4	4	2	10
9:00	5.37%	35.8	4	4	2	10
10:00	5.53%	36.9	4	4	2	10
11:00	6.33%	42.2	4	4	2	10

Berkeley ECC - Staffing Recommendations						
Hour	% Per Hour	Per Hour for Month	Call-Takers Needed	Dispatch Needed	Supervisor Needed	Total Positions
12:00	6.12%	40.8	4	4	2	10
13:00	5.89%	39.3	4	4	2	10
14:00	6.38%	42.5	4	4	2	10
15:00	6.89%	45.9	5	4	2	11
16:00	6.51%	43.4	5	4	2	11
17:00	5.28%	35.2	4	4	2	10
18:00	4.96%	33.1	4	4	2	10
19:00	4.79%	31.9	4	4	2	10
20:00	4.19%	27.9	4	4	2	10
21:00	3.44%	22.9	3	4	1	8
22:00	3.16%	21.0	3	4	1	8
23:00	3.41%	22.7	3	4	1	8
TOTAL	100.00%	666.4	3.46	4.00	1.54	9.00

The tables below identify the recommended number of staff by position and job function. The first table will have recommendations without turnover factored in, and the second has turnover factored into the total recommended number of staff.

Table 10 - Recommended Staffing without Turnover Factored In

Recommended Staffing without Turnover - Berkeley ECC	
Position Title	Total Number of Employees
Shift Supervisors	9
Dispatchers	24
Call-Takers	21
Total PSAP Staff	54

Table 11 - Recommended Staffing with Turnover Factored In

Recommended Staffing w/Turnover - Berkeley ECC	
Position Title	Total Number of Employees
Shift Supervisors	9
Dispatchers	27

Recommended Staffing w/Turnover - Berkeley ECC	
Position Title	**Total Number of Employees**
Call-Takers	23
Total PSAP Staff	**59**

Note that a detailed explanation of the staffing analysis methodology, findings and recommendations can be found in each of the sections below.

6.3 Call-Taking

Call volume is the prime factor in determining the number of trunks, workstations and call-taking positions needed to manage an ECC's projected call-taking workload. Of equal importance in determining the number of staff, is the standards by which an agency complies with call answering. The NENA[4] and NFPA[5] standards, used by the Insurance Services Office (ISO), is to answer 90% of all 9-1-1 calls within 15 seconds and 95% answered within 20 seconds.

The first step in determining staffing levels is to estimate the total telephone call volume the ECC will handle, including 9-1-1, ten-digit emergency, and non-emergency phone calls. To determine these statistics, ***FE*** used the reported 2021 total call volumes submitted by the City which included incoming 9-1-1 calls, ten-digit emergency and non-emergency phone calls, and outgoing phone calls.

The combined 9-1-1 call volume for the ECC for 2021 including wireline, wireless and Text-to-9-1-1 calls was 56,582, the total ten-digit emergency and non-emergency call volume was 98,041 and the total outgoing calls were 46,811. The total call volume, including all 9-1-1, text-to-9-1-1, ten-digit emergency and non-emergency phone calls, and outgoing calls for the ECC in 2021 was 201,434.

Table 12 - All Telephone Calls

Berkeley ECC – Phone Statistics						
Berkeley ECC	**2017**	**2018**	**2019**	**2020**	**2021**	**Average**
Total Wireline 9-1-1 Calls	13,275	13,720	13,770	12,354	12,666	13,158
Total Wireless 9-1-1 Calls	42,175	45,032	47,811	40,955	43,716	43,938
Total 10-digit Emergency & Non-Emergency Calls	172,761	193,743	174,931	101,725	98,041	148,240
Text-to-9-1-1 Calls	0	0	0	141	200	68
Outgoing Calls	42,312	50,671	52,023	45,666	46,811	47,677

[4] NENA-STA-020.1-2020, 2.2.3 and 2.2.4
[5] NFPA 1225, 15.4.1

Berkeley ECC – Phone Statistics						
Total	270,523	303,166	288,841	200,841	201,434	253,081

The next step is calculating the number of call-taker positions requiring 24/7 staff to manage the total call volume for the ECC. The Hourly Call Volume Distribution and Call-taker Count table reflects the monthly and per-hour estimated call volume determined by the busiest month from the 2021 annual statistics by hour supplied to ***FE***.

The City provided hourly call volumes for 2021 and that data was used to determine the combined busy hour estimates. The busiest month was determined to be the month of October, which had a total of 20,657 phone calls. The slowest month was February with a total of 14,580 phone calls.

Table 13 - Phone Calls by Month

Berkeley ECC	
2021 Phone Calls	
January	16,065
February	14,580
March	16,514
April	16,298
May	17,179
June	16,268
July	17,288
August	17,208
September	15,081
October	20,657
November	17,224
December	16,895
Total	42,312

The following Hourly Call Volume Distribution and Call-taker Count table also highlights the slowest and busiest hours in a 24-hour period in an hourly table. ***FE*** arrived at the number of call-taker positions listed in the hourly table by using an Erlang C calculator.

The Erlang C calculator is a traffic model tool developed in the 1970s by telephone companies to project the number of operators needed to manage specified call volume. This tool is the foundation of the current 9-1-1 industry staffing standards and tools available through APCO and NENA. The calculator is enhanced by 9-1-1 industry and individual PSAP data to form a methodology that projects how many full-time equivalent (FTE) staff are needed to process calls. Note that only call-taking positions and number of call-takers are all that these staffing tools can accurately project.

The Erlang C calculations performed by ***FE*** allow the call-taking performance standards desired to be entered, to arrive at the correct number of physical call-taking workstations that need to be staffed, by hour of the day, to meet those standards. Calculations do not allow two separate service level objectives for emergency and non-emergency calls, therefore the more stringent NENA standard of 90% within fifteen seconds or less is used for both 9-1-1 and ten-digit incoming calls as part of the combined call load.

The call-taker performance standards used in these calculations is 105.3 seconds of call time, as provided by Berkeley ECC. Wrap up time is the time needed after the call has ended to finish a CAD incident with notes and narrative and then to prepare for the next call. For this report ***FE*** used the current industry best practice of 45 seconds for wrap up time.

The slowest hour of the day is estimated to be at 0400, and the busiest hour of the day is 1500. The table below highlights these periods. This table provides upper and lower call volume from which staffing projections can be estimated. When looking at scheduling on a more granular level, determining the busiest and slowest days of the week, along with hour of those days, allows ECC management to schedule staffing for shifts more efficiently, and based on actual workload.

The following best practice and current ECC call performance standards are the metrics used to align the calculations with the ECC workload:

- Service level objective of 90% calls answered within 15 seconds or less
- Average talk time of 105.3 seconds
- Average after-call wrap up time of 45 seconds
- Number of call-takers needed are calculated based on the assumption that they are dedicated positions and do not perform dispatch responsibilities

6.3.1 Observations

- Call-takers in the ECC are not dedicated solely to call-taking functions, they are also assigned dispatch responsibilities for Police Channel 2
- The minimum staffing requirements do not adequately support the call volume and workload in the ECC. There are frequently not enough dedicated call-takers on duty and staff assigned to Dispatch and Supervisor positions are required to answer and process calls.

- While the intention is for Berkeley ECC to be a horizontal center call model with dedicated supervisor, call-taking, and dispatching positions, in its current staffing levels it cannot achieve this.

6.3.2 Recommendations

Table 14 - Hourly Call Volume Distribution and Recommended Call-Takers

Berkeley ECC Staffing Recommendations – Call-Takers			
Hour	**% Per Hour**	**Per Hour for Month**	**Call-Takers Needed**
0:00	2.36%	15.7	3
1:00	2.28%	15.2	3
2:00	2.26%	15.0	3
3:00	1.67%	11.2	2
4:00	1.61%	10.7	2
5:00	1.71%	11.4	2
6:00	2.07%	13.8	2
7:00	3.34%	22.2	3
8:00	4.44%	29.6	4
9:00	5.37%	35.8	4
10:00	5.53%	36.9	4
11:00	6.33%	42.2	4
12:00	6.12%	40.8	4
13:00	5.89%	39.3	4
14:00	6.38%	42.5	4
15:00	6.89%	45.9	5
16:00	6.51%	43.4	5
17:00	5.27%	35.2	4
18:00	4.96%	33.1	4
19:00	4.79%	31.9	4
20:00	4.19%	27.9	4
21:00	3.44%	22.9	3
22:00	3.16%	21.0	3
23:00	3.41%	22.7	3
Total	100.00%	666.4	3.46

FE recommends:

- A minimum of two dedicated call-taker positions in the ECC at its lowest call volume hours, and five dedicated call-taker positions at its highest call volume hours.
- That the call-taker positions be dedicated solely to call-taking operations, and not provide any dispatch functions.
- That all positions be equipped with the same critical technology for CAD, 9-1-1 answering equipment and radio dispatch consoles. This allows any ECC

function, call-taking, or dispatching, to be conducted at any position in the center. This allows supervisors to easily reconfigure operational assignments as needed.

- That minimum staffing requirements are eleven staff on duty during peak time call volume and workload, and seven on duty for non-peak hours
- One additional position for EMD implementation (12 positions during peak call volume periods), and that call volume and workload analysis be conducted regularly to assess operational impacts of EMD.
- Overall staffing increase from 32 currently authorized positions, of which only 27 positions are filled, to 59 authorized positions with turnover. An increase of 32 staff members is required to reach this level.
- Increase to four dispatchers on duty at all times and assign one to Channel 2 and backup for others during the 1000 - 0000 hrs. Call-takers only handle Channel 2 during 0000-1000.
- Staffing recommendations are based on having dedicated call-takers and dedicated dispatchers who do not provide both functions concurrently.
- Increase to two supervisors on duty when there are more than seven staff on duty at a time as per ICS span of control recommendations.

6.4 Dispatching

The next step in estimating staffing is determining the number of dispatch positions that require 24/7 staffing. Currently, there is not a nationally recognized calculation/formula to determine the number of dispatchers needed based on workload. However, if congestion is an issue, radio traffic/usage studies can be conducted to determine the level of use or available airtime of a radio talk group or channel to ensure they are not too busy. This type of study can assist an ECC in determining the number of talk groups or channels needed to support operations but does not directly provide the number of dispatchers needed to staff the required channels.

While there is no scientific method to calculate the number of needed dispatch positions based on the number of incidents or CAD events, ***FE*** uses a combination of reported CAD events and number of primary dispatch channels currently in use. This information is collected and reviewed along with the other types of criteria listed below when estimating dispatch workstation numbers.

The following CAD Events table shows the number of events for 2017 through 2021, as well as the averages and totals.

Table 15 - CAD Events

Berkeley – CAD Events						
Agency Type	**2017**	**2018**	**2019**	**2020**	**2021**	**Average**
# Of Law Enforcement Incidents	63,222	56,677	58,422	45,863	62,899	57,417
# Of Fire Incidents	5,538	5,357	5,821	5,348	5,310	5,475
# Of EMS Incidents	10,406	9,972	9,899	8,064	8,760	9,420
Total	79,166	72,006	74,142	59,275	76,969	72,312

To maximize the efficiencies gained by combining the dispatch of various districts, each existing dispatch position should be reviewed to see if combining some of the units on to the same primary dispatch channel makes sense. If a single primary dispatch channel is not feasible, then reducing the number of primary dispatch channels to the lowest number possible, without affecting operations, is always the goal.

It is not a recommended best practice to assign additional tasks to primary dispatchers other than dispatching events. Dispatchers must be available and ready as soon as a new event arrives in CAD, or when a field unit has a radio message for the dispatcher.

This is accomplished by thoroughly reviewing and taking into consideration the following items.

6.4.1 Assignment of Multiple Primary Dispatch Talkgroups

It is a recommended best practice that multiple primary dispatch talkgroups not be assigned to a single dispatcher. A single dispatcher should not be expected to manage more than one emergency event on one channel/talkgroup.

6.4.2 Use of Current Technology to Reduce Radio Traffic

The use of current technology such as mobile data computers (MDCs) or terminals (MDTs) and Automatic Vehicle Location (AVL) should be used to the greatest extent possible to help reduce radio traffic. The exception is for officer location during a dispatch or officer-initiated event or action because the safety of the officer(s) may be negatively impacted.

6.4.3 Tactical or Operational Talkgroups and Channels

The use of tactical or operational talkgroups and channels is common in fire and law enforcement communications to effectively manage event communications, operations, and incident management. A dispatcher should be assigned to monitor and support field

personnel during significant events that require active structure related events, multi-unit incidents, and special or high traffic special operations.

6.4.4 Dedicated Dispatch Positions

The following Dedicated Dispatch Positions table illustrates the recommended number and type of dedicated dispatch positions needed in the ECC. A dedicated dispatch position requires an employee to be assigned 24/7/365.

Table 16 - Dedicated Dispatch Positions

Dedicated Dispatch Positions - Berkeley ECC				
#	Position Type	9-1-1 CPE	CAD	Radio Dispatch Console
1	Police Dispatch	Yes	Yes	Yes
1	Fire Dispatcher	Yes	Yes	Yes
1	RB1 Dispatcher (NCIC/CLETS)	Yes	Yes	Yes
1	Police Channel 2 Dispatcher & Support for other Dispatchers as necessary	Yes	Yes	Yes

6.4.4.1 Observations

- Today, there are three dispatch positions in the ECC whose primary role is dispatching; this includes a Police Dispatcher, Fire Dispatcher, and an RB1 Dispatcher. However, the Fire Dispatcher and RB1 positions often support call volume workload by answering overflow calls when needed, and this does not allow them the dedicated focus for radio traffic monitoring and response personnel support, or to monitor for incoming calls in CAD that are ready for dispatch. In an ECC with the call volume that Berkeley experiences, this creates risk in both delayed dispatch or missed calls for dispatch and missing (critical) requests for support from field responders.
- There are three Call-taker positions scheduled between 1030 - 2200 Sunday to Wednesday and 1030 - 0000 Thursday to Saturday who also act as Channel 2 Dispatchers.
- NFPA 1225 (2022) 15.3.2 requires that during major incidents *"When requested by the incident commander, a telecommunicator shall be dedicated to the incident and relieved of other duties within the communications center."* Should a police or fire event require tactical dispatching, there is not sufficient staffing assignments and dedicated dispatch positions in the center to achieve this while covering other call-taking and dispatch operations adequately today.

6.4.4.2 Recommendations

Table 17 - Hourly Call Volume Distribution with Recommended Dispatchers

Berkeley ECC - Staffing Recommendations - Dispatchers				
Hour	% Per Hour	Per Hour for Month	Call-Takers Needed	Dispatchers Needed
0:00	2.36%	15.7	3	4
1:00	2.28%	15.2	3	4
2:00	2.26%	15.0	3	4
3:00	1.67%	11.2	2	4
4:00	1.61%	10.7	2	4
5:00	1.71%	11.4	2	4
6:00	2.07%	13.8	2	4
7:00	3.34%	22.2	3	4
8:00	4.44%	29.6	4	4
9:00	5.37%	35.8	4	4
10:00	5.53%	36.9	4	4
11:00	6.33%	42.2	4	4
12:00	6.12%	40.8	4	4
13:00	5.89%	39.3	4	4
14:00	6.38%	42.5	4	4
15:00	6.89%	45.9	5	4
16:00	6.51%	43.4	5	4
17:00	5.28%	35.2	4	4
18:00	4.96%	33.1	4	4
19:00	4.79%	31.9	4	4
20:00	4.19%	27.9	4	4
21:00	3.44%	22.9	3	4
22:00	3.16%	21.0	3	4
23:00	3.41%	22.7	3	4
TOTAL	100.00%	666.4	3.46	4.00

FE recommends:

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- Increase to a minimum of four dedicated dispatch positions in the ECC at all times. These positions should be dedicated solely to dispatch operations, and not provide call-taking functions.
- That all positions be equipped with the same critical technology for CAD, 9-1-1 answering equipment and radio dispatch consoles. This allows any ECC function, call-taking, or dispatching, to be conducted at any position in the center. This allows decision makers to easily change operational assignments as needed.
- That the goal to cross train staff for call-taker and dispatcher job functions in police, fire (and eventually full EMS) continues.
- That the goal to cross train staff for call-taker and dispatcher job functions in police, fire (and eventually full EMS) continues.

Cross training allows for ultimate flexibility in staffing assignment and coverage. While daily position assignments would change for PSDs, and even throughout their shift, cross training allows any employee to be utilized at any position for call-taking or dispatch in any discipline. This methodology ensures a higher level of efficiency and lower overtime costs. The ability to cross train all staff is a benefit of an ECC this size. As centers grow and become more complex there is a need to split job functions by specialty; but the ECC benefits greatly when all staff can perform dispatcher and call-taker functions in a horizontal call model center.

While a Horizontal call model structure works well in the ECC, it does add a layer of complexity to scheduling and training. However, cross training employees for all functions in the ECC eases the complexity when looking for staff to fill shifts and for Supervisors who need to re-configure the operations floor and/or staff additional positions based on a fluctuating workload throughout the day.

However, we recognize that in the current staffing shortage that the ECC is facing, it may be necessary to augment or pause cross training to accelerate onboarding and training of staff. Ideally, entry level recruits would fill call-taker positions initially, while lateral recruits with existing ECC training and experience could fill call-taker and dispatcher positions quickly upon hire. Entry level recruits could be cross trained for dispatching as capacity and/or staffing levels are increased to support it.

6.5 Supervision

Public safety best practices require 24/7 supervision in the ECC. NFPA has developed codes, standards, and recommended practices through a process approved by the

American National Standards Institute (ANSI). The Technical Committee on Public Emergency Service Communication prepared the latest edition of NFPA 1225, Standard for Emergency Services Communications Systems (2022 Edition). Chapter 15 sets forth the standards for ECC operations: Section 1 of Chapter 15 addresses management:

- NFPA 1225 (2022) 15.3.4 states: *"Supervision shall be provided when more than two telecommunicators are on duty."*
- NFPA 1225 (2022) 15.3.4.1 states: *"Supervision shall be provided by personnel located within the communications center who are familiar with the operations and procedures of the communications center."*
- Annex A of NFPA 1225 (2022) provides further explanation. A.15.3.4 states: *"The supervisor position(s) in the communications center are provided in addition to the telecommunicators positions. Although supervisory personnel are intended to be available for problem solving,"* 15.3.4.2 further states *"The Supervisor shall be allowed to provide short-term relief coverage for a telecommunicator, provided that the telecommunicator does not leave the communications center and is available for immediate recall as defined in the policies and procedures of the AHJ."*

The Standards for Public Safety Communications Agencies (SPSCA), established jointly by Commission on Accreditation for Law Enforcement Agencies (CALEA) and APCO, does not specifically address staffing or supervision in an ECC. However, both sets of standards reference utilizing Incident Command System (ICS) protocols. It should be noted that CALEA Standard 46.1.2 and SPSCA Standard 7.1.2 are mandatory for CALEA accreditation.

The Department of Homeland Security, coordinating with federal, state, and local governments established the National Incident Management System (NIMS). ICS falls under the Command and Management element of NIMS. ICS represents best practices and is the standard for emergency management across the country. ICS requires a supervisor when there are between three and seven persons performing similar functions (the optimal span of control is five). A manageable span of control allows supervisors to supervise and control their subordinates, while allowing for efficient communications between all parties.

While NFPA standards and ICS require dedicated supervisory personnel, there are in-house considerations as well. A dedicated supervisor(s) must be assigned to each shift. Duties shall include, but not be restricted to, the following:

- Provide coordination and direction during major emergency incidents, such as severe weather, high profile incidents, wildfires
- Available for problem solving
- A single point of contact for subscriber agencies
- Readily able to identify areas for growth among subordinates
- Allow for formalized development of career paths
- Document employee performance for annual/periodic reviews
- Provide a narrow scope of supervision when implementing new policies and procedures
- Provide additional supervision for diversified complex tasks
- Stay current with technological changes/advancements
- Provide guidance to new employees who have less training and experience
- Impart greater knowledge of laws, procedures, and administrative processes
- Focus on the operations of the ECC and not have to split responsibilities with a dispatch position
- Focus on customer service to public, subscriber agencies
- Allow for improved communications with management, subordinates, and subscriber agencies
- Spend more time with subordinates individually, daily
- Allow for operational efficiency
- Identify areas for remedial training, counseling, or discipline, when appropriate
- Address issues upon occurrence, not after the fact
- Set operational and administrative priorities
- Allow for delegation of tasks and responsibilities

For the purposes of the supervisor staffing estimate ***FE*** reviewed the number of call-taker and dispatch positions that needed to be staffed for each hour of the day. Then, using the recommended optimal span of control of one supervisor for every five to ten employees, the average number of supervisors per shift is one, or a total number of five supervisor positions.

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6.5.1 Observations

Minimum staffing in the ECC requires a Supervising Public Safety Dispatcher on duty each shift. In the event the Supervisor is absent, there are Acting Supervisors on each shift who can step in and provide supervision.

The Supervisor provides a number of tasks and duties to support staffing and operations, in addition to also assisting with call volume regularly. The Supervisor is not intended to be utilized as team strength except in rare call surge instances. However, due to call volume and staffing shortages, this is not a possibility. In an ECC with the number of staff on duty and call volume that Berkeley experiences, it is difficult for a supervisor to maintain situational awareness, effectively support on duty staff when required, complete supervisory tasks and duties, while also answering and dispatching calls for service.

The current span of control in the ECC is between five – six employees assigned to one supervisor when minimum staffing requirements are met. Optimal staffing assignments would see between six – eight employees on duty during a shift, which places the span of control recommendation over the recommended amount of seven employees to one Supervisor.

In the recommended staffing section below, the overall minimum staffing recommendation will see upwards of 11 employees on duty during peak call volume periods, placing a single on duty Supervisor outside of span of control regularly.

6.5.2 Recommendations

Table 18 - Hourly Call Volume Distribution with Recommended Supervisors

Berkeley ECC - Staffing Recommendations						
Hour	% Per Hour	Per Hour for Month	Call-Takers Needed	Dispatch Needed	Supervisor Needed	Total Positions
0:00	2.36%	15.7	3	4	1	8
1:00	2.28%	15.2	3	4	1	8
2:00	2.26%	15.0	3	4	1	8
3:00	1.67%	11.2	2	4	1	7
4:00	1.61%	10.7	2	4	1	7
5:00	1.71%	11.4	2	4	1	7
6:00	2.07%	13.8	2	4	1	7
7:00	3.34%	22.2	3	4	1	8
8:00	4.44%	29.6	4	4	2	10

Berkeley ECC - Staffing Recommendations						
Hour	% Per Hour	Per Hour for Month	Call-Takers Needed	Dispatch Needed	Supervisor Needed	Total Positions
9:00	5.37%	35.8	4	4	2	10
10:00	5.53%	36.9	4	4	2	10
11:00	6.33%	42.2	4	4	2	10
12:00	6.12%	40.8	4	4	2	10
13:00	5.89%	39.3	4	4	2	10
14:00	6.38%	42.5	4	4	2	10
15:00	6.89%	45.9	5	4	2	11
16:00	6.51%	43.4	5	4	2	11
17:00	5.28%	35.2	4	4	2	10
18:00	4.96%	33.1	4	4	2	10
19:00	4.79%	31.9	4	4	2	10
20:00	4.19%	27.9	4	4	2	10
21:00	3.44%	22.9	3	4	1	8
22:00	3.16%	21.0	3	4	1	8
23:00	3.41%	22.7	3	4	1	8
TOTAL	100.00%	666.4	3.46	4.00	1.54	9.00

FE Recommends:

- That as soon as increased staffing levels allow, supervisors not be included as team strength to support workload, allowing them to focus on supervisor duties only.
- That during peak times, when more than seven PSDs are on duty, an additional Supervisor be on duty to provide support.
- That supervisors receive initial and ongoing leadership training as per NENA, NFPA and APCO standards for ECC management and supervision (and as outlined in the Training recommendations section of this report).
- That supervisor candidates receive initial leadership training before they are promoted to a supervisor position and continue to receive ongoing professional development and mentoring once they are in the role. This sets up a new supervisor and their team for success early process, and over the long term in the ECC's workplace environment.

6.6 Methodology for Staffing Recommendation

FE uses the Association of Public-Safety Communications Officials (APCO) Project "Responsive Efforts to Address Integral Staffing Needs" (RETAINS) criteria to determine the number of employees required to staff the projected number of workstations. The following steps, data application and calculations, are performed in accordance with the APCO RETAINS guidance.

The annual number of work hours per employee working twelve-hour shifts is 2,080. The formula begins by subtracting the reported standard leave such as vacation, personal, compensation, training, and sick time, to arrive at the total available work hours per employee. The total number of annual work hours in this study is 1,437 hours per employee, based on the following average human resources criteria, provided by the City:

- Vacation and holiday time - 255 hours
- Sick - 50 hours
- Personal/Comp Time - 80 hours
- Training - 4 hours
- Other - 0 hours
- Lunch/Breaks - 90 minutes per shift

To arrive at the recommended model, the final number of employees required to cover call-taking functions is added to the number required for dispatch functions, and any required dedicated Supervisor positions, to determine the total required number of ECC staff. Based on the estimated hourly call volume ***FE*** recommends a horizontal operational model with dedicated call-taking and dispatch positions.

6.6.1 Recommended Staffing Model

FE recommends an overall increase from 33 authorized full-time employees, including the Communications Center Manager position, to 55 full time employees (without turnover factored in), and 60 full time employees (with turnover factored in).

The following tables provide the current and recommended personnel count for the City of Berkeley ECC, with and without turnover.

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Table 19 - Current ECC Employees

Current Staffing - Berkeley		
Position	**Authorized Employees – Full Time**	**Actual Employees – Full Time**
Communications Center Manager	1	0
Supervising Public Safety Dispatchers	4	4
Public Safety Dispatchers	28	23
Total	**33**	**27**

Table 20 - Recommended ECC Employees - No Turnover

Recommended Staffing Without Turnover – Berkeley ECC	
Position Title	**Total Number of Employees**
Shift Supervisors	9
Dispatchers	24
Call-Takers	21
Total PSAP Staff	**54**
Total with Center Manager	**55**

Table 21 - Recommended ECC Employees - With Turnover

Recommended Staffing with Turnover – Berkeley ECC	
Position Title	**Total Number of Employees**
Shift Supervisors	9
Dispatchers	27
Call-Takers	23
Total PSAP Staff	**59**
Total with Center Manager	**60**

The model above assumes the following:

- 10-hour shifts
- An increase to four Dispatchers on duty at all times.
- Dedicated Supervisors who are not tasked with any call-taking or dispatch responsibilities and more than one supervisor on duty when required to satisfy best practices in span of control.

- Horizontal operational model with dedicated call-takers who do not perform any dispatch responsibilities, and dedicated dispatchers who do not perform any call-taking responsibilities.
- An additional dedicated dispatch position, increasing from three to four positions 24/7.

Based on Erlang C calculations and the RETAINS formula, the projected minimum staffing requirements in the ECC are:

- Seven employees during the slowest hour and 11 employees during the busiest hour

FE calculated this minimum projection using the reported call volume for 9 1 1, ten-digit emergency and administrative/non-emergency calls, text-to-911, and the required number of primary dispatch positions. It is important to remember these positions are listed here more as functions and not necessarily as employee trained skills (e.g., Fire/EMS and Police dispatcher). Cross training in both call-taking and dispatching is required to achieve a full complement of staff and to meet industry standards in the processing of the calls and overall workload. See the table below:

Table 22 - Recommended Staffing by Hour of the Day

Berkeley ECC - Staffing Recommendations						
Hour	% Per Hour	Per Hour for Month	Call-Takers Needed	Dispatch Needed	Supervisor Needed	Total Positions
0:00	2.36%	15.7	3	4	1	8
1:00	2.28%	15.2	3	4	1	8
2:00	2.26%	15.0	3	4	1	8
3:00	1.67%	11.2	2	4	1	7
4:00	1.61%	10.7	2	4	1	7
5:00	1.71%	11.4	2	4	1	7
6:00	2.07%	13.8	2	4	1	7
7:00	3.34%	22.2	3	4	1	8
8:00	4.44%	29.6	4	4	2	10
9:00	5.37%	35.8	4	4	2	10
10:00	5.53%	36.9	4	4	2	10
11:00	6.33%	42.2	4	4	2	10
12:00	6.12%	40.8	4	4	2	10
13:00	5.89%	39.3	4	4	2	10

Berkeley ECC - Staffing Recommendations						
Hour	% Per Hour	Per Hour for Month	Call-Takers Needed	Dispatch Needed	Supervisor Needed	Total Positions
14:00	6.38%	42.5	4	4	2	10
15:00	6.89%	45.9	5	4	2	11
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17:00	5.28%	35.2	4	4	2	10
18:00	4.96%	33.1	4	4	2	10
19:00	4.79%	31.9	4	4	2	10
20:00	4.19%	27.9	4	4	2	10
21:00	3.44%	22.9	3	4	1	8
22:00	3.16%	21.0	3	4	1	8
23:00	3.41%	22.7	3	4	1	8
TOTAL	100.00%	666.4	3.46	4.00	1.54	9.00

Note that these recommendations do not include administrative or additional support/maintenance positions, such as training, QA, systems administrator(s) or support for CAD, telephone, and radio.

The staffing projections represent the number of full time equivalent (FTE) employees needed to staff the ECC at a minimum.

During the lowest call volume period of the day:

- Two dedicated call-taking positions
- Four dedicated dispatch positions
- One supervisor position

During higher call volume periods of the day:

- Five dedicated call-taking positions
- Four dedicated dispatch positions
- Two supervisor positions

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6.6.2 Staffing Recommendations for Emergency Medical Dispatch (EMD) Implementation

The staffing analysis included current call volume and workload analysis in the ECC, and because EMD call processing does not currently take place in the ECC there was no data available to include medical call processing accurately, but we will endeavor to consider some supporting data and high-level projections as best as possible.

Berkeley Fire Department responded to 8,761 EMS events in 2021. Of those events, today an average of 105.3 seconds is spent on each medical call by call-takers who will obtain address, call back number, the nature of the incident, and the high-level details of any EMS event, then transfer the call to ACRECC for EMD processing and Pre-Arrival Instructions. Following that, a Berkeley ECC Fire Dispatcher will dispatch an EMS unit to the call.

Once EMD is implemented in Berkeley ECC, the average time on the call will increase from the current 105.3 seconds while EMD protocol and pre-arrival instructions are administered. The Fire Department reports an average response time of seven minutes for most calls in the City. It is likely that for many calls the EMD call-taker will still be on the line with the caller obtaining information and/or providing any pre-arrival and post-dispatch instructions when the EMS crew arrives on scene.

Initially, if the staffing increase recommendations are implemented, and if the EMS call volume levels are similar at that time, the ECC call volume and workload should not be significantly impacted by the addition of time on task for EMD calls. However, it is imperative that ECC leadership continue to regularly conduct a staffing analysis and monitor any workload and staffing impacts that EMD may increase, in addition to regular population and call volume increase for police and fire that will occur.

FE does not recommend actual implementation of EMD until staffing is at adequate levels to support current workload. Once enough staff has been hired for the ECC to operate a minimum of 11 workstations during peak call volume periods as per staffing recommendations, EMD implementation and workload could be sufficiently supported. however, the initiative to procure and implement EMD can begin now, pending the increase in staff. It is not recommended to provide EMD certification training too far in advance of actual implementation. When medical call-taking is implemented, data will be available to analyze for any additional increase in workload/call time. To that end, the ECC will be able to monitor closely and augment staffing accordingly.

A re-evaluation of available statistical call volume and data should be performed bi-annually to validate accuracy in staffing recommendations. Annual audits and calculations

should be performed to track workload fluctuations and to provide support and justification during budget planning when additional staff is needed.

6.6.3 Recommendations for Staffing & Recruiting

The overall staffing increase required in Berkeley ECC is 33 additional staff members to bring the current staffing levels from 27 to 60, including the Communications Center Manager, (with turnover factor included). The ECC is at a critical staffing deficiency and before any other initiatives are implemented, or considered, staffing must be at adequate levels. The stress of call volume and call or incident induced stress, combined with the requirement to work significant overtime to cover shift shortages is resulting in illness and burnout. This, coupled with the natural attrition that will occur in 2022 will place the ECC in a position where efforts to recruit staff will need to continue at an accelerated pace.

Implementing any major new initiatives without first meeting the recommended staffing levels could create circumstances where ECC loses its current, experienced staff due to fatigue, illness, and burnout, while also creating undue risk to current operations.

Further, recommendations with respect to immediate recruitment and hiring are addressed in the High-Level Implementation Plan (Section 4); however, considering the significant increase in staff required in the ECC, it would be reasonable for leadership to develop an interim contingency plan to ensure the ECC is resilient if more employees than expected resign, retire, or become ill. A strategic back-up plan will ensure operations can continue in the face of additional staffing loss. Leadership would need to consider the options available to them and have a plan in place in the event this occurs.

Questions to consider include:

- Would frontline police and fire staff be deployed in the center to support shortages?
- Is another center able to assist by re-routing Berkeley ECC calls to their PSAP?

FE offers the following recommendations and guidance for addressing staffing including:

- Increase the minimum on duty staff from between five - six employees to seven - eleven employees depending on time of day and anticipated call volume.
- Increase overall number of authorized full-time employees in the ECC from 33 to 55 (at minimum) while working toward the recommended 60 full time employees to account for turnover.

- Create and assign a Training and Quality Assurance Coordinator position as soon as possible to assist with planning, coordinating, and supporting the recruitment and training of new personnel.
- To achieve recommended staffing levels in a timely and successful manner, both lateral experienced candidates, along with entry level candidates, must be recruited simultaneously. Every effort should be made to attract candidates who are already experienced and qualified to work in an ECC.
- The recruiting process must be accelerated by creating efficiencies in onboarding entry level and experienced candidates immediately.
- Shorten the process for entry level applicants - explore fast track recruiting for call-taking and Fire Dispatch positions initially without initial POST requirements. (POST requirements can be made a condition of employment to be reached within a specified period upon hire. These employees would not handle police dispatching in the ECC until they have achieved POST certification).
- Review recruiting process and incentives program for lateral experienced candidates. A review of current wages, incentives, signing bonuses, etc., in the region will be necessary to ensure competitiveness in the market. Compare to current practice for any Berkeley Fire and Police lateral/experienced hire program, and other ECCs in the area.
- That the ECC utilize NFPA 1225 (2022) Chapters 4 - 11 Standards and NENA Standards for Hiring and Selection to inform their recruiting practices for the ECC.
- That the ECC continue to follow and adhere to any standards and requirements as indicated by California POST, but that it does not unnecessarily hinder the timely recruiting and onboarding of additional staff.

6.7 Facilities Analysis

6.7.1 Space

Current minimum staffing is seven - one Supervisor or Acting Supervisor, two dispatchers, one records desk operator, and three call-takers. There are eight workstations today, which is insufficient for surge volumes or major incidents. With the recommendation to have a minimum of eleven personnel to handle the existing call volumes and the anticipated EMD workloads, additional space for workstations will be needed.

6.7.2 Recommendations:

To accommodate anticipated minimum staffing, and to provide for surge events and training, a total of 15 workstations is recommended. Based on the current footprint of the second floor of the Public Safety Building, there are a couple of options for additional space:

- Option 1: Remove the walls between the current Bike Unit (offices to the east of the current dispatch floor) and take over that contiguous space for seven additional workstations.
- Option 2: Relocate the supervisor and manager's offices (that are to the south of the dispatch floor) and remove the walls between those offices and dispatch and install the additional seven workstations in that space.

6.7.3 Considerations:

- BFD has indicated that they are planning to vacate 70-80% of the space they currently occupy on the second floor and relocate to another facility in the City. This is anticipated to occur in 12 to 18 months. This would allow for a shuffling of space use to allow the expansion of the ECC.
- We recommend an evaluation of the current furniture to determine its long-term usability or if replacement makes sense at this opportunity. We also recommend that an RFI or RFP be developed to allow furniture vendors to propose possible configurations using both existing and new furniture into the proposed space.
- It is still desirable that a supervisor's office be located adjacent to the dispatch floor to allow the supervisors to conduct business in the office but maintain contact with what is going on the dispatch floor. If the second option above is the desired path forward, additional space for a new supervisor's office would need to be in the proposed footprint.
- The Communications Center Manager's office could be relocated into the area that is being vacated by the fire department.
- A Training/Quality Assurance office would also need to be allocated out of the vacated office space.
- During any remodel of the space on the second floor, consideration needs to be given to ensure that all walls and windows in the ECC be impact-resistant in

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compliance with NFPA 1225[6]. Any new construction/wiring would also need to be in compliance with NFPA 1225.

6.7.4 Long-Term Needs

Incoming call volume has decreased 27.44% from 2017 to 2021. There were precipitous drops in incoming calls in 2019 and 2020. The year 2020 can be attributed to the COVID-19 pandemic, but the drop in 2019 has not been clearly explained. The 2020 U.S. Census showed a population of 112,580 residents, and in 2020, the Census showed an increase of 11,741 residents for a total of 124,321 residents[7], which equates to a 0.94% increase annually. In looking at the next ten years, Berkeley has the potential of a 9.4% increase in population.

Table 23 - Incoming Call Statistics

Incoming Call Statistics		
Year	**Total Incoming Calls**	**Percent Change from Previous Year**
2017	256,462	-
2018	274,228	6.48%
2019	242,436	-13.11%
2020	200,701	-20.79%
2021	201,237	-0.27%
	Percent Change from 2017-2021	**-27.44%**

Based on this predicted negative growth, the identified facility improvements should last well beyond the next ten years.

6.7.5 Backup Facilities & Business Continuity

There is no backup center or business continuity plans in place today for the ECC. If there was a catastrophic failure, or a need to relocate from its current location, there is no pre-determined location that has been outfitted to suitably provide a backup facility. Further there is no business continuity plan in place, nor any procedure in place for staff to know where and how to relocate.

The current plan is to use space at the City Hall as a backup location. There are no fixed facilities, just a designated space and City IT infrastructure which is located a block and

[6] National Fire Protection Association 1225 Standard for Emergency Services Communications, Section 12.7.4 and 12.7.5
[7] United States Census Bureau, https://www.census.gov/quickfacts/berkeleycitycalifornia, 08/19/22, 1400 hrs.

a half away from the ECC. It is recommended that a new location in a distant part of the City be identified (after determining possible hazards for such a location – proximity to freeways and rail lines, altitude from sea level, fault lines, etc.), and plans made for IT infrastructure and telephone service (landline and wireless access).

The 9-1-1 alternate answering point is located at the Alameda County Sheriff's Office (ACSO), but there are no provisions to relocate there. In the event the ECC experienced a critical failure, they would contact AT&T to assist with rerouting the ECC's 9-1-1 calls to the backup site at City Hall once that location was capable of handling incoming calls.

A Continuity of Operations Plan (COOP) should be developed to detail the process of moving to a backup center, either for immediate need/short-term or planned need/long-term occupancy. Such a plan should also include a schedule for employee orientation as well as the testing the COOP on a regular basis.

6.7.6 Recommendations for Back-Up Facility:

FE recommends that the City identify, secure, and equip a suitable back-up facility and create and implement a business continuity plan for the ECC in accordance with NFPA 1225 (2022) Chapter 12 - 12.2 General requirements which state:

> 12.2.1 Communications centers and alternate communications centers shall comply with Chapter 12.
>
> 12.2.2 A comprehensive emergency management plan (CEMP) shall be in place for each communications center.
>
> 12.2.2.1 The CEMP shall comply with the applicable requirements of the NFPA 1600 and additional requirements specified in this document.
>
> 12.2.2.2 The AHJ (authority having jurisdiction) shall review the CEMP for currency and applicability annually.
>
> 12.2.4 Communications equipment shall be kept in working order at all times.
>
> 12.2.5 Each center shall be provided with a designated primary means of communication that shall be compatible with the designated primary means of communication provided at Emergency Response Facilities (ERFs).
>
> 12.2.5.1 Each center shall be provide with an alternative means of communication that is compatible with the alternate means of communication provided at the ERFs.

12.2.5.2 The alternate means shall be available to the telecommunicator in the event of failure of the primary communications system.

12.2.6 Each jurisdiction shall maintain an alternate communications center that meets the criteria in 12.2.6.1 and 12.2.6.2/

12.2.6.1 The alternate communications center shall be capable, when staffed, of performing the emergency functions performed at the primary center.

12.2.6.2 The alternate communications center shall be separated geographically from the primary communications center at a distance that ensures the survivability of the alternate center.

12.2.6.3 Each jurisdiction shall develop a formal plan to maintain and operate the alternate communications center.

12.2.6.3.1 The plan shall include the ability to reroute incoming event and alarm traffic to the alternate center and to process and dispatch events at that center.

12.2.6.3.2 The plan shall be included in the CEMP.

12.2.6.4 When operations are from the alternate communications center, receipt, transfer, processing and dispatching of alarms and events in accordance with the requirements of this standard shall not be dependent on the functioning of any equipment at the primary communications center.

12.2.7 The communications center shall be capable of continuous operation long enough to enable the transfer of operations to the alternate communications center in the event of a dire or other emergency in the communications center or in the building that houses the communications center.

FE also recommends that:

- The back-up center should be set up to function as both a standalone relocation facility when required, and one that could also operate in parallel with the primary center when needed.
- The facility must contain enough workstations, technology, and facilities necessary to support long term operations should a lengthy relocate be required.
- The back-up center should be as close to a mirror image as possible to primary center – when staff must relocate, they should have equipment and technology set up the same as the primary center at each workstation. A relocate is usually for emergent and stressful reasons; this is not the ideal time for staff to have to

think about everything they need to do because the equipment is set up differently than at the primary center.

- Whenever technology updates occur in the primary center, there must also be a procedure to update the back-up center at the same time. This ensures compatibility and well-functioning technology and equipment at both locations.
- Regular testing and drills where staff relocate to the back-up center to work a shift is necessary to ensure proficiency and familiarity when an actual relocate is required. This also ensures equipment is tested regularly and mission ready.

6.7.7 Recommendations for Business Continuity:

Investigate partnership with a neighboring center in the region for overflow/back-up 9-1-1 calls to be routed for call answer & dispatch during call surge, critical failure, and/or center evacuation and relocate incidents.

6.8 Next Generation 9-1-1

NENA and other organizations are working on NextGen 9-1-1 (NG9-1-1) standards development, CAD system interoperability and the exchange of information between those applications. As these standards continue to evolve, they should be monitored, considered, and incorporated in any new interfaces between NG9-1-1 applications and CAD systems.

The State of California 9-1-1 Branch reports that the Northern Region of California will transition to Next Generation 9-1-1 (NG9-1-1) by December of 2023. All 9-1-1 Customer Premise Equipment and software must be certified by the 9-1-1 Branch as NG9-1-1 compliant before it can be cutover to the Regional and State-wide ESInet. For the most part, the transition to NG9-1-1 will be transparent to the dispatchers, and no major changes in software is needed.

Some of the same standards can be used for any future CAD-to-CAD interfaces. Many of the CAD vendors are still assessing their future need to interface and accept the additional information that NG9-1-1 data will provide. At the same time, vendors are trying to determine the actual cost that will be encountered as the needed functionality is developed and deployed.

In the first phase of NG9-1-1 implementation there will not be a significant impact to frontline staff workload. The first phase of implementation will consist primarily of new technology infrastructure for the NG9-1-1 system and will encompass new call handling

technology. The impact will consist primarily around the new technology training and internal process changes for frontline staff.

6.8.1 Recommendations

The ECC should continue to work with CalOES on the implementation of Next Generation 9-1-1 (NG9-1-1).

It was reported by IT that the Berkeley ECC is ready for the migration to NG9-1-1 and noted that they are fully compliant with the NENA i3 Standard for Next Generation 9-1-1. It should be noted that the State of California NG9-1-1 migration plan is to be completed in Alameda County no later than December of 2023.

While there is no immediate urgency to add additional staffing specifically for the NG9-1-1 transition in the preliminary stages, there will likely be additional staffing requirements in later phases of NG9-1-1, such as when media interfaces to 9-1-1 are introduced. This is a primary reason current ECC staffing must be adequate going into NG9-1-1 and that ECC leadership monitor call volume and workload closely to ensure adequate staffing levels and shift patterns support operations to augment staffing accordingly.

It is important to monitor not only call volume but also utility rate, or time required on tasks, as NG9-1-1 implementation progresses. Call volume alone will not provide an accurate understanding of total workload capacity and activity rate, which can be affected by ancillary tasks and further processing time and action required for calls involving text messages, video and pictures and other methods of receiving 9-1-1 calls and obtaining and processing information.

6.9 IT Support Model

The Information Technology (IT) team is an integral component for any public safety agency. Therefore, it is critical that the existing IT staffing and support model be considered in a project of this nature which combines a staffing analysis for the ECC, EMD implementation feasibility, and pilot project support for the Specialized Care Unit initiative in Berkeley. Every project and new program, along with the policy and process that accompany them, at many points, have overlap and integration with technology and systems.

New programs and processes may require augmentation to the current system, the introduction of a new process and/or technology, and the knowledge, skills, staffing

capacity, and business process in place to implement and maintain them from an IT perspective.

Today, the ECC, BPD and BFD are supported by two dedicated IT resources who are responsible for all IT related issues. PSAP staff are directed to report problems to the help desk which in turn contacts the IT resource with the details of the problem or situation. The help desk operates daily from 0900 to 1700 and is staffed by seven help desk professionals.

The list of IT responsibilities has grown substantially over the past five years, with the introduction of body cameras, the issuance of iPhones, ruggedized laptops, and iPads.

It was reported that overall, there are approximately 1,800 applications running Windows 7 throughout the Public Safety system.

Many of the ECC related issues are evaluated through remote access. Software update patches are usually performed Thursday mornings at 0500.

It was also reported that the various hardware upgrades to the ECC are currently behind schedule.

Regarding the migration to NG9-1-1, it was reported that the ECC is NG9-1-1 ready and meets the National Emergency Number Association (NENA) i3 Standard for Next Generation 9-1-1.

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7. Call Processing & Workflow Analysis

7.1 Call Flow Description

Calls for the City of Berkeley ECC are received from 9-1-1, ten-digit emergency and non-emergency calls, and text-to-9-1-1 methods. Each staff member has the option of recording their voice with the initial 9-1-1 greeting, and when they answer a 9-1-1 line, the automated system will provide the initial greeting for them, while they prepare for the remainder of the call-taking process. This is an optional feature in the ECC phone system, and not all staff use this feature.

Once the 9-1-1 call is answered, ANI/ALI information is available and interfaced to drop into CAD for 9-1-1 calls received. The phone technology does not have an Automatic Call Director (ACD) system that directs 9-1-1 calls to specific workstations or in specific rotations. Instead, 9-1-1 lines ring at all phones on every desk each time a call comes in. When there are additional 9-1-1 calls waiting to be answered beyond what is showing up on the 9-1-1 phone sets, there are no queue systems or visual/audible alarms in place to notify ECC staff. This may contribute to a higher-than-average amount of abandoned 9-1-1 calls in Berkeley ECC, despite an average call answer time of 10.9 seconds.

The ECC is designed to operate in a horizontal call model where there are separate call-taker and dispatcher workstations that provide one or the other role, but not both. However, due to a combination of call volume and staffing shortages, it must frequently operate as a hybrid vertical/horizontal call model where at times Supervisors and Dispatchers are answering 9-1-1 overflow calls and dispatching resources to those calls, in addition to the other calls to which they are tasked with dispatching resources.

There are workstations assigned specifically for supervision, call-taking, and dispatching. All Supervisor, dispatch and call-taking workstations have CAD, phone call handling, and radio console technology and are capable of full call-taking and dispatch. The Records Desk (RB1) is unique as it has a records (green) screen to check wants and warrants. The Fire Desk has been assigned as a static station and does not move around the room; BFD requested that they have one desk to go to in the same spot each shift to access the Fire Dispatcher easily.

All 9-1-1 calls are first answered on the call-taking workstations. While calls are answered in these positions first, each workstation in the ECC is outfitted with all 9-1-1 lines, ten-digit emergency and non-emergency phone lines, and the Rapid Deploy Text to 9-1-1 solution. In the event all call-takers are already on 9-1-1 calls, overflow 9-1-1 calls will be answered and processed by the Supervisor, or by the Fire dispatcher, or by RB1. The

Police Dispatcher often does not have the capacity to answer calls and still provide dispatch and support to field responders due to the volume and workload of police calls in the ECC. The Police Dispatcher would only answer calls in extreme circumstances.

Once a call is answered, staff complete the police or fire call-taking process in CAD, and the call drops into the pending screen for dispatch at the respective police or fire CAD terminal to be dispatched.

Police calls are assigned by beat, and there are 16 beats across the city. Eight to nine patrol officers are responsible for two beats between 0130-1100 Monday – Thursday, and 0230-1130 Friday - Sunday. There are 1-2 teams working at a time, with two Sergeants per team and one Lieutenant (Incident Commander) on duty.

Fire calls are assigned by Station District; there are seven stations across the City capable of Fire and EMS response. Each station has a duty Captain, and a Battalion Chief is on duty at all times.

7.2 Call-Taking and Dispatch Processes

7.2.1 Police Call-Taking Procedure

Berkeley Police Department created policy and procedure specifically for the call-taking and dispatch of police incidents. There is no specific detailed format for call-taking interrogation where it is consistently applied among all call-takers. ECC staff are trained to the policy and procedure which guides their call-taking and dispatch processes. These policies are not accessible to the staff either via desktop or binder at the workstation; however, policies are available via web-based application called Lexipol Policy and Procedure or through individual email search. There is an expected procedure for hot calls, cold calls, and alarm calls with primary and secondary questions based on basic who, what, where, when and why questioning. Training binders outline general expectations for the call-taking process. As there is no Quality Assurance process in place, there is no way to confirm the various policies are being followed.

7.2.2 Fire Call-Taking Procedure

Fire call-taking and dispatch is also guided by policy and procedure. The policy and procedure are informed by BFD policy, procedure, and response plans.

7.2.3 9-1-1 Call Triage and Process

The following describes the initial 9-1-1 call answer triage and process methodology in the ECC:

- The call-taker answers the 9-1-1 line on the Intrado 9-1-1 call handling screen and triages the call asking, "Berkeley 9-1-1, what is the location of the emergency?". This is done to ensure it is for Berkeley's service area. If it is not the call-taker will reroute the caller to the correct 9-1-1 center.
- Out of district calls are often received and routed to correct PSAPs in:
  - Oakland
  - California Highway Patrol (CHP)
  - Albany
  - UCPD
  - Emeryville
  - East Bay Regional Parks
- The call-taker continues with the call-taking triage process by asking 'What is your emergency?'

7.2.4 9-1-1 Call for Berkeley Police Service

The following describes the workflow process for triage and processing 9-1-1 calls for Berkeley Police Service calls:

- The call-taker verifies the address and nature of the call and enters this information into CAD. Additionally, the call back number of the caller and the caller's name is also obtained but may not always be obtained until later in the call.
- Once the call type is chosen from the drop-down list in CAD (or entered via command line function), the call priority is automatically assigned according to call type code. The call-taker can over-ride the priority level if circumstances dictate. For priority in-progress calls, the call-taker remains on the line until officers arrive, if warranted.
- The call drops into the pending screen in CAD for the dispatcher assigned to the Police Dispatch workstation. There are no audible or visual signals to indicate to the PSD that there is a new call for dispatch.

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- The dispatcher reviews the incident and priority, and dispatches officer(s) accordingly, keeps track of their status, as well as adding pertinent notes as required.
- Call-takers run queries in NCIC, as well as any other checks necessary for processing calls while preparing the call for dispatch.
- Dispatchers may also run NCIC queries and complete 'Premise Alerts' check for special address information, and any other pertinent information gathering required for officer support.
- Dispatchers maintain radio contact with responding officer(s) and support as necessary and document pertinent call details in CAD comments section.
- Monitor officer safety and perform safety checks as necessary for officer(s) on the call. The officer may request unit alerts. Dispatchers are expected to automatically create a 7-minute unit alert for any self-generated Traffic Stop event. Public Safety Dispatchers must do a verbal check on the officers for these events.
- Once a call is complete, the officer clears from the event using their MDT in the police vehicle, and subsequently transfers the call out of the CAD screen. This indicates that the officer is ready for any pending calls. No dispatch code is required for officers to clear from an event. Each Call for Service (CFS) has a unique event number automatically created in CAD.

7.2.5 9-1-1 Call for Berkeley Fire Department Call

The following describes the workflow process for triage and processing 9-1-1 calls for Berkeley Fire Department calls:

- The call-taker verifies the location of the emergency, the nature of the call, and the type of structure (if applicable), and then enters this information into CAD.
- If the caller does not know their location on a wireless 9-1-1 call, the call-taker will utilize Rapid Deploy to find their location.
- There are 80 or more call types to choose from that a call-taker must know; and some have only numbers for the call type to choose in CAD, no description next to it. Often PSDs will have to refer to "cheat sheets" they have created for quick reference to choose the correct call type code in CAD to create the call.
- Additionally, the call back number of the caller and the caller's name is also obtained but may not always be obtained until later in the call.

- Once the call type is chosen from the drop-down list, the call is ready to be entered into pending. An audible alarm signifies a new call.
- Once in the pending screen, the call will present on the Fire CAD and be ready for dispatch. Once the call is selected, unit recommends will automatically be presented to the Fire PSD based on criteria such as call type, priority, and location.
- The PSD will confirm the correct units are recommended against the response plans and will add additional units if required based on new information.
- The units will be marked as dispatched in CAD, and the PSD will use a combination of the ComTech station alerting system, the radio, and CAD to dispatch the necessary personnel and apparatus. The station alerting process is not automated; the Fire Dispatcher must select the station(s) to be sent an alert, then follow a series of steps including:
    - Select the radio channel and send an alert (by pressing the lightning bolt icon) and select "3" from the drop down - this sends 3 beeps
    - Structure fires are a different set of tones - they are one long three second tone, sent by selecting "1" from the dropdown menu
    - The Fire Dispatcher must perform this series of steps in ComTech BEFORE the Recommendations button is activated in CAD
    - Then the PSD will provide voice dispatch with what the call is for and what district(s) is required to respond
    - Then the recommendations button can be selected, and units can be attached to the call
    - The previous step will open the ComTech system so that the voice information can be heard over the PA system at the required stations. The Fire Dispatcher will check to make sure station radios show green, then voice the message to corresponding crews on the radio
- The call information also presents on the fire apparatus Mobile CAD (MDTs). Crews will acknowledge receipt of the dispatch on the MDT. If they do not mark themselves enroute after two minutes, an alarm timer will present in CAD and the Fire Dispatcher will follow up with the crew to check status. Note - the alarm timer is visual only, there is no audible tone to grab attention when it goes off.
- Often the crew will not voice over the radio that they are responding, so the Fire Dispatcher must watch closely for the unit to show responding in the CAD so they can provide the call information and any updates over the radio.

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- The dispatcher will continue to support the crew with status updates, support requests, capturing ICS or Blue Card benchmarks, and performing and recording any other supportive measures as requested by the Incident Commander.
- Once the crew returns to service, they will use their Mobile CAD to indicate such, and this transfers the call off the active incidents in CAD and indicates the fire units are ready to be assigned to any incoming calls.

7.2.6 9-1-1 Call for EMS

The following describes the workflow process for triage and processing 9-1-1 calls for EMS:

- When EMS is requested the call-taker will verify the location of the emergency and enter "Medical" in the CAD call type and narrative/notes.
- They will then obtain further details such as the chief complaint or symptoms, patient's age, and sex, and COVID screening questions. They will enter this information into CAD, advise the caller that medical is on the way and ask the caller to stay on the line while they transfer them for further instructions.
- A supervised call transfer is conducted to ACRECC, and the call is introduced to the EMS call-taker along with the address, nature of call, and patient details provided to ECC. They wait to hear if the person speaks and then disconnect.
- Sometimes the call-taker will stay on the line for high priority calls such as CPR. This allows them to gather information sooner so the responding EMS crew can be updated quickly. There is no policy that directs the call-taker to stay on the line. If there are updates to patient condition or scene safety concerns, ACRECC is directed to call Berkeley ECC back with the information. There is no electronic means of sharing call information between Berkeley ECC and ACRECC CADs.
- Simultaneously the call information in CAD is entered as a medical call, and entered into pending, where it presents on the Fire Dispatch workstation. An audible alarm is received to indicate a new call is ready for dispatch.
- Once the call is selected, unit recommends will automatically be presented to the dispatcher based on criteria such as call type, priority, and location.
- The dispatcher will confirm the correct units are recommended against the response plans and will add additional units if required based on new information.

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- The units will be marked as dispatched in CAD, and then the Dispatcher will utilize the same steps for alerting the crew(s) using ComTech, radio and CAD as outlined in Fire call flow description.
- The station alerting process is not a fully automated; the Fire Dispatcher must select the station(s) to be sent an alert, then follow a series of steps including:
    - Select the radio channel and send an alert (by pressing the lightning bolt icon) and select "3" from the drop down - this sends three beeps
    - The Fire Dispatcher must perform this series of steps in ComTech BEFORE the recommendations button is activated in CAD
    - Then voice what the call is for and what district(s) is required to respond
    - Then the recommendations button can be selected, and units can be attached to the call
    - That will open the ComTech system. The Fire Dispatcher will check to make sure station radios show green, then voice the message to corresponding crews on the radio
- The call information will also present on the EMS apparatus Mobile CAD (MDTs). Crews will acknowledge receipt of the dispatch on the MDT. If they do not mark themselves enroute after two minutes, an alarm timer will present in CAD and the Fire Dispatcher will follow up with the crew to check status. Note - the alarm timer is visual only, there is no audible tone to grab attention when it goes off.
- Often the crew will not voice over the radio that they are responding, so the Fire Dispatcher must watch closely for the unit to show responding in the CAD so they can provide the call information and any updates over the radio.
- The Fire Dispatcher will continue to support the crew with status updates, support requests, capturing benchmarks, and performing and recording any other supportive measures as requested as provided by ACRECC.
- Once the crew returns to service, they will use their Mobile CAD to indicate such, and this transfers the call off the active incidents in CAD and indicates the fire units are ready to be assigned to any incoming calls.

7.2.7 9-1-1 Call for Mental Health Incidents

The following describes the workflow process for triage and processing 9-1-1 calls for mental health incidents:

- When the caller indicates the nature of the call is a mental health issue, the call is dispatched to Berkeley PD.
- A mental health call is initially dispatched to a Police unit and the call will be entered and dropped into Police CAD (Channel 1) for dispatch.
- Police will respond first to secure the scene and will call MCT (if available) to determine if the patient is "5150". Patrol will then request a Mental Health (MH) response to take over the 5150 calls. Dispatch contacts the Mobile Crisis Team (MCT) by radio if it is noted that they are available for response. Although nearly all officers are Crisis Intervention Training (CIT) trained, they prefer MCT handles the 5150 because they have the expertise in this area. If a transport is required, a contracted ambulance agency is requested.
- Once the call is complete, the officer will mark themselves back in service on their MDT and the call will transfer out of CAD.

7.2.8 10-digit Emergency Lines

Calls received on the 10-digit emergency lines are typically from alarm monitoring companies or other allied agencies who are transferring non-9-1-1 calls or requesting assistance at an incident. Since these calls are not received through the 9-1-1 system, ANI/ALI information is not available for them. The call location and nature of the incident is collected and entered into CAD along with the callback number, caller's name, and any other pertinent details related to the call, specifically regarding scene safety.

7.2.9 Non-emergency Police Complaint Line

The non-emergency police complaint line is dedicated as a non-emergency line for the public to call for police assistance. Many calls for service are received on this line of varying nature from parking complaints to information requests. Often calls that would have been better made through the 9-1-1 system and can be high priority in nature, are also received on this line, but the caller has opted instead to use a non-emergency line. The disadvantage of receiving high priority calls on a non-9-1-1 line is that ANI/ALI information is not available to the call-taker and can at times make location verification difficult.

7.2.10 Ten-digit Non-Emergency Lines

Calls for service are received on the ten-digit non-emergency lines and include general, public inquiry lines, as well as Animal Control requests for dispatch. Additionally internal requests for City departments handled by ECC are received on these lines and include

service for the City's Public Works and Utilities Department, which include Facilities Management, Fleet Management, Landscape Maintenance, and Streets Maintenance.

7.3 Observations

There are many process and technology barriers that create inefficient workflow and risk in police, fire, and medical call-taking and dispatch. As can often occur in public safety, ECC staff are working for technology (or finding work arounds to overcome barriers) rather than technology being set up to work for the ECC. These issues are addressed in the recommendations below.

7.4 Recommendations – Call Processing

7.4.1 Workflow and Operations

This section provides ***FE's*** observations and/or recommendations for call processing workflow and operations:

- There is a significant amount (in excess of 80) of number-based codes to choose in CAD when entering call types. PSDs must recall the number for the call type - there is no description beside it to explain what it is. This needs to change as soon as possible. This adds time and risk for entry error when staff must remember over 80 different call type codes for calls. ***FE*** recommends that the Chief Complaint/Call Type Description be added beside each numbered code in the drop-down menu in CAD, then organize the codes with their description in a fashion that makes logic and sequential sense for choosing the correct code quickly during call entry and make the drop-down pick list searchable by number or description for flexibility and ease of use for PSDs. The call type codes can be changed again once EMD and EFD is implemented if Berkeley chooses to show the specific EMD and EFD chief complaint descriptions in place of the current CAD call type codes, or the EMD and EFD call types can be added as an additional field on the call form screen in CAD. The EMD and EFD call types give detailed descriptions of the chief complaint/call type.
- Among other benefits listed in Section 6.3.3 *Implementation of EMD Protocols*, EMD implementation will immediately create workflow and call process efficiencies, such as removing the need for callers to re-verify address upon transfer to ACRECC, ability to update EMS crew based on real-time information and accessibility to pre-arrival instructions for callers.

- ***FE*** recommends that the ECC, in collaboration with Berkeley Fire, implement a fully automated station alerting system that is integrated with CAD and provides automated voice dispatch triggered by the CAD system upon dispatch. The current system and process for station alerting consists of a heavily manual process with many steps to achieve station alerting. A fully automated station alerting system provides consistency and efficiency in dispatching and voice alerting for response crews while allowing the PSD to remain focused on the core activities of ensuring the correct units are sent while watching for situation updates and being able to respond accordingly.
- There will be a gap in time between now and when the ECC is staffed adequately to implement EMD protocol. In the interim, ***FE*** recommends that the ECC prioritize creating a two-way CAD to CAD interface between Berkeley ECC and ACRECC to receive real time medical call information and updates in CAD and on the MDTs in the EMS/Fire units.
- ***FE*** recommends that a detailed audit of ECC call flow and a business process analysis be conducted to identify areas where efficiencies can be created and risk can be reduced in the call-taking, dispatch, information exchange, and records management process. Time and accuracy are of the essence in the call-taking and dispatch portion of emergency response; it has significant impact on the remainder of the overall response and call outcomes. On initial observation, there are many process and technology barriers that stand in the way of ECC staff being able to do their work efficiently, yet they still manage to, which is a testament to their dedication and professionalism.

7.4.2 Call-Taking and Dispatch Protocols

The ECC does not utilize an industry specific call-taking and dispatch protocol such as the International Association of Emergency Dispatch (IAED) Emergency Police Dispatch (EPD) protocol, Emergency Fire Dispatch (EFD), APCO Protocol, PowerPhone, Criteria Based Dispatch (CBD) or other similar industry protocols.

7.4.3 Implementation of EMD Protocols

FE recommends implementing a commercial, standardized call-taking and dispatching protocol for police, fire, and medical disciplines in the ECC. A standardized protocol creates efficiency and consistency in call processing, dispatch, and training for staff. This ensures consistent and high-level service delivery to callers and field responders. It creates a uniform methodology for information gathering of the most critical and safety sensitive information early in the calls, and for providing post-dispatch and pre-arrival

instructions such as CPR, childbirth, choking, caller in danger, sinking vehicle, or caller trapped in a burning building. Further, it allows for effective quality assurance and standards for compliance/performance and excellent quality improvement and training opportunities.

In Alameda County, agencies are required to have all medical calls processed using the International Academy of Emergency Dispatch (IAED) Emergency Medical Dispatch (EMD) protocol. While ***FE*** is vendor neutral and does not specifically recommend any one vendor for agency solutions, in this instance we do recommend that IAED EMD protocol be implemented in the ECC, so that BFD maintain compliance with EMD call triage and dispatch and continue to receive its ALS funding.

EMD and medical call-taking should not be implemented until staffing levels in the ECC have increased to the point that the recommended staffing levels can be achieved regularly. Any initiatives that create additional workload and time on task for call processing without the necessary staffing to support it, will cause significant undue risk and detrimental impacts to operations.

7.4.4 Implementation of EFD & EPD Protocols

Once the appropriate staffing levels have been met, and EMD has been implemented, the ECC staff, BFD staff, and support staff have had a “burn in period” where the necessary reviews and tweaks have been made to support its efficient use, ***FE*** recommends that a commercial fire call-taking dispatch protocol be considered and implemented, followed by Police call-taking and dispatch protocol. In this instance, there will be congruency and efficiency in investigating the IAED fire and police protocol systems for suitability; ECC staff will already understand the principles and fundamentals of protocol functions, making training, use, quality assurance/improvement, and eventually accreditation, much easier.

7.4.4.1 Accreditation

Pursue Accreditation through IAED EMD and EFD. Once established, and with the staffing to do so, the ECC can also add CALEA and/or any Fire Service Accreditation that Police or Fire choose.

8. Crisis Response

Most officers of the Berkeley PD are trained in some form of Crisis Intervention, and many officers have attended the 38-hour Crisis Intervention Training (CIT) course. These officers can be identified by a CIT pin worn on their uniform. Callers contacting the ECC for police response can request that one of these officers respond to their request for service.

In addition to the CIT trained officers, the City of Berkeley has a Mobile Crisis Team (MCT). This team consists of mental health clinicians available for dispatch via police radio. Their proposed schedule is five days a week (11:30 AM to 10:00 PM), however, due to staffing issues the team is struggling to provide service during the hour put forth. The Team's goal is to reduce the impact of mental health emergencies through immediate response at the street level and through consultation with other community groups. MCT log on and are indicated in CAD as 'MH' call sign. They have a police radio and a marked "City of Berkeley" vehicle. They rarely respond first instance to calls for service, they are requested to respond by patrol officers at the scene, most often to assist with a 5150 designation. MCT also has a direct line that the public can call and leave a voice mail. MCT will respond proactively to VM requests for service first instance when deemed safe to do so; however, calls for service received by the ECC must dispatch officers first to declare the scene safe. When transport is required, the team relies on Basic Life Support (BLS) unit assigned to Berkeley 5150s, contracted by Falck Ambulance Service. The City of Berkeley contracts Falck Ambulance Service at a cost of $2.7 million annually to have this unit available for their 5150 calls.

The City of Berkeley recommended several reforms in response to recommendations made by the City's process to 'Reimagine Public Safety.' These reforms included, in part, the development of a Specialized Care Unit (SCU). Resource Development Associates (RDA) were contracted to conduct a feasibility study that included community-informed program design recommendations, a phased implementation plan, and funding considerations. The SCU will ultimately become a 24/7 mobile unit designed to respond to and support people who are experiencing a mental health or substance use crisis without direct involvement of the police. The SCU will be different than the City's current mobile crisis response that is perceived as a police/mental health partnership.

The SCU comprises a mental health specialist, a peer specialist, and a medical professional. The three-person team has three distinct roles to provide a range of specialized services with the goal of engaging in collaboration to address crisis.

SCU is currently in the RFP process to contract with a community-based organization to implement and administer the program. Their plan is to respond to calls ranging from

crisis and 5150 evaluations to substance use, and a variety of other behavioral health issues and non-emergency medical care. They would prefer to have their own phone line but realize that 9-1-1 will still be utilized by the public.

SCU has specific systemic goals; however, they have not yet developed clear direction or criteria on specific calls for service that warrant or prohibit their response. The program was implemented in response to community driven recommendations. There has not yet been a law enforcement or ECC collaboration to establish a systems-mapping process, no collection of baseline data prior to implementing the RFP, and no logic model to input or evaluate metrics.

The *City of Berkeley Specialized Care Unit Crisis Response Recommendations Report* listed a number of calls for service for SCU response that will be concerning for the ECC, the SCU staff, and the City of Berkeley. Those recommendations may or may not be implemented by SCU. Whatever calls for service eventually deemed appropriate for SCU, and the other units involved in the continuum of care, it is imperative that a risk assessment and triage process be developed prior to 'go-live' with all stakeholders included. This process must consider risk to public and to the SCU staff and must involve subject matter experts (dispatchers and Sworn Frontline Officers).

Community input is of the utmost importance; however, community members lack the expertise to develop the risk assessments necessary to create the call flow process. The report mentions that there is a concern regarding the ECC and their comfort level deploying SCU because the ECC is housed in Berkeley PD HQ, and a suggestion was made to move the ECC to improve coordination and collaboration. This statement may or may not have influenced the decision to not include Berkeley PD or the ECC in the existing Steering Committee for the SCU. The community wants to ensure this initiative is not police driven; however, the ECC will be receiving calls from the public for calls appropriate for SCU, therefore is inherently involved, and must take the lead on the development of the risk assessment for dispatched calls.

The report indicated the plan to 'train and prepare' dispatch to ask the right questions and have a decision tree, however, this process has not yet begun. Effective change management must employ early and effective engagement with project stakeholders to mitigate risk. Dispatch needs to be involved early in the project and be kept involved throughout. Waiting until a new project is developed, misses an opportunity to involve stakeholders to benefit the quality and ensure success. Early engagement builds commitment. Commitment is built when change is not being done to them, but rather, with them; when users helped develop the change and have become partially responsible for the success.

The report also recommended using data from major medical systems, Community Health Records (CHR) and Alameda County's Yellow Fin, and to collect and publish that data on Berkeley's open data portal. Specific stipulations to not use CAD data are mentioned in the report, yet the data collected (speed of deployment, determinations, and dispositions of Dispatch) are specifically mentioned.

8.1 Observations

Because the SCU is still in the implementation phase, no formalized process has been developed to identify, categorize, triage or dispatch calls that are appropriate for their response. For the ECC to effectively support an important and dynamic initiative like SCU they must:

- Be equipped with an understanding of the program, along with the training, process, policy, and the skills to respond efficiently and effectively to behavioral health-related calls.
- Have the capability to identify calls related to behavioral health needs and the process to route those calls to the appropriate services or responders.

ECC staff expressed concern about not being included in the planning and implementation process of the team and are feeling disconnected from the program.

Statewide implementation of 9-8-8 as the national mental health crisis and suicide prevention number was implemented in July 2022. The ECC has no developed process for transferring 9-1-1 calls to 9-8-8 for telephone support and referral to services. There is no current understanding of how the continuum of care will work utilizing the various points of dispatch diversion. Alameda County has started discussions around 9-8-8; however, neither the SCU nor the ECC have a clear understanding of how the process will be integrated with current systems. It is essential that this process begin now to ensure proper planning, process, policies, and staffing are in place prior to implementation.

8.2 Recommendations

FE recommends that a workshop facilitated by ***FE*** be held that involves all stakeholders with the objective of establishing preliminary triage criteria, workflow methodologies, as well as process and protocols that enable effective call-taking and dispatch processes for the Specialized Care Unit Pilot Program. The purpose of this workshop is to build collective capacity to produce an improved understanding of the collaborative risk-mitigation process; and to facilitate a working linkage between the actual practitioners

engaged in efforts to improve service to vulnerable persons. The ongoing community concerns with police involvement in alternative response have inhibited the ability of all stakeholders to connect, share, and explore opportunities for improving the overall response to behavioral health calls for service and in turn measuring the effectiveness of said response. Although understandable, with the current political climate, engaging all stakeholders is important to ensure successful implementation of a process change of this magnitude.

A clear benefit of hosting such a workshop is the opportunity to involve key stakeholders and supporters of the program in this dialogue. Doing so will help foster a bridge between evaluation and practice. The topics explored in this event will include opportunities to improve/strengthen the relationship between stakeholders, create the required processes and policies, create performance indicators for SCU, and identify new methods for valid and reliable outcome measurements of the program. The format of the workshop will be largely discussion focused. This workshop will provide an opportunity to align goals and strategically develop a plan to ensure that all stakeholders understand what is required to support the goals of the program.

Stakeholders will brainstorm and collaborate to:

1. Conduct a systems-mapping exercise to inventory existing crisis services
    a. Determine which calls for service are appropriate for SCU response
    b. Differentiate the calls that require MCT vs SCU deployment
    c. Outline MCT current process and diversion possibilities
    d. Identify other diversion options in the City of Berkeley
2. Identify the calls eligible for diversion, consider a ‘phased approach’ to ensure capacity with existing team, future expanded team, and 9-8-8 implementation.
    a. Develop a Dispatch Risk Matrix to accurately classify the SCU appropriate calls for service.
    b. The process requires a sequential implementation of selected calls for service to slowly build the program with continuous QA review and QI process improvement to build success and credibility.
    c. The process needs to consider alternative response when SCU is unavailable
    d. The process needs to consider future 9-8-8 appropriate calls.
    e. The process needs to consider future integration with EMD/EFD/EPD.

f. The process requires creation of a Dispatch Steering Committee to continually monitor and evaluate the program and implement required changes when necessary. This committee would be separate from the SCU Steering Committee with the primary focus being that of continued evaluation and improvement of the ECC dispatch of SCU.

3. Identify technological requirements.
    a. Discuss the CAD codes and RMS classification to delineate SCU appropriate calls for future data mining.
    b. Integrate the SCU and 9-1-1 phone numbers
    c. Implement SCU two-way communication with ECC, including emergency notifications.
4. Develop a training and communication plan for all frontline and ECC staff
    a. Determine the length of training.
    b. Identify who will deliver the training.
5. Process to ensure quantitative and qualitative data is aggregated from all touch points.
    a. Consider a Case Management Software program that can provide a data infrastructure and tell SCU's success story.
    b. Consider an assigned analyst with access to CAD and Behavioral Health data.
    c. The process must include a QA/QI Process to review calls that were diverted and calls that were not, the final disposition, and any gaps identified.
    d. The process must ensure methodology for constant revision.
6. Employ legal advisors to create a Memorandum of Understanding for all stakeholders effected by the new process.
    a. Leadership must collectively accept the risk and ensure continued cooperation and support for the new process.
    b. Identify positions responsible for sign-off
7. Develop a plan for change management

The City of Berkeley will require continued collaboration and development of partnerships to determine best practices for its diversion programs. Once the best initial pathway for

alternative response has been determined, continued engagement and dialog will support ongoing quality improvement, and innovative and appropriate solutions which will continue to improve public safety and the diversion of mental health crises from criminal justice systems. An effective behavioral health initiative needs to consider diversion all along the continuum of care, starting with the ECC. It is important to state that this workshop is only the beginning, it is the initial systems-mapping exercise to inventory the present, proposed diversion services to ensure that community needs are being met. It will be the vital first step to foster the systemic change required for the success of the Specialized Care Unit in preparation for its proposed December 2022 roll-out.

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9. Training Practices and QA Review

9.1 Training

Although the Berkeley Police Department provides administrative oversight of the ECC, the Police Personnel and Training Unit does not provide training support to the ECC. Historically, staff have been left to manage training on their own. There is no designated Training Coordinator position built into the Berkeley Communications Organizational Chart, but this role is filled by an ad hoc Training Coordinator whose full-time role is a Supervising Public Safety Dispatcher, in conjunction with additional Communications Training Officers (CTOs) who fill other full-time roles in the ECC as well. CTOs receive a 5% pay increase while training call-taker, records desk, and fire dispatch positions, and a10% pay increase when training in Police Dispatch. Increased rates for training are paid only when active training is taking place.

Training program oversight falls to the Training Coordinator in addition to their full-time duties. This position has direct oversight for development and delivery of the communications training program. This role also facilitates the onboarding of new hires with the City of Berkeley and coordinates the delivery of all classroom, theory, and practical training for the new employees.

This includes, but is not limited to:

- CAD instruction
- Geography and mapping
- Policies and procedures
- Technology and systems
- Call-taking and dispatch theory
- Simulation and hands-on training

9.1.1 New Employee Training

All ECC new employee training is conducted in house. It consists of a combination of classroom training followed by practical/hands on “at the workstation” training with a training officer. Classroom training takes place at the Berkeley PD multi-use classroom. Practical training involves 1-2 CTOs per phase and the trainee mirrors the shift schedule of the assigned trainer.

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9.1.2 Call-Taker Training

All newly hired staff begin with an orientation conducted by the Sergeant from Personnel and Training. This orientation is administrative in nature, signing documents and receiving necessary equipment.

Classroom training is five weeks in length and is conducted by the Training Coordinator. The academy consists of CAD training, city geography, mapping, policy and procedure, and scenario-based training. Information not covered in the classroom is in the Training Manual. Since there are no full-time staff assigned to training, it is difficult for the Training Coordinators to keep the Training Manual updated and for this reason it has not been completely overhauled in five years. There is written testing throughout the classroom training.

When classroom training is complete the trainee 'shadows' the call-taker position and starts to take calls with their CTO present to assist and take over if need be. The ECC receives more than 600 calls for service each day; there are many interruptions during the learning process for new recruits while they grapple with not only the technical precision and procedure required to perform the tasks, but also the enormity of responsibility that a 9-1-1 professional is tasked with. Very often new recruits come with little or no previous public safety communications training, education, or experience and their training is usually their first exposure to the profession, and it can be overwhelming. This phase is usually eight weeks in length.

The Communication Training Officer completes Daily Observation Reports (check-list template) and then provides a weekly Communications Training report to the trainee and the Training Coordinator. Once this phase is complete the new-hire will complete two weeks 'solo' in the Call-Taking position with continued monitoring and feedback by the on-shift Supervisor. Trainees who are quick to grasp and execute the Call-Taking position are accelerated and can move to the next phase earlier as deemed appropriate.

9.1.2.1 Dispatcher Training

Once call-taker training is completed, staff hired as Communications call-takers will move into Fire Dispatch Training or Records Desk. There is one two-week classroom portion followed by four weeks on the floor with the Communications Training Officer. This phase is completed after two weeks of solo operation. The final phase of Dispatch Training is for the Police Channel. The trainee returns to the classroom for two weeks and then completes eight weeks of shadow-based training on the floor with their CTO.

9.1.3 Supervisor Training

The state Supervisor training through POST is available for Supervisors and is required.

Communications Training Officers are voluntary and are required to receive POST CTO training. They are required to follow the training manual with a weekly guideline of what they should be covering. They utilize a daily observation report provided to the trainee and a weekly Communications Training Report provided to the Training Coordinator.

9.1.4 Continuing Education

At minimum, continuing education must include 24 hours of POST approved courses every two years for each employee, as mandated by the State POST program. Currently, staffing capacity does not permit scheduled training days for each employee. This makes it difficult to plan and attend training. However, as it is POST mandated, it must be attended to and almost always requires overtime to back fill staff who are sent for training.

9.1.5 Quality Assurance and Quality Improvement

A comprehensive NENA/APCO quality assurance program was developed for the ECC. The program outlines that each employee will receive two call-taking evaluations, one police radio, and one fire radio evaluation every month. Evaluations are to be performed by the Supervisor or the Communications Manager and will be reviewed with the employee. There are evaluation forms to be utilized for each random review for each position.

Unfortunately, reviews are not being completed due to staffing shortages. Most staff indicated that they had never had a Quality Assurance review, nor had they ever had a Performance Review of any kind.

9.2 Recommendations - Training

FE recommends that Berkeley ECC create and implement a Training and Quality Assurance Coordinator position as soon as possible to plan, coordinate and support the recruitment and training of new personnel and develop and deliver a quality assurance and quality improvement (QA/QI) program for the ECC. This position will also endeavor to:

- Work in collaboration with BPD and Berkeley HR to update job descriptions to reflect specific job requirements, to highlight that candidates are 'paid while they train' and is posted in 'easy to find' online locations.
- Revamp the current recruit training manual classroom component to ensure the program is aligned with ECC operations. There must also be separate training for call-taking and dispatch positions. New employees should train in the call-taker position first and become proficient in that role with a required number of shifts, prior to moving into dispatch training. This will increase the opportunity for success for newly hired staff. It should include the following:
    - Focus on developing skill set and critical thinking.
    - Utilize activities and applied learning for familiarization with call-taking and dispatch, ECC technology and process
    - Scheduled sit-along, and a simulation lab that allows them to practice tasks in a non-live environment.
    - Classroom theory and simulation training should occur prior to the practical "at the desk" training component.
    - The implementation of simulation training has two goals:
        - Increase confidence and effectiveness through repeated practice, followed by immediate feedback, in a risk-free simulated environment
        - Decrease the length of overall training
- Create a designated training lab dedicated to the ECC and equipped with the furnishings and technology to support simulation-based training.
- Create rapid reference hyperlinks and guides to reduce memorization and excessive reading requirements.
- Include a recruit training practical component with an assigned coach/mentor who has been certified as a Communications Training Officer as per the standards outlined below.
- Update policy and procedures that include step by step process for job tasks in the ECC.
- Implement an employee wellness component that details how to access mental health supports.
- Develop and implement a formalized supervisor training program where potential supervisors are trained and mentored for the role well before they are promoted, and that continuous leadership development occurs throughout their tenure.

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- Establish continuing education and professional development training that is treated as priority, and that efforts are made to regularly schedule training days (as soon as staffing levels permit).
- Ensure continued education and professional development be included in the program, and that ECC staff participate in joint training initiatives between fire, police, and the Center, including scenarios and table-top exercises for high acuity, low frequency incidents such as Active Assailant situations.

Ensure that the training program adheres to industry standards and any person creating or delivering training be certified to do so as per:

- NFPA 1225 (2022) Chapter 7: Public Safety Communications Training Officer (NFPA 1061) and Chapter 10: Public Safety Communications Training Coordinator (NFPA 1061)
- APCO ANS 3.108.2-2018 Core Competencies and Minimum Standards for Public Safety Communications Instructor
- APCO ANS 3.104.2-2017 Core Competencies and Minimum Standards for Public Safety Communications Training Coordinator; and
- APCO ANS 3.101.3-2017 Core Competencies and Minimum Standards for Public Safety Communications Training Officer (CTO)

9.3 Recommendations – Quality Assurance

The APCO/NENA standard recommends that Berkeley ECC review at least two percent of all calls for service, unless that number would be overly burdensome to an organization.

It is recommended that the QA/QI activities receive a higher priority, and that QA/QI reviews are consistently delivered using dedicated staff to oversee the program. ***FE*** recommends the Training and Quality Assurance Coordinator will provide oversight of the program, conduct the reviews, e.g., discussion with staff, document the findings of the reviews, and maintain the program. Once EMD (and EFD) is implemented, this position should receive training to become an Emergency Dispatch Quality Assurance Specialist (ED-Q) to prepare to effectively review EMD and EFD calls in accordance with IAED Standards.

While it may be necessary for one position to provide both training and QA/QI roles until staffing levels increase, the volume of QA & QI necessary, along with the training to support improvements for a staff of 50+ is significant. In particular, half of the staff in the ECC will be new and require more training and support in their initial few years, which will

stretch the capacity of having the roles combined. The long-term recommendation is to have one person fulfill the QA/QI role separate from the Training Coordinator position. The QA/QI Coordinator position can lead QA/QI program and support the Training Coordinator with the ECC Training Program. QA/QI and training roles are tightly interconnected; quality assurance data informs both training and quality improvement needs, training requirements inform quality assurance measurements and support improvements.

Additionally, succession planning for this position can be created through staff members who identify training and quality assurance as areas of strength or interest in their career path. They can also receive quality assurance and communications training officer certification, ED-Q and assist with supporting call review workload and other training projects, be mentored by Training and Quality Assurance Coordinator, and have the opportunity to fill in for this role when absence dictates.

Alternatively, when EMD is implemented, this position could be filled by an experienced employee from another agency who is already certified and trained in EMD-Q. Hiring staff with prior experience in implementation and CAD integration would significantly expedite the development of the QA/QI program.

As an interim measure, EMD QA/QI support could be contracted to (Priority Dispatch) Quality Performance Review until staffing levels permit filling the role internally. With EMD outsourced, the Training and Quality Assurance Coordinator position would only be responsible for auditing Police and Fire calls.

Qualifications for this role and for creating a quality assurance, quality improvement, and training program can be informed by the following standards:

- NFPA 1225 (2022) Chapter 9 Public Safety Quality Assurance/Improvement Personnel (NFPA 1061)
- APCO/NENA ANS 1.107.1.2015 Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points
- APCO ANS 3.108.2-2018 Core Competencies and Minimum Standards for Public Safety Communications Instructor
- APCO ANS 3.106.2-2017 Core Competencies and Minimum Standards for Public Safety Communications Quality Assurance Evaluators
- APCO ANS 3.104.2-2017 Core Competencies and Minimum Standards for Public Safety Communications Training Coordinator

- APCO ANS 3.101.3-2017 Core Competencies and Minimum Standards for Public Safety Communications Training Officer (CTO)

A pathway to achieving an EMD and EFD Accredited Center of Excellence (ACE) certification is possible through:

- Standardized call-taking and dispatch protocol
- A well-designed QA/QI program with consistent call review and constructive feedback to staff
- Identifying and celebrating successes and high performance
- Identify trends and gaps in training
- The delivery of quality and regular training and professional development

Accreditation is highly attainable and sustainable once the ECC has the staffing, resources, and support to carry out the recommendations in this section and others.

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10. Technology

10.1 Computer Aided Dispatch

Computer-aided dispatch (CAD) is a critical system that assists call-takers and dispatch personnel in processing, prioritizing, dispatching, and controlling calls for service for their respective emergency service agencies. CAD systems typically consist of several modules that provide call input, unit recommendations, call dispatching, call status maintenance, mapping, event notes/narrative, field unit status and tracking, and call resolution and disposition. Computer-aided dispatch systems also include interfaces that permit the software application to provide other critical features and functionality, such as links to external databases.

The ECC originally installed and went “live” with their Tyler Technologies CAD system in January 2009. The current software version is 2020.2, installed in February 2021. The ECC is using a virtual server environment, with a Windows Server 2019 server operating system, and the workstation operating system is Windows 10. They have a redundant back-up server configured with a backup in the cloud.

The system is capable of a multi-jurisdictional and multi-discipline configuration, but is currently only configured for a single municipality, the City of Berkeley. It is provisioned for a multi-discipline operation since the ECC dispatches both City Police and the City Fire services. The CAD system is configured and used to provide recommendations for both police and fire. The system uses CAD event numbers and agency specific incident numbers.

Tyler Technology is one of the largest CAD vendors on the market today. The Tyler CAD system has the capability to interface with one or more of the EMD software programs available. If Berkeley decides to adopt EMD, and chooses an EMD vendor, discussions with Tyler will need to be scheduled to discuss pricing and an implementation plan.

10.1.1 CAD Discipline Modules

The ECC operates with two CAD system modules, law enforcement and Fire/EMS. When a multi-discipline event is received and input, the software system generates two pending calls for service – one for law enforcement and one for fire. Most current CAD systems are capable of being configured as either two or three modules, but operationally, most communications centers are only configured for two. EMS units and associated functionality are built within the fire module. The only time it would be beneficial for three is when there are separate fire and EMS dispatchers and agencies and/or EMS is

dispatched by another communications center. In those cases when a multi-discipline event is generated, it could automatically spawn three CAD events, one for police, one for fire and the third for EMS.

10.1.2 CAD Interfaces

The following table lists typical interfaces found within public safety communications CAD systems and the status of those interfaces in the ECC's Tyler CAD system. The response 'Yes' indicates that the module exists, and the city is utilizing that interface or module. The interfaces or modules listed in the table with a 'No' response simply means the system is capable of the interface, but the city has elected not to buy or use that interface for operational or security reasons.

Table 24 - Berkeley Communications Center Interfaces

Berkeley Communications Center Interfaces			
CAD Interfaces	**Yes/No**	**CAD Interfaces**	**Yes/No**
9-1-1 ANI/ALI	Yes	Mobile Mapping	Yes
Alarm Monitoring	No	Phase 2 Wireless Mapping	Yes
Alarm Tracking and Billing	No	Police Field Reporting	Yes
ASAP Alarm Company	No	Police Mobile Data	Yes
Automatic Vehicle Location	Yes	Police RMS	Yes
Call-Taker/Dispatcher Mapping	Yes	ProQA (EMD software interface	No
Corrections Management Software	Yes	Radio Console: PT and Emergency	Yes
Logging Recorder	Yes	Rip & Run Printers	Yes
Email/Text Paging	Yes	Routing/Directions	Yes
Emergency Medical Dispatch (EMD)	Yes	Staffing Module	Yes
EMS Mobile	Yes	State/NCIC	Yes
EMS ePCR	Yes	TDD/TTY	No
Fire Mobile	Yes	Tone Alerting (radio voice paging)	No
Fire RMS	Yes	Pictometry	No
Fire Station Alerting	Yes	Web CAD	Yes
Master Clock	Yes		

10.2 Mapping/GIS

The ECC uses GIS/mapping data provided by the City's mapping, property information and GIS staff who are part of the Information Technology Department. The City GIS uses an Esri ArcGIS enterprise geodatabase solution, version 10.4. The Esri GIS data is imported for use with the Tyler CAD and mobile mapping systems.

The ECC's GIS data includes the required address points, street centerlines, administrative boundaries, and emergency response zones for the City. The GIS/mapping

data is updated monthly. The data is not limited to the city, so it does include some surrounding municipalities, but it does not include the entire County.

The ECC does have the required GIS data needed for NG9-1-1. This includes street centerlines, address points, administrative boundaries, and emergency services boundaries. The data meets local requirements, but it does not currently adhere to the NENA NG9-1-1 GIS Data Model[8].

The ECC does have some limited data for their neighboring areas, and this is used for responses to mutual or supplemental aid areas outside the City.

10.3 Mobile Data Devices

The dispatch agencies use Mobile Data Devices to provide connectivity and communications with the computer aided dispatch system. MDD functionality includes the ability to provide silent dispatch (dispatched event data and notification), status changes, automatic vehicle location (AVL), directions, routing, messaging, and mobile mapping. For law enforcement it also provides field-based reporting functionality and the ability to query databases, such as CLETS/NCIC/RMS.

The city uses BMS/Data911 mobile data solution, integrated with the CAD application. The mobile solution was initially installed in February of 2012, and last updated in June of 2021 with version M8. The mobile server operating system is Windows and is located at the City Public Safety Building. The Fire Department is also using the same mobile data application; however, with a different user interface developed for fire operations. There are approximately 80 law enforcement and 40 fire/medical mobile computers in the field.

The connectivity from the mobile devices to the mobile server is achieved using Verizon and AT&T commercial wireless air cards. The city also uses NetMotion software which provides a secure mobile VPN connection and assists with traffic optimization by maintaining or resuming connectivity for the mobile devices in any areas with poor coverage.

The City is using a CAD/RMS integrated hand-held applications from Shield Force and Crew Force on an Apple iPad.

[8] NENA-STA-006.1.1-2020

10.4 9-1-1 Answering Equipment

The ECC is the primary PSAP, therefore all 9-1-1 calls are routed directly to them by their 9-1-1 Service Provider. The ECC uses an Intrado Viper Call Handling Equipment (CHE) initially installed in 2017 and upgraded in 2019. The system will be due for upgrading in 2024.

Calls for police and fire services are processed by a call-taker who answers and then processes that event for dispatch. Calls that require a medical services response are transferred to ACRECC. All 9-1-1, ten-digit emergency and non-emergency lines are installed, configured, and answered on the Viper answering equipment.

The current Viper equipment is Phase II compliant, capable of rebids and can display a Wireless Phase II caller's location on the answering equipment's mapping system. The system is interfaced to the ECC's Eventide logging recorder. The 9-1-1 answering solution includes the ECaTS management information system (MIS) for telephone statistics.

The ECC has a web-based Text-to-9-1-1 solution provided by ComTech, that was implemented in February 2018. The City plans to replace this system with a new Rapid Deploy solution in the future.

A CAD interface to the 9-1-1 answering equipment allows the transfer of ANI/ALI data for CAD event entry. The interface provides the display of Wireless Phase II data and the callers location on the CAD map. The city has seven 9-1-1 lines.

10.5 Logging Recorder

The Berkeley ECC uses an Eventide logging recording system to record the police talk groups and the telephone system. The recorder was originally installed in 2018. It has a 50+ channel capacity and currently records 20 radio channels and all the 9-1-1 answering positions. The recorder is under a support and maintenance contract through Capture Technologies. The recorder is capable of recording analog and digital conversations.

A NICE Inform recorder records all radio talk groups. The recorder is located at the primary radio site and owned by East Bay Regional Communications System (EBRCS). Access to the recorder is done remotely.

10.6 Emergency Notification System

The ECC uses an Everbridge AC Alert cloud-based emergency notification system. This is a stand-alone system and not interfaced to the 9-1-1 telephony system or the CAD system.

10.7 Emergency Dispatch Protocols

The ECC is not currently using any third-party emergency dispatch protocol software applications or flip cards.

10.8 Radio Dispatch Consoles

The City of Berkeley is a part of the East Bay Regional Communications System (EBRCS), a multi-site 700-800 trunked radio system provided by Motorola. The EBRCS is operated and maintained by the County of Alameda. It is not anticipated that there would need to be any changes as a result of these recommendations.

Table 25 - Primary Dispatch Talk Groups - Police

Berkeley Police Department Talk Groups	
Description	**Dedicated Dispatcher**
BPD 1	Yes
BPD 2	No
BPD 3-RB1	Yes
Parking Enforcement	No
BPD INV 1	No
BPD INV 2	No

BPD 1 is used as the primary operating radio channel among all police units. BPD 2 is used as the inquiry, information, and service radio channel for police units. If there is an incident that requires tactical dispatch (pursuit, cordon/perimeter work, etc.), that call will remain on Comm 1, and all other active calls will be instructed to move to BPD 2. Records queries are handled on BPD RB.

The following is a list of the primary talk groups or radio channels in use by the ECC for fire dispatch.

Table 26 - Primary Dispatch Talk Groups - Fire

Berkeley Fire Department Talk Groups	
Description	**Dedicated Dispatcher**
BER DSP 1	Yes
BER DSP 2	No
BER CMD 11	As needed
BER TAC 31	No
BER TAC 51	No
BER CMD 12	As needed
BER TAC 32	No
BER TAC 52	No
BER Emergency 16	No
BART 5A	No
BART 5B	No
Albany Fire Command and TAC	No
Other Allied Agencies, Channels, and Hospitals	No

BER DSP 1 is the talk group where units are dispatched and conduct their primary operational radio traffic. BER CMD 11 and CMD 12 are used as a command channel when required for major incidents such as structure related events, hazmat incidents, etc. TAC 31, TAC 51, TAC 32, and TAC 52 are for use on the fireground. All talk groups are managed by one communications operator who is dedicated to Fire Dispatch.

At times when there is a tactical incident that requires dedicated communications operator support, other communication operators on duty will assist with any other active fire calls.

10.8.1 Interoperability

The ECC has radio interoperability via the EBRCS system to:

- All fire agencies in Alameda, Contra Costa, and some in Solano County
- 9-1-1 Ambulance Services in Alameda County
- Bay Area Rapid Transit (BART) for fire communications

10.9 Law Enforcement Records Management System (LERMS)

The law enforcement records management application provides functionality to manage data for incidents, cases, personnel, equipment, and other department actions. The system is interfaced to the CAD and mobile data system enabling data entered during event creation to be transferred to the appropriate LERMS incidents.

The LERMS module allows users to generate reports for crime analysis, management reports/presentations and retention. The system provides several pre-formatted reports or allows the agency to configure their own ad-hoc reports. The system tracks the investigation and case status.

The Berkeley PD uses Tyler Technologies New World Law Enforcement Records Management System (LERMS), installed in February 2009. The current software version is 2020.2. The system was last updated in February 2021, the server operating system is Windows Server 2019.

The law enforcement application provides functionality to manage data for incidents and cases. The system is interfaced to the CAD system, enabling data entered during event creation to be transferred or imported into the appropriate LERMS incidents.

BPD uses Tyler's field-based reporting module, and the system uses automated functionality to ensure accurate UCR reporting. The agency is currently working on migrating to NIBRS reporting. The law records module includes case management functionality for the tracking of cases from the time they are created until they are closed.

This module also provides the ability to input warnings or alerts on people entered as an officer safety feature.

10.10 Fire Records Management System (FRMS)

The Fire Records Management System is from Alpine Software, installed in April of 2009 and last updated in July of 2021. The system is running on a Windows Server 201 operating system.

10.11 Recommendations

FE recommends that:

- BFD and ECC implement a fully automated station alerting system for Fire/EMS dispatch integrated with CAD. This will create consistency, accuracy, and significant efficiencies in dispatching resources for fire and EMS incidents.
- Implement a two-way interface between Berkeley ECC and ACRECC to call share and receive medical call information and updates electronically in CAD, and subsequently, real time updates in Fire/EMS/Police MDTs for EMS calls.

11. Assuming Dispatching for Piedmont Fire

FE was asked to assess the City of Piedmont's fire dispatch operations for a possible consolidation with the City of Berkeley Communications Center (ECC). ***FE***'s project team benchmarked current conditions, documented operational requirements, identified, and evaluated operational enhancements, and recommended how the Cities of Piedmont and Berkeley should proceed regarding consolidation.

FE spent time in March 2022 in the City of Piedmont touring facilities and interviewing stakeholders of the City of Piedmont Emergency Communications Center (PECC). Prior to and after the site visit, ***FE*** was in contact with personnel from PECC, the Piedmont Police Department (PPD) and the Piedmont Fire Department (PFD), gathering information.

11.1 City of Piedmont

The City of Piedmont encompasses an area of 1.7 square miles in Alameda County. The U.S. Census reports that the population in 2020 was a total of 11,270 residents[9]. The City of Piedmont is bordered on all sides by the City of Oakland and has no contiguous boundaries with the City of Berkeley.



11.2 City of Piedmont Fire Department

The PFD has responsibility for fire and emergency medical services for the City of Piedmont. The PFD has one fire station and currently staffs seven line fire fighters per day aboard one engine, one truck and an ambulance. The average call volume is just over 1,000 calls per year. Piedmont Fire is a participant in the California Master Mutual Aid program and regularly deploys resources across the state during wildland fire season and other large-scale emergencies.

[9] United States Census Bureau, https://www.census.gov/quickfacts/piedmontcitycalifornia

11.3 City of Piedmont Emergency Communications Center

The PECC is located within the PPD Headquarters at 120 Vista Avenue. The ECC operates under the umbrella of the Support Services Division of the PPD.

The Center currently dispatches all law enforcement, fire, and emergency medical service requests, although Alameda County Regional Emergency Communications Center (ACRECC) currently supports the City of Piedmont by providing Emergency Medical Dispatching (EMD) for all requests for medical assistance.

PECC, at the time of the on-site observations, had five dispatchers and a Support Services Commander, in charge of PECC operations. This is the authorized staffing of full time equivalent (FTEs) and is the bare minimum number of personnel required to staff the Center 24x7x365. The number of FTEs has not changed in over 20 years. The Center last held a hiring process more than three years ago. The most experienced dispatcher has over 20 years tenure, the least experienced dispatcher has over 3 years tenure, with an average tenure of the dispatch staff of 13 years.

11.4 Current Workload – City of Piedmont

Determining workload is a combination of telephone call volume, operational and technological challenges, and non-emergency job tasks.

11.4.1 Telephone

In 2021, PECC received 1,723 9-1-1 calls and 15,476 administrative calls for a total of 17,199 incoming calls, with a total of 378 calls that were abandoned before they could be answered. The Center made 7,122 outgoing calls during the year. Unfortunately, telephone traffic cannot be broken out between law and fire/EMS calls, but statistical trends can be indicative of workload increases at the City of Berkeley.

11.4.2 Total Calls by Year

Call volume for the City of Piedmont dropped 6% from 2016 to 2020. While 2020's drop can be attributed to COVID, there was a steady drop in the previous 4 years. The year 2021 shows a 13% increase over 2020, and it would be anticipated that call volumes will meet and exceed 2016 totals in the next year or two.

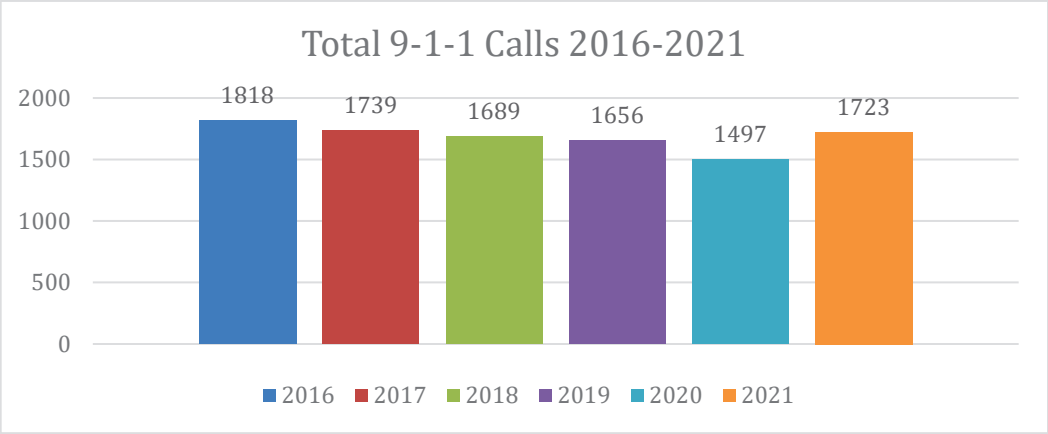


Figure 6 - Piedmont Calls by Month

11.4.3 Calls by Day of Week

The 9-1-1 calls are fairly consistent over the week, with little variation. It is interesting to note that 9-1-1 calls in 2020 were consistent with previous years.

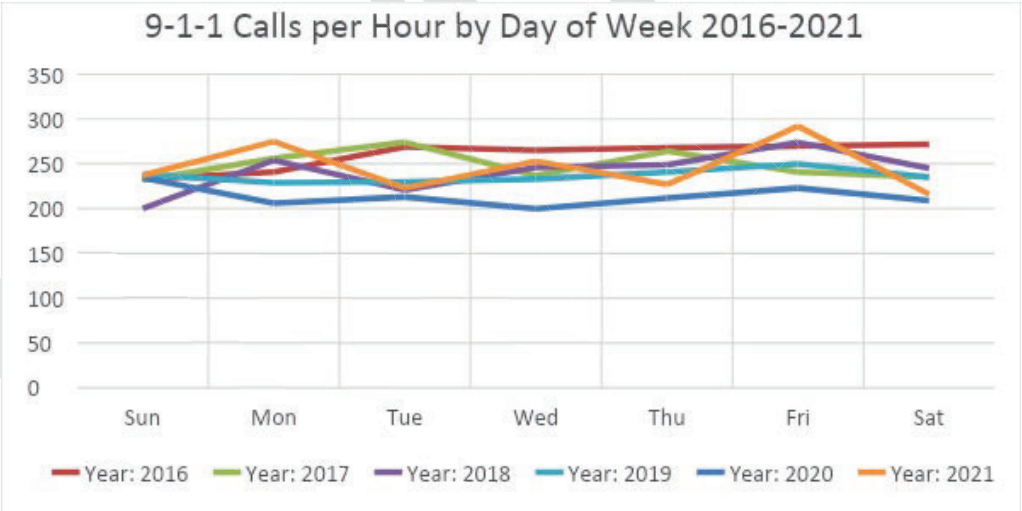


Figure 7 - Piedmont Calls by Day of Week 2016 – 2021

11.4.4 Calls by Hour of Day

Piedmont 9-1-1 calls are highest around 1600 hours, although that varies by year from 1400-1600 hours.

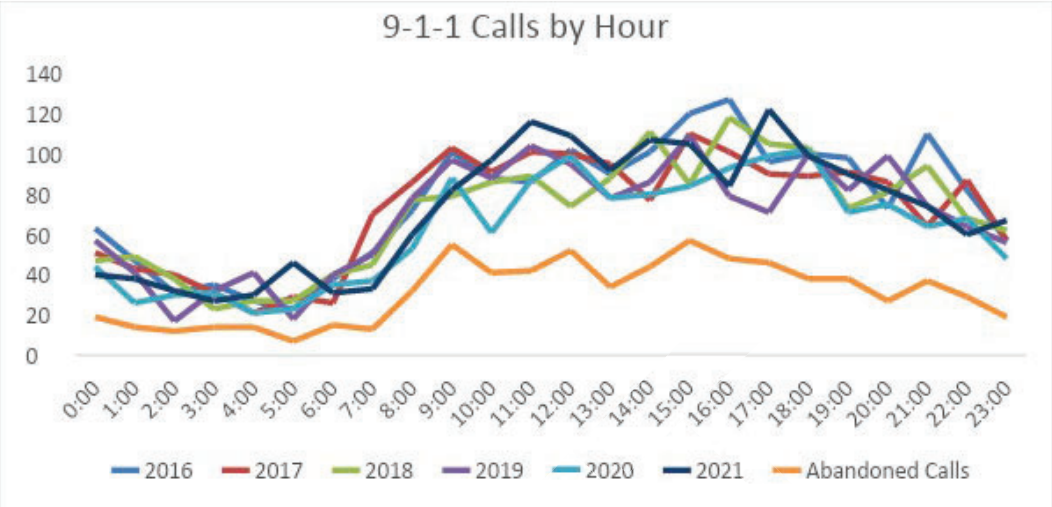


Figure 8 - Piedmont Calls by Hour of Day 2016 – 2021

11.5 Staffing at the City of Piedmont Communications Center

PECC has five full-time dispatchers, and minimum staffing is one dispatcher. Several PPD officers are trained to cover full shifts and restroom breaks as needed.

11.6 Current Dispatching Process

Upon answering a 9-1-1 call, the dispatcher gets the basic information – location, type of event, and caller's contact information. The dispatcher inputs the information into the computer-aided dispatch (CAD) system (vendor is Tyler Technologies – formerly New World and the same vendor as the City of Berkeley). There are 40 fire/EMS event types:

Table 27 - Piedmont Fire CAD Event Types

Piedmont Fire CAD Event Types			
Code	**Description**	**Code**	**Text**
245	Assault w/ Deadly Weapon	AA	Service Agency Assist
AUTOAID	Automatic Aid	BART	Bart Fire
BOAT-FR	Boat Fire	DBF	Dead Body Found
DEBFIRE	Debris Fire	ENCAMP-FIRE	Encampment Fire
ENCAMP-MED	Encampment Medical	FA-CO	Carbon Monoxide Alarm
FA-COM	Commercial Fire Alarm	FA-RES	Residential Fire Alarm
FA-RST	Fire Alarm Reset	FREEWAY	Vehicle Accident on Freeway
FREEWAY-EX	Vehicle Accident on Freeway w/Extrication	GASLEAK	Gas Leak
HAZMAT	Hazardous Material	HC	Hazardous Condition

Piedmont Fire CAD Event Types			
Code	**Description**	**Code**	**Text**
INV	Investigation	MCI	Multi-Casualty Incident
MED2	5150 Transport	MEDICAL	Medical Emergency
MEDICAL-GSW	Medical Emergency with Gun Shot	MRA	Mutual Response Area
MUTAID	Mutual Aid Fire	MUTMED	Mutual Aid Medical
PA	Public Assist	RES-ELEV	Elevator Rescue
RES-WR	Water Rescue	RESCUE	Retrieval of a Patient
SB-LAW	Stand By Police Agency	STRFIRE	Structure Fire
TRKFIRE	Large Truck Fire	VEGFIRE	Vegetation Fire
VEHACC	Vehicle Accident	VEHACC-EX	Vehicle Accident w/Extrication
VEFIRE	Vehicle Fire	VEHPED	Vehicle vs Ped or Bike

Once entered into CAD, units are recommended for dispatch based on pre-determined response plans. Fire units are notified by fire station alerting and all units are notified by radio. The fire station alerting system uses the Motorola radio system and provides notification via public address speakers in the station.

All front-line vehicles are running Crew Force software on iPads that allow personnel to record status changes (enroute, arrival, etc.) and see incident information. Incident data is transferred to the Tyler RMS for use by PFD.

11.7 Current Interactions with Other Agencies

11.7.1 Alameda County Regional Emergency Communications Center (ACRECC)

ACRECC is the designated Emergency Medical Dispatch (EMD) provider for the County of Alameda, and they are also the ECC for the private ambulance company that provides ALS transport for much of the county. The Center transfers all medical aid calls to ACRECC for EMD, and on occasion will request a private ambulance in support of the fire department.

ACRECC is also the California Office of Emergency Services Fire and Rescue Division Mutual Aid Operational Area Coordinator. Requests for mutual aid are routed through ACRECC and allocated to the individual fire agencies.

11.7.2 City of Oakland

The City of Piedmont is surrounded by the City of Oakland, and PFD requires automatic aid from Oakland Fire Department (OFD) on all major events.

11.8 Policy Manual Review

The PFD Policy Manual (Communications Operations) has a total of 17 policies related to Communications and covers basic operational issues.

11.9 Training Manual Review

There is no formal fire training program for new employees.

11.10 Operational Considerations for Integrating PFD Dispatch

11.10.1 Telephone Systems

Non-emergency phone numbers for PFD will remain with the City of Piedmont. There is no 10-digit number assigned for fire department emergencies.

The City of Piedmont has three 9-1-1 trunks, and with the low volume of fire/EMS related 9-1-1 calls it does not appear that Berkeley will need to add any additional 9-1-1 trunk appearances, nor will PECC lose any 9-1-1 trunks. (Next Generation 9-1-1 will eliminate the need for specific CAMA trunks to each PSAP so this will be a moot point in the near future.) Wireless 9-1-1 calls within the footprint of the City of Piedmont will continue to route to PECC.

It is important to note that having the City of Berkeley dispatch for PFD will add a delay in the call processing time, since PPD will have to transfer all fire and EMS calls to the Berkeley ECC for dispatch. The transfer time will depend on many factors, primarily the ability of the caller to answer questions, but should not take more than 30 seconds[10].

Speed dials built into the 9-1-1 system will need to be updated to reflect the Berkeley FD star code for PFD calls. This is a task completed by AT&T.

11.10.2 Radio

Both Piedmont and Berkeley are on the East Bay Regional Communications System (EBRCS) and no significant radio changes are anticipated.

[10] National Fire Protection Association 1225 Standard for Emergency Services Communications, 2022 Edition, Section 15.4.2

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11.10.3 CAD

Both Piedmont and Berkeley use Tyler Technologies Enterprise Public Safety CAD system. Configuring the CAD system in Berkeley will be the most time-consuming effort of the move. There will need to be discussions with Tyler on the transfer of the following data elements:

- GIS Map with associated street
  - Response Zone polygons
  - Any other map layers on the current system - i.e., pre-fire plans, hydrant layers, etc.
- Historical Fire Events, from the installation of the Tyler CAD system
- Common Place Names
- Special Notes
- Unit IDs and attributes
- Response Plans
- Interfaces
  - RMS - PFD is currently using the Tyler Records Management System. Berkeley Fire uses RedNMX by Alpine Software with the Red Alert National Fire Incident Reporting System (NFIRS) Reporting Module. Piedmont would need to be added to the RedNMX configuration, and there will need to be a discussion on how to manage records from the old system prior to cutover.
- EMS e-PCR - PFD uses ESO as their e-PCR program. The program gets a data feed from CAD for times, and it does not feed back into their RMS.
- Fire Station Alerting - PFD has a patched-together system that routes through a Motorola radio and transmits all PFD radio traffic across speakers in the station. Berkeley uses a ComTech solution.
- Rip and Run Printers - PFD stopped using a station printer when they added MDCs to their vehicles.
- Mobile Paging - CAD feeds data to the Active9-1-1 application and all personnel have access.
- Mobile Data Computers (MDC) - Both Piedmont and Berkeley field units use the Tyler Technology MDC software platform called CrewForce. The system allows field units to receive information from CAD on events and allows them to enter

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events they have come upon. Piedmont is using Apple iPads, where Berkeley is using a Data9-1-1 laptop.

11.10.4 Emergency Notification System

Berkeley and Piedmont both use Everbridge AC Alert, so it should not be difficult to incorporate Piedmont configurations into Berkeley's profile.

11.11 Training

A training plan will need to be created if PFD is going to be integrated into the Berkeley ECC, covering the following areas:

- Area Familiarization - landmarks, common place names, etc.
- Station Familiarization - equipment at the PFD station and their field operations capabilities
- Response plans - typical responses to event types, interaction with the City of Oakland

11.12 PFD/BFD Dispatch Policies

These policies will need to be reviewed, looking for differences with Berkeley policies and how both policies can be modified to provide the dispatcher one set of procedures for both agencies.

11.13 Consolidation Cost Considerations

Bringing in Piedmont's fire dispatching operations will have an associated cost to the City of Berkeley. Below are the anticipated areas for consideration:

Adding the City to Berkeley's dispatch IT infrastructure for MDTs, RMS, and Fire Station Alerting

This would be staff time (hourly cost) for IT professionals to acquire, install, maintain, and trouble shoot as needed the hardware (Ringdown System – Comtech, MDC's, related accessories) and all associated software. Initial upfront costs then ongoing maintenance costs.

Reprogramming of portable and mobile radios on the radio system (EBRCS)

This would be staff time (hourly cost) for the Radio Shop techs to reprogram all their radios and ensure maintenance and updates are completed. Up front startup costs then ongoing maintenance.

Adding the Piedmont streets to Berkeley's GIS mapping

This will be staff time (hourly cost) to update GIS software to include Piedmont. Up front and maintenance costs to be included.

Adding the PFD units, special notes, and other CAD information to Berkeley's CAD system

This will be staff time for dispatcher and IT professionals (hourly cost). Up front and maintenance cost to be included.

Adding the City of Piedmont to the Everbridge Mass Notification System

This will be staff time for dispatcher and IT professionals (hourly cost). Up front and maintenance cost to be included.

Adding the PFD's policies and procedures to Berkeley's standard operating guidelines and training manual

This will be staff time for dispatchers (hourly cost). Up front and maintenance cost to be included.

Training Berkeley dispatchers – area familiarity, PFD procedures, PFD units, etc.

Overtime staff cost for dispatchers, fire personnel, and IT professionals. Up front and maintenance cost to be included.

11.14 Recommendation

FE recommends that the addition of PFD to Berkeley ECC should be completed after the implementation and a break-in period of EMD in Berkeley if that is the decision made by Berkeley. Piedmont did indicate that Berkeley taking on EMD was not a pre-requisite for them making the transition.

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12. Berkeley Assuming Dispatching for Albany Fire

FE was asked to assess the City of Albany's fire dispatch operations for a possible consolidation with the City of Berkeley Communications Center (ECC). ***FE*** project team benchmarked current conditions, documented operational requirements, identified, and evaluated operational enhancements, and recommended how the Cities of Albany and Berkeley should proceed regarding consolidation.

FE spent time in May 2022 in the City of Albany touring the facilities and interviewing the Albany Fire Chief. Prior to and after the site visit, ***FE*** was in contact with the City gathering information.

12.1 City of Albany

The City of Albany encompasses an area of 1.79 square miles of land in Alameda County. The U.S. Census reports that the population in 2020 was a total of 20,271 residents[11]. The City of Albany is bordered on the south and east by the City of Berkeley, on the west by the San Francisco Bay, and on the north by Contra Costa County.



12.2 City of Albany Fire Department (AFD)

The AFD has responsibility for fire and emergency medical services for the City of Albany. The AFD has one fire station and currently staffs 20 firefighters. First out apparatus includes one engine, one truck and an ambulance. The average call volume is 1,950 calls per year. AFD is a participant in the California Master Mutual Aid program and has deployed resources across the state during wildland fire season and other large-scale emergencies.

In considering a move to the City of Berkeley ECC, the AFD has the following needs:

- Dispatchers who are trained in fire department terminology, Incident Command System (ICS), and can anticipate the Incident Commander's needs - additional resources, timers, etc.

[11] United States Census Bureau, https://www.census.gov/quickfacts/albanycitycalifornia

- Radio dispatchers focused on the field operations and not distracted by other tasks
- A stable, experienced workforce
- Supervision on the dispatch floor and immediately accessible for direction/questions
- A minimum of two dispatchers on duty at all times
- Direct contact with Emergency Medical Dispatchers who can provide timely updates on patient condition and status

12.3 City of Albany Emergency Communications Center (AECC)

AFD started out having their own fire dispatch. Staffing was one of the on-duty firefighters who was assigned to staff the dispatch desk. AFD dispatch moved to the AECC in 1994-1995. The AECC is located within the Albany Police Department (APD) Headquarters at 1000 San Pablo Avenue. The AECC operates under the umbrella of the Support Services Division of the Albany Police Department (APD) and the dispatchers report to an APD sergeant. Funding for AECC is in the APD budget only – there is no budget line item in the AFD budget.

The Center currently dispatches all law enforcement, fire, and emergency medical service requests for the City of Albany. All requests for medical assistance are transferred (after basic call interrogation and the dispatch of AFD) to the Alameda County Regional Emergency Communications Center (ACRECC) to provide Emergency Medical Dispatch (EMD) pre-arrival assistance.

12.3.1 Staffing at the AECC

AECC has an authorized staffing of eight dispatchers. At the time of the on-site observations there were six dispatchers and one trainee, with one vacancy. Dispatchers are currently working 12-hour shifts, 0600-1800 and 1800-0600 hours. There are two people assigned to a swing shift, working 0900-2100 hours. Minimum staffing is one person. APD officers will cover for dispatcher breaks.

If no one is taking scheduled time off, there is one person on duty from 0600-0900 hours, two people from 0900-2100 hours, and one person again from 2100-0600 hours. Shifts are bid every 18 months by seniority.

12.3.2 Current Workload

Determining workload is a combination of telephone call volume, operational and technological challenges, and non-emergency job tasks. With a consolidated communications center, some statistics are by default a combination of all requests for service – law, fire, and EMS.

As a combined law/fire/medical communications center, AECC cannot differentiate incoming calls by discipline. The table below reflects all incoming calls:

Table 28 - AECC Incoming Calls

AECC Incoming Calls							
Albany	**Sunday**	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Calls Ans =<15 secs.	87.76%	87.19%	87.62%	84.79%	86.63%	85.22%	85.70%
Avg. Calls/Hour	2.5	3.9	4.2	3.6	3.7	3.6	2.7
Avg. Busy Hour	1400	0900/1400	1100	1100/1300	1400	1300	1300

As shown in the table above, the busiest day of the week is Tuesday, and the busiest hour of the day is 1100 to 1200 hours. AECC comes close but does not meet the NFPA[12] or NENA[13] criteria for call answer compliance of 15 seconds or less 90% of the time. There are several factors that can affect the workload in a dispatch center:

- AECC answers all administrative phone lines for the City.
- Dispatch staffs the public counter, handling citizen walkups for all City services. There is a bullet-resistant plastic window between the public and the dispatch room.
- Dispatchers also handle records maintenance for the APD.

All of these other duties detract from the dispatcher's ability to focus on their primary job. This, added to the times when there is just one dispatcher on duty, impacts call answer compliance. There are times when field units have been asked to repeat traffic, which indicates that the dispatcher is performing multiple tasks (radio and telephone) at the same time.

[12] National Fire Protection Association 1225, *Standard for Emergency Services Communications*, 2022 Edition, Section 15.4.1
[13] National Emergency Number Association *Standard for 9-1-1 Call Processing*, NENA STA-020.1-2020

12.3.3 Fire Incidents

Fire Events - All 9-1-1 calls for fire and EMS come first to AECC. Dispatched calls for AFD are averaging 1,954 per year over the past 5 years. The NFPA standard for call processing of fire emergency events is <= 60 seconds 90 percent of the time[14].

As shown in the following table, AECC does not meet that standard.

Table 29 - Albany Call Processing Times

Albany Call Processing Times – 2017 - 2021						
Call Processing	**2017**	**2018**	**2019**	**2020**	**2021**	**Average**
<=60 seconds	130	116	105	185	393	186
> 60 seconds	1,884	1,773	1,937	1,441	1,480	1,703
Outliers/No Data	83	50	82	50	59	65
Total Calls	2,097	1,939	2,124	1,676	1,932	1,954
% <=60 seconds	6.20%	5.98%	4.94%	11.04%	20.34%	9.52%

12.4 Current Dispatching Process

Upon answering a 9-1-1 call, the dispatcher gets the basic information – location, type of event, and caller's contact information. The dispatcher inputs the information into the computer-aided dispatch (CAD) system (vendor is Sun Ridge Systems Inc. RIMS CAD) There are 19 fire/EMS event types:

Table 30 - Albany CAD Call Types

Albany CAD Call Types			
CAD Event Type	**Description**	**CAD Event Type**	**Description**
FDAMBRUN	Ambulance Run – Medical	FDLCKOUT	Lockout
FDCADERR	CAD Error	FDMDALRM	Medical Alarm
FDCVD	Station Coverage	FDPBAST	Public Assist
FDFIRECR	Car Fire	FDPDASST	PD Assist
FDFIREGR	Grass Fire	FDRESCUE	Rescue
FDFIREERBB	Rubbish Fire	FDSMOKE	Smoke Investigation
FDFIREST	Structure Fire	FDWIRDWN	Wires Down
FDFRALRM	Fire Alarm	FDWTLEAK	Water Leak
FDHAZARD	Hazardous Condition	FDWTRESQ	Water Rescue
FDHAZMAT	Hazardous Material		

Once the dispatcher enters this information into CAD, units are recommended for dispatch based on pre-determined response plans. Fire units are notified by fire station

[14] National Fire Protection Association 1225, *Standard for Emergency Services Communications*, 2022 Edition, Section 15.4.4

alerting and all units are notified by radio. The fire station alerting system uses the Motorola radio system and provides notification via public address speakers in the station.

12.5 Current Interactions with Other Agencies

12.5.1 Alameda County Regional Emergency Communications Center (ACRECC)

ACRECC is the designated Emergency Medical Dispatch (EMD) provider for the County of Alameda, and they are also the dispatch center for the private ambulance company that provides ALS transport for much of the county. The Center transfers all medical aid calls to ACRECC for EMD, and on occasion will request a private ambulance in support of the fire department.

ACRECC is also the California Office of Emergency Services Fire and Rescue Division Mutual Aid Operational Area Coordinator. Requests for mutual aid are routed through ACRECC and allocated to the individual fire agencies.

12.5.2 City of Berkeley

The City of Albany is bordered on two sides by the City of Berkeley, and AFD requires automatic aid from the Berkeley Fire Department (BFD) on all major events.

12.6 Policy Manual Review

FE was unable to obtain a copy of any policy manual or standard operating guidelines.

12.7 Training Manual Review

FE was unable to obtain a copy of any training manual or standard operating guidelines. AFD reports that there is no formal fire training program for new employees.

12.8 Operational Considerations for Integrating AFD Dispatch

12.8.1 Telephone Systems

Non-emergency phone numbers for AFD will remain with the City of Albany. There is no 10-digit number assigned for fire department emergencies.

With the low volume of fire/EMS related 9-1-1 calls it does not appear that Berkeley will need to add any additional 9-1-1 trunk appearances, nor will AECC lose any 9-1-1 trunks. (Next Generation 9-1-1 will eliminate the need for specific CAMA trunks to each PSAP so this will be a moot point in the near future.) Wireless 9-1-1 calls within the footprint of the City of Albany will continue to route to AECC.

It is important to note that having the City of Berkeley dispatch for AFD will add a delay in the call processing time, since AECC will have to transfer all fire and EMS calls to the Berkeley ECC for dispatch. The transfer time will depend on many factors, primarily the ability of the caller to answer questions, but by NFPA standards, should not take more than 30 seconds[15].

Speed dials built into the 9-1-1 system will need to be updated to reflect the Berkeley FD star code for AFD calls. This is a task completed by AT&T.

12.8.2 Radio

Both Albany and Berkeley are on the East Bay Regional Communications System (EBRCS) and no significant radio changes are anticipated.

12.8.3 CAD

Albany is using a Sun Ridge Systems Inc. RIMS CAD system. Key features of the system are:

- Station run card-based unit recommendations or unit recommendation based on GPS (proximity based)
- Multiple alarm unit recommendation to six alarms
- Ability to store Premise information - including PDFs of Pre-Fire plans - available from dispatch or the mobile
- Units can be "paired" to another unit - so that if one unit is dispatched or changes status, the same occurs to the other unit (e.g., Grass unit responds with Engine)
- Units can respond as other types of units (e.g., An Engine can also respond as a Truck)

[15] National Fire Protection Association 1225 Standard for Emergency Services Communications, 2022 Edition, Section 15.4.2

- Units can be cross-staffed - so that if that unit is dispatched, it will take the other associated units and put them out of service - essentially putting the station out of service
- Incidents can be duplicated from Law to Fire or Fire to Law. Comments can be added from the command line to Law, Fire, or both
- Agency specified incident types automatically create both law and fire/EMS incidents simultaneously

12.8.4 Interfaces

CAD to CAD Interface with UC Berkeley PD – UC Village, also called University Village or University Village Albany, is a housing community for students who are married or have dependents. It is owned and administered by the University of California, Berkeley and located within the City of Albany. UC Berkeley PD dispatch utilizes Alliance PD Central® CAD from Cyrun.

12.8.5 Fire Station Alerting

Fire station alerting is a system created by AFD. The system activates the in-station public address system and nothing else.

12.8.6 Mobile Data Computers (MDC)

Albany utilizes the Sun Ridge Systems Mobile RIMS for Fire and EMS. Utilizing a connection via TCP/IP or Data radio, this software allows field users to:

- View CAD Incidents and the ability to respond, change unit status, add comments to Incidents
- View other AFD Fire and Medic units on Mobile Maps
- Retrieve location history for Incidents
- View Premise Information - Including photographs and attachments (e.g., PDFs - "Pre-Fire Plans")
- Change Fire Station Assignment
- Create CAD Incidents from the Field
- View a Phone Directory
- Retrieve Street/Block Information

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- Send RIMS Mail Messages to Other Mobile Units and Office Computers (Including Communications)
- Send Text Messages

12.8.7 Automated Vehicle Location (AVL)

Mobile RIMS supports Automated Vehicle Location (AVL) features that include:

- Unit AVL display in RIMS In-Station and Mobile Maps
- Unit playback using RIMS Map
- Geo-Fence options

12.8.8 Paging

RIMS CAD employs RIMS2Text, allowing dispatchers to quickly alert and mange personnel notifications.

12.8.9 Emergency Notification System

Berkeley and Albany both use Everbridge AC Alert, so it should not be difficult to incorporate Albany configurations into Berkeley's profile.

12.8.10 Training

A training plan will need to be created if AFD is going to be integrated into the Berkeley ECC, covering the following areas:

- Area Familiarization - landmarks, common place names, etc.
- Station Familiarization - equipment at the PFD station and their field operations capabilities
- Response plans - typical responses to event types, interaction with the City of Oakland

12.8.11 Emergency Medical Dispatch (EMD)

Currently, EMD is done by the Alameda County Regional Emergency Communications Center (ACRECC). Calls requesting medical assistance are dispatched by AECC based on a chief complaint (i.e., heart attack). The caller is then transferred to ACRECC for them

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to complete the EMD process. AECC receives the EMD determinant and patient status through a data feed provided by IT services provider DNI. Because of the short response times, AFD would like EMD to be completed in-house to ensure patient care is happening as quickly as possible.

12.8.12 AFD/BFD Dispatch Policies

Policies from AFD and AECC will need to be reviewed, looking for differences with Berkeley policies and how both policies can be modified to provide the dispatcher one set of procedures for both agencies.

12.9 Consolidation Costs

Bringing Albany's fire dispatching operations into the Berkeley ECC will have some associated cost to the City of Berkeley. Some will be hard costs to third party vendors, but many will be soft costs – items that will take staff hours to complete. Below are the anticipated areas with these hard and soft costs:

Configuring the Tyler CAD System with Albany information

Configuring CAD will be the most time-consuming effort of the move. There will need to be discussions with Sun Ridge Systems and Tyler on the transfer of the following data elements:

- GIS Map with associated street attributes
  - Response Zone polygons
  - Any other map layers on the current system - i.e., pre-fire plans, hydrant layers, etc.
- Historical Fire Events, from the installation of the RIMS CAD system
- Common Place Names
- Special Notes
- Unit IDs and attributes
- Response Plans
- Interfaces
  - RMS - AFD is currently receiving a data download to ESO. Berkeley Fire uses RedNMX by Alpine Software with the Red Alert NFIRS Reporting Module. Albany would need to be added to the RedNMX configuration, and there will

need to be a discussion on how to manage records from the old system prior to cutover.

- EMS e-PCR - AFD also uses ESO as their e-PCR program. The program gets a data feed from CAD for times, and it does not feed back into their RMS.
- Fire Station Alerting - AFD has a custom relay configuration to activate the public address system and nothing else. Berkeley is using a ComTech solution.
- Mobile Paging - CAD feeds data to the Active9-1-1 application and all personnel have access.
- Mobile Data Computers (MDC) - Berkeley field units use the Tyler Technology MDC software platform called CrewForce. The system allows field units to receive information from CAD on events and allows them to enter events they have come upon. Albany is using Mobile RIMS.

Adding Albany to Berkeley's Dispatch IT infrastructure for MDCs, RMS, and Fire Station Alerting

This would be time and materials for IT professionals to acquire, install, maintain, trouble shoot as needed the hardware (Ringdown System – Comtech, MDC's, related accessories) and all the software. Initial upfront costs then ongoing maintenance costs.

Reprogramming of portable and mobile radios on the radio system (EBRCS)

This would be staff time (hourly cost) for the Radio Shop techs to reprogram all their radios and ensure maintenance and updates are completed. Up front startup costs then ongoing maintenance.

Adding the Albany streets to Berkeley's GIS mapping

This will be staff time (hourly cost) to update GIS data to include Albany. Up front and maintenance costs to be included.

Adding the AFD units, special notes, and other CAD information to Berkeley's CAD system

This will be staff time for dispatcher and IT professionals (hourly cost). Up front and maintenance cost to be included.

Adding the City of Albany to the Everbridge Mass Notification System

This will be staff time for dispatcher and IT professionals (hourly cost). Up front and maintenance cost to be included.

Adding AFD's dispatch policies and procedures to Berkeley's Standard operating guidelines and training manual

This will be staff time for dispatchers (hourly cost). Up front and maintenance cost to be included.

Training Berkeley dispatchers – area familiarity, PFD procedures, PFD units, etc.

Overtime staff cost for dispatchers, fire personnel, and IT professionals.

12.10 Recommendation

FE recommends the addition of AFD to the Berkeley ECC, but only after the implementation and a break-in period of EMD. Albany did indicate that Berkeley taking on EMD was not a pre-requisite for them to make the transition.

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13. Funding Model

The following is a high-level financial analysis and projected cost estimates for the ECC recommendations included in this report. FE recommends that Berkeley organize a project task force team immediately to carry out the strategic plan to address the immediate critical needs.

Table 31 - Financial Analysis & Projected Costs Estimates

Financial Analysis & Projected Costs Estimates for Albany to Join Berkeley ECC				
Category	**Term**	**Comments**	**One-Time Up-Front Cost Estimate**	**Three Year Cost**
Staffing	**Short**	In order to implement EMD, an increase of 26 employees is required; cost estimate based on average salary plus benefits & admin support	$3M	$9M
Training	**Short**	Expand/Augment current training program by adopting industry available entry level (basic) for new recruits. The adoption of a core competencies in an on-demand / on-line training format reduces basic introductory in-house training.	$15K	$45K
		CTO training targeting new and seasoned instructors including presentation skills, adult learning styles, human relations. Note that this effort does not include wages, time off, or special compensation germane to the delivery and participation in ECC personnel training.	$25K	$25K
		Supervisory training geared specifically to ECC supervisors that is ECC specific. This training to include human relations, negotiation skills, intervention, skills, QA/QI methodologies, etc.	$25K	$25K
Protocol Implementation	**Short**	Implementing structured protocols for Emergency Medical Dispatch; includes costs for QA/QI system software.	$200K	$20K
Technology	**Medium**	Conversion of existing workspace to create a dedicated training facility complete with operational workstations configured to augment spikes in ECC call processing.	$500K	TBD
		Design and implementation of CAD-to-CAD Interface with UC Berkeley PD.	$250K	$25K
Accreditation	**Medium**	Pursue ECC accreditation following the successful implementation of EMD.	$3K	$3K

14. High Level Implementation Plan

In this section, we offer a high-level strategic implementation plan; a roadmap that identifies and prioritizes the next best steps for the ECC and its leadership. We have created the strategic implementation plan below which includes area of focus, criticality/priority, followed by a recommended plan of action.

FE recommends that Berkeley create a project team who would be responsible for implementing the recommended steps and strategies. Without staff dedicated to moving forward quickly on the high priority items, it will be difficult to address critical items in a timely manner. This creates additional strain on already low and heavily impacted staffing levels in the ECC, and additional risk in operations.

Staffing is the principal priority that must be addressed immediately in the Berkeley ECC. Staffing recommendations include increases from the current authorized 33 positions, to 53 positions total (with turnover factored in).

Today, there are only 27 positions of the 33 positions that are staffed. The ECC will require an additional 26 Public Safety Dispatchers to meet the minimum staffing recommendations to support current call volume and workload. These figures only include the required frontline positions to achieve minimum staffing in the ECC and do not include any additional staffing increase recommendations for training, quality assurance, accreditation and IT and administrative support. Those recommendations can be found in their respective sections in the report.

Further, while staffing is the priority, there are other areas for improvement, consideration, and implementation that will need to be managed in parallel to a staffing increase, to support the ECC in its immediate and long-term success.

Below is a high-level implementation plan outlining the areas of focus and priority, along with additional information and next steps for the Berkeley ECC and its leadership.

Table 32 - High-Level Implementation Plan

High-Level Implementation Plan		
Area of Focus	**Priority**	**Strategy**
Staffing	1	• Increase Overall Staffing: A total number of 53 ECC employees with turnover factored in. This is necessary to achieve sustainable operations and meet industry performance standards. Today, ECC is authorized for 33 employees, and 27 of these positions are filled. An overall increase of 26 employees is required.

High-Level Implementation Plan		
Area of Focus	**Priority**	**Strategy**
		• Establish Minimum and Optimum Staffing Levels: A minimum staffing complement of eight employees on duty, and a maximum staffing complement of ten employees on duty per shift in the ECC. • Work toward implementing staffing recommendations without delay.
Recruiting Process	1	• Recruiting process must be accelerated • Shorten process for entry level applicants • Incentivized recruiting program in order to attract qualified candidates. This includes the review of wages, hiring incentives, etc. This will ensure competitiveness in the market. • Recruit both lateral experienced candidates along with entry level attracting qualified and experienced candidates.
Facility	1	• Expand/redesign ECC to accommodate an increase the number of workstations from 8 to 15 • Create a backup site that doubles as a Training Facility and/or Emergency Operations Center • Create a fully functional training room with workstations and ECC technology – CAD, phone, radio.
Training	1	• Create and assign a Training and Quality Assurance Coordinator position to plan, coordinate, and support the recruitment and training of new personnel. The candidate must be trained in Emergency Dispatch Quality Assurance (ED-Q) in order to perform QA/QI on EMD calls. • Design and implement CTO training including presentation skills, adult learning styles, human relations. • Create and implement Supervisor training geared specifically to Berkeley supervisors that is ECC specific. This training to include human relations, negotiation skills, intervention, skills, documenting employee development and performance, QA/QI methodologies, and ED-Q Certification. • Implement continuing education & professional development program for all staff.
Technology Needs & Integration	2	• Work toward accelerated implementation of call-taking and dispatch software and programs. • Design and implement a two-way CAD to CAD interface between the ECC and ACRECC. • Design and implement a two-way CAD to CAD interface between the ECC and UC Berkeley PD. • Review and revise incident types/CAD codes for SCU events. • Implement fully automated station alerting technology for fire and EMS dispatch. • Explore case management software for SCU events. This enables data
EMD Implementation	2	• Once staffing levels have been met, implementing a structured commercial protocol system for Emergency Medical Dispatch; and QA/QI system software (AQUA). • Ensure that recruits are trained accordingly as a commercial protocol program trains your employees reducing the ECC training workload.

High-Level Implementation Plan		
Area of Focus	**Priority**	**Strategy**
		• Medium and long-term results are standardization and consistency that is measurable through QA/QI processes, which also improves training, performance, and reduces risk & cost.
Accreditation	2	• Pursue Accreditation through IAED EMD and EFD. Once established and have the staffing to do so, can also add CALEA and any Fire Service Accreditation that Police or Fire choose.
Behavioral Healthy/Crisis Response Program	2	• Conduct a systems-mapping workshop as the initial first step for SCU December/2022 roll-out. • The workshop must outline the next steps required for planning and implementation of the SCU diversion pilot program.
Organizational Model	3	• Staff the Communications Center Manager's position immediately • Require ECC management to have specific Public Safety Communications experience, education, and training. • Work towards an independent Communications Center with its own leadership and support model. • Establish a governance model where equal representation of Public Safety agencies exists • Ensure the model is sustainable for long term success and provides ECC management the autonomy, authority and support necessary to effectively lead the operation.

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