



CITY OF SANTA BARBARA
FINANCE COMMITTEE AGENDA REPORT

AGENDA DATE: September 15, 2020

TO: Finance Committee Members

FROM: City Administrator's Office
Parks and Recreation Department
Airport Department
Police Department

SUBJECT: Update On The Requests By Healing Justice For The Implementation Of Several Initiatives And The Associated Budgetary Costs

RECOMMENDATION:

That Finance Committee receive a report from Staff on several Healing Justice Related items that Council adopted as part of the Fiscal Year 2021 Budget.

DISCUSSION:

As part of its adoption of the Fiscal Year 2021 budget, City Council directed Staff to undertake the following work efforts:

1. Evaluate the current process for permitting special events and identify ways to streamline and provide certainty to applicants;
2. Develop a path to develop an African American Community Center;
3. Evaluate the feasibility of moving Parking Enforcement from the Police Department to the Downtown Parking Division of the Public Works Department;
4. Develop a Co-Response Agreement between the County of Santa Barbara and the City Police Department; and,
5. Conduct a Resource Allocation Study of the Police Department to identify activities that could be shifted from the Police Department to other entities, including the potential creation of additional positions within the City organization related to mental health, social, and homeless services, and/or code enforcement.

The purpose of this report is to provide a status of each work effort along with next steps toward their completion.

Special Event Permitting

The Parks and Recreation Department initiated the review and revisions to permit guidelines and rules. An inter-departmental team consisting of City Administrator's Office (Economic Development), City Attorney's Office, Fire, Parks and Recreation, Public Works (Downtown Parking and Transportation), and Police evaluated the current special event permitting process, and will be bringing recommendations to the Ordinance Committee and City Council in October. Recommendations address improvements to internal communication and coordination, enhanced website information for special event organizers, permit process streamlining through the use of online application tools, and clear Special Event Guidelines and Procedures for new and returning special event organizers.

Pathway to African American Community Center

City staff, including the Airport Director and Parks and Recreation Director, have participated in two meetings with the organizing group for the Black/African American Cultural Resource Center (AACRC). Each meeting has been incredibly helpful in beginning to form a clear vision of what the organizers would like to see in a center that creates a sense of place and meets the needs of the black community overall.

City staff have listened carefully and captured the many ideas generated by the organizing team. Detailed discussions about the purpose and need; space requirements; as well as desired programs and services are beginning to develop the scope of work. The team began to also examine organizing requirements such as staffing needs, establishing of 501 (c)(3) nonprofit status, fundraising ideas, and potential partners.

The team's work has been documented in the beginnings of a plan that can be formalized and executed. In an effort to ensure the project maintains forward movement, the plan has short-term, mid-term, and long-term solutions to meet the community's needs as the center is established and grows into a permanent space.

Healing Justice Santa Barbara has a fiscal sponsor in the Santa Barbara Foundation and is beginning to scope a capital campaign for developing a Black/African American Cultural Resource Center.

Feasibility of Moving Parking Enforcement to Downtown Parking

City staff have evaluated the feasibility of moving parking enforcement from the Police Department to the Downtown Parking Division of the Public Works Department. Moving parking enforcement is subject to meet and confer requirements of collective bargaining. The Police Officers Association (POA) declined to meet and confer on this item within the context of its current contract. The City can take up this item again in 2022 when the POA contract expires.

Co-Response Agreement Between the Police Department and Santa Barbara County

The Santa Barbara Police Department has entered an agreement with the Santa Barbara County Department of Behavioral Wellness (“B WELL”) to staff a 40-hour a week Co-Response Team.

The Crisis Intervention Co-Response Officer (“CRO”) provides public safety and services to those believed to be experiencing mental health issues through a co-response with Santa Barbara County Department of Behavioral Wellness. The CRO partners with, and rides in the same vehicle with, a mobile crisis worker through Behavioral Wellness. The CRO, in conjunction with the mobile crisis worker, evaluates people in crisis, with an emphasis in attempting to de-escalate potentially volatile situations. The Co-Response Officer may provide transportation for individuals experiencing mental crisis to community-based facilities for evaluation, treatment, rather than arrest, when possible.

Examples Of Duties Include:

- Conduct proactive contacts with people experiencing, or known to experience, mental health issues.
- Follow-up contact to individuals who have had recent interaction with law enforcement or are discharged from the hospital after a mental health crisis to offer additional support.
- Reduce impact to patrol from mental health crisis calls (i.e. calls that involve checking the welfare when no crime is described, disoriented subjects, and “5150 calls”).
- Act as a resource for Officers contacting persons exhibiting symptoms of mental illness.
- Act as the Department liaison between law enforcement and Behavioral Wellness department including line level mobile crisis staff and clinic staff.
- Attend trainings and meetings in collaboration with the Behavioral Sciences Manager at the Santa Barbara Sheriff’s Office.
- Divert mentally ill persons from the criminal justice system when safe and appropriate to do so through utilizing community-based facilities for evaluation, treatment and referrals.
- Review patrol cases involving gun violence restraining orders (GVRO’s), communicate with the City Attorney’s Office and/or the District Attorney’s Office regarding the orders to determine if extensions should be sought beyond the initial expiration date when appropriate.

The application process for this position closed on September 3, 2020. A selection for the CRO will follow a formal interview process this month.

Resource Allocation Study of Police Department

In June of 2020, City Council directed staff to commission a study of the Police Department to examine the types of activities that the City’s Police Department currently performs. The

goal of the study is to determine how the City might ensure that the Police Department focuses on the performance of “Essential Police Services” while possibly shifting “Non-Essential” (general quality of life issues and concerns) services to other entities (e.g. non-profits or County agencies). The study will also provide the financial implications to the Police Department budget and to the City’s overall budget of implementing the consultant’s recommendations.

Deliverables

To this end, Staff prepared a Request for Proposals from consultants to conduct the Resource Allocation Study with the following deliverables:

- A. “Define Essential Police Services” and Conduct Public Engagement on the Proposed Definition: Based upon the goals set forth for this study, the contractor will define “Essential Police Services,” upon which much of the analysis and conclusions of the study will rest. A minimum of two (2) public engagement workshops will be held, either remotely or in person to solicit public input on this critical term. The contractor will develop the content for the engagement events and lead the interactions.

Because organizational changes may be subject to meet and confer requirements of collective bargaining, the contractor shall meet with key stakeholders both within and without the City organization, including but not limited to, representatives of the Police Officers Association and the Police Management Association.

- B. Administrative Draft Report: Contractor will develop the Administrative Draft Report and present it to the City Project Team. The Administrative Draft Report will include the following components:

- Definition of “Essential Police Services”
- Data analysis employed to segregate essential work from non-essential work conducted by Police Department personnel.
- Findings of interviews conducted with City staff, outside entities, and/or the public.
- Assumptions underlying the analysis and recommendations.
- Recommendations for shifting non-essential work to other entities – the report should identify the specific entities (whether internal City departments or external third-party entities) to absorb work along with the process, timeline and sequencing that would underpin the shift of work. The contractor shall also provide evidence in the form of examples or case studies that demonstrate how these non-essential services are performed by non-law enforcement agencies in other municipalities. Where non-essential services are to be shifted to others within the City organization, the report will identify the specific job classification(s).

In crafting its recommendations, the contractor shall recognize and account for collective bargaining constraints and other considerations related to the Meyers-Milias-Brown Act (public sector collective bargaining).

- Financial Implications of Contractor Recommendations: discuss the financial implications of the contractor's recommendations, including, but not limited to:
 - Budget impacts, both revenue and expenditures, to the Police Department budget;
 - Budget implications to other City Departments who are to absorb non-essential services previously performed by the Police Department;
 - The extent to which the cost of new positions to be created are offset by savings throughout the City organization through the implementation of the contractor's recommendations.
 - Where the contractor recommends shifting work to entities outside of the City organization, the expected cost to pay these outside entities.
 - Phasing in Recommendations: where there is a significant financial cost associated with one or more of the recommendations, the contractor will outline a prioritized, phased approach to be implemented as the City budget permits.

- C. Public Review Draft Report: Contractor will produce the Public Review Draft Report, which addresses City comments and questions on the Administrative Draft.

- D. Engagement During Public Review Period: Following release of the Public Review Draft, the contractor shall lead two (2) public engagement workshops (either remote or in person) to allow the public to comment on the Public Review Draft Report. The contractor will develop the content for the engagement events and lead the interactions.

- E. Final Report: Following the Public Review Period, the contractor will summarize public comment themes and revise the Public Review Draft Report to produce a Final Report.

- F. Meetings with and Presentations to City Staff and City Councilmembers: In addition to the public engagement events described above, the contractor will be present at the following meetings:
 1. Initial Kick-Off Meeting
 2. Presentation of Administrative Draft Report to City Project Team
 3. Presentation of Final Report to the City Council Finance Committee
 4. Presentation of Final Report to the City Council

Meetings will be conducted either in-person or online during the COVID pandemic.

Contractor Qualifications

The City is seeking to contract with consultants who possess the following qualifications: contractor's with the following qualifications:

- a) Experience in successfully conducting similar resource allocation or strategic planning/organizational studies of public law enforcement agencies;
- b) Experience conducting public engagement on similar work including conducting public workshops, developing surveys, etc.
- c) Recent experience (last five years) completing similar work, on time and on budget; and,
- d) Excellent communication skills, including, but not limited to, report preparation, verbal presentations to elected bodies, and information depiction through charts and graphs.

Timeline

It is Council's desire that the Study would be completed in time to inform the budget development process for Fiscal Year 2022. The project timeline is highly dependent upon the number of proposals that are received and how long it takes to negotiate contract terms with the selected contractor. Executing a contract in Fall of 2020 would allow the contractor to conduct public engagement on the definition of "Essential Police Services" in late Fall or early December and allow the contractor to move on to data analysis and work on the Administrative Draft report immediately after the initial public workshops. Below is a tentative Project Calendar.

Milestone	Completion Date
Release RFP	9.16.2020 - 9.21.2020
Proposals Due	10.7.2020 - 10.12.2020
Proposal Evaluation	10.20.2020 - 10.27.2020
Negotiation with Contractor	10.21.2020 – 11.18.2020
City Council Approval of Contract	11.17.2020 - 12.8.2020
Definition of Essential Police Services	12.10.2020 – 1.10.2021
Administrative Draft Report	1.25.2021 – 2.10.2021
Public Review of Draft Report	2.10.2021 – 3.15.2021

Final Report	3.15.2021 – 3.31.2021
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BUDGET/FINANCIAL:

Staff estimates the cost of the Resource Allocation Study to be approximately \$100,000. The actual cost will be known once proposals are received. Staff will request this appropriation from General Fund Reserves when the contract is brought to Council for approval.

PREPARED BY: Matthew R. Fore, Senior Assistant to the City Administrator
Jill Zachary, Parks and Recreation Director
Henry Thompson, Airport Director
Lori Luhnnow, Police Chief

SUBMITTED BY: Paul Casey, City Administrator

APPROVED BY: City Administrator's Office