AGENDA

"And when we pretend,
we're not connected,
we're in the process of othering.
We're in the process of denying
not only someone's humanity, but
our own humanity…"

john a. powell
Seed Co-Founder & Executive Director of the
Othering and Belonging Institute

TOPIC 1 — PRELIMINARY DATA ANALYSIS

TOPIC 2 — CITY FOCUS GROUP, INTERVIEW & SURVEY THEMES & FINDINGS

TOPIC 3 — SRPD FOCUS GROUP, INTERVIEW & SURVEY THEMES & FINDINGS

TOPIC 4 — SRFD FOCUS GROUP, INTERVIEW & SURVEY THEMES & FINDINGS

TOPIC 5 — GROUP PROCESS

TOPIC 6 — PROJECT TIMELINE
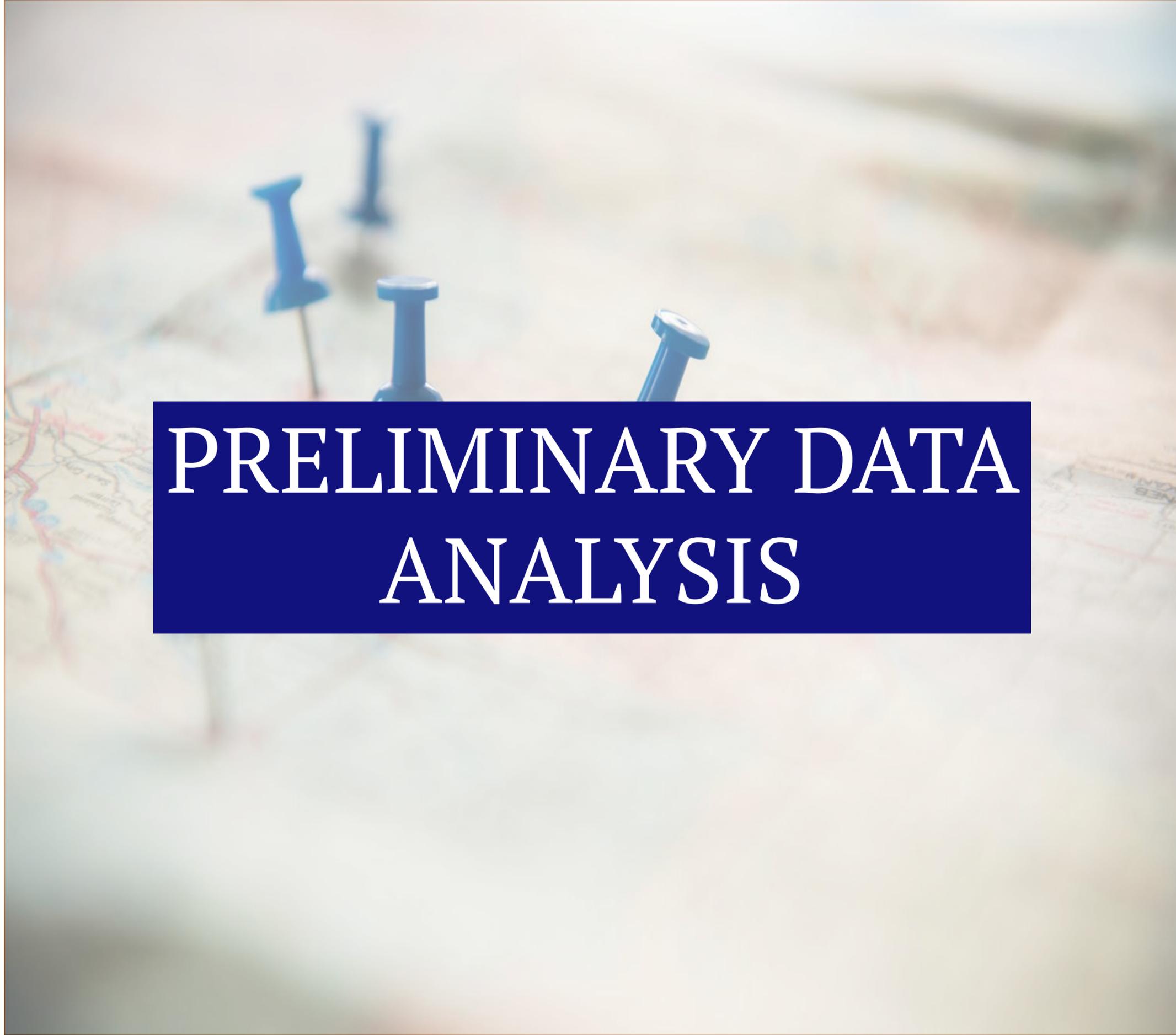
PRELIMINARY DATA ANALYSIS

Interview and Focus Group Data and Analysis Overview

35 City interviews (February to August 2021)

- ➢ 5 Council members
- ➢ 25 staff members
  - • Cross section of City departments and positions i.e., city leadership, management, line staff
- ➢ 5 external stakeholders
  - • Nonprofit organizations, former City Council members and staff, and local civic leaders
- o **16 Police Department Interviews** (July-August 2021)
  - ➢ Cross section of SRPD departments, ranks, sworn officers and civilian staff
- o **10 Fire Department Interviews** (August 2021)
  - ➢ Cross section of SRFD departments, ranks, and years of service

6 City focus groups with 34 participants (July to August 2021)

- o 3 SRPD focus groups of 2-5 people each, 11 total participants
- o 2 SRFD focus groups with 7 participants each
  - ➢ Community advocates, union leadership, line staff, management, police subject matter experts, nonprofit and civil rights volunteers/activists, and diverse identities represented

Total of 113 Santa Rosa participants in DEI interviews and focus groups

DATA & ANALYSIS

SEED COLLABORATIVE

Santa Rosa Staff Survey Data Analysis and Overview

- 592 respondents completed the employee DEI survey, 525 Survey Results verified (September – October 2021)
- 51% of all Santa Rosa Employees responded to the survey—with 38%-100% of each department responding
- 60% of respondents are White/Caucasian, 10% Hispanic/Latinx, 9% Mixed, 14% not specified
- Respondents are highly educated: 68% have a college or advanced degree, and nearly one-quarter with some college or post-secondary education

Survey Demographics

Santa Rosa City Staff Demographics

Education

4
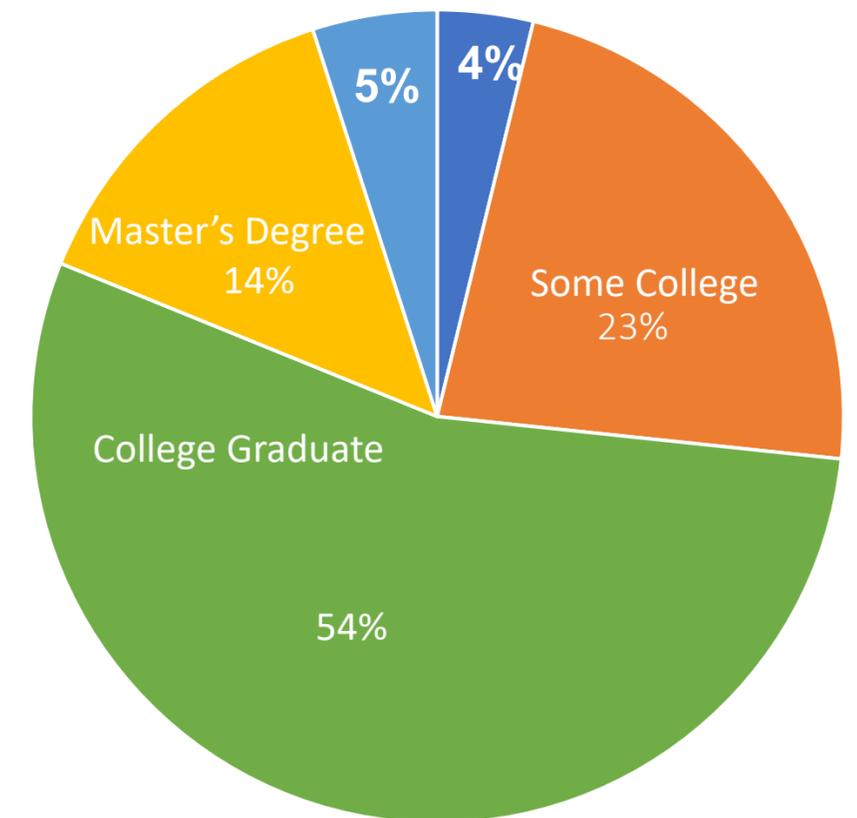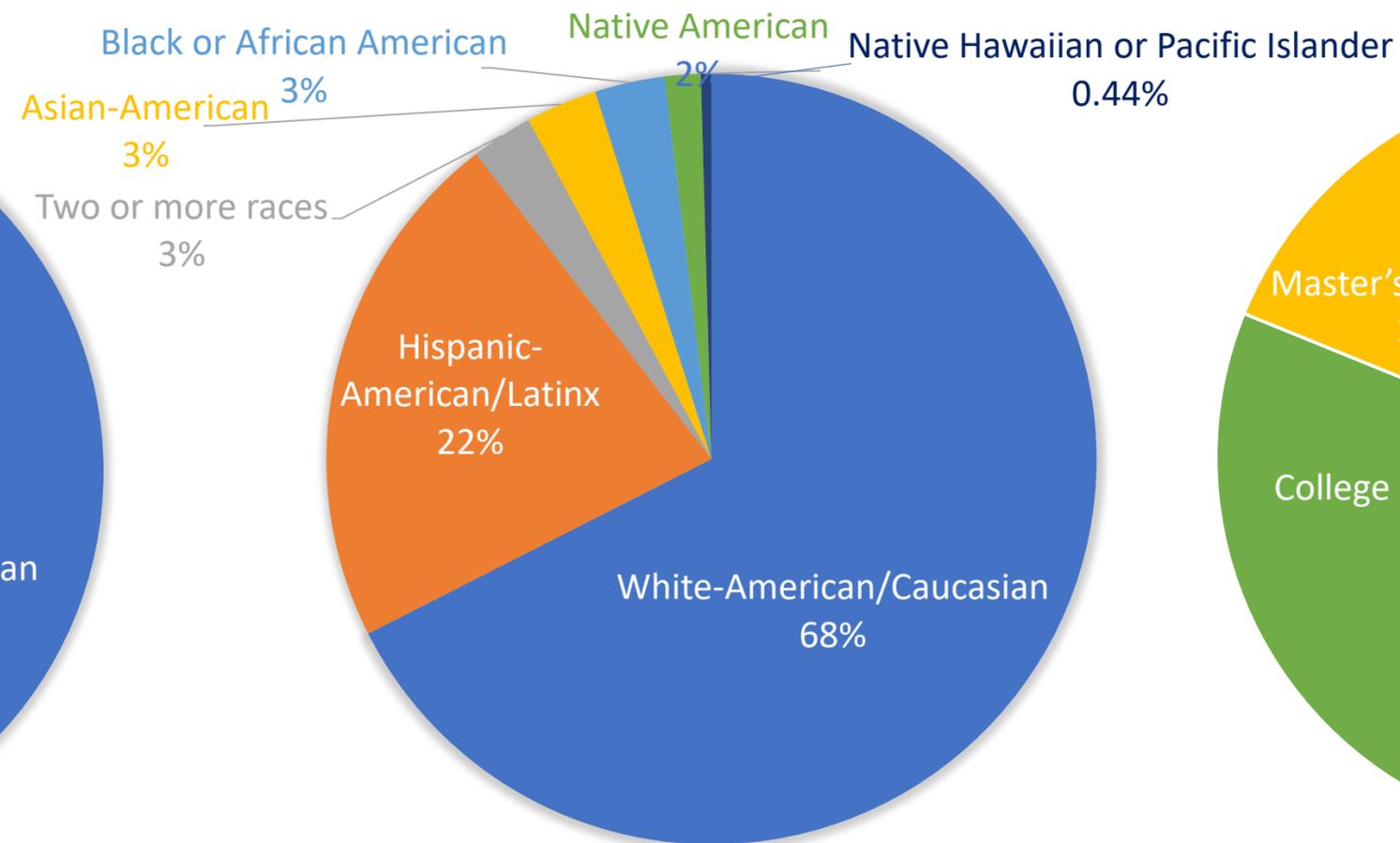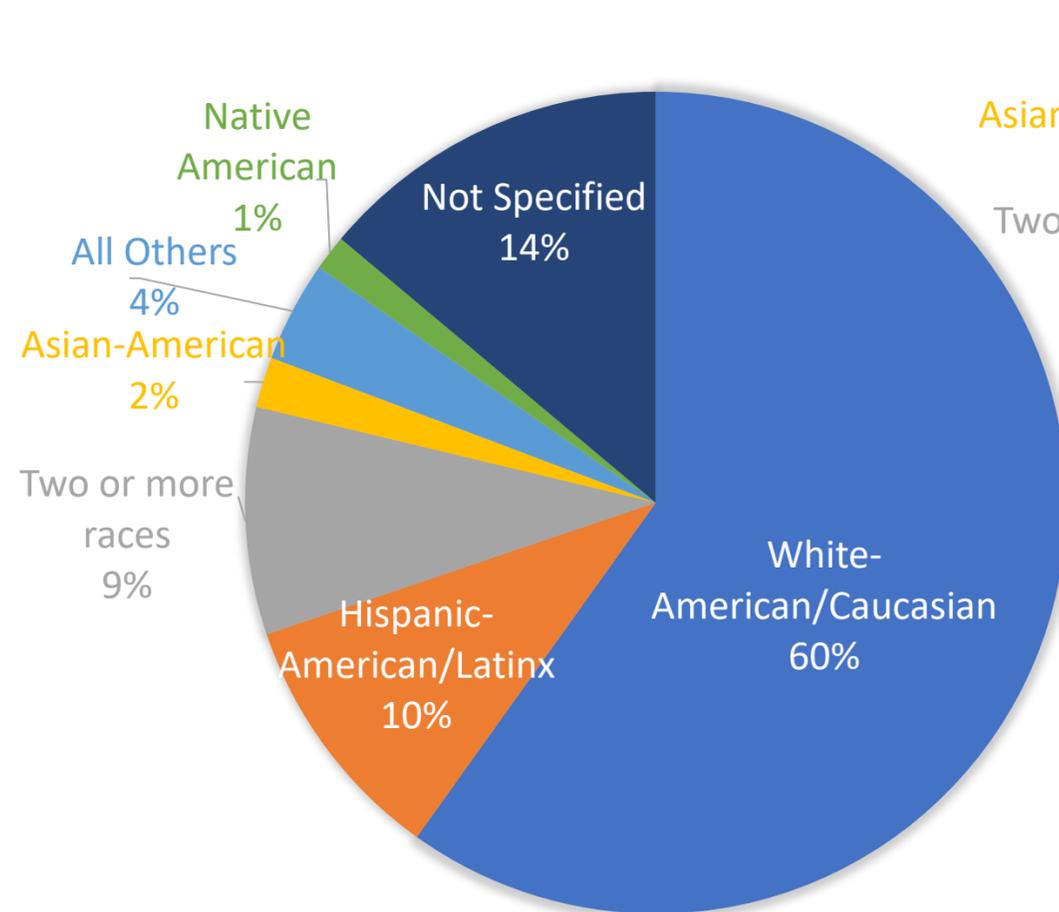
Role / Position

Over half of respondents are line staff, while another 31% are in manager/ supervisor roles
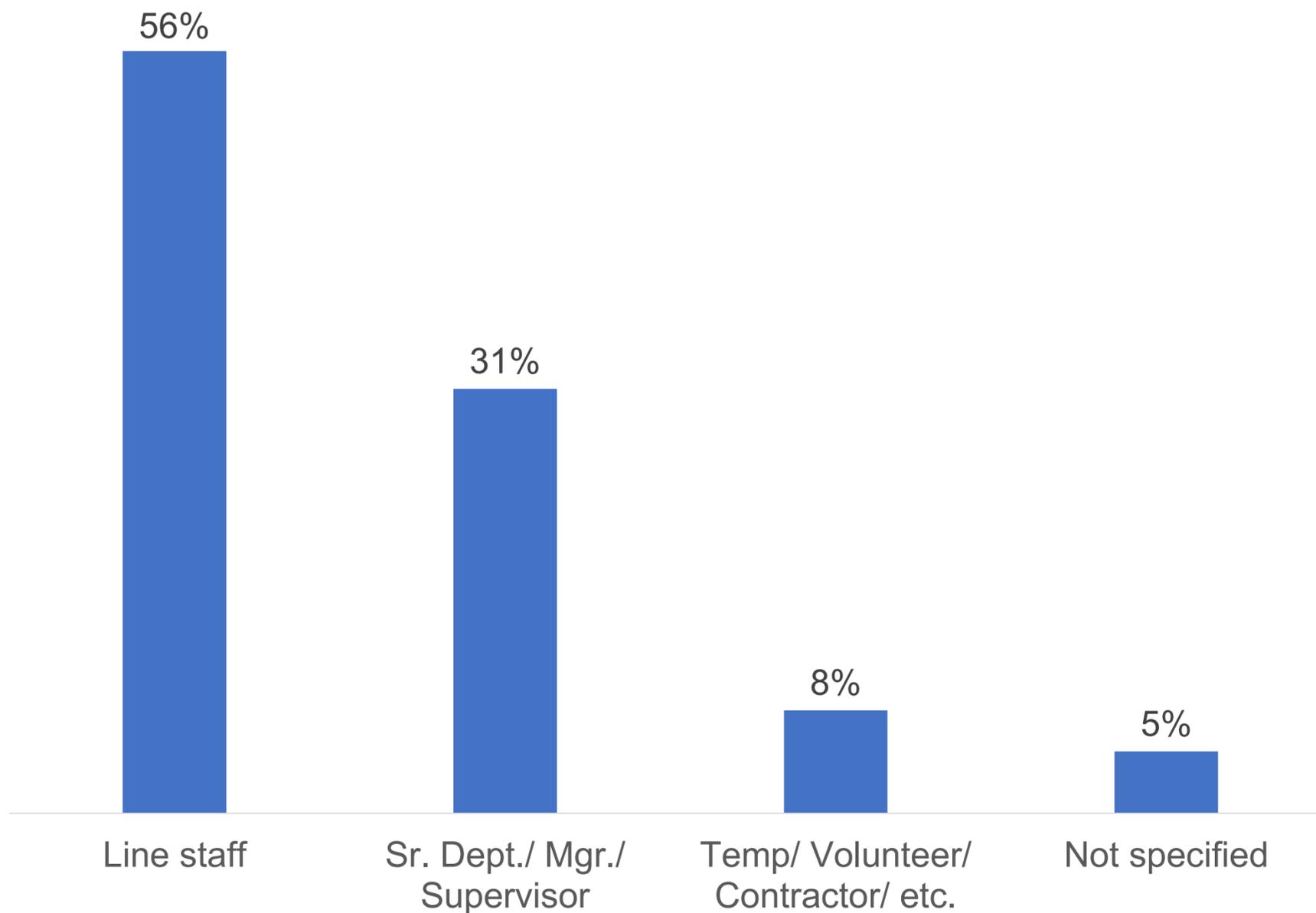
Gender

One-half of respondents are male, 36% identify as female— while 12% did not specify*
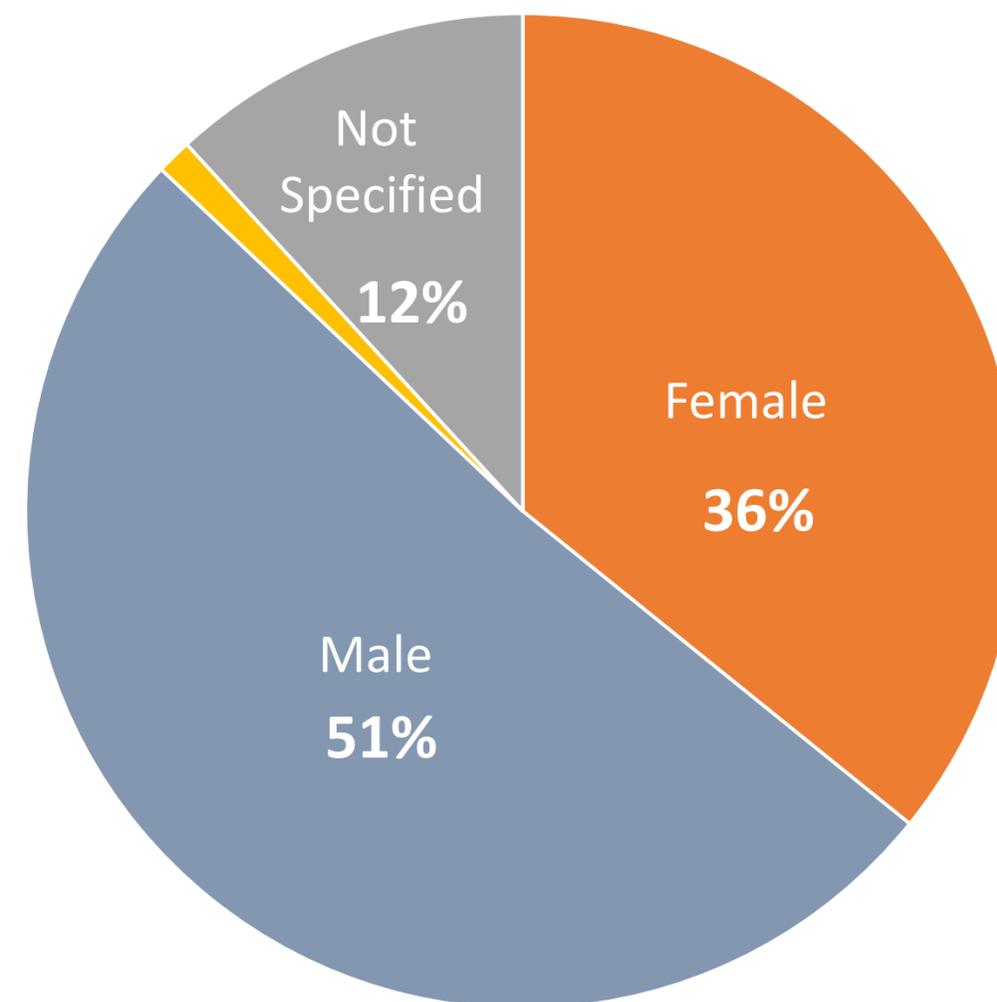
* Santa Rosa City staff is 52% female, 48% male

SEED COLLABORATIVE

5

Age

64% of respondents are between the ages of 35-55 years of age
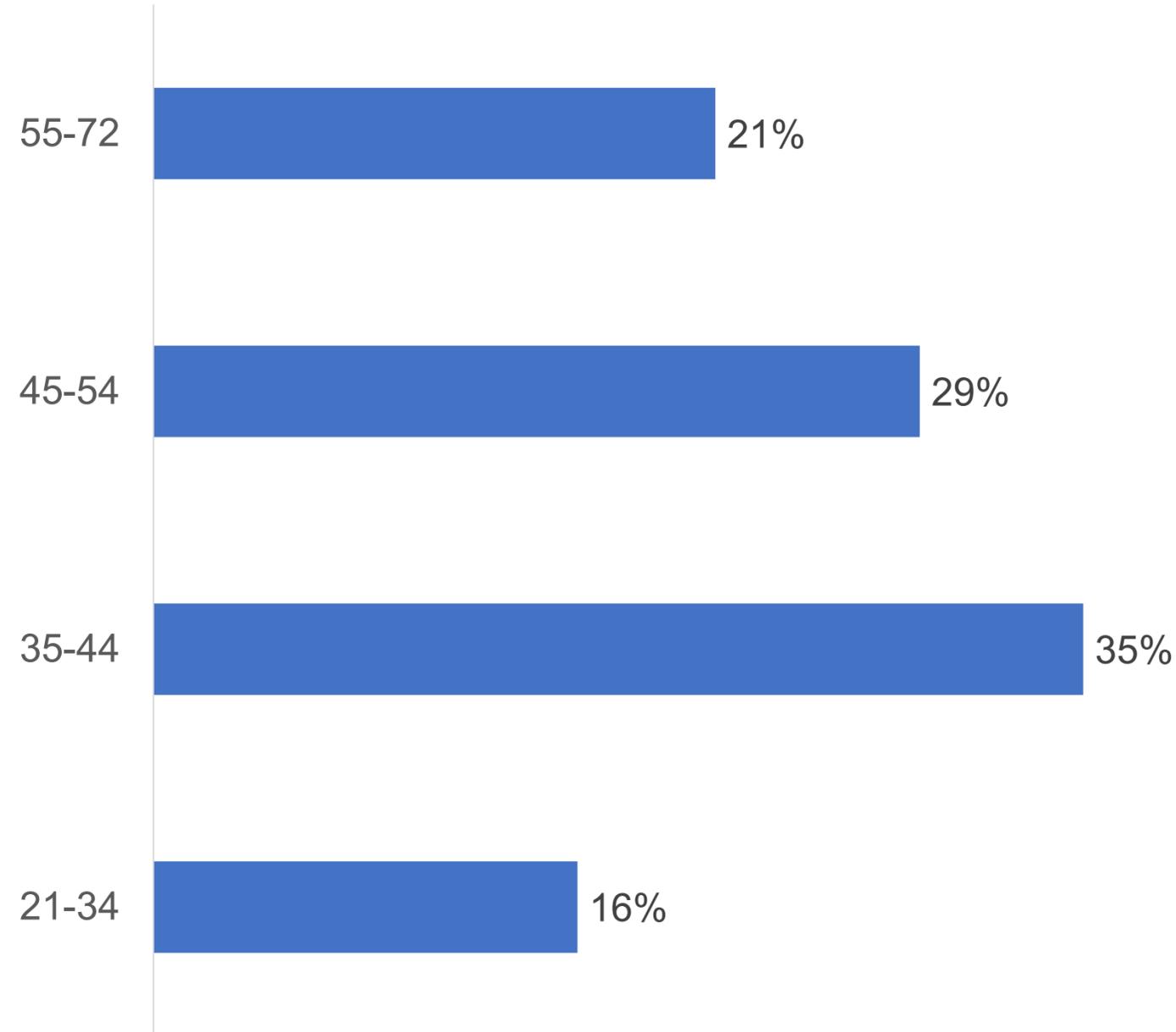
Length of Employment

One-half of respondents have been employed in the City for 5 years or more

CITY
INTERNAL
THEMES & SURVEY
FINDINGS

Topline Themes and Analysis

- ***Staff perspectives on DEI are positive but reflect varying levels of DEI understanding and satisfaction with departmental DEI practices and policies*** - City is made up of micro-cultures with varying levels of commitment and understanding of diversity, equity, and inclusion. Employees that "did not specify" race or gender expressed greater dissatisfaction with DEI progress. Some women reported experiencing exclusion, microaggressions, and inappropriate jokes and comments.
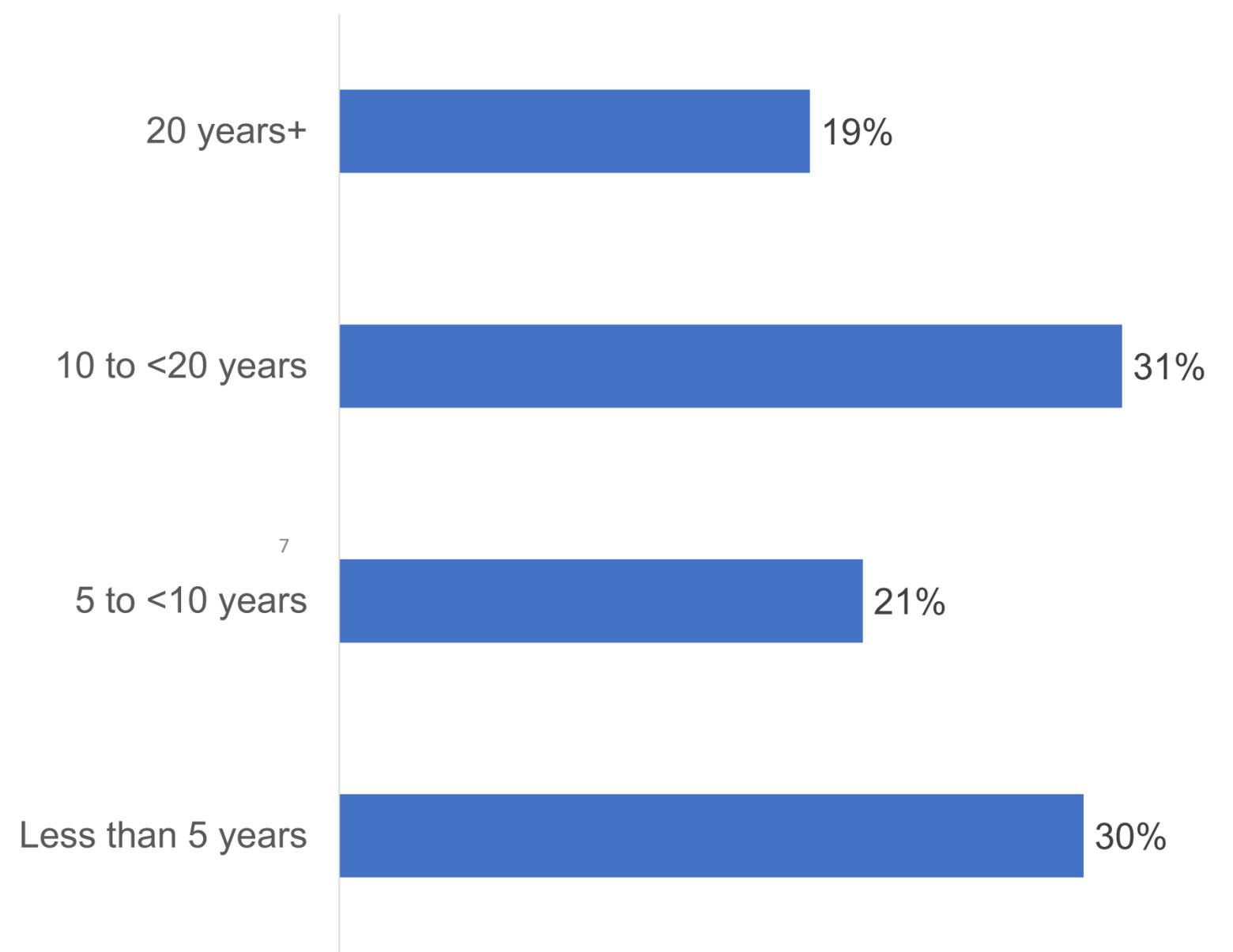
- ***City faces challenges in recruitment and hiring*** – Santa Rosa's lack of diversity (67% white[1]) and high housing costs (median sale price $665K[2]) present barriers to recruitment and hiring, coupled with the City's challenges connecting with its communities of color.

- ***Culture is influenced by staff morale*** – several factors contribute to a culture affected by issues of staff morale, including:
  - Stress and trauma resulting from pandemic, fire disasters and protests
  - Pressures caused by hiring freeze, staff turnover, retirements, increased demands on staff, tight budgets
  - Labor contract negotiations

1. U.S. Census Bureau QuickFacts: Santa Rosa city, California
2. Santa Rosa Housing Market: House Prices & Trends | Redfin

8

DEI
Survey respondents have a positive perception of DEI

Data Excludes SRFD + SRPD

B4. [City-Wdie Perspectives on DEI In The Community]

SEED COLLABORATIVE

In the City of Santa Rosa, employees appreciate and interact well with other employees whose backgrounds, beliefs and experiences are different from their own

| 70% | 21% | 9% |

The City of Santa Rosa values diversity

| 68% | 24% | 9% |

In general, City of Santa Rosa employees are treated fairly

| 66% | 19% | 15% |

The City of Santa Rosa respects individuals and values their differences

| 65% | 23% | 12% |

The City of Santa Rosa fosters a workplace where everyone belongs and that allows employees to be themselves at work without fear

| 60% | 22% | 18% |

The City of Santa Rosa's policies and procedures encourage diversity, equity and inclusion

| 59% | 29% | 12% |

N = 347

■ Agree ■ Neither ■ Disagree

DEI
There are some less favorable impressions of DEI among some groups—including many who choose to not to specify their demographic background

"It is important and valuable to examine and discuss issues related to race and ethnicity"

City-Wide (minus SRFD + SRPD), n=347
- 75% Agree | 9% Disagree

Fire Department, n=74
- 58% | 7%

Police Department, n=104
- 56% | 18%

Water Department, n=107
- 69% | 13%

Transportation and Public Works, n=84
- 69% | 6%

N = 525

Female
- 81% | 4%

Male
- 65% | 10%

Other / Not specified
- 48% | 30%

Straight
- 71% | 8%

LGTBQ / Not specified
- 61% | 19%

White / Caucasian
- 71% | 7%

Hispanic / Latinx
- 71% | 12%

All Others
- 67% | 11%

Not specified
- 55% | 25%

Legend: Agree | Neither | Disagree

Culture & Inclusion

Some interview and focus group participants believe that the city reflects a white male dominant culture, and that upper management is not inclusive and lacks diversity of perspective on city issues and decisions

SEED COLLABORATIVE

B1. [Diversity Personal Attitudes/Perspectives]

Staff
- 70% of staff are white
- 61% of staff are males

Salaries
- 75% of salaries greater than $100K go to males
- 86% of salaries greater than $100K go to whites

Executive Staff
- 70% of executive staff are white
- 60% of executive staff are females

The City of Santa Rosa invests time and resources into building a diverse team

| 44% | 37% | 19% |

The City of Santa Rosa is committed to improving the diversity of its senior leadership

| 34% | 45% | 20% |

N = 525

Agree   Neither   Disagree

DEI Implementation & Training
Survey ratings indicate a willingness to engage, train and act on DEI
Some interviewees stated the need for additional training and greater understanding of DEI

B2. [Diversity Departmental Attitudes/Perspectives]

SEED COLLABORATIVE

I feel comfortable talking about diversity issues in my department
- 68% | 21% | 11%

Employees are encouraged to participate in training, workshops, or events about diversity, equity, inclusion
- 62% | 26% | 12%

Leadership in my department participates in and supports conversations about DEI
- 9% 62% | 30% | 9%

My department is taking concrete actions to improve workforce equity
- 11% 46% | 43% | 11%

The DEI training my department has gone through has been meaningful, insightful and has had a positive impact
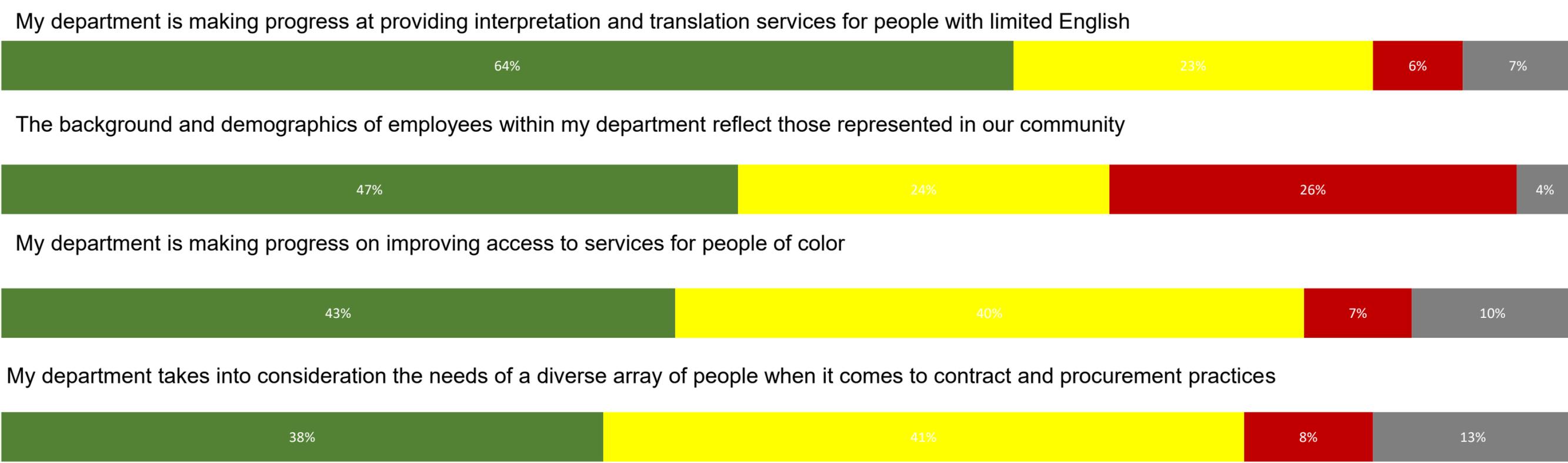- 32% | 50% | 18%

■ Agree ■ Neither ■ Disagree

N = 525

Access to Services

Some interviewees reported limited access to public information for non-English speaking residents, that the city faces challenges with outreach and engagement, and basic translation falls on staff for which translation is not their primary job description/function

My department is making progress at providing interpretation and translation services for people with limited English

| 64% | 23% | 6% | 7% |

The background and demographics of employees within my department reflect those represented in our community

| 47% | 24% | 26% | 4% |

My department is making progress on improving access to services for people of color

| 43% | 40% | 7% | 10% |

My department takes into consideration the needs of a diverse array of people when it comes to contract and procurement practices

| 38% | 41% | 8% | 13% |

N = 525

■ Agree ■ Neither ■ Disagree ■ Don't Know/NA

B3. [Diversity Departmental Attitudes/Perspectives]

SEED COLLABORATIVE

Recruitment, Hiring, Development & Promotion

SEED COLLABORATIVE

B5. [Hiring and Recruitment Perspectives]

Data Excludes SRFD + SRPD

I feel supported in my career growth here in Santa Rosa

| 21% | 61% | 17% | 21% |

People from all backgrounds and a range of identities have equitable opportunities to advance their careers in the City of Santa Rosa

| 57% | 26% | 18% |

The process for career advancement and promotions is fair to all employees

| 42% | 26% | 32% |

There is a career development path for all employees in the City of Santa Rosa

| 39% | 27% | 34% |

The City of Santa Rosa takes active measures to seek a diverse candidate pool when hiring

| 33% | 51% | 16% |

N = 347

■ Agree ■ Neither ■ Disagree

B5. For each statement below, please select one response based on the following scale below from '1' to '5'—where '1' is Strongly Disagree and '5' is Strongly Agree
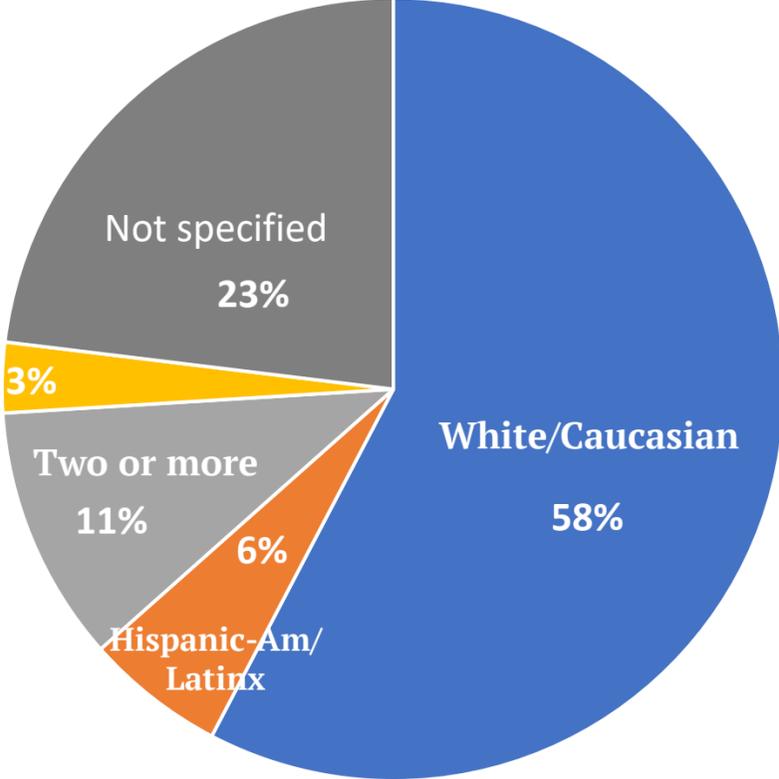
SRPD INTERNAL THEMES & SURVEY FINDINGS
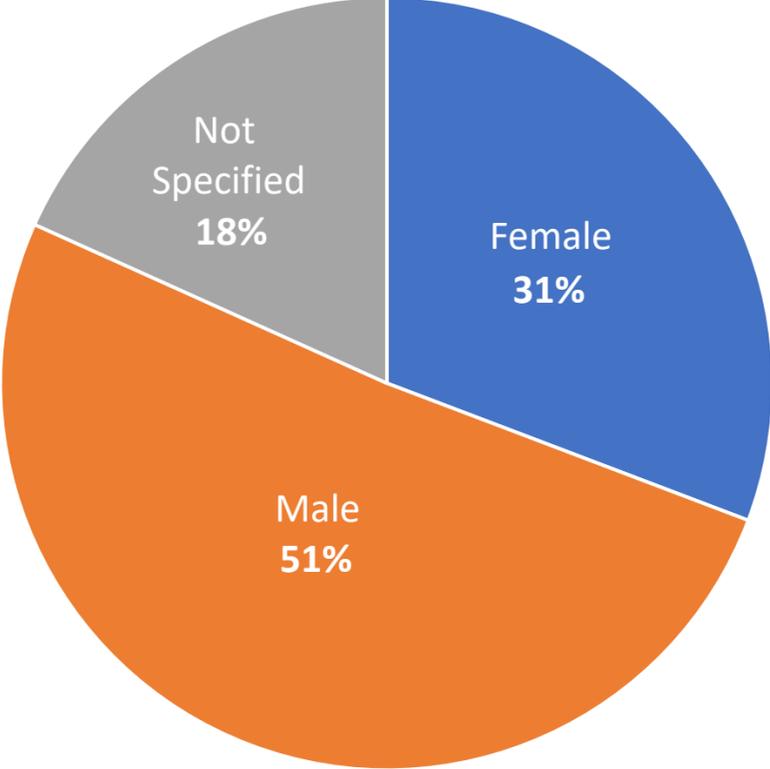
SRPD Respondent Profile

Race / Ethnicity

Two-thirds of SRPD respondents are White/Caucasian-American, 11% Hispanic-American/Latinx, 20% unspecified
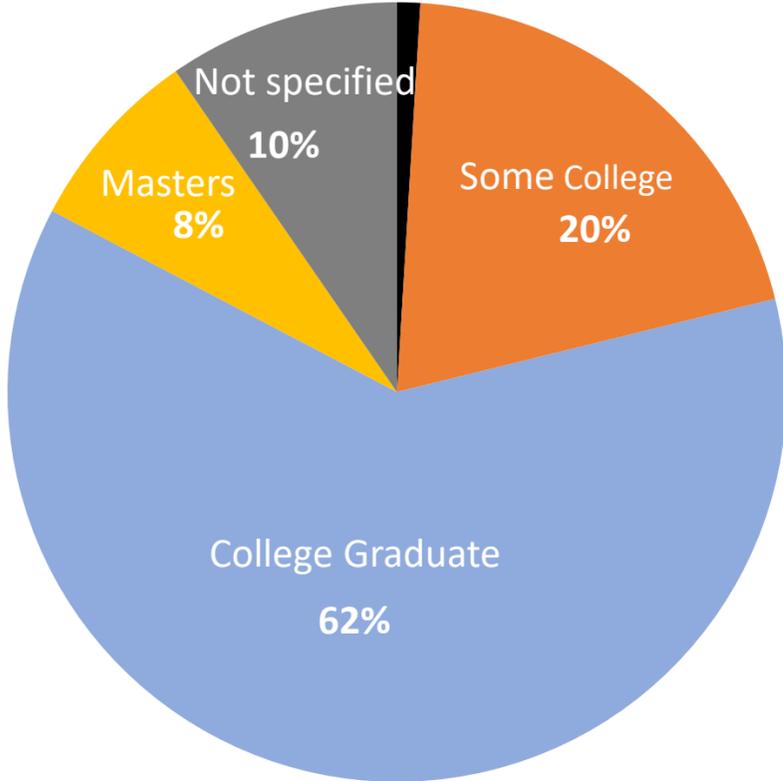

Gender

Just over one-half of all SRPD respondents are male, while 31% are female. Another 18% did not specify

Education

Over 60% of SRPD respondents are college graduates, while 20% have some college and 8% have advanced degrees. 10% did not specify
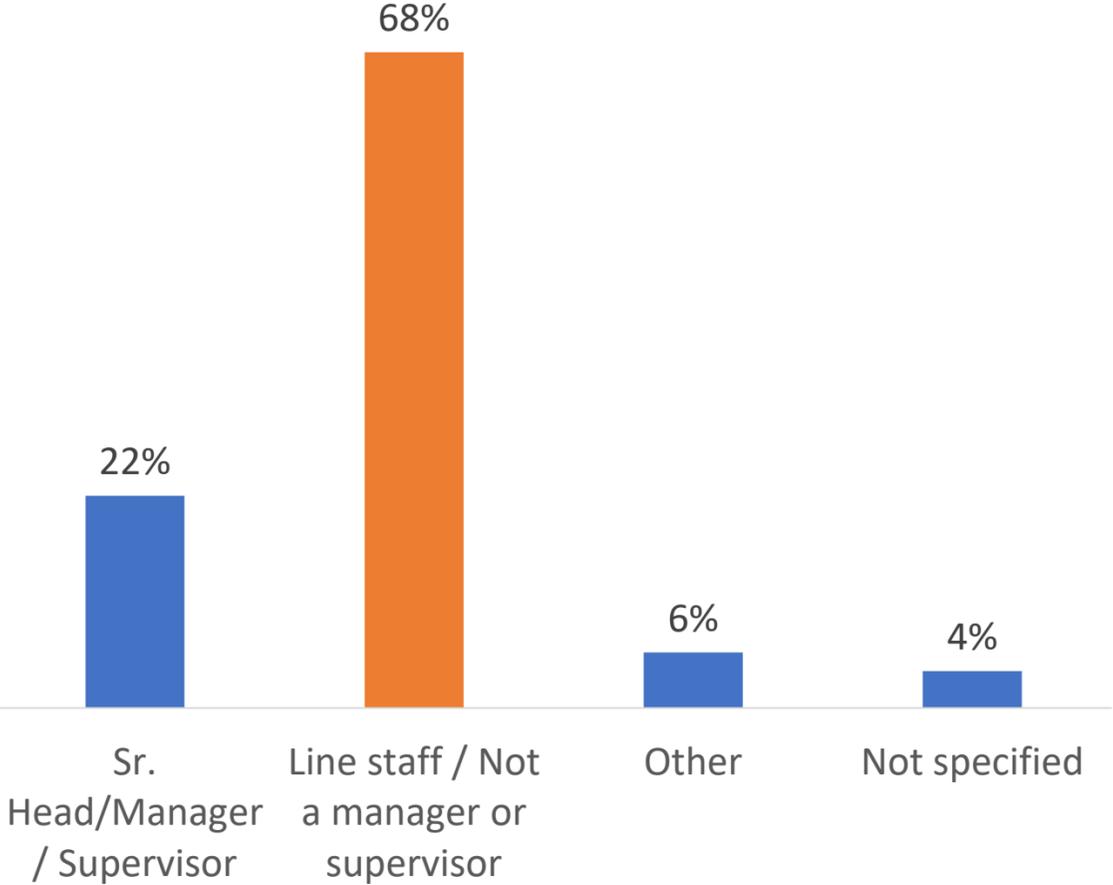

* Santa Rosa SRPD staff is 30% female, 70% male

SRPD Respondent Profile

Role/Position

Nearly 70% of SRPD respondents are line staff, while under one-quarter are in manager/ supervisor positions

- Sr. Head/Manager / Supervisor — 22%
- Line staff / Not a manager or supervisor — 68%
- Other — 6%
- Not specified — 4%

Age

Nearly one-half of all SRPD respondents are between the ages of 35-44 years of age— another 39% are 45+ years of age

- 50+ — 22%
- 45-49 — 17%
- 35-44 — 48%
- 21-34 — 13%
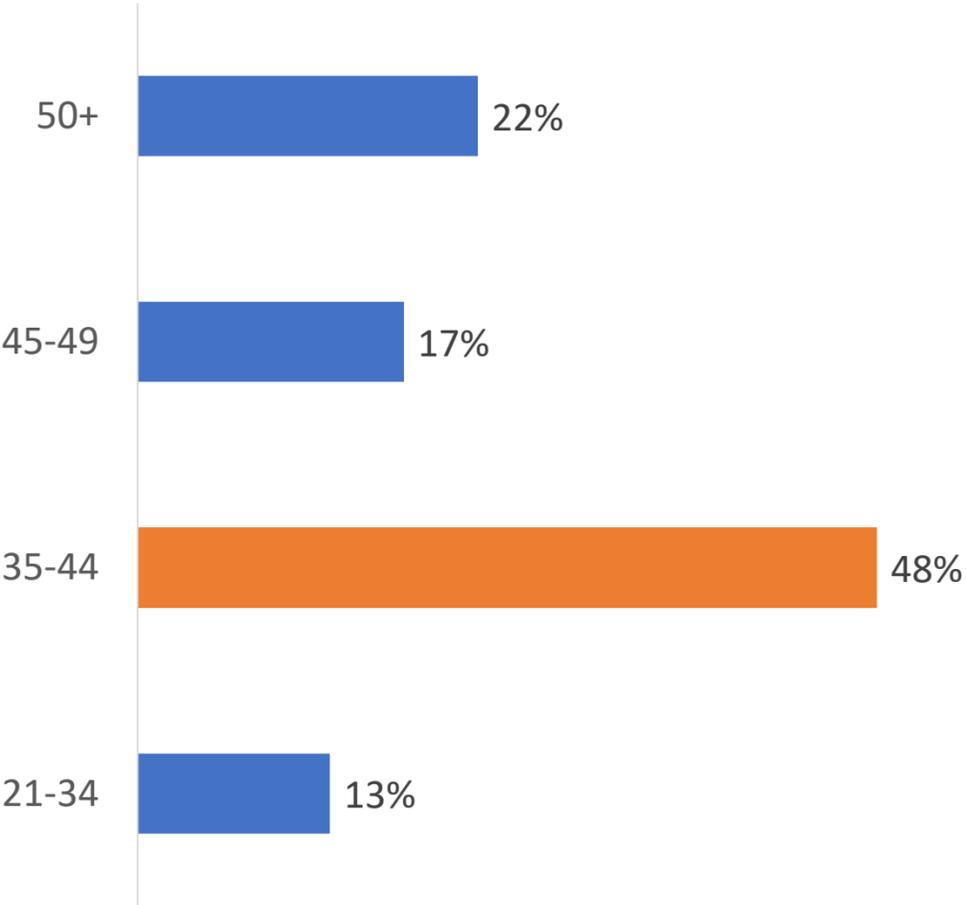
Length of Employment

One-half of SRPD respondents have worked at SRPD for 10-20 years, while 30% have worked at SRPD for less than 10 years

- 20 years+ — 19%
- 10 to <20 years — 50%
- 5 to <10 years — 15%
- Less than 5 years — 15%
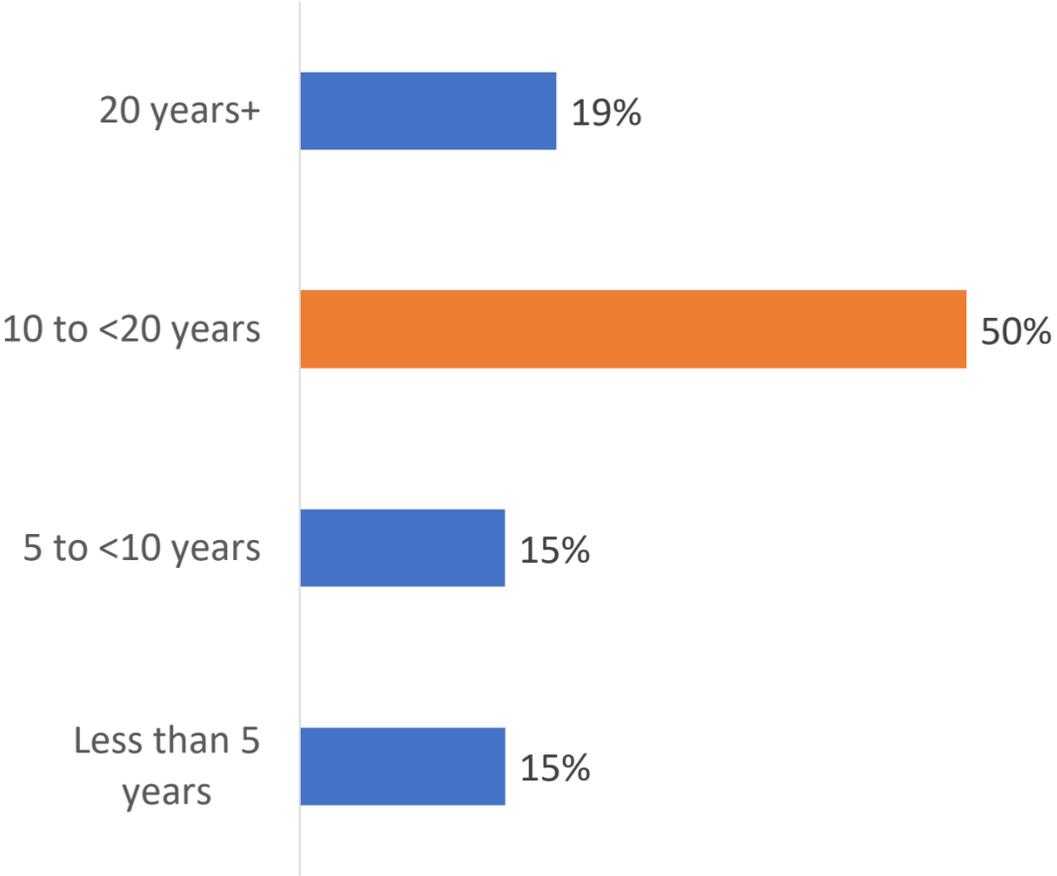
SRPD Topline Themes and Analysis

Police perspectives on DEI are positive

- The department is perceived as inclusive, but questions exist about the hiring pipeline and the department's ability to attract diverse candidates.
- With respect to hiring and recruitment, survey findings reflect some resistance to change and innovative strategies.

The Chief strongly supports DEI

SRPD staff reported that SRPD faces significant challenges in recruitment and hiring including:

- Low interest and legacies of mistrust based on policing practices in communities of color
- Local and national narratives concerning law enforcement and criminal justice
- Interviews confirm a decreasing and limited pool of applicants, and while innovation is desired the department primarily utilizes traditional recruitment channels

SRPD Topline Themes and Analysis

Culture is influenced by sworn staff morale

- Several factors contribute to a culture affected by issues of staff morale, including:

  - Stress and trauma resulting from pandemic, fire disasters and protests against police practices

  - Pressures caused by reduced number of sworn officers, retirements, increased demands on police, tight budgets, and labor negotiations

Some divisions between sworn and civilian employees.

- Some perceptions regarding separate cultures and varied sense of belonging between sworn and civilian staff drive questions of fairness and equitable treatment.

Survey findings indicate SRPD values DEI

Data Only Includes SRPD

LGBTQ members who work in SRPD have the same opportunity to advance as everyone else

Agree 87%	Neither 13%

People of color who work in SRPD have a fair and equal opportunity as everyone else to advance

Agree 84%	Neither 14%	Disagree

Women who work in SRPD have the same opportunity to advance as everyone else

Agree 84%	Neither 11%	Disagree 6%

All races and ethnicities represented in the department are equally appreciated and supported

Agree 81%	Neither 13%	Disagree 6%

LGBTQ members who work in SRPD are appreciated and supported as everyone else

21

Agree 81%	Neither 17%	Disagree

Women who work in SRPD are appreciated and supported as everyone else

Agree 76%	Neither 13%	Disagree 12%

All members of the department—whether they are sworn or civilian staff—are equally appreciated and supported

Agree 57%	Neither 8%	Disagree 36%

P2. [DEI at SRPD]

SEED COLLABORATIVE

N = 104

■ Agree ■ Neither ■ Disagree

20

Hiring & Recruitment

Data Only Includes SRPD

P1. [Hiring and Recruitment in SRPD]

The current evaluation process for new hires is fair and equitable

| 77% | 20% | 3% |

The department is doing enough to attract and recruit female candidates

| 63% | 29% | 9% |

The department is doing enough to attract and recruit Hispanic/Latinx candidates

| 55% | 35% | 11% |

To increase the diversity of new hires, the existing system for bringing in new officers needs to be reformed

| 17% | 22% | 61% |

The department should make significant changes in the way it identifies and recruits candidates to build a more diverse workforce

| 14% | 35% | 51% |

Current government requirements/restrictions make it hard for the department to diversify its ranks

| 9% | 35% | 57% |

N = 104

■ Agree ■ Neither ■ Disagree

P1. The following statements are based on SRPD's recruitment and hiring practices based on your opinions, observations and perspectives. Please select one response based on the following scale below from '1' to '5'—where '1' is Not At All Satisfied and '5' is Very Satisfied

SRFD INTERNAL THEMES & SURVEY FINDINGS
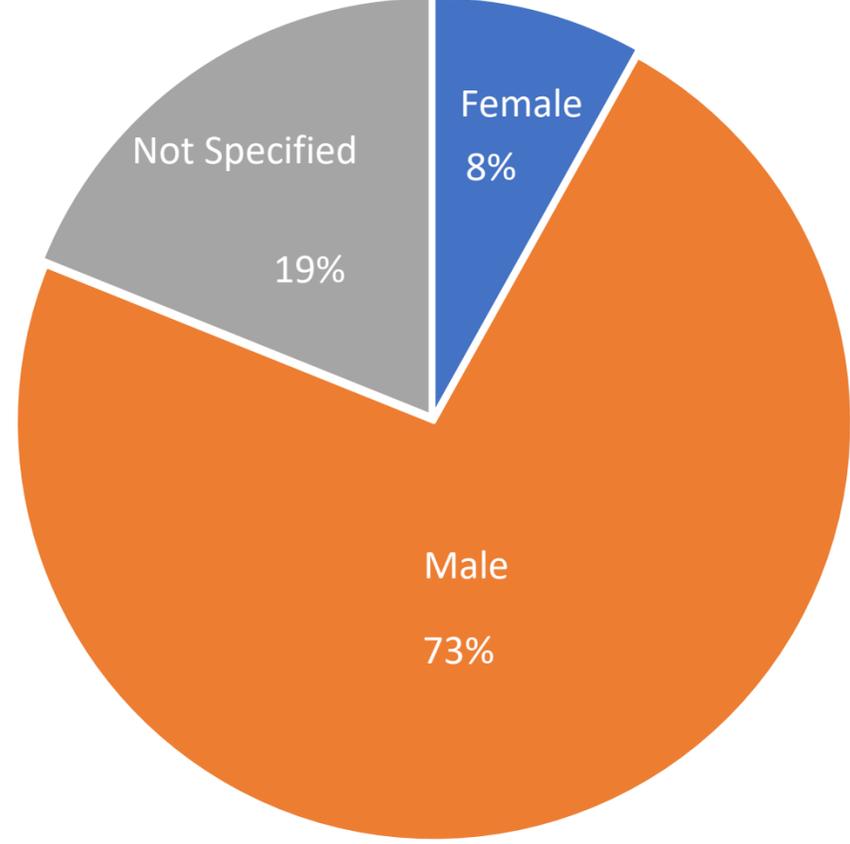
SRFD Respondent Profile

Race / Ethnicity

Approximately two-thirds of SRFD respondents are White/Caucasian-American, 11% Hispanic-American/Latinx, 19% unspecified

- Not specified **19%**
- All others **7%**
- Mixed **11%**
- Hispanic-Am/Latinx **7%**
- White / Caucasian-Am **57%**
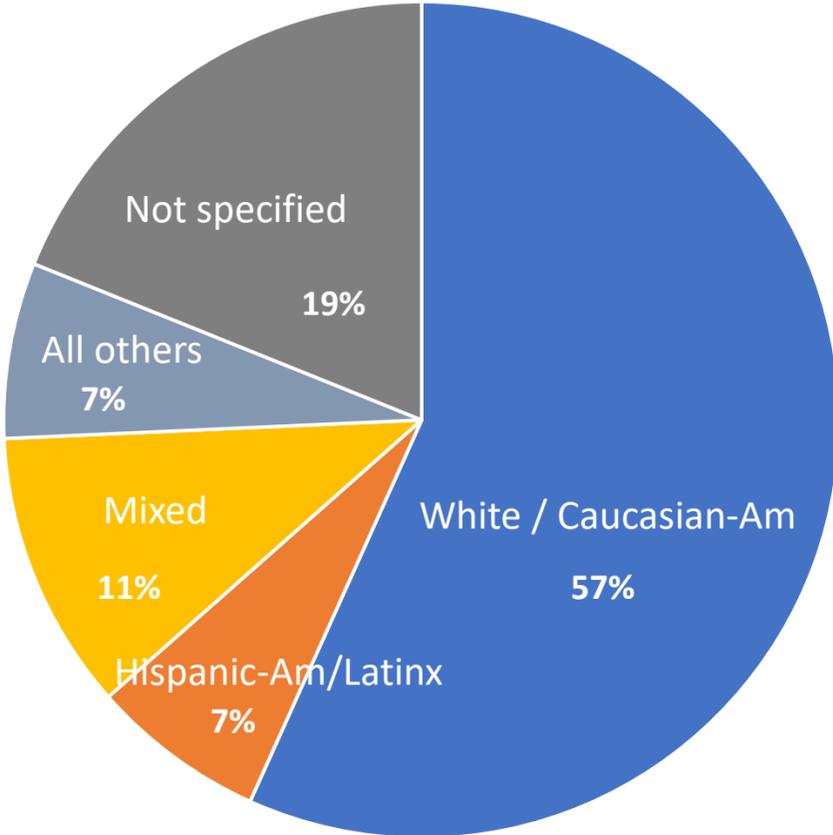
Gender

Nearly three-quarters of all SRFD respondents are male, 8% female, while 19% did not specify

- Female 8%
- Not Specified 19%
- Male 73%

Education

70% of SRFD respondents are college graduates, while nearly 20% have some college

- Not specified 8%
- Some College 18%
- College Graduate 70%
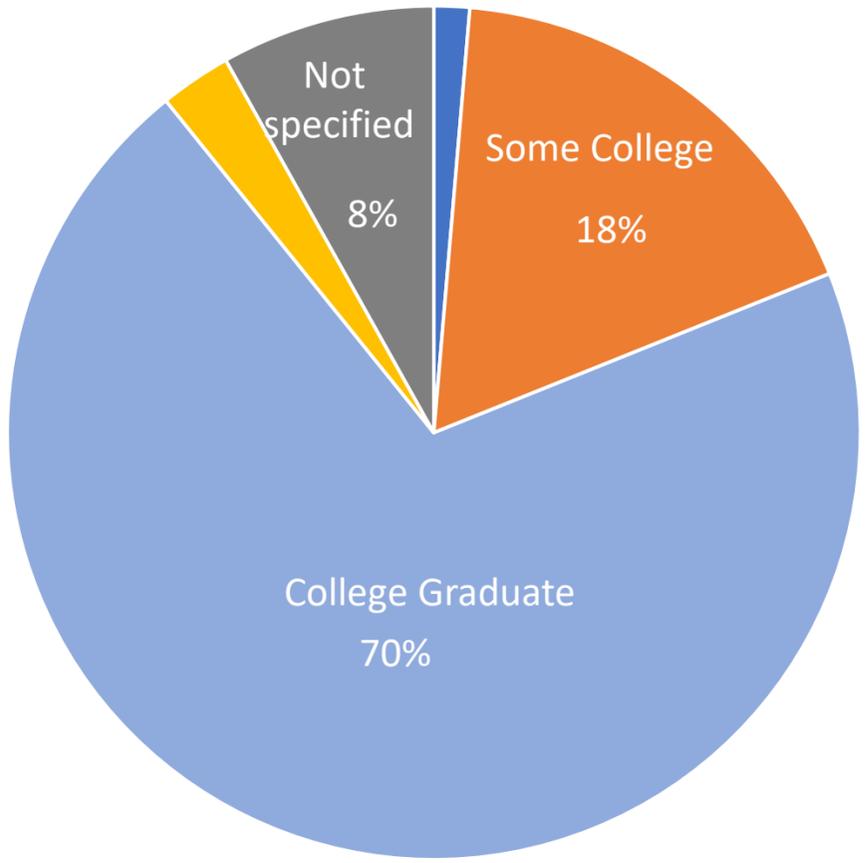
SRFD Respondent Profile

Role/Position

Nearly 60% of SRFD respondents represented line staff, while over one-third are in manager/supervisor positions

- Sr. Head/Manager / Supervisor: 37%
- Line staff / Not a manager or supervisor: 58%
- Other: 1%
- Not specified: 4%
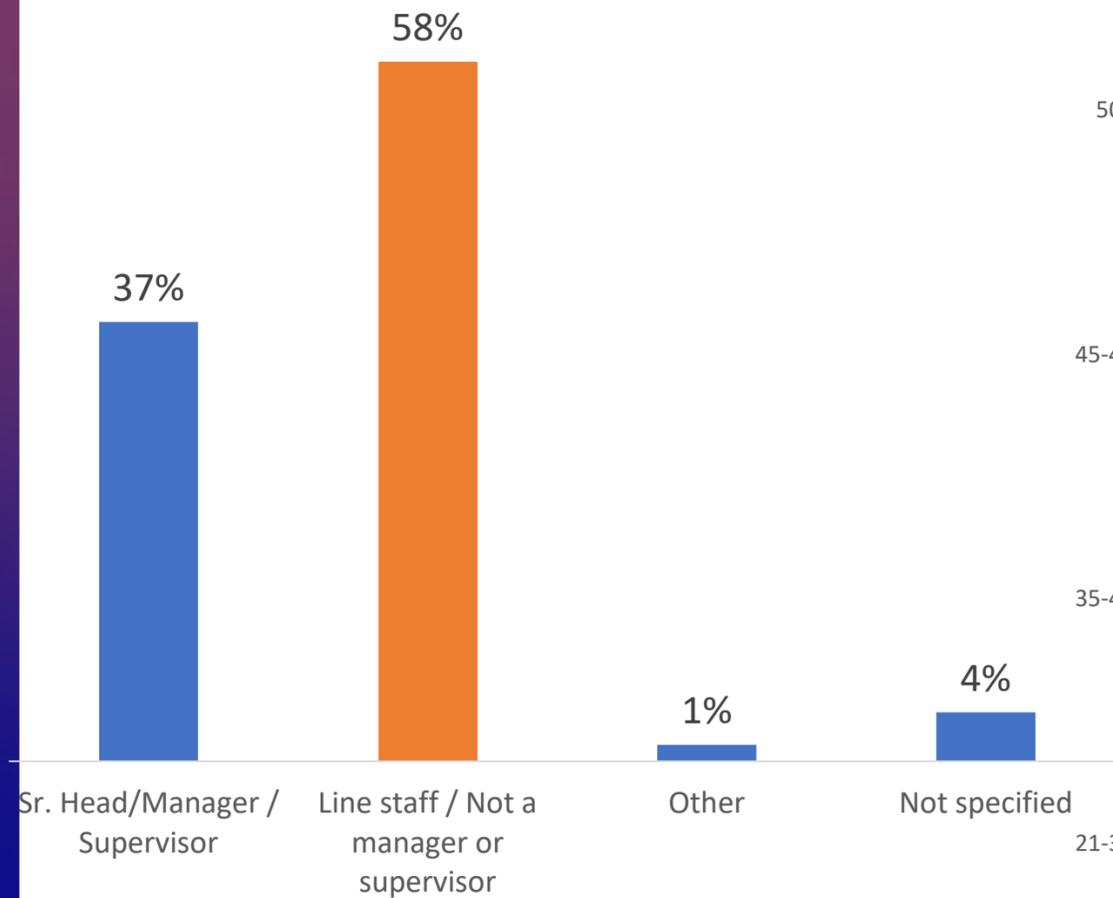
Age

Nearly 40% of all SRFD respondents are between the ages of 35-44 years of age—38% are 45+ years of age

- 50+: 15%
- 45-49: 23%
- 35-44: 39%
- 21-34: 23%
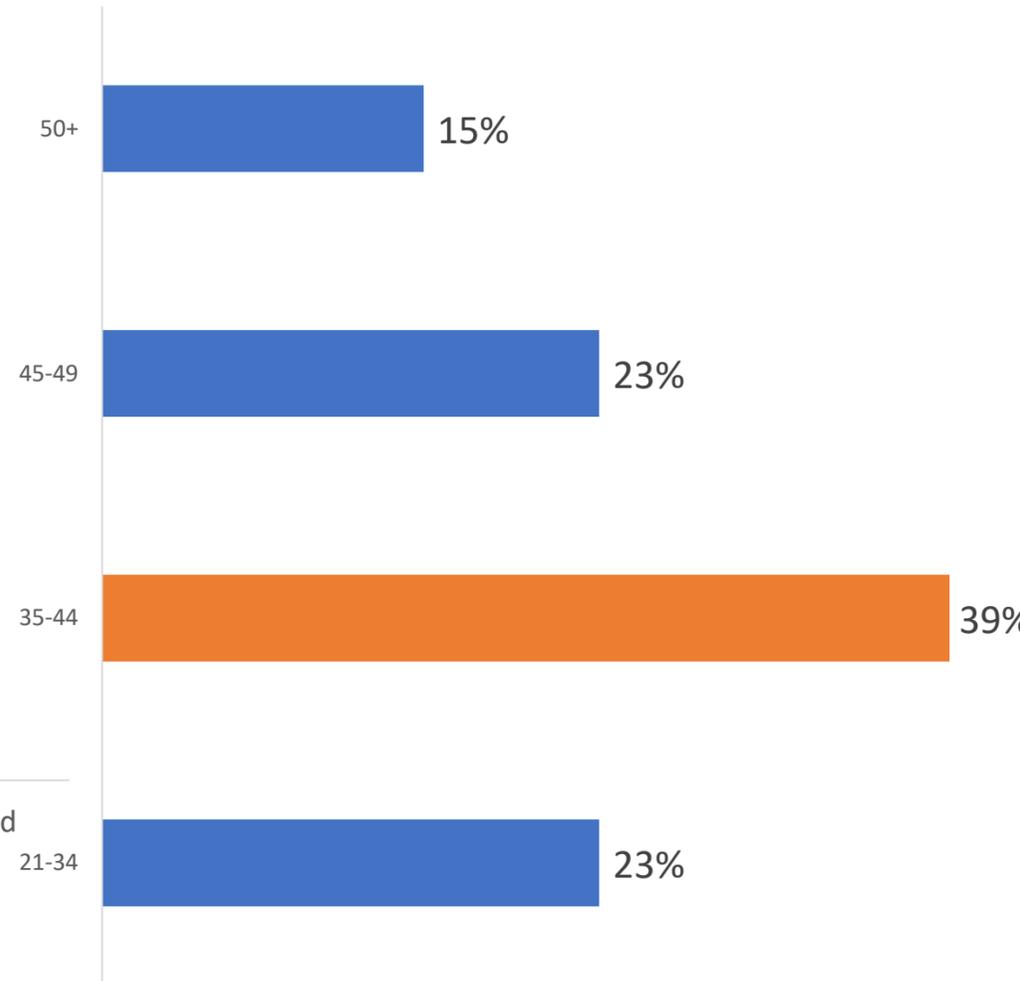
Length of Employment

Nearly 60% of SRFD respondents have worked there for under 10 years, while nearly 40% have been there for 10 years or greater

- 20 years+: 26%
- 10 to <20 years: 15%
- 5 to <10 years: 28%
- Less than 5 years: 31%
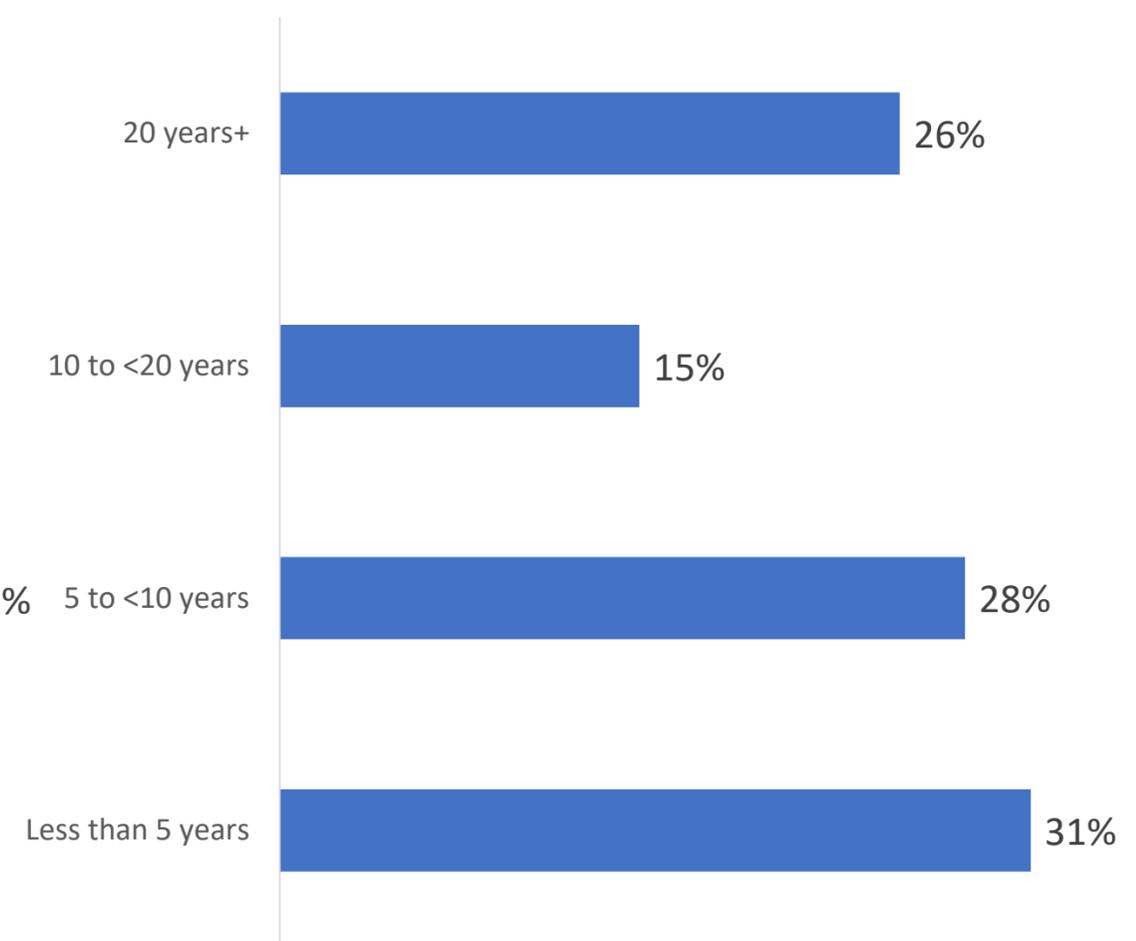
- ***Respondents perceive SRFD as having a cohesive identity and strong solidarity that permeates the entire organization across different roles, responsibilities, and divisions.***
  - Recent fires have had a galvanizing effect on the SRFD creating a strong sense of purpose, identity and community support
  - There seems to be an ethos that the future success of SRFD depends greatly upon finding new ideas and solutions and pursuing DEI

- ***Department faces challenges in recruitment and hiring***
  - Eligibility criteria and requirements
  - Mentorship and role models that support a diverse pipeline of candidates, including people of color and females
  - Many interviewees believe the SRFD is slowly making progress toward reflecting the diversity of its community, but acknowledge that the department needs to do better job in representing and reaching out to the City's considerable Hispanic/Latinx community

- ***Strong support for DEI by the Chief –*** Department has developed a comprehensive Recruitment and Diversity Strategic Plan

Survey findings indicate SRFD values DEI

Data Only Includes SRPD

SEED COLLABORATIVE

F2. [DEI at SRFD]

Women who work in SRFD have the same opportunity to advance as everyone else

93%	5%	

All races and ethnicities represented in the department are equally appreciated and supported

92%	7%	

People of color who work in SRFD have a fair and equal opportunity as everyone else to advance

92%	7%	

Women who work in SRFD are appreciated and supported as everyone else

91%	4%	5%

LGBTQ members who work in SRFD have the same opportunity to advance as everyone else   27

91%	7%	

LGBTQ members who work in SRFD are appreciated and supported as everyone else

85%	12%	

All members of the department—whether they are sworn or administrative staff—are equally appreciated and supported

77%	9%	14%

N = 74

🟩 Agree   🟨 Neither   🟥 Disagree

Hiring & Recruitment
Survey findings reflect some resistance to change

F1. [Hiring and Recruitment in SRFD]

Data Only Includes SRFD

The current evaluation process for bringing in new firefighters is equitable

Agree	Neither	Disagree
72%	20%	8%

The department is doing enough to attract and recruit female candidates

Agree	Neither	Disagree
65%	28%	7%

The department is doing enough to attract and recruit Hispanic/Latinx candidates

Agree	Neither	Disagree
57%	32%	11%

The department needs to adopt significant changes in the way it identifies and recruits candidates to build a more diverse workforce

Agree	Neither	Disagree
20%	28%	28 51%

To increase the diversity of new hires, the current system for bringing in new fire fighters needs to be reformed

Agree	Neither	Disagree
18%	27%	55%

The department is hampered in its efforts to diversify its ranks by existing government requirements or other restrictions

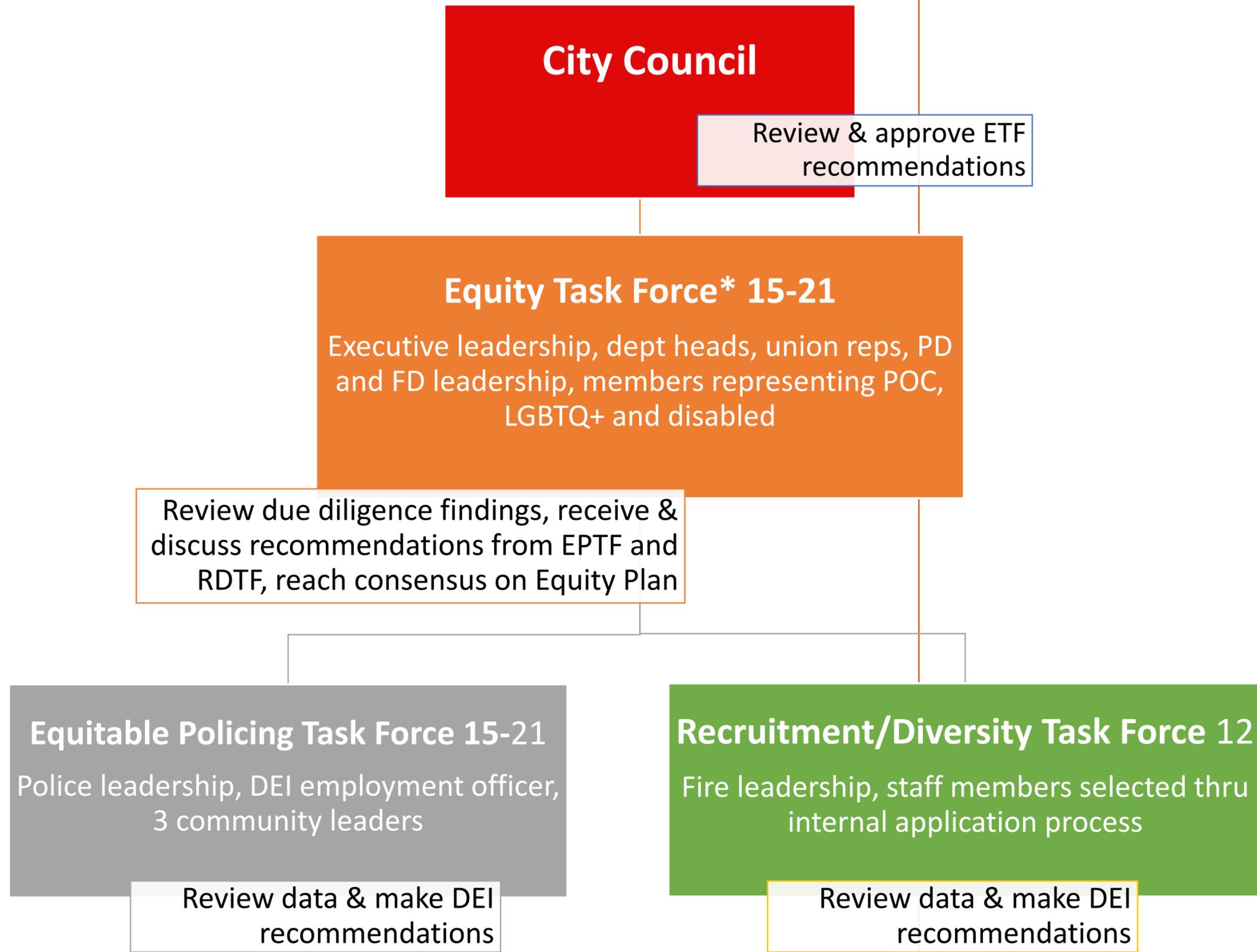| Agree	Neither	Disagree
16%	31%	53%

N = 74

Legend: ■ Agree ■ Neither ■ Disagree

F1. The following statements are based on SRFD's recruitment and hiring practices based on your opinions, observations and perspectives. Please select one response based on the following scale below from '1' to '5'—where '1' is Not At All Satisfied and '5' is Very Satisfied

GROUP PROCESS

PROCESS

SEED COLLABORATIVE

City Council

Review & approve ETF recommendations

Equity Task Force* 15-21

Executive leadership, dept heads, union reps, PD and FD leadership, members representing POC, LGBTQ+ and disabled

Review due diligence findings, receive & discuss recommendations from EPTF and RDTF, reach consensus on Equity Plan

Equitable Policing Task Force 15-21

Police leadership, DEI employment officer, 3 community leaders

Review data & make DEI recommendations

Recruitment/Diversity Task Force 12

Fire leadership, staff members selected thru internal application process

Review data & make DEI recommendations

- ***Convene Equity Taskforce, Equitable Policing Taskforce and Recruitment & Diversity Taskforce***

- ***Establish working subcommittees***

- ***Data requests and analysis***

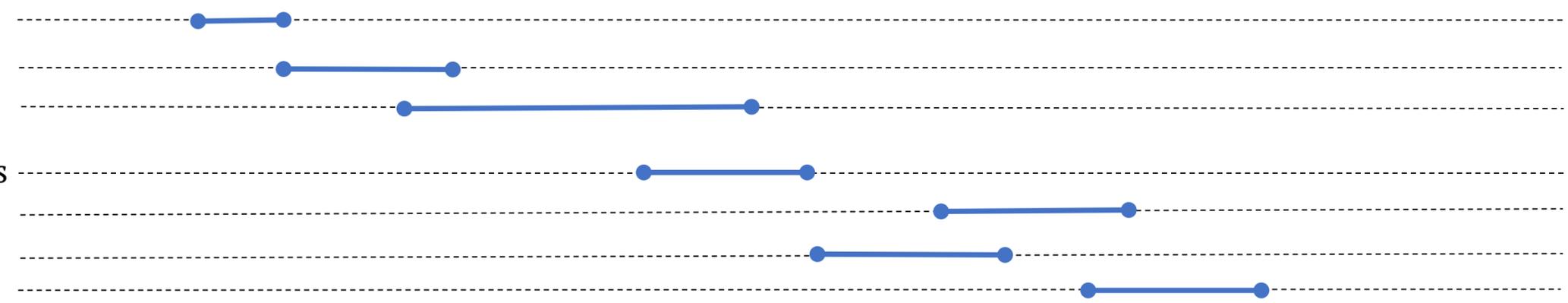- ***Uplift recommendations and reach consensus decisions***
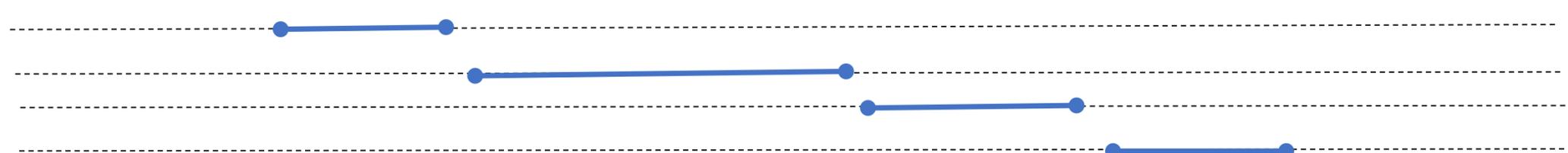
Next Steps

Facilitate 3 groups:
Equity Taskforce (ET)
    1.Orientation
    2.Establish Sub Committees
    3.Identification of Data
      Points
    4. Round 1 Recommendations
    5.Presentation City Council
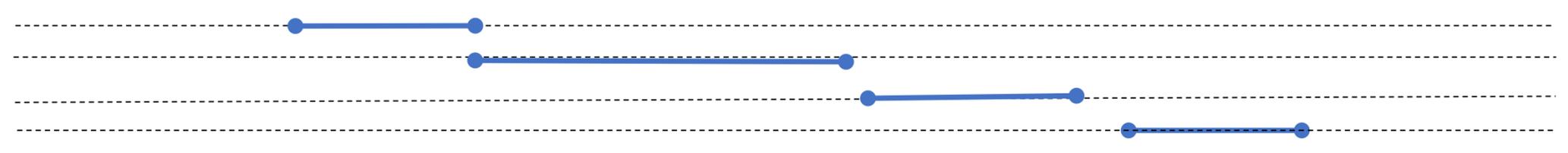   6.Round 2 Recommendations
    7.Round 3 Recommendations

Equitable Policing Taskforce (EPT)
    1.Orientation
    2.Identification of Data Points
   3.Recommendations
    4.Draft Policing Plan

Recruit/Diversity Taskforce (RDT)
    1.Orientation
    2.Identification of Data Points
    3.Recommendations
    4.Draft Diversity Plan
Equity Plan Execution
    1.Prepare drafts of Equity Plan
    2.Review drafts with ET
    3.Finalize Equity Plan
    4. Presentation City Council

Oct.'21 Nov. Dec. Jan.'22 Feb. Mar. April May June

SEED COLLABORATIVE

SEED COLLABORATIVE
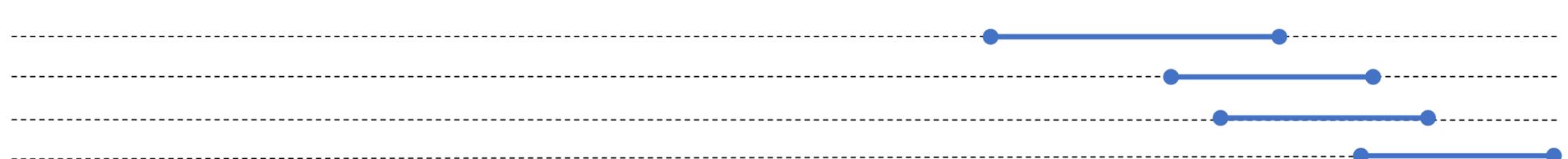
To the City of Santa Rosa

Thank you

We would like to thank you for your participation and continued efforts and commitment to making the City a more equitable and belonging place to live and work.

CONTACT INFORMATION

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BEST PRACTICE RESEARCH

DEI Change by Sector, Comparative Analysis

- All sectors made DEI changes in the areas of Programs/Grantmaking/Products/Services and Work with Communities, as well as Human Resources.
- The philanthropic, non-profit, and government sectors also made DEI changes to Vision, Mission, Purpose and DEI Monitoring, Evaluation, and Accountability.
- All but the government sector made DEI changes to Governance, Policy, and Evaluation.

Area of DEI Change	Philanthropic Sector	Nonprofit Sector	Government Sector	Corporate Sector
Vision, Mission, Purpose	X	X	X	
Identity, Culture, and Values		X	X	
Theory of Change and Strategy		X		
Programs/Grantmaking/ Products/Services and Work with Communities	X	X	X	X
Governance, Policy, and Evaluation	X	X		X
DEI Monitoring, Evaluation, and Accountability	X	X	X	
Fund Development		X		
Communications	X	X		
Human Resources	X	X	X	X
Built Environment		X		

35

Learned Lessons from Field Experts

On Leadership…

- Successful DEI change requires invested leadership; they must have a clear vision for DEI change, examine why DEI is important to their mission and successes, and must be able to articulate this clearly.

- The individual leading DEI work at an organization must be a member of the Executive/Senior Management team.

- It is imperative that leaders authentically want to know findings from a DEI assessment process. However, some leaders struggle with this; when they do, white supremacy, white fragility, and individualism commonly surface. For example, leaders' common reactions/responses include being thoroughly surprised, being defensive, questioning the findings, personalizing the findings, being dismissive because findings are opinions and not facts, having negative feelings towards the DEI consultants reporting, among other reactions/responses.

- It is important for leaders to remember that aspects of the DEI assessment findings may be hard to hear; however, it is important to own that their words/actions- or lack thereof- may be harmful.

- Leaders must remember where they are headed- and that DEI change process is not about them being good or bad people; these processes are about their strengths and growing edges.

Learned Lessons from Field Experts

On Change...

- To fully change culture (i.e., develop new ways of being), DEI work takes a minimum of 5-7 years.

- Common DEI language is critical; relationships are also critical.

- Some have a notion that if one experienced trauma, they cannot do the work of DEI/AR/TU; this is profoundly problematic because trauma never goes away- one never gets over it. The work is improving DEI/AR/TU at organizations and healing trauma (both organizational and personal) simultaneously.

- Having metrics are critical to measuring progress on DEI goals, benchmarks, outcomes, etc.

On Process..

- Before developing a DEI plan, a DEI assessment must be conducted.

- For a successful DEI assessment and implementation process, DEI consultants need to spend time with leaders to help them understand, digest, and support all aspects of the DEI process. It is recommended that this occurs during four, three-hour sessions over a one-year period. The ideal is three hours every month over a two-year period.

DEI Audit, Assessment, and Planning Tools

- A DEI Audit is an internal organizational audit of diversity and inclusion policies, practices, and decision making. It assesses the following areas: shared vision; organizational capacity; data tracking, analysis, and reporting; strategic grantmaking focused on diversity; and philanthropic leadership.

- A Racial Equity Impact Assessment is a systematic examination of how different racial and ethnic groups will likely be affected by a proposed action or decision.

- The Equity & Empowerment Lens is a set of nine questions, accompanying educational materials, and tools designed to provide information needed for discussion, planning and decision-making that will lead to more equitable policies and programs. The Lens' questions, values, and principles seek to uncover patterns of inequities, separate symptoms from actual causes of such inequities, and maintain the visibility of impacts on communities of color, immigrants, and refugees.

- A Results Accountability Action Plan focuses on three strategies: Impact – improving results for program participants and whole populations of children and families in various geographies; Influence – scaling impact through changes in policies, practices, and public will; and Leverage – in service of impact via the use of co-investments that take that impact to scale.

Housing

<div align="left">
<p>SEED COLLABORATIVE</p>
<p>Best Practice Research</p>
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- Examined Housing Issues Identified in Analyses of Impediments to Fair Housing Choice (AI) for Sonoma County: Jan 2021, March 2012, and Fall 2005.

- The AI is a U.S. Department of Housing and Urban Development (HUD) mandated review of impediments to **fair housing choice in the public and private sector**. The AI is **required** by HUD for Sonoma County's three entitlement jurisdictions, which are the County of Sonoma, the City of Petaluma, and the City of Santa Rosa, to receive federal housing and Community Development Block Grant (CDBG) funding.

- Fair Housing Act: Passed in 1968 and amended in 1988, prohibits discrimination in housing on the basis of race, color, national origin, religion, gender, familial status, and disability— these are called "protected classes" for purposes of the FHA. The FHA covers most types of housing including rental housing, home sales, mortgage and home improvement lending, as well as land use and zoning. Excluded from the Act are owner-occupied buildings with no more than four units; single family housing sold or rented without the use of a real estate agent or broker; housing operated by organizations and private clubs that limit occupancy to members; and housing for older persons. HUD has the primary authority for enforcing the Fair Housing Act.

- https://sonomacounty.ca.gov/CDC/PDFs/Community-Engagement-Report-AFFHC/

- https://sonomacounty.ca.gov/WorkArea/DownloadAsset.aspx?id=2147571426

- https://srcity.org/DocumentCenter/View/6394/Analysis-of-Impediments-to-Fair-Housing-Choice---2005-PDF?bidId=

Best Practice Research

- View that BIPOC are taking jobs, dangerous, etc.
- Discriminatory CA laws in the areas of legal proceedings, marriage, education, employment, land ownership, and voting rights
- Fluctuations in the advancement and retreat of rights, coinciding with politics of the time periods > Contributes to the exiting and entering of BIPOC communities
- Backlashes to BIPOC demanding rights
- Aforementioned CA laws coinciding with the beginning of SRPD and SRFD (1860s) = Enforcers of CA progressive/ regressive laws over time

Equitable Policing: Mental Health

Best Practice Research

EXAMPLES OF POLICE AND FIRST RESPONDER MODELS

Co-Responder Teams pair an officer with a mental health professional (s) to respond to people in the community who are experiencing a mental health crisis. The literature suggests that this model may have value for responding to people experiencing mental health crisis. Model variants are found throughout California but there is a "dearth of controlled research about their effectiveness."

I/DD-Specific Models and Approaches. The research in this area is scant. One example of an I/DD-specific model is Pathways to Justice comprised of the creation of a local, multi-disciplinary team, called a Disability Response Team (DRT), that brings together key stakeholders from both the disability and criminal justice communities. The team works together to identify barriers to justice and serves as the go-to resource on criminal justice and disability in their community. Pathways also conducts a full-day training assisting community members and law enforcement how to identify, interact with, and accommodate persons with I/DD and other disabilities.

Stand-Alone Trainings on Mental Health A few trainings have been designed specifically to help officers better recognize and respond to people with mental illnesses, such as Crisis Intervention Team (CIT). Richmond's police chief is considering such trainings with a focus on the African American historical context for Richmond police officers

Trained Support People/Advocates. This model involves a trained individual who serves as a support for people who have mental illnesses, I/DD, or both when they have contact with the criminal justice system. Vera notes that some Australian studies discuss the benefit of this approach. Critical Resistance, Oakland, builds community capacity to respond to events without calling 911 through training and community engagement.

Mobile Crisis Teams (MCTs) are mental health professionals—commonly a social worker and a nurse—available to respond to mental/behavioral health crisis situations in the community. Re-imagining efforts are looking to these models to circumvent police interaction with Black individuals with mental health concerns as one way of reducing killings.

https://ontrackconsulting.org/soul-space-police-and-health/

Equitable Policing Programs: Alternatives to Excessive Force

- Distinction between "Use of Force" and "Use of Deadly Force"

- USE OF FORCE: City govt PD have policies on (1.) minimal reliance on force (Buffalo, SF, Seattle), (2.) Alternatives to Use of Force (Seattle), (3.) factors to consider in use of force (LA), (4.) levels of threat from "subjects" (SF), (5.) levels of force (SF), (6.) de-escalation (SF), crisis intervention team (SF), and (7.) "Subject" Armed with a Weapon- Notification and Command (SF).

- USE OF DEADLY FORCE: City govt PD have policies on (1.) conditions under which to use deadly force (St. Petersburg, SF, and Philadelphia), (2.) tactics preceding the use of deadly force (Philadelphia, LA), (3.) No deadly force in cases of self-harm only (SF), (4.) moving vehicles (Philadelphia, SF), and (5.) drawing and pointing arms (SF).

- https://campaignzero.org/static/static/55ad38b1e4b0185f0285195f/t/5deffeb7e827c13873eaf07c/1576009400070/Campaign+Zero+Model+Use+of+Force+Policy.pdf

Diversity in Recruitment Best Practices: CA Inmates as Fire Fighters

Best Practice Research

- CA's Fall 2020 fire season: thousands of incarcerated men, women, and youth joined 1 of 192 inmate fire crews

- Paid as little as $2.90/day and worked brutal 24-hour shifts

- Only get 2 weeks of training

- Sept 2020: Governor Newsome signs AB 2147 that allows certain former inmates who fought fires to petition the court to expunge their records (i.e., withdraw a former plea of guilty)

- Three issues with the law: (1.) Requires formerly incarcerated people to jump through a series of administrative hoops = bureaucratic maze in order to have their rights restored; (2.) It requires that prosecutors be notified of petitions for relief and allows them to formally object. (3.) It preserves judges' discretion to grant or deny applications "in the interest of justice," regardless of the offense at issue. but at the judge's discretion

- Excludes those convicted of certain crimes, including murder, kidnapping, rape, arson or any felony punishable by death or life imprisonment

- Fire Labor Union (Cal Fire Local 2881) fighting, citing former inmates as firefighters = safety concern

- https://www.usatoday.com/story/opinion/policing/2020/11/11/california-wildfires-raged-incarcerated-exploited-labor-column/6249201002/

- https://www.usatoday.com/story/news/2020/09/11/california-gov-gavin-newsom-signed-bill-give-prisoners-shot-becoming-firefighters-after-release/5775119002/

- https://theappeal.org/california-wildfires-formerly-incarcerated-firefighters/

Diversity in Recruitment Best Practices: HS Dual Enrollment & Fire Fighter Academies

Best Practice Research

- ***88% of CA's K-12 Enrollment are BIPOC students***

- *2015: AB 288- This joint initiative of the California Community Colleges Chancellor's Office and the California Department of Education allows high school students to dual enroll in up to 15 community college units per term; students may enroll in no more than four courses per term. Program goals are to develop seamless pathways from high school to community college for career technical education (CTE) or general education transfer, improve high school graduation rates, or help high school students achieve college and career readiness. Courses must be part of an academic program defined in a Career and College Access Pathway (CCAP) partnership agreement and meet criteria for both a high school diploma and an Associate of Arts or other credential.*

- ***Santa Rosa Junior College's High School Dual Enrollment program***

- *SR Junior College's Firefighter Academy (must be 18 or older) and must complete 3 prerequisite courses: Fire Protection Organization, Emergency First Responder, and Introduction to the Fire Fighter Academy*

- *17.5-unit course that includes an intensive series of skills and knowledge needed for the entry level professional firefighter to perform his/her duties safely, effectively and competently*

- *Combined with Emergency Medical Technician (not included in the fire academy), meets the educational requirements for Firefighter I and Firefighter II certification as established by the State Board of Fire Services.*

- *Upon successful completion of the wildland component, students also receive a CALFIRE Basic Firefighter Certificate.*

- *Other cities have similar programs: Oakland (OUSD & Peralta College System); LA (LAUSD and East LA College); Oxnard (Ventura, Oxnard, and Moorpark Colleges)*

- *https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Educational-Services-and-Support/What-we-do/Dual-Enrollment*

- *https://pstc.santarosa.edu/firefighter-academy*

- *https://www.joinlafd.org/index.cfm?section=highschoolstudent*

Diversity in Recruitment Best Practices: Native American, FIRE MANAGEMENT Expertise

Best Practice Research

- *U.S. Forest Service in collaboration with the Yurok and Karuk tribes found that incorporating traditional techniques ("good fires") into current fire suppression practices could help revitalize American Indian cultures, economies and livelihoods, while continuing to reduce wildfire risks*

- *Wildfires are essential to many Western ecosystems in the US, restoring nutrients to the soil, clearing decaying brush, and helping plants germinate.*

- *USFS- to maintain and improve the health, diversity, and productivity of the nation's forests and grasslands*

- *SRFD- to protect lives, property, and the environment through emergency response, prevention, and community involvement*

- *The question is how?*

- *SRC FD Fire Prevention Bureau's focus = vegetation management inspections and weed abatement programs*

- *Major shift in the how but Native American, fire management expertise should be tapped*

- *https://news.stanford.edu/2019/08/27/traditional-fire-management-help-revitalize-american-indian-cultures/*

- *https://www.vox.com/21507802/wildfire-2020-california-indigenous-native-american-indian-controlled-burn-fire*