



DATE: November 21, 2022

TO: Honorable Mayor and Members of the City Council through City Manager

FROM: Ken Savano, Chief of Police
Jeff Schach, Fire Chief
David Catalinotto, Senior Management Analyst
Kate McCoy, Management Analyst II

SUBJECT: Center For Public Safety Management – Fire and Police Comprehensive Operations and Data Analysis Reports; This Action is Not a “Project” Pursuant to CEQA Guidelines Section 15378(b)(5)

RECOMMENDATION

It is recommended that the City Council receive a presentation with recommendations from the Center for Public Safety Management for the Police and Fire Departments, as well as preliminary actions taken by the Departments, and provide feedback to staff.

BACKGROUND

In November 2020, Petaluma voters approved Measure U, which authorized the City of Petaluma to increase the City’s sales tax by 1 percent. Although clearly identified as a general tax, both the ordinance placing Measure U before the voters and the ordinance itself for adoption by the voters included spending priorities that involve the City’s Fire and/or Police Departments, including the following: emergency health/wildfire/natural disaster preparedness; rapid 911 emergency response; fire protection services/firefighting equipment; well-trained community police officers; and clean/safe public areas.

The passage of Measure U presented an opportunity for the City to initiate a comprehensive assessment of its Police and Fire Departments that would provide a meaningful, forward-thinking evaluation of both the departments’ operations, organizational structure, and administration and provide constructive information and future strategic guidance to enhance the effectiveness of both departments. To that end, the City of Petaluma contracted with the Center for Public Safety Management LLC (CPSM) to complete operational and data analyses of the City’s Police and Fire Departments in late 2021. CPSM assembled separate consultant teams and delivery schedules for each Department’s analysis.

DISCUSSION

The scope of the CPSM analysis of the Police Department included all aspects of the Department's operations including staffing, with particular areas of focus on identifying appropriate staffing of the Department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; efficiency and effectiveness of division/unit processes; and review of the Department's alignment with the Task Force on 21st Century Policing.

After an initial draft report and review at the Department and City Manager level, CPSM submitted a final draft of the *Police Operations and Data Analysis Report* in May 2022 (Attachment 1). Included in the report are 136 recommendations which are intended to form the basis of a long-term improvement plan for the City and Department. CPSM concluded that the Department provides quality law enforcement services with staff that is professional and dedicated to the mission of the Department.

Since engaging and beginning the work with CPSM in 2021, the Department had been strategizing and working to make improvements in its resourcing, practices, and procedures. Following the completion of the final draft report and in alignment with the Department's 2022-2025 Strategic Plan (Attachment 2), Department staff created an action plan, prioritized the recommendations, and got to work on implementation of some of the recommendations.

Similarly, CPSM submitted a draft Fire data report in August 2022 after an extensive data collection effort and site visit, followed by a draft comprehensive Fire Department report in September 2022. City staff provided feedback, which was incorporated into a final draft report issued in November 2022 (Attachment 3).

The CPSM analysis of the Fire Department includes 18 recommendations. Staff reviewed these recommendations and, in a series of internal discussions, developed an action plan with 22 action items, categorized by priority level, with ten items in the highest-priority category. For each item, staff assigned a team lead, team members, level of effort, next step, fiscal year(s) that have a financial impact, and estimated timeline.

Having now received both completed and finalized reports, staff is providing the attached reports to the City Council with a proposed action plans by both Departments. All recommendations that have budget implications will be analyzed as part of the City's budget process and prioritized based upon urgency, need, and citywide resources.

PUBLIC OUTREACH

This agenda item appeared on the City's tentative agenda document on November 7, 2022, which was a publicly noticed meeting, and was agendaized in accordance with the California Brown Act.

COUNCIL GOAL ALIGNMENT

Aligned goals established by the City Council include the goals of "A City That Works" and "A Safe Community That Thrives." Specifically, Workplan Item #72 ("Assess current staffing levels

and adjust public safety staffing to ensure rapid response times and the safety of our first responders”) is informed by this agenda item, as are several other workplan items.

CLIMATE ACTION/SUSTAINABILITY EFFORTS

There are no climate action or sustainability impacts associated with this item.

ENVIRONMENTAL REVIEW

This action is not a “project” pursuant to CEQA Guidelines Section 15378(b)(5) in that receiving a presentation does not meet CEQA's definition of a “project,” because the action does not, within this project, have the potential for resulting in either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment and because the action constitutes organizational or administrative activities of governments that will not result in direct or indirect physical changes in the environment.

FINANCIAL IMPACTS

There is no direct financial impact from this item. Implementation of various recommendations will have specific financial impacts and will be prioritized as part of the Council Goals and Priorities setting and annual budget process.

ATTACHMENTS

1. CPSM Police Operations and Data Analysis Report
2. Petaluma Police Department Strategic Plan 2022-2025
3. CPSM Fire and EMS Operational and Administrative Analysis