



Overview

The University of California, Berkeley, Police Department (UCBPD) requested assistance through the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) to review existing community trust and engagement efforts and provide guidance in developing and enhancing engagement practices and strategies.

Technical Assistance Objectives

The technical assistance met the following objectives:

- Review UCBPD policies, training, and practices to determine scope of community engagement commitment and strategies.
- Provide guidance to assist UCBPD in developing a “Roadmap” for community engagement strategies in partnership with appropriate stakeholders to strengthen relationships of trust and collaboration.

Technical Assistance Approach

CRI-TAC staff and the subject matter expert (SME) designed a tailored approach to meet the UCBPD technical assistance objectives. The SME worked with UCBPD command staff in a remote consultation capacity. The UCBPD provided all requested policies and procedures to the SME that were relevant to the following topics: community engagement, cultural competency, fair and impartial policing, procedural justice, implicit bias, hate crimes investigations, community policing, and problem-oriented policing. Upon receipt of agency policies and procedures, CRI-TAC and the SME held multiple video meetings with the agency to obtain additional insight into agency operations, current efforts, and goals. The following document, which is UCBPD’s all-encompassing policy and procedure manual, was provided by UCBPD for review and guidance:

- University of California *Universitywide Police Policies and Administrative Procedures Manual*

Additional references reviewed:

- University of California Berkeley Training Plan and Employee Career Paths Document
- University of California 2019 Report of the Presidential Task Force on Universitywide Policing

The UCBPD command staff and SME conducted virtual stakeholder interviews with the following groups:

- University of California, Berkeley Multicultural Stakeholder Group
- University of California, Berkeley Chancellor’s Independent Advisory Board

- UCBPD Community Engagement Unit
- UCBPD Command Level Personnel
- UCBPD Sergeants

The SME also consulted with UCBPD on facilitating strategic meetings with internal staff and external stakeholders in partnership with the UCBPD Community Engagement Unit.

Upon review of the UCBPD policies, procedures, current efforts, and goals, the CRI-TAC provides this document to the UCBPD on how to develop a “Roadmap” and implement an organizational plan to develop community engagement strategies for the diverse populations served, including all students, faculty, and staff.

Purpose of this Document

As requested by the UCBPD, this document includes considerations for current and future UCBPD leaders to implement promising community engagement practices to increase transparency and enhance community trust. In addition, this document offers guidance on the identified organizational needs to address the challenges of internal teamwork, consistency, communication, and shared vision for campus community policing. Many considerations outlined in this summary apply to the current community engagement challenges, some of which are historic to the Berkeley city and campus, while others are a result of evolving public attitudes of mistrust of and frustration with law enforcement nationally. The reader must consider that the below summary serves as a guideline, as the UCBPD leadership must determine how to implement the guidance and considerations described herein, which is based on discussions between CRI-TAC staff, the SME, UCBPD leadership and supervisors, and representatives of campus stakeholder groups. This document is not intended to be prescriptive, nor is it based on a presupposition that there is *one* best approach for any of the topics discussed within. In sum, the guidance that follows represents the opinions and suggestions of the SME, in consultation with UCBPD leadership, after the stakeholder interviews and review of UCBPD policies, training, and practices through this technical assistance engagement.

Organization of this Document

This document is organized by the following subtopics, each relating to UCBPD’s request to assess their current training, policies, and practices for community engagement.

- Policy, Training, and Practice Review
- Five Areas of Focus to Build Community Engagement

Technical Assistance Summary

Policy, Training, and Practice Review

Considerations for policy clarifications based upon review of the *Universitywide Police Policies and Administrative Procedures Manual* include:

- Conduct an annual review of the *Universitywide Policies and Administrative Procedures Manual* for updates by the Council of Chiefs (the last review occurred in 2010).

- Clarify how Section 501.1 Ethical Responsibilities will be promoted and how officers will be held accountable. While the expectations are noble and correct, the culture and customs of the organization must transform these principles from paper to practice.
- Integrate language into Section 303 Responsibilities of Sworn Personnel that promotes an expectation that officers, supervisors, and management will embrace a community policing philosophy that seeks to enhance partnerships of trust (internal and external), utilize problem-solving strategies, and encourage organizational change that meets the needs and spirit of the ever-evolving campus community.
- Adopt language in Section 702.1 Promotional Process that sets an expectation among those officers, supervisors, and management seeking promotion that the “assessment center” portion of the promotional process will seek evidence of intentional community engagement, outreach to campus community groups and individuals, and trust building initiatives, as appropriate and relevant to each level of promotion.
- Incorporate a section that outlines the UCBPD’s commitment to “sanctity of life” and “enhanced de-escalation” of interpersonal conflict with and among members of the campus community.
- Establish a written statement with language that assures the campus community that the highest priority of the UCBPD is safeguarding the life, dignity, and liberty of all persons.

Five Areas of Focus to Build Community Engagement

The primary purpose of this technical assistance was to review current efforts of community engagement and provide guidance that will enhance those efforts, leading to a more inclusive and engaged department and campus community.

Many ongoing engagement efforts by UCBPD are positively received by community stakeholders, to include:

- Community Engagement Unit
- Community Academy
- Independent, informal, relationship building between individual UCBPD police officers and campus community members.

Five areas of focus were identified with considerations to enhance existing engagement efforts:

1. Generate Agency-Wide Effort to Promote Community Engagement

- Develop a community engagement strategic plan that demonstrates commitment to community engagement.
- Incorporate input from UCBPD personnel about re-establishing priorities for community engagement as a focal point of UCBPD organizational culture.
- Incorporate community engagement duties for officers to regularly engage in and connect these efforts to performance goals and evaluations.
- Cultivate the agency-wide understanding that external successes in community engagement, communication, and trust building are a reflection of internal successes in organizational communication and trust building.

- Encourage and reward UCBPD personnel for taking self-initiated action steps to build relationships of trust and embody the identity of problem solvers, peacekeepers, and guardians of the campus community.
- Commit to an organizational philosophy of internal engagement throughout the department and external engagement with campus community members.
- Engage the UCBPD command staff and personnel to rewrite the Mission, Vision, and Values together, ensuring they reflect the community engagement, communication, and trust building commitment of the organization. This exercise should include input from key community stakeholders and campus executive leadership prior to adoption and implementation.
- Understand and accept the Law Enforcement Code of Ethics (appendix A1 to the *Universitywide Policies and Administrative Procedures Manual*) as a core principle in maintaining legitimacy in the community and safeguarding the public's trust. While dated, it states, in part, that as law enforcement officers UCBPD will "enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities."
- Implement a non-enforcement UCBPD presence at community events to demonstrate that the presence of UCBPD is routine rather than an exception. Agree to a standard format that works for the community and is sustainable for officers to regularly attend.
- Incorporate soft style uniforms, intended to be an extension of community policing, because hard style uniforms can be a barrier to approachability by the campus community.
 - For example, police car graphics and relabeling uniforms and cars with "peace officer" identification. See [Police 2 Peace](#) for more information on this concept.

2. Enhance Employee Training and Development

- Task the Community Engagement Unit with orienting and training UCBPD command staff and personnel in the strategies and techniques of relationship and trust building so that each member becomes an extension of the Community Engagement Unit mission. Ultimately, seek to no longer need a Community Engagement Unit because all UCBPD personnel have learned to prioritize community engagement activities within their respective role.
- Provide the appropriate personnel with media and social media training to effectively interact with the community through social media and respond to media requests where appropriate.
- Provide and encourage officers to attend training that helps to develop social and emotional intelligence.
- Provide and encourage officers to attend problem solving training.
- Educate UCBPD command staff and personnel on the history of American policing as experienced by the Black, Indigenous, and People of Color population.
- Educate UCBPD command staff and personnel about the dynamics and challenges of managing the impact and needs of the unhoused population. Partner with campus and city services to design an agreed upon protocol for proactively approaching these issues with a public health-focused philosophy.
- Host internal dialogue opportunities to allow for open and honest communication inside the department about various successes, challenges, and difficult topics.
- Establish and encourage participation in a system of ongoing communication and information sharing within the department. Effective approaches include:
 - Participate in weekly staff meetings to discuss currently ongoing initiatives and upcoming challenges or opportunities that staff should be aware of.

- Implement standing one-on-one meetings between supervisors and direct reports to discuss their performance, professional development strategies, and priorities from command level staff.
- Set up a weekly “Message from the Chief” bulletin that includes current events and announcements for staff.
- Develop an all-hands process improvement program for internal communication and information sharing, and reward or recognize those who take initiative to identify the communication needs and recommend ways to improve it.

3. Build Relationships Between Officers and Community Members

- Enhance relationships with the community by expanding engagement activities beyond enforcement.
- Engage in agency-wide reconciliation dialogue to enhance understanding between the community and police. One approach to accomplishing this is to work with the Office of Student Affairs or the Multicultural Stakeholders Group to host community dialogs for open and candid discussion about community-centered police service, as well as the challenges, historical, and generational effects of policing.
- Provide university faculty and staff an orientation about the roles and responsibilities of UCBPD as a resource for campus community safety and public service, thus enhancing the network of allies across the university.
- Routinely engage campus community members to drive and promote community engagement opportunities, maximizing outreach. These interactions may be in the form of a Community Liaison Team made up of officers and community members, or routine non-enforcement presence at neighborhood meetings.
- Develop new relationships with existing campus services, such as University Counseling Services, to explore options for enhanced collaboration and strategic deployment of co-produced public safety and public health responses to maintain student health, safety, and wellbeing. For example, engage in joint problem-solving efforts to effectively respond to mental health crises and unhoused individuals.
- Reimagine how UCBPD Liaison Officers can be reintroduced to allow for every police officer to hold collateral duties and serve as a point of contact to at least one component of the university community.
- Employ restorative justice initiatives to enhance motorist education and awareness of the law in lieu of writing a ticket for their first offense. Support this effort by providing award incentives for voluntary compliance. Examples include partnering with the campus parking enforcement or athletics department to provide free parking permits or athletic tickets to reward campus community compliance with the law.

4. Connect the Community to Resources and Information

- Identify opportunities to educate the public on police policy and practice.
- Highlight and promote the mission and purpose of UCBPD by hosting regularly scheduled Citizens Police Academy classes and police facility open-house tours with community members.
- Host campus-wide training sessions focused on Community Oriented Policing, encouraging non-police partners to define their own roles and responsibilities for enhancing community safety, maintaining respect and reductions in crime, and managing fear of crime and social disorder.

- Rotate the venue locations for community engagement activities such as the Citizen Police Academy or Coffee with a Cop events to encourage all segments of the campus community to be involved in these activities.
- Align UCBPD officers proactively with the community institutions that address some of the community's most notable areas of concern on campus. Create multidisciplinary problem-solving teams to encourage input and participation from these institutions to ensure campus community concerns are communicated to UCBPD.
- Continue to promote the differentiation of campus police from city police by taking a student-centered and campus-engaged approach to policing and engagement.
- Develop a social media strategy that complements the community engagement efforts of UCBPD. This strategy could include a social media team of officers and employees dedicated to ensuring frequent and consistent communication from the agency; a focus on generating content that highlights non-enforcement efforts; and/or a forum for answering common questions community members may have about law enforcement or UCBPD.
- Develop metrics that measure progress in community engagement, and transparently communicate findings to the campus community.
- Communicate updates and changes to the campus community in tandem with the university President.

5. Engage the Campus Community in Policy and Oversight

- Develop a system for community members to submit complaints or compliments securely and anonymously, perhaps by contracting with a non-police third party. Information submitted can be assembled and shared with the community as a key data point at regular intervals to promote transparency and credibility and housed on the UCBPD website.
- Create a forum for community groups and UCBPD to collectively discuss agency and community goals and solutions. These discussions can alleviate the siloed nature many of the community stakeholder groups are operating in and promote community-wide collaboration towards public safety goals.
- Identify individuals with strong ties to specific community groups who are trusted by the police department and community. Engage these individuals in making introductions and facilitating dialogue between other UCBPD personnel and community members or in leading UCBPD sponsored community events.
- Engage campus community members in assisting UCBPD when developing or enhancing policies and procedures. Leverage existing connections with diverse segments of the community to ensure their perspectives and needs are considered.

Next Steps

UCBPD leadership has expressed a need for guidance to enhance the internal culture and ensure all personnel are committed to community engagement. To that end, several next steps were identified for consideration:

- Organize a department-wide exercise to define the agency's identity, purpose, priorities, and roles within the campus community at large.

- Reengineer the Community Engagement Unit by reimagining the internal organization as their primary customer, educating colleagues in the techniques, practices, and outcomes of community engagement.
- Consider every officer an extension of the Community Engagement Unit and memorialize that formally in the UCBPD Mission Statement and officer, supervisor, command, and nonsworn staff job descriptions.
- Include community engagement initiatives as measurable expectations in employee performance evaluations.
- Develop and provide training on the guardian role and public safety responsibility of UCBPD for the campus community to gain better understanding of the shared role and civic responsibility of UCBPD and the campus community together.
- Explore the feasibility of a co-produced public safety model whereby UCBPD officers are paired with a nonsworn staff member representing the Office of Student Affairs.

Additional Reading

Police 2 Peace. www.police2peace.com.

Williams, B.; LePere-Schloop, M.; Silk, P.; Hebdon, A. *The Co-Production of Public Safety and Security: a Case Study at the University of Georgia, USA* International Review of Administrative Sciences. ras.sagepub.com at University of Georgia Libraries.

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