

Reimagining Public Safety

Introduction

The Reimagining Public Safety Element was conceived of as an Element of the General Plan during summer 2020 in the wake of nationwide protests over police brutality and deepened support for Black Lives Matter. Broadly, this Element operationalizes Culver City's commitment to "developing and enforcing policies and practices to make amends for the past"¹ by addressing public safety concerns, including those that may lie outside of the scope of law enforcement, through a holistic lens that addresses the root causes of violence and crime (such as lack of housing or financial resources and unstable social environments). This Element also identifies policies to increase transparency around the City's law enforcement, to reduce ways that police can harm community members, and to engage community members in the long-term process of reimagining public and community safety. These initiatives intersect with land use, housing, mobility, and environmental justice policy, cornerstones and requirements of the General Plan.

The Element includes goals and policies that support community members in meeting their basic needs, repair interpersonal and institutional harms, build the City's capacity to respond to some types of emergencies and to lower-level crimes and infractions without armed law enforcement, and improve transparency and accountability for CCPD. Collectively, these strategies foster a community where all residents, especially historically disenfranchised and marginalized individuals, have what they need to be healthy, safe from harm, and experience belonging within Culver City.

What We are Trying to Achieve

- Historically disenfranchised community members (both residents and visitors): have their basic needs met; are safe from violence and preventable injuries; and are both recognized as vital members of the Culver City community and feel a sense of belonging.
- Residents who are harmed by another person or a local institution are supported by the City in addressing the harm and healing.
- Racial inequities in how CCPD interacts with community members have been eliminated.
- The City supports a holistic understanding of safety through preventative programming and deployment of a non-armed response to calls for service.

Background

The City's engagement around reimagining public safety overlapped with much of the GPU process, and many community members expressed interest in discussing the topic during engagement activities for the General Plan. Given the timing of the GPU process and the community's interest in addressing policing, police brutality, and institutional

¹ 2021. Culver City Resolution No. 2021-R066. A Resolution of the City Council of the City of Culver City, California Acknowledging the Racial History of Culver City.

racism, City Council requested that a long-term vision for public safety in Culver City be explored as part of the GPU. A Policing and Public Safety Technical Advisory Committee (TAC) was formed to build on the work of the Public Safety Review and explore how these topics can be addressed through policies and programs in the General Plan. By including public safety as an element in the General Plan, the City can think about public safety with a longer-term timeframe and carefully consider how it intersects with other General Plan topics such as land use, parks, and health and environmental justice.

Relation to State General Plan Requirements

The Reimagining Public Safety Element may be one of the first of its kind in a general plan in California. Typically in general plans, police, fire protection, and other public safety services are examined from the lens of hazard mitigation and disaster preparedness, and are usually addressed through a parks, public facilities, or safety element. This reflects State requirements from the Governor's Office of Planning and Research (OPR) that general plans manage critical facility siting and service ratios and mitigate the risks and impacts of natural hazards such as fires, floods, droughts, earthquakes, climate.² While the OPR does not provide specific guidance on reimagining public safety, new environmental justice guidelines released in 2020 do address neighborhood safety as a factor of public health, noting that public perception of safety can "impact social stress and influence whether people will be active." The new environmental justice guidelines recommend that jurisdictions analyze/establish a baseline condition of public perception of safety to help promote physical activity. While the GPU does address these important issues through the Safety and Community Health and Environmental Justice Elements, the Reimagining Public Safety Element identifies long-term goals for what reimagining safety will achieve for Culver City and policies and actions necessary to make these goals a reality.

What does it mean to Reimagine Public Safety?

At its core, safety is about ensuring communities members feel comfortable, respected, and protected from harm, whether they are at home or in public. The desire to feel and be safe is a universal need that is foundational to any community's quality of life.

Public safety has historically been used to describe police, firefighting, and emergency medical services (EMS), particularly around crime prevention and protection from criminals. This Element utilizes a broader understanding of the conditions that ensure community members are safe from harm, including violence and physical injury, property damages, and structural racism and other systemic inequities. This broader understanding of public safety also recognizes that social services, such as supportive housing, counseling, after-school programs, and substance abuse treatment, are also vital public safety services that help address the root causes of crime and improve quality of life for the entire community. Many of these services provided through outside of police, fire, and EMS support the overall health and wellbeing of community

² Governor's Office of Planning and Research. "General Plan Guidelines, Chapter 4: Required Elements." State of California . https://opr.ca.gov/docs/OPR_C7_final.pdf.

members. Furthermore, there are many ways for every City employee and official—and every Culver City community member—to contribute to increasing safety in Culver City.

Key Issues and Opportunities

The following section describes existing public safety services available to residents of Culver City at the writing of the General Plan, the far-reaching costs of the criminal justice system as it currently functions in California and Culver City, and significant racial inequities throughout the criminal justice system including with how law enforcement officers engage with residents. It also outlines the opportunities of promoting public safety holistically and of using alternatives to arrest in response to crime and other public safety issues.

Ecosystem of Public Safety Services

Although full-service cities such as Culver City typically provide their own police and fire protection, social services and programs are run by a wide range of departments and agencies at both the city and county level, resulting in a complex “ecosystem” of public safety services that exist within and outside of traditional law enforcement. The public safety services, programs, and resources provided by the City are detailed below, along with an assessment of how the City currently distributes funding to the range of public safety services available to residents.

County of Los Angeles

Los Angeles County provides a vast array of health and human services, including physical and mental healthcare, food and nutrition assistance, child support, job training, and supportive housing programs. These are provided through many different County agencies, including Public Health, Mental Health, Children & Family Services, Public Social Services, Aging & Disabilities, Homeless Services Authority, and Health Services. While it is not required to do so, Culver City also offers several programs and resources to support its most vulnerable populations which sometimes overlap with existing County services. Although the City does not have any jurisdiction over county services, the General Plan identifies opportunities to strengthen regional coordination around health and human services and expand existing programs at the city level.

Culver City Fire Department

Culver City Fire Department responds to emergency incidents with a full spectrum of fire protection and life safety services, including fire suppression, emergency medical support, technical rescues, and hazardous materials response. The Department also runs a Community Emergency Response Team (CERT) that plays an active role in Culver City's Emergency Response Plan and provides preventative services like disaster preparedness training.

Culver City Police Department (CCPD)

CCPD responds to a wide variety of calls for service and critical incidents, including cases with immediate danger (i.e., custody order violation, harassing phone calls, identity thefts) and issues related to property damage (i.e., minor vehicle accidents, vandalism, vehicle tampering).

CCPD emphasizes a community-oriented policing approach that seeks to strengthen relationships and trust with the community. In addition to its traditional responsibilities, the Police Department staffs a Partnerships in Policing (PIP) team that participates in community outreach events, attends Neighborhood Watch Meetings, and serves as District Liaisons for each of the City's five districts. CCPD also employs foot beats and bike patrols in downtown and city business districts to actively engage with community members and promote public safety.

The City is gradually phasing out the use of the Mental Evaluation Team (CCMET), which has been comprised of a mental health trained police officer and Los Angeles County Department of Mental Health Clinician to provide treatment to individuals requiring mental health assistance, as services are shifted to the Mobile Crisis Intervention Service (MCIS) Program discussed below.

Mobile Crisis Intervention Service

City Council allocated \$1.5 million in the 2021/2022 City Budget to develop a local crisis intervention program where non-police City staff will respond to calls for individuals experiencing issues related to mental health, drug use, being unhoused, or other well-being concerns. The City has contracted with Critical Responses in Supportive Integrated Services (C.R.I.S.I.S.) Consulting to develop a Mobile Crisis Intervention Service (MCIS) program that will gradually replace the Culver City Mental Health Evaluation Team. There is a six-month development schedule, with implementation planned for June 2023.³

Parks, Recreation, and Community Services Department

The Parks, Recreation, and Community Services Department provides critical programs and supportive services that help meet the community's basic needs for social contact and recreation, particularly for vulnerable populations. The Department manages thirteen parks and a variety of recreational facilities, including a public swimming pool, Teen Center, and Senior Center. Through these amenities, the Department runs a wide range of recreational activities and social programming for people of all ages and abilities, including youth day camps and after school programs, exercise and computer literacy programming for seniors, and doorstep visits and social dances for adults with disabilities.

Planning and Development Department

The Planning and Development Department offers a number of housing protection resources to address the needs of residents experiencing housing instability and homelessness. Among other services, the Department provides tenants' rights trainings, a subsidized senior housing program, a Landlord-Tenant Mediation Board that arbitrates rent increase disputes, and a Nighttime Safe Park Parking Permit Program that provides individuals living in their cars a safe and comfortable place to park their cars at night. More recently in 2020, the Department began operating an Emergency Rental Assistance Program to help alleviate financial hardships caused by COVID-19. Though

³ Culver City Observer. "Culver City Begins Work on Mobile Crisis Intervention Program." Culver City Observer, January 6, 2022. <https://www.culvercityobserver.com/story/2022/01/06/news/culver-city-begins-work-on-mobile-crisis-intervention-program/10909.html>.

the City does not directly provide homeless services, it maintains a resource guide with referral information for crisis lines, food programs, shelters, legal services, medical care, and more; the City also contracts with St. Joseph Center and Upward Bound House Family Shelter to provide homeless outreach services within the city. Outside of its housing protection programs, the Department offers job training and educational resources, including a Family Self-Sufficiency Program that provides job training and case management services to help families that receive rental assistance raise their income.

Costs of the Current Criminal Justice System

Data from the State of California's Department of Finance and the Controller's Office show that California's 482 cities and 58 counties spent more than \$20 billion on city police and county sheriff's departments between 2017 and 2018. Across the state, local jurisdictions spend more of their general revenue on police and sheriff's departments compared to housing, community development, and social services by a substantial margin.⁴ In fiscal year 2021, the State of California spent \$13.9 billion on corrections and rehabilitation programs—the highest amount in the nation and almost 10% of California's General Fund expenditures.⁵

In addition to the amount directly allocated by federal, state, and local governments to law enforcement and other elements of the criminal justice system, jurisdictions also bear additional costs, including court-ordered settlements and payments to settle complaints of officer misconduct outside of the courts (which often is a cost-savings decision for jurisdictions seeking to avoid significant legal fees and the cost of attorneys).⁶ Finally, policing and the rest of the criminal justice system have many additional impacts on people's lives – and especially on the lives of historically disenfranchised communities.^{7,8,9} These include:

- Direct costs (e.g., fines, fees) to people who are cited, arrested, detained, prosecuted, and sentenced,

⁴ Graves, Scott, and Chris Hoene. "How Much Does California Spend on Law Enforcement, the Criminal Legal System, and Incarceration?" California Budget and Policy Center, June 23, 2020.

https://calbudgetcenter.org/app/uploads/2020/06/CA_Budget_Center_Spending-on-Criminal-Justice_062320.pdf.

⁵ California Department of Finance. "2021-2022 State Budget: Enacted Budget Summary." California Department of Finance. Accessed May 3, 2022. <https://www.ebudget.ca.gov/2021-22/pdf/Enacted/BudgetSummary/SummaryCharts.pdf>.

⁶ Alexander, K.L., Rich, S., and Thacker, H. "What you need to know about the cost of police misconduct. Key takeaways from The Post's investigation into payments at some of the nation's largest departments." The Washington Post, March 10, 2022. <https://www.washingtonpost.com/investigations/2022/03/10/what-you-need-know-about-cost-police-misconduct/>

⁷ deVunono-powell, S., Schweidler, C., Walters, A., and Zohrabi, A. (2015) "Who Pays? The True Cost of Incarceration on Families." Ella Baker Center for Human Rights, Forward Together, and Research Action Design. <http://whopaysreport.org/who-pays-full-report/>

⁸ Craigie, T. Grawert, A., Kimble, C., and Stiglitz, J.E. (2020). "Conviction, Imprisonment, and Lost Earnings: How Involvement with the Criminal Justice System Deepens Inequality." New York: Brennan Center for Justice at NYU Law. <https://www.brennancenter.org/our-work/research-reports/conviction-imprisonment-and-lost-earnings-how-involvement-criminal>

⁹ Duckett, T. "The Hidden Constitutional Costs of the Carceral System." The Atlantic, June 23, 2020. <https://www.theatlantic.com/ideas/archive/2020/06/hidden-constitutional-costs-carceral-system/613222/>

- Lost wages and resulting economic hardship as a result of being detained or incarcerated (especially likely and devastating for people without the means to post bail),
- Both direct and indirect costs to the families of people who are incarcerated, who typically pay fees and travel expenses to stay in regular contact with their incarcerated loved ones,
- Impacts on people's mental and physical health, and
- Infringement of civil liberties.

In the 2022 operating budget, the City Council allocated more than \$49 million to CCPD. This is nearly 15% of the overall budget, while the Fire Department received a little over half of the CCPD budget at \$29 million. Apart from the Transportation Department, the police receive far more money in the City's budget than any other City service.¹⁰ The General Plan provides an opportunity for the City to reconsider how it allocates funding towards public safety services to better meet community needs.

Racial Inequities in the Criminal Justice System

Across California and throughout the U.S., racial and ethnic disparities in the criminal justice system have been well documented, showing that people of color are disproportionately impacted by police searches, arrests, officers' use of force, prosecution, sentencing, and incarceration.

These disparities are the result of the cumulative inequities of policies, practices, and deeply rooted racial biases (both implicit and explicit). Many policies and laws that are supposed to be "race neutral" nonetheless have a disparate impact on people of color and by increasing surveillance of neighborhoods in which most residents are people of color. Police policies such as "broken windows" policing and stop, question, and frisk have disproportionately impacted and harmed young men of color. Many prosecutorial policies also exacerbate these disparities, including plea bargain guidelines that disadvantage blacks and Latinos and mandatory sentencing laws by dictating harsher punishments for crimes for which people of color are disproportionately arrested. Economic inequities and conditions (and how systemic racism has limited economic opportunities for people of color) also contribute to these disparities at multiple points, including but not limited to increasing the likelihood of contact with police around crimes focused on poverty or homelessness, inability to afford fines, and inability to post bail. Finally, law enforcement officers and prosecutors' use of discretion is (often unintentionally) influenced by racial bias.

Black Californians are significantly more likely to be stopped by law enforcement. An analysis of 2019 stop data from the 15 largest law enforcement agencies in California found that Black civilians are more than twice as likely to be searched as white civilians, and that searches of Black civilians are less likely to yield contraband or evidence compared to searches of white civilians. In both stops that lead to an arrest and stops where an officer decides not to issue a warning (also known as stops not leading to

¹⁰ City of Culver City. "Culver City Operating Budget 2022." Open Budget | City of Culver City. Accessed May 2, 2022. <http://budget.culvercity.org/#1/year/2022/operating/0/departments?vis=barChart>.

enforcement), Black people are overrepresented. Even after accounting for differences in locale, the context for the stop, and personal civilian traits, inequities are notable.¹¹

Data on CCPD stops and arrests also reflect racial inequities. For example, between 2017 and 2018, CCPD arrest records show that 37% of individuals arrested were Black, even though they only comprise 8% of Culver City's population, 5% of Westside Los Angeles, and 9% of Los Angeles County. Of the 320 juvenile arrests that were made, 64% were of Black children and 27% were of Hispanic children. Black and Hispanic children were disproportionately booked for petty theft and other crimes better addressed through counseling.¹² Furthermore, 65% of arrests of transitional age youth (16-24 years old) were for misdemeanors, and 85% of arrests of transitional age youth were of Black and Brown youth.¹³

The Context that Shaped the Culver City Community

The City's history, people's own lived experiences and interactions with CCPD officers, and anecdotes they heard from other people have all contributed to Culver City's reputation among many people of color living in the Greater Los Angeles area as being a place where they are considerably more likely to be stopped by law enforcement and/or racial profile people compared to other local jurisdictions (even though being stopped for "driving while Black" is a problem and inequity across the U.S.).

The combination of history, deeply rooted biases, and the reality of systemic racism has shaped how safe or unsafe people of color feel while in Culver City. A Community Safety Survey run by the City in 2020 helps show the stark variations in perceptions of safety among different demographic groups: for example, of the resident respondents that shared their race or ethnicity, Black or African American (including multiracial respondents) reported higher rates of interactions with CCPD compared to other racial or ethnic groups, were less likely to "agree or strongly agree" that most law enforcement officers cared about their wellbeing compared to White respondents, and were less likely to feel safe in the presence of CCPD (60% compared to 83% of White respondents).

Growing Recognition of the Inadequacies and Harms of Carceral Systems

Public support for utilizing responses other than police has increased as Californians have become more aware of the large cost that mass incarceration has for taxpayers, the many ways in which the criminal justice system has been inhumane, ineffective at "rehabilitating" people who have been incarcerated, and harmful to families and

¹¹ Lofstrom, Magnus, Joseph Hayes, Brandon Martin, and Deepak Premkumar. "Racial Disparities in Law Enforcement Stops." Public Policy Institute of California. Public Policy Institute of California, January 24, 2022. <https://www.ppic.org/publication/racial-disparities-in-law-enforcement-stops/>.

¹² Morasch, Annette. "Dear Editor – The CCPD's Demonstrably Systemic Racism." Culver City Crossroads, June 25, 2020. <https://culvercitycrossroads.com/2020/06/25/dear-editor-the-ccpds-demonstrably-systemic-racism/>.

¹³ Lee, E., Lytle Hernandez, K., and Tso, M. (2020). "Policing Transitional-Aged Youth in Culver City: An Analysis of the Culver City Police Department 2016-2018." Los Angeles, CA. The Million Dollar Hoods Project. <https://www.culvercity.org/files/assets/public/documents/city-manager/public-safety-review/policing-transitional-aged-youth-in-culver-city-for-website.pdf>

communities, and other forms of justice (e.g., restorative justice) that might be used instead of punitive or carceral justice.

While people of every demographic group are impacted by crimes, the current criminal justice system only supports a small proportion of victims of violence and other crimes. Surveys of crime survivors in California^{14,15} have found that approximately one in three Californians has been a victim of a crime in the last ten years. Of those victims, less than 20% receive financial assistance, counseling, medical assistance, and other types of healing services that can help someone recover from the trauma of a crime and stabilize. Younger, lower-income people of color are significantly more likely to be the victims of crimes than older people, white people, and people with more economic resources.

Los Angeles County Alternatives to Incarceration (ATI)¹⁶

In recent years, Los Angeles County has proactively responded to increasing public awareness and support for alternatives to the carceral system through programs such as Alternatives to Incarceration (ATI). Initiated by the Los Angeles County Board of Supervisors in 2019, ATI is a countywide commitment to build a more effective justice system where “care and services are provided first, and jail is a last resort.” The Board of Supervisors established a working group comprised of community experts and County staff from a wide range of departments and agencies to develop a comprehensive strategic framework and implementation plan for transforming the County’s criminal justice system into a robust system of care. The resulting report, a product of robust stakeholder engagement, includes five overarching strategies and over one hundred recommendations to increase the availability of resources, programs, facilities, staffing, and funding needed to support diversion efforts and equitably distribute resources where they are needed most.

The strategies and recommendations advanced by the ATI Work Group use a modified version of the Sequential Intercept Model—a framework that uses six intercepts to describe how people move through the criminal justice system and where the criminal justice system can intersect with social services and community-based resources. At each intercept, the framework identifies key decision points for intervention that can prevent individuals from becoming enmeshed in the criminal justice system (see **Figure XX** below). The ATI implementation plan focuses on five strategies:

1. Expand and scale **community-based holistic care and services** through sustainable and equitable community capacity building and service coordination.

¹⁴ (2019) “California Crime Survivors Speak. A Statewide Survey of California Victims’ Views on Safety and Justice.” Crime Survivors for Safety and Justice and Californians for Safety and Justice. <https://allianceforsafetyandjustice.org/wp-content/uploads/2019/04/201904-CALIFORNIA-REPORT-FINAL-FINAL.pdf>

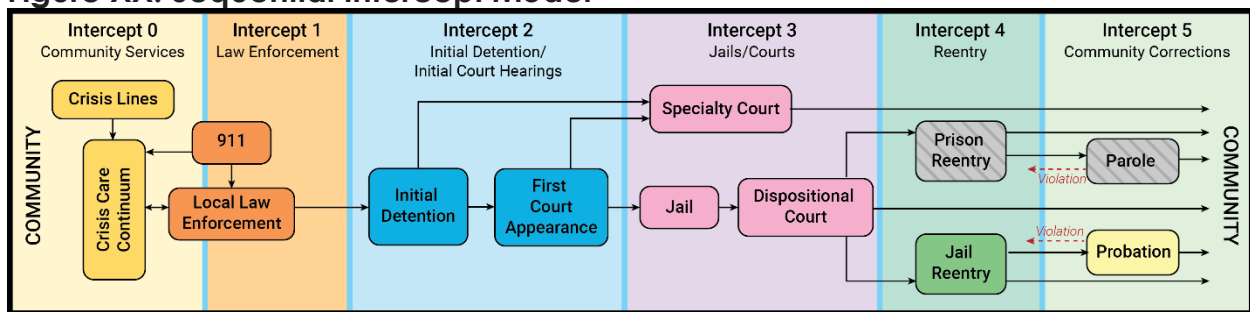
¹⁵ (2017) “Crime Survivors Speak. The First-Ever National Survey of Victims’ Views on Safety and Justice.” Crime Survivors for Safety and Justice. <https://allianceforsafetyandjustice.org/wp-content/uploads/2019/04/Crime-Survivors-Speak-Report-1.pdf>

¹⁶ Alternatives to Incarceration Work Group. “Care First, Jails Last: Health and Racial Justice Strategies for Safer Communities.” Alternatives to Incarceration Work Group, 2020. https://lcalternatives.org/wp-content/uploads/2020/03/ATI_Full_Report_single_pages.pdf.

2. Use **behavioral health responses** for individuals experiencing mental health and/or substance use disorders, homelessness, and other situations caused by unmet needs; avoid and minimize law enforcement responses.
3. Support and deliver meaningful **pre-trial release and diversion services**.
4. Provide **effective treatment services in alternative placements**, instead of jail time.
5. Effectively coordinate on implementing the ATI recommendations, ensuring that **strategies eliminate racial disparities** and authentically engage and **compensate system-impacted individuals**.

The County's ATI Initiative serves as a model for local jurisdictions to support individuals before they even come into contact with the criminal justice system and to ensure better outcomes for those currently involved in the criminal justice system. Recognizing the robust precedent set by the ATI Initiative, the Culver City General Plan includes policies and actions that align Culver City with the County's ATI initiative and work to disrupt the cyclical elements that keep individuals enmeshed in the criminal justice system.

Figure XX: Sequential Intercept Model



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Source: Policy Research Associates

Culver City's Leadership in Reimagining Public Safety

In response to local and nationwide demonstrations and calls to ensure that Black lives are valued and protected, to “defund the police,”¹⁷ and to “reimagine public safety,” the City Council of Culver City committed to consider how policing might be reformed to ensure safety and justice for all residents and visitors, including persons of color.

On June 15, 2020, the City Council unanimously authorized the Mayor to sign Former President Barack Obama’s Mayor’s Pledge. Through this Pledge, the City committed to reviewing and reforming their police use of force policies, reporting the findings of their

¹⁷ The City’s 2020 Community Safety Survey included a question on “defunding the police” to better understand how Culver City community members interpret the phrase. Responses to the question show that the phrase is widely understood as a shorthand for shifting some (but not all) CCPD funding to other departments in order to support services and resources that strengthen the social safety net, as well as non-law enforcement professionals who are better suited to respond to certain situations, such as issues related to mental health or homelessness. While most respondents advocated for a middle ground that supports some level of change in the budget and practices of CCPD, some feared that decreasing funding for CCPD would encourage crime and make them less safe. The variation in opinions closely mirrored findings from national polls conducted during 2020. To see the full report of findings, visit: https://static1.squarespace.com/static/5d950bfaae137b5f0cbd75f5/t/5ffcbe832a0d6657e7b6dff8/1610399366668/CC_SafetySurveyReport_2020_1006.pdf

review to the public, and engaging with a diverse range of voices from the community around public safety. The City's initial actions to fulfill this pledge included:

- Comprehensively reforming CCPD's Use of Force policy,
- Contracting with the Center for Public Safety Management (CPSM) to review CCPD operations and staffing,
- Contracting with Solidarity Consulting to examine racial equity and social justice in the context of public safety in Culver City, and
- Creating a Chief's Advisory Panel comprised of community members and City employees trained by the Government Alliance on Race and Equity (GARE).

On July 13, 2020, the City Council directed the City Manager's Office to lead a 90-day study to identify recommended options to reallocate resources and reduce the City's reliance on law enforcement to address various community needs. During this 90-day review, the City held several community meetings, focus groups, and discussions with the Chief's Advisory Panel, Finance Advisory Panel, General Plan Advisory Committee, City GARE members, and the public. The City also invited community members to share their perceptions of CCPD and their experiences and priorities related to public safety services through a community survey available online and in print.

Below are important priorities that emerged from the City's rapid review of its public safety infrastructure, as well as some of the City's ongoing work to address these priorities:

- **Using alternatives to police response to reduce the chance of harm.** The City is in the process of developing a Mobile Crisis Intervention Service (MCIS) program that will gradually replace CCPD from all mental health calls. In the 2021/2022 Budget, the City also permanently eliminated eight sworn officer positions, four of which are being replaced by civilian staff positions.
- **Ending racial injustices associated with policing.** CCPD has committed to ending enforcement of low-level traffic infractions. The department now releases a Quarterly Report with data on use of force incidents, personnel complaints, traffic stop and arrest data, detailed crime statistics, Department demographics, and more.
- **Supporting alternatives to incarceration.** Since 2019, CCPD has partnered with the New Earth Organization on a Youth Diversion and Development program that serves youth ages 13-17 who would otherwise be arrested or expelled from school. From 2021 to 2023, the City is running a \$4.5 million program to expand and enhance the youth diversion services and programs provided by New Earth Organization and to create a robust mental health department that will provide acute and individualized trauma care.
- **Self-evaluating continuously to ensure public safety.**
- **Engaging the community to ensure policing reflects the City's values.** City Council's Public Safety Subcommittee is working on creating a Citizen Public Safety Committee to serve as an oversight body for public safety services.

Policy Framework

- **Goal RPS-1: Community safety and healing.** Culver City fosters a community in which all residents and visitors—and especially historically disenfranchised people—have what they need to be healthy, safe from harm, and experience belonging within Culver City.^{18,19}
 - **Policy RPS-1.1: Holistic safety.** Establish a framework (within a new or existing officer or department) to align City policies and practices with a holistic understanding of community safety that focuses on reducing inequities.²⁰
 - **Policy RPS-1.2: Basic needs.** Continue to provide services and programs that help Culver City community members fulfill their basic needs and that connect community members to additional supportive resources. Help community members prevent or resolve issues related to lack of economic means that commonly result in “quality of life” complaints or 911 calls and minor traffic infractions/violations.
 - **Policy RPS-1.3: Criminalization of poverty and survival.** Develop policies and procedures to focus limited CCPD resources on matters of greatest concern to local government rather than enforcing laws that criminalize poverty, survival, and/or addiction.
 - **Policy RPS-1.4: Support for victims of crime and negligence.** Support people who have been harmed (e.g., physically injured, threatened with violence, unable to use property because of vandalism or theft), and particularly those from historically disenfranchised communities, with resources that go beyond information.²¹
 - **Policy RPS-1.5: Reentry support.** Support local and regional reentry services and adopt policies to reduce barriers to successful reentry from jail or prison.

¹⁸ Aligns with the City Council's Legislative and Policy Agenda (last updated in 2016).

<https://www.culvercity.org/files/assets/public/documents/city-manager/culver-city-legislative-and-policy-platform.pdf>

¹⁹ Aligns with the City resolution 2017-R025, a Resolution of the City Council of the City of Culver City, California, declaring Culver City to be a Sanctuary City for all its residents regardless of immigration status, which “reaffirms its commitment to welcome individuals with diverse backgrounds, and [to] uphold and protect the human and civil rights of all individuals under the State and Federal Constitutions.” Source: https://www.culvercity.org/files/assets/public/documents/city-manager/170327_reso2017r025declar.pdf

²⁰ City language from 4/26/21 staff report: “After receiving community feedback, City Council directed the City Manager's Office to lead a comprehensive 90-day study and bring back recommendations on options to reimagine public safety in Culver City through shifting resources and reducing the reliance on law enforcement to address various community needs.”

²¹ The current assistance and information provided to victims is described in CCPD Policy 320, Victim and Witness Assistance, and consists primarily of ensuring that CCPD meets all related legal mandates and that the Crime Victim Liaison provides victims with information handouts (e.g., with information about shelters for victims of domestic violence, explanations of how to obtain relevant court orders, information about eligibility for victims compensation from the state),

- **Policy RPS-1.6: Restorative justice.** Support community members in learning about and utilizing skilled, multi-lingual, and culturally congruent restorative justice facilitators to mediate and resolve harm.²²
- **Policy RPS-1.7: Evaluation to reduce inequities.** Regularly assess disparities/disproportionalities (including but not limited to between different racial/ethnic groups) in City services and programs and identify strategies to reduce inequities in outcomes as well as in populations served by different City services.
- **Policy RPS-1.1: Acknowledgement of Racism and Reparative Action/Reparations.** In alignment with Resolution No. 2021-R066, a resolution of the City Council of the City of Culver City, California, acknowledging the racial history of Culver City,²³ develop a City practice of acknowledging past institutional harms and engaging the larger community in identifying, prioritizing, and implementing specific reparative actions and/or mechanisms.²⁴

*For related policies and implementation actions connected to ensuring that community members are safe during emergencies, see **Safety Goals 1, 3, and 10.***

*For related policies and implementation actions connected to ensuring that City residents are supported in meeting their basic needs and that the City increases opportunities for historically disenfranchised groups, see **Community Health and Environmental Justice Goal 1, 3, 5, and 6** and **Housing Goals 1 and 4.***

*For related policies and implementation actions connected to quality improvement, equity-centered decision-making, and partnerships to provide social services, see **Governance and Leadership Goals 1, 3, and 4.***

- **Goal RPS-2: Diversified safety toolbox.** Culver City deepens its ability to effectively respond to crises, emergencies, and community members' safety-related needs.
 - **Policy RPS-1.1: Community responder program/mobile response team.** Develop, implement, evaluate, and continue to improve a community

²² In October 2020, the City Manager's Office provided recommendations from the 90-day Public Safety Review. One of the pilot programs proposed was a Restorative Practices Program. Source: <https://www.culvercity.org/files/assets/public/documents/city-manager/public-safety-review/public-safety-review-city-managers-office-recommendations-october-12-2020.pdf>

²³ Resolution No. 2021-R066, a resolution of the City Council of the City of Culver City, California, acknowledging the racial history of Culver City https://www.culvercity.org/files/content/public/city-hall/get-involved/race-and-equity/2021-06-17_resolution-2021-r066_acknowledging-racial-history-of-culver-city_signed.pdf

²⁴ Reparations or reparative actions/mechanisms related to structural, systemic, and/or institutional harms can include a housing grant program that subsidizes mortgage payments for direct descendants of Black Culver City residents ([Evanston, IL](#)), a guaranteed income program for low-income Black, Indigenous or households of color ([Oakland, CA](#)), or investments in programs increasing business and career opportunities for Black residents ([Asheville, NC](#)).

responder program²⁵ that is fully integrated into the emergency dispatch and response process.

- **Policy RPS-1.2: Emergency dispatch.** Update and implement emergency dispatch policies and practices so CCPD officers are no longer dispatched for calls that do not require response by an armed law enforcement officer,²⁶ including call for service related to mental health crises and concerns, homelessness, substance use, student disciplinary incidents, neighbor disputes, traffic collisions, and most “quality of life” or “nuisance” issues (e.g., noise complaints, graffiti).
- **Policy RPS-2.3: Emergency medical training.** Increase the number of City employees who are able to 1) identify common life-threatening emergencies and 2) assist until medical professionals arrive.
- **Policy RPS-2.4: Maximize Use of Civilian Staff.** Identify City responsibilities that do not require peace officer training or the use of firearms and consider reassigning those duties to civilian City employees, including those recommendations identified in the Center for Public Safety Management's 2020 report.²⁷ At least every five years, evaluate the scope of responsibilities of the Police Department and of sworn officers to identify additional opportunities for cost savings, efficiencies, and alignment with reimagined public safety.
- **Policy RPS-2.5: Reduction of disproportionalities in CCPD interactions.** Require that CCPD collaborate with the City Manager's Office to identify specific actions to reduce selected disproportionalities/inequities (e.g., racial disparities in misdemeanor arrests, utilization of diversion, reasons for stops) and performance measurement targets to achieve within 1-year, 3-year, and 5-year timeframes.

*For related policies and implementation actions connected to increasing staff capacity, see **Governance and Leadership Goal 2**.*

- **Goal RPS-3: Harm reduction.** The City's policies and practices prioritize preventing harm, including preventing interactions with the criminal justice system.

²⁵ Information about how a community responder program might be structured to create a parallel response system for 911 dispatch is available at <https://www.americanprogress.org/article/community-responder-model/>

²⁶ In October 2020, the City Manager's Office provided recommendations from the 90-day Public Safety Review. The range of reallocation and alternatives responses discussed during that review included utilizing non-law enforcement response to: Emergency Calls related to Mental Health and Homelessness, Neighbor Disputes, Substance Abuse Incidents, and School Discipline Intervention, and removing police from responding to non-injury traffic collisions. <https://www.culvercity.org/files/assets/public/documents/city-manager/public-safety-review/public-safety-review-city-managers-office-recommendations-october-12-2020.pdf>

²⁷ Wiczorek, T.J., et al. (2021) “Police Operations and Data Analysis Report, Culver City Police Department. Culver City, California.” Washington, D.C.: Center for Public Safety Management, LLC. <https://www.culvercity.org/files/assets/public/documents/city-manager/public-safety-review/culver-city-police-operations-and-data-analysis-report-final.pdf>

- **Policy RPS-2.1: People are First Priority.** Adopt policies and practices that reinforce that the City (and therefore CCPD) prioritizes the protection of community members from immediate/imminent harm²⁸ over the protection of property²⁹ (except when related to protecting people from imminent harm) in the following order:
 1. First and foremost, the protection of civilian life/lives,
 2. Then protecting civilians from injuries which are or are likely to be life-threatening or permanently disabling, and
 3. Then protecting sworn officers from death and from injuries which are or are likely to be life-threatening or permanently disabling.
- **Policy RPS-2.2: Property crimes.** Develop policies around how CCPD officers and dispatch respond to lower-level property crimes (e.g., misdemeanors, property crimes that do not involve imminent harm to people) to ensure that practices consistently prioritize the welfare of suspects and witnesses over the protection or recovery of property.
- **Policy RPS-1.10: LA County Alternatives to Incarceration (ATI).** Continue to identify ways to align City policies and practices with the County's work³⁰ to promote alternatives to incarceration and to reduce involvement in the criminal justice system. Proactively collaborate with ATI implementation in Culver City.
- **Policy RPS-2.9: Perception of Officers.** Identify and implement policies and practices that have been demonstrated to be effective at reducing the volatility of situations to which officers respond and making community members (including those involved and witnesses) feel less fearful for their safety, such as not wearing, carrying, or traveling in tactical/military-grade equipment.
- **Policy RPS-2.2: Alternatives to arrest.** Increase utilization of pre-booking diversion programs^{31,32} and other alternatives to arrest, and consider

²⁸ California Penal Code § 835a. provides this definition: "A threat of death or serious bodily injury is "imminent" when, based on the totality of the circumstances, a reasonable officer in the same situation would believe that a person has the present ability, opportunity, and apparent intent to immediately cause death or serious bodily injury to the peace officer or another person. An imminent harm is not merely a fear of future harm, no matter how great the fear and no matter how great the likelihood of the harm, but is one that, from appearances, must be instantly confronted and addressed."

²⁹ Aligns with CCPD Policy 300, Use of Force language that: "The Department recognizes and respects the value of all human life and dignity without prejudice to anyone." (300.2) and "the ultimate objective of every law enforcement encounter is to avoid or minimize injury" (300.3).

³⁰ "Culver City will continue to seek ways to align with the [Los Angeles County Alternatives to Incarceration Initiative](https://www.culvercity.org/City-Hall/Reports-policies-local-laws/Police-Reform) with the goal of reducing police interaction, arrests and prosecutions for minor misdemeanors." Source: <https://www.culvercity.org/City-Hall/Reports-policies-local-laws/Police-Reform>

³¹ CCPD has participated in a youth diversion program for youth 13-17 years old since 2019. "CCPD is committed to divert youth away from the criminal justice system by working with private and public entities." Source: <https://www.culvercity.org/City-Hall/Reports-policies-local-laws/Police-Reform>

³² In October 2020, the City Manager's Office provided recommendations from the 90-day Public Safety Review. One of the pilot programs proposed was an Adult Pre-Booking Diversion Program. Source: <https://www.culvercity.org/files/assets/public/documents/city-manager/public-safety-review/public-safety-review-city-managers-office-recommendations-october-12-2020.pdf>

requiring that CCPD officers utilize alternatives to arrest for suspects of misdemeanors when there is no longer an imminent threat to persons or property. At least annually, evaluate the situations in which CCPD utilize diversion, the demographics of persons involved, and the mid-term outcomes (e.g., completion of diversion program, arrest for another crime) to identify opportunities for quality improvement and to ensure that CCPD are utilizing diversion options equitably and not further widening racial disproportionalities in CCPD arrests.

*For related policies and implementation actions connected to equity-centered decision-making and regional partnerships, see **Governance and Leadership Goals 3 and 4.***

- **Goal RPS-4: Accountable law enforcement.** The City's Police Department maintains an exceptional level of transparency and accountability, thus which prevents repeated harm and increases community trust.
 - **Policy RPS-4.1: Civilian oversight of CCPD.** Establish civilian oversight of police³³ that includes both members of the public and City employees outside of the CCPD. This group should be charged with identifying specific recommendations to reduce the likelihood of future harm from CCPD, and may also have additional responsibilities related to reimagining public safety.
 - **Policy RPS-4.2: Review of CCPD Policies.** Civilian City employees outside of CCPD (e.g., in the City Manager's Office) conduct a comprehensive review of the CCPD Policy Manual at least once every five years to ensure the policies support transparency and align with the City's vision of safety.
 - **Policy RPS-4.3: CCPD data oversight.** Establish a process to have a City office or department outside of CCPD review and request specific revisions to preliminary CCPD data analyses and draft presentations before they are made public.
 - **Policy RPS-4.4: CCPD Personnel.** Revise, adopt, and implement policies and practices to reduce potential harm and City liability in CCPD hiring and promotional decisions and in CCPD work assignments.
 - **Policy RPS-4.5: Use of force.** Identify at least one City employee, official, or agent not affiliated with CCPD (e.g., City Attorney, City Manager, contracted independent investigator) to either participate in or conduct investigations related to officer use of force.³⁴

*For related policies and implementation actions connected to transparent and open government, see **Governance and Leadership Goals 1 and 5.***

³³ From the Culver City Public Safety Review webpage: "Culver City will create a Citizen Public Safety Committee (CPSC) made up of community members representative of Culver City's diversity. The CPSC will eventually serve as an oversight body for public safety services. The City Council Public Safety Sub-Committee is currently working to guide the creation of the CPSC." Source: <https://www.culvercity.org/City-Hall/Reports-policies-local-laws/Police-Reform>

³⁴ This aligns with CCPD's Policy 300, which recognizes that, "Vesting officers with the authority to use reasonable force and to protect the public welfare requires monitoring, evaluation and a careful balancing of all interests."

- **Goal RPS-5: Connected community.** Culver City proactively engages community members to ensure that all residents and visitors are safe and are treated respectfully and fairly.
 - **Policy RPS-5.1: Community engagement around public safety.** Engage residents across the city, as well as non-resident stakeholders (e.g., students, workers and customers of businesses in Culver City), in ongoing public meetings, community conversations, and other opportunities to dialogue about community safety, bias and discrimination, the impact of structural inequities, and inclusion and belonging.
 - **Policy RPS-5.2: Awareness of CCPD discretion.** Regularly engage Culver City's elected officials, civilian employees, and community member in conversation with CCPD to explore (and make public and explicit) the different assumptions or interpretations of policies for which CCPD officers exercise considerable discretion, such as how officers assess potential harm and determine what a "reasonable" response means for different kinds of situations, ho and the factors that inform that.
 - **Policy RPS-5.3: Community skills.** Develop educational materials and programming to increase the skills and knowledge that will help community members keep themselves and other community members safe from harm and to support a holistic understanding of community safety. This might include trainings in bystander intervention,³⁵ mental health first aid, non-violent communication and conflict mediation.

*For related policies and implementation actions connected to engaging community members in reducing hazardous risks and increasing emergency preparedness, see **Safety Goal 3.***

*For related policies and implementation actions connected to inclusive community engagement, see **Governance and Leadership Goal 2.***

³⁵ One example of this policy is the Educational Document for the Public on Recognizing and Preventing Harassment and Discrimination developed by the Culver City Equity & Human Relations Advisory Committee, presented for approval at Jan 2023 meeting. <https://culver-city.legistar.com/LegislationDetail.aspx?ID=5997272&GUID=3873A2B7-BAD4-4E12-B9D8-EB18792F5A9F&FullText=1>

Implementation Actions

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Responsibility	
				Primary	Secondary
		Short-Term: 1-5 Years Medium-Term: 5-10 Years Long-Term: 10+ Years Ongoing	(Partnership, program, study, plan, physical improvements, etc.)		
Support for crime victims and others harmed. Study what strategies should be prioritized based on community engagement. Strategies might include partnering with trusted community organizations (e.g., community center, school, community-based organization) to provide support (e.g., monthly) to help low-income community members and community members who are not fluent in English understand their options when their property is stolen or damaged and to begin whichever process they wish to pursue (e.g., helping file insurance claims for property damage and loss) and disseminating information about the existence of and process to access victims' compensation funds at all City facilities.					
RJ Facilitator Directory. Identify if Los Angeles County or other local jurisdictions have developed a list or database of					

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Responsibility	
				Primary	Secondary
local individuals and organizations with expertise in facilitating restorative processes. If others have, coordinate to utilize this resource. If none have, create a list or database (ideally in collaboration with community members or other jurisdictions).					
Emergency medical aid training for City employees. Institute regular training for City employees (prioritizing those who regularly engage with community members within and outside of City-owned buildings) on how to recognize the signs that a person requires immediate medical attention (e.g., signs of heart attack or overdose) in cardiopulmonary resuscitation (CPR), the administration of naloxone, use of an automated external defibrillator (AED), and other skills most relevant to the setting.					
Utilization of civilian employees. Implement Center for Public Safety Management's recommendations related to reassigning certain tasks to civilian staff. These include automated/"after-the-fact" photo enforcement from red light traffic cameras,					

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Responsibility	
				Primary	Secondary
traffic collision investigations, parking meter collection, and parking enforcement.					
Labor cost analysis. Conduct a labor cost analysis of CCPD and identify potential savings (e.g., reducing the amount of overtime worked, reducing the number of officers deployed per call, as was recommended by the Center for Public Safety Management (CPSM) analysis ³⁶).					
Support reassigned CCPD employees. Work with the unions which represent the various classifications of City employees to ensure that employees who are reassigned from working within CCPD (whether sworn officers or civilian employees) maintain their wages and benefits.					
External assessment of CCPD bias. Identify a City department or office (e.g., Human Resources Department, Office of the City Manager) responsible for reviewing grievances, complaints, and departmental data to assess patterns and practice of bias within the CCPD.					

³⁶ Wiczorek, T.J., et al. (2021) "Police Operations and Data Analysis Report, Culver City Police Department. Culver City, California." Washington, D.C.: Center for Public Safety Management, LLC. <https://www.culvercity.org/files/assets/public/documents/city-manager/public-safety-review/culver-city-police-operations-and-data-analysis-report-final.pdf>

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Responsibility	
				Primary	Secondary
Risk assessments and corrective strategies. Identify and implement corrective strategies and re-assessments for officers applying for promotions to reduce bias and risk for officers currently employed (including but not limited to possible temporary reassignment to work with lower risk of demonstrating bias or using force while completing “corrective actions”).					
Expand diversion programs. Support the expansion of resources, programs, and partnerships to successfully support diversion and reentry efforts for justice-involved community members (and especially those focused on youth and young adults). ³⁷ This might include piloting a pre-arrest diversion program for adults engaged by CCPD officers, amending the City's legislative agenda to support State and federal laws and fundings that support diversion and reentry, or directing social services providers contracted by the City to prioritize providing (e.g., economic opportunities, wrap-around					

³⁷ Aligns with the City of Culver City's Legislative & Policy Platform adopted on Dec 12, 2016 (<https://www.culvercity.org/files/assets/public/documents/city-manager/culver-city-legislative-and-policy-platform.pdf>), which documents that the City's policy is to "Support efforts to: Promote services for the City's youth including youth employment, mentoring, diversion, and intervention program."

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Responsibility	
				Primary	Secondary
case management) first to transition-age youth residents of Culver City in a diversion program.					
New civil service classifications and/or contracted services. Increase ability and capacity for the City to support reimagined public safety by identifying and prioritizing the specific skills, knowledge, relationships, and experience which are needed to support a successful reimagining public safety. Use these qualifications to develop job descriptions for new civil service classifications and/or to contract for services.					
Evaluation of community responder program. Conduct periodic evaluation of the community responder program to identify areas for ongoing quality improvement, to document successes as well as what does not work as intended (and why), and to capture quantitative and qualitative data on the short- and longer-term effects of the program on people, families, and communities who interact with community responders dispatched for calls for service.					

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Responsibility	
				Primary	Secondary
Targeted emergency medical aid training for community members. Establish a program to educate community members about signs that a person requires immediate medical attention (e.g., signs of heart attack or overdose) and to develop sliding-scale medical aid trainings focused on skills most relevant to different people and/or settings (e.g., trainings in cardiopulmonary resuscitation (CPR) for workers interacting with the public at movie theaters and restaurants, trainings in administering opioid overdose medication for community members who are unhoused). City employees should collaborate with community leaders to determine training topics most relevant to specific communities or populations and to modify training format and delivery to respond to community needs and cultural norms.					

Performance Indicators

Performance metric: Percentage of the total City operating budget and the percentage of the General Fund allocated to: the Police Department; the Department or Office of Community Safety; the Fire Department; the Parks, Recreation, and Community Services Department; and the Community Development Department

- **Target:** TBD³⁸ -- proposal to react to: The Police budget should be no more than half of the budget allocated to support a holistic understanding of public safety (proxy = amount allocated to CD, PRCS, and the Department or Office of Community Safety in sum)
- **Data Source:** Annual Adopted Budget (possibly monitored via the City of Culver City Open Budget website/tool)
- **Department Responsible:** City Manager's Office, Finance Department

Performance metric: Inequities reflected in Culver City Police Department (CCPD) stop and arrest data and in data on victims of crimes in Culver City by: race/ethnicity, gender, perceived status as unhoused/homeless, age, sexual orientation, etc. Inequities in arrests should also be assessed based on where people live (both whether people live in Culver City and neighborhoods within Culver City).

- **Target:** Eliminate overrepresentation of historically disenfranchised community members³⁹ in stops based on assumed wrong-doing (e.g., because the person stopped matches description of a suspect in a crime) and in arrests (compared to demographics of residents of Culver City and of census block groups located within 3 miles (5 miles? How much of a buffer?) of Culver City's borders.
- **Data Source:** RIPA (Racial & Identity Profiling Act) data collection/database at CCPD
- **Department Responsible:** Police Department, City Manager's Office

Performance metric: Types of City employees dispatched/responding to (and, if applicable, following up on) calls for service (e.g., police, firefighters, emergency medical services, social workers, mobile crisis response) by types of calls for different types of service/situations

- **Target:** TBD
- **Data Source:** 911 Call/Emergency Dispatch Records and records on interactions (resulting from dispatch and subsequent ones) maintained by the Department/Office of Community Safety
- **Department Responsible:** Department/Office of Community Safety

³⁸ 2021-2022 baseline (via budget.culvercity.org): Annual operating budget of \$301.71 million.

- Police: \$49.58 million
- Fire: \$29.75 million
- Community Development: \$29.54 million
- Parks, Recreation, and Community Services: \$10.71 million

³⁹ Historically disenfranchised people include, but is not limited, to Black people, Native Hawaiians and Other Pacific Islanders, Middle Eastern people, Native Americans and other indigenous people, LGBTQ people, people with disabilities, immigrants, and lower-income individuals and families.

Performance metric: Outcomes of CCPD stops (specifically, how many result in a warning, citation, pre-arrest diversion referral or linkage, and arrest; of the ones resulting in an arrest, how many result in pre-trial diversion versus other outcomes); crimes recorded as reasons for different types of CCPD actions (i.e., issuing a warning, issuing a citation, referring or linking to a pre-arrest diversion program, arrest)

- **Target:** TBD
- **Data Source:** RIPA data, CCPD records of pre-arrest diversion,⁴⁰ CCPD arrest records, possibly another source TBD
- **Department Responsible:** Police Department

Performance metric: Percentage of community members who report feeling safe all or most of the time while in Culver City; disparities between people who initiated interactions with City employees versus those who did not and between people of different demographic groups

- **Target:** TBD - Once a baseline has been established and validated in a second year, possible target for 2045 might include:
 - At least 90% of people who initiate interactions and at least 70% of people who have involuntary interactions report are treated respectfully by City employees, and that any questions they had were answered to the best of the employee's ability
 - Reduce disparities between perceived safety for different demographic groups to less than 10 percentage points
 - Increase percentage of survey participants who report feeling safe in Culver City all or most of the time by at least 20 percentage points.
- **Data Source:** Survey to be established (see Governance & Leadership Goal __, Policy __)
- **Department Responsible:** City Manager's Office

Performance metric: Average (mean) number of police officers 1) present at police-initiated interactions (e.g., traffic stops) and 2) who respond to each call for service

- **Target:** Less than 10% (5%?) of incidents that police respond to (regardless of whether response is to police-initiated or community-initiated calls) involved 3 or more units⁴¹
- **Data Source:** 1) RIPA data collection/database at CCPD; 2) CCPD (CPSM was able to calculate this average)

⁴⁰ If not always included in RIPA data, an additional data tracking process will need to be established (e.g., adding additional reporting functionality to RIPA database/data entry system).

⁴¹ The Police Operations & Data Analysis Report prepared by Center for Public Safety Management (CPSM) in 2020 found (compared to the more than 130 police agencies that CPSM has studied) that CCPD had a much higher mean (average) number of units responding to both community-initiated calls and police-initiated calls: 1.8 "units" (CCPD has two-officer units, meaning that on average 3.6 officers are present per call) for community-initiated calls and 1.3 units (2.6 officers) for police-initiated calls. Specifically, 50% of community-initiated calls were responded to by one unit, 32% by two units, and 19% with 3 or more units – most frequently related to "disturbances."

<https://www.culvercity.org/files/assets/public/documents/city-manager/public-safety-review/culver-city-police-operations-and-data-analysis-report-final.pdf>

- **Department Responsible:** Police Department

Safety Element

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Responsibility	
				Primary	Secondary
Emergency alerts. Establish a process or criteria to use before public alerts, advisories, and warnings are issued by the City through emergency notification platforms. Ensure that these messages include information about how recipients can stay safe by taking preventative or mitigation steps. ⁴²	S-3: Community engagement	Short-Term	Operational guidelines	City Manager's Office	Fire, Police, Transportation, etc.

Governance and Leadership Element

Policy: Standardize City communications policies and practices across all City departments to preserve trust in the City's brand.

Policy: Increase public understanding of and access to information about City budget allocations and staffing distribution and foci.

Policy: Continue to encourage all City staff and community members to report any concerns about potential misconduct, bias, and City employees' familiarity with or adherence to City policies or other laws and regulations.

Implementation Action	Associated Goal(s)	Timeframe	Type of Action	Responsibility	
				Primary	Secondary

⁴² Processes for notifications related to imminent threat follow incident command structure for emergencies and are further explained in Culver City Community Guide to Public Alerts and Warnings, 2019. <https://www.culvercityfd.org/files/sharedassets/fire/community-guide-to-emergency-alert-and-warning-2022.12.12.pdf>

Complaints and Concerns about City Employees. Coordinate (and to extent possible, simplify) how community members can share concerns about possible misconduct, discrimination, retaliation, waste, bias, and other behavior that deviates from explicit City policies and other applicable laws and regulations. ⁴³	GL-1, Transparency and open government, GL-2, Broaden engagement	Short-Term	TBD	City Manager's Office	Code Services, Fire, Human Resources, Police
Centralized, coordinated City communications team. Explore ways to organize certain civil service positions so that all public relations/communications employees (e.g., Public Information Officers) are directly supervised by/report to staff within the City Manager's Office rather than to individual City departments (even though such employees may be assigned to primarily work with specific City departments).	GL-1, Transparency and open government	Short-Term	TBD	City Manager's Office	
Budget and staffing transparency. Increase breakdown of CCPD budget allocations in annual City budget and provide additional information to the	GL-1, Transparency and open government	Short-Term	TBD	City Manager's Office	Finance, Police

⁴³ As of May 2023, there are at least 7 online forms (and additional phone numbers) that community members can use to submit concerns, complaints, or commendations about City employees. These include: 1) the Equity and Human Relations Advisory Committee's Online Complaint Portal Process Regarding Discrimination, Retaliation, or Harassment <https://www.culvercity.org/Services/Applications-Forms/Discrimination-Complaint>; 2) the Fraud, Waste, and Abuse of City Resources <https://www.culvercity.org/Services/Applications-Forms/Report-Fraud-Waste-and-Abuse-of-City-Resources>; 3) to report labor or employee misconduct issues to Human Resources. (although the webpage doesn't show how/where to submit complaints or who to contact); 4) Police Department employees <https://www.culvercitypd.org/Bureau-Information/Administration-Bureau/Complaint-Reporting-Procedure>; 5) concerns about discrimination/Title VI violations by CulverCity Bus <https://www.culvercitybus.com/Culver-City-Bus/Title-VI-Non-discrimination> or <https://user.govoutreach.com/culvercity/support.php?cmd=shell&gopams=classificationId%3D4032>; 6) Enforcement Services <https://www.culvercity.org/City-Hall/Departments/Housing-and-Human-Services/Enforcement-Services>; and 7) Fire Department employees <https://www.culvercityfd.org/Contact-Us/Tell-Us-How-Were-Doing>.

public about how CCPD officers are deployed.					
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