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POLICE DEPARTMENT

Anne N. Granlund, Foreperson  
Contra Costa County Civil Grand Jury  
725 Court Street  
P.O. Box 431  
Martinez, CA 94553-0091

Dear Anne Granlund

This letter is in response to the questions asked in Grand Jury Report No. 2004, "Police Department Staffing" by the 2019-2020 Contra Costa Civil Grand Jury. In accordance with Section 933.05 of the California Penal Code, the City provides the attached required responses to the Findings F1-F10 & F12-F13 and Recommendations R2-R5, as identified in the Grand Jury Report.

Please feel free to contact me at (925) 809-7710 should you need any additional information.

Thomas Hansen  
Police Chief  
City of Brentwood

RESOLUTION NO. 2020-99

**A RESOLUTION APPROVING AND AUTHORIZING THE CITY MANAGER OR  
DESIGNEE TO FILE A RESPONSE TO CONTRA COSTA COUNTY GRAND  
JURY REPORT NO. 2004, "POLICE DEPARTMENT STAFFING"**

WHEREAS, the civil grand jury is an investigatory body created for the protection of society and enforcement of the law; and

WHEREAS, with respect to public agencies, the major function of a grand jury is to examine county and city governments to ensure that their duties are being lawfully carried out; and

WHEREAS, on May 15, 2020, the Contra Costa County Civil Grand Jury ("Grand Jury") issued Report No. 2004, "Police Department Staffing" (the "Report"); and

WHEREAS, the Report was sent to the Board of Supervisors, County Sheriff, and the City Councils for all of the cities in the County; and

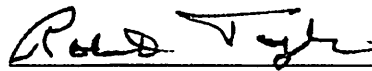
WHEREAS, the Grand Jury has requested responses from the City to some of the Report's Findings and Recommendations (R2, R3, R4, R5); and

WHEREAS, the City's responses to the Grand Jury's findings and recommendations have been prepared and reviewed by the City Council.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Brentwood does hereby approve and authorize the City Manager or designee to file the attached response to the Grand Jury Report No. 2004, "Police Department Staffing"

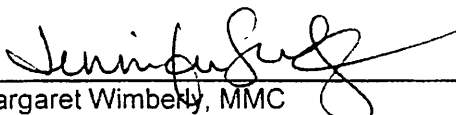
**PASSED, APPROVED AND ADOPTED** by the City Council of the City of Brentwood at a regular meeting held on the 28<sup>th</sup> day of July, 2020, by the following vote:

**AYES:** Bryant, Rarey, Rodriguez, Staton, Taylor  
**NOES:** None  
**ABSENT:** None  
**RECUSE:** None



Robert Taylor  
Mayor

ATTEST:

  
For: Margaret Wimberly, MMC  
City Clerk

**City of Brentwood Responses to Grand Jury Findings and Recommendations**

**Grand Jury Report No. 2004, "Police Department Staffing"**

**FINDINGS**

**Grand Jury Finding F1**

Low officer staffing ratios and/or unfilled officer positions present challenges in maintaining police services.

**City Response:** The City agrees with this finding.

**Grand Jury Finding F2**

Low officer staffing ratios and/or unfilled officer positions have resulted in reducing or eliminating staffing of traffic units, school resource officers, community outreach, or other police services.

**City Response:** The City agrees with this finding.

**Grand Jury Finding F3**

Due to low officer staffing ratios and/or unfilled officer positions, officers are often required to put in mandatory overtime to cover critical services.

**City Response:** The City agrees with this finding.

**Grand Jury Finding F4**

Mandatory overtime can lead to officer stress, which creates retention challenges.

**City Response:** The City agrees with this finding.

**Grand Jury Finding F5**

Low officer staffing ratios and/or unfilled officer positions may contribute to increased average response times for Priority I (emergency) calls.

**City Response:** The City agrees with this finding.

**Grand Jury Finding F6**

Recruiting officers is challenging due to fewer applicants who meet the required hiring standards and complete the rigorous testing process.

**City Response:** The City agrees with this finding.

**Grand Jury Finding F7**

Negative perceptions of policing and the availability of less dangerous job opportunities contribute to fewer applicants for law enforcement positions.

**City Response:** The City agrees with this finding.

**Grand Jury Finding F8**

Each Contra Costa police agency (except those that contract with the Sheriff's Office) conducts its own recruiting program to attract potential applicants.

**City Response:** The City partially disagrees with this finding. With regard to recruitments conducted on behalf of the City of Brentwood, the City agrees. The City cannot, however, address recruitments performed by other Contra Costa police agencies.

**Grand Jury Finding F9**

The process of hiring and training new officers takes an extensive amount of time and resources to complete.

**City Response:** The City agrees with this finding.

**Grand Jury Finding F10**

Each Contra Costa police agency (except those that contract with the Sheriff's Office) manages its own screening process for police officer positions, resulting in a replication of efforts across the County.

**City Response:** The City partially disagrees with this finding. With regard to screening processes conducted on behalf of the City of Brentwood, the City agrees. The City cannot, however, address processes undertaken by other Contra Costa police agencies.

**Grand Jury Finding F12**

Recruits and young officers have different expectations than in the past regarding work/life balance.

**City Response:** The City partially disagrees with this finding. The City agrees that recruits and young officers joining the City of Brentwood have different expectations than in the past regarding work/life balance. The City cannot, however, speak to the expectations of recruits and young officers of other Contra Costa police agencies.

**Grand Jury Finding F13**

Recruits and young officers' expectations about work/life balance contribute to the challenges of officer recruiting and retention.

**City Response:** The City partially disagrees with this finding. The City agrees that the expectations about work/life balance held by recruits and young officers joining the City of Brentwood contribute to the challenges of officer recruiting and retention by the City of Brentwood. The City cannot, however, address the perceptions of other agencies on this topic.

**Grand Jury Finding F14**

Wellness and Employee Assistance Programs offered by Contra Costa police agencies aid retention of police officers.

**City Response:** The City partially disagrees with this finding. With regard to Wellness and Employee Assistance Programs offered by the City of Brentwood, the City agrees. The City cannot, however, address the efficacy of such programs offered by other Contra Costa police agencies with regard to officer retention.

## RECOMMENDATIONS

### **Grand Jury Recommendation R2**

The City/Town Councils of Antioch, Brentwood, Clayton, Concord, El Cerrito, Hercules, Martinez, Moraga, Oakley, Pinole, Pittsburg, Pleasant Hill, Richmond, San Pablo, San Ramon, and Walnut Creek should consider identifying funds to study the cost/benefit of a countywide screening process for police officer positions, to avoid replication of these steps while allowing each city police department to select and evaluate candidates, by June 30, 2021.

**City Response:** The recommendation requires further analysis by the City of Brentwood. The City budgets annually for recruitment and hiring costs for the police department. At this time, the City Council is amenable to using a portion of these recruiting and hiring funds to participate in a cost/benefit study of a countywide screening process for police officers. However, the COVID-19 pandemic continues to impact the City's budget and the full extent of these impacts may not be known within six months of the date of the publication of this report, so the City cannot commit to undertaking this study at this time.

### **Grand Jury Recommendation R3**

The Sheriff, and the City/Town Councils of Antioch, Brentwood, Clayton, Concord, Danville, El Cerrito, Hercules, Lafayette, Martinez, Moraga, Oakley, Orinda, Pinole, Pittsburg, Pleasant Hill, Richmond, San Pablo, San Ramon, and Walnut Creek should consider directing their police departments to apply annually, or when offered in 2021, to the Department of Justice COPS Hiring Program, which provides funding for hiring additional officers, by June 30, 2021.

**City Response:** The recommendation requires further analysis by the City of Brentwood. It is not presently clear what the scope and extent of any such grant funds would be, nor their anticipated duration. These program details would need to be understood prior to any direction being given to apply to the COPS Hiring Program. Nonetheless, the City will consider directing the Brentwood Police Department to apply for the Department of Justice COPS Grant when it is offered in 2021.

### **Grand Jury Recommendation R4**

The City/Town Councils of Antioch, Brentwood, Clayton, Concord, Danville, El Cerrito, Hercules, Lafayette, Martinez, Moraga, Oakley, Orinda, Pinole, Pittsburg, Pleasant Hill, Richmond, San Pablo, San Ramon, and Walnut Creek should consider identifying funds to increase the number of authorized sworn officers to fill understaffed units, such as traffic patrol and school resource officers, by June 30, 2021 .

**City Response:** The recommendation has not yet been implemented, but will be implemented in the future. Prior to the onset of the COVID-19 pandemic, the City had adopted a strategic initiative to increase the Brentwood Police Department's sworn staff by five (5) positions. This increase to the sworn staff was going to be used to augment patrol and create a Problem Oriented Policing Team. Since the start of the COVID-19 pandemic, the City has delayed the hiring of additional sworn staff until the full financial impacts of the pandemic are understood. These current circumstances, which have no known conclusion date, may cause a delay in hiring the additional officers beyond six months of the publication of this report.

**Grand Jury Recommendation R5**

The City/Town Councils of Antioch, Brentwood, Clayton, Concord, Danville, El Cerrito, Hercules, Lafayette, Martinez, Moraga, Oakley, Orinda, Pinole, Pittsburg, Pleasant Hill, Richmond, San Pablo, San Ramon, and Walnut Creek should consider identifying funds that would permit their police departments to over-hire officer positions as a strategy for keeping departments fully staffed, by June 30, 2021.

**City Response:** The recommendation has been implemented. In 2013, the City authorized four (4) additional sworn peace officer positions to the City's Police Department staff as "over-hire" positions. The City recognized the need to keep staffing level as close to fully staffed as possible while forecasting future sworn staffing losses. These sworn staffing losses were attributed to services retirements (full/medical) and sworn staff that may not complete probation. The City understood that it takes an average of 8 to 16 months to hire and train a new officer. Despite the COVID-19 pandemic, the City does not currently have plans to eliminate these positions.