



PUBLIC SAFETY CITIZEN TASK FORCE

October 30, 2013 Meeting Staff Report

Recommendation

It is recommended that the Public Safety Citizen Task Force (PSTF) consider, deliberate on, and modify, as needed, the following second draft of public safety-enhancing recommendations.

Discussion

Key Changes between 2nd and 3rd Drafts

1. Made all suggested edits from October 23th Task Force deliberations.
2. Staff was given direction to work with Danielle Long and Kim Stoner to rework language around Recommendations 18 and 19 in the last report. Deliberations around Recommendation 18 centered around an intent to bring transparency and accountability to a small percentage of offenders who are the most harmful to the community and seemingly enabled by social service provisions and other support mechanisms. With that direction, staff met with Ms. Long and Mr. Stoner and rewrote Recommendation 18.
3. Added language in Table 1, Recommendation 14, to capture sentiment of Task Force discussions around Needle Exchange.

Process Considerations for 3rd Round of Deliberations

It is recommended that the PSTF consider the following process recommendations for the 3rd round of deliberations:

1. Come prepared to the 3rd round of deliberations to indicate one of three potential responses for each element of the narrative portion of the report, and for each specific recommendation. The three response options are: Agree; Disagree; Agree if Amended (with specific language proposed by you on such items for which you are seeking an amendment in order to achieve your support).
2. Task Force discussions will commence on Table 1, Recommendation 18.
3. For each element of the narrative portion of the report, and to each recommendation, an initial motion (Agree, Disagree, Agree if Amended) must be made by any Task Force member to initiate discussion. For the 3rd round of deliberations, the motion will not be perfunctory. A Task Force member must make a motion to advocate for the item. Otherwise the item will be struck.
4. On any item (either narrative or recommendations), if there is not complete agreement, resolution of differences will be achieved by motions, amendments, substitute motions, and

47 votes. This element of the procedure is intended to keenly focus discussion and debate on
48 language, rather than on concepts.

- 49
50 5. It is the goal of the October 30th meeting to complete an initial run through of the entire third
51 edition document.

52
53 Final Report Outline

54
55 Staff is hard at work assembling the final report. The report will include a narrative summary of the
56 entire proceedings, as well as the recommendations. Given the time constraints, staff would like for
57 the Task Force to consider the following outline of the final report and provide any formatting or
58 editorial recommendations via Basecamp or email. The report will not be ready until the last day of
59 deliberations. If you have comments on the outline, please provide them by November 1st.

60
61 A. Executive Summary

- 62 a. Background and Overview of City Role in Management
63 b. Overview of Findings
64 i. Theme 1
65 ii. Theme 2
66 iii. Theme 3
67 iv. Theme 4
68 c. Overview of Recommendations

69
70 B. Introduction

- 71 a. Background/Events Leading to the Formation of the Task Force (See May 7, 2013
72 Staff Report for details/further context)

73 “The concept of developing a Task Force was brought forward in early 2013 when Santa
74 Cruz was experiencing an increase in the number of illegally discarded needles being found in
75 our parks, open spaces, beaches and neighborhoods. Santa Cruz residents, business owners,
76 and students-community members of all political persuasions, backgrounds and
77 demographics-wrote, called and emailed City Council about the need to address these which
78 are impacting citizens’ quality of life”

- 79 i. Discarded hypodermic needles
80 ii. Rash of violent crime
81 iii. Officer shooting
82 b. Charge of TF as Identified by City Council

83 “The charge of the Task Force is to clearly define the underlying safety issues facing the City
84 of Santa Cruz and present their findings and recommended solutions to City Council, utilizing
85 quantitative and qualitative evidence and best practice research to support that work. The
86 Task Force will be tasked with exploring the deep rooted issues affecting our public safety,
87 including, by not limited to: drug abuse and treatment; drug-related crimes; transients,
88 inappropriate social behaviors; mental illness; gang activity; and the impacts our local justice
89 system is grappling with increased calls for service. These complex issues require deep
90 thought and analysis, and most importantly, open minds and plenty of room for disagreement
91 and collaboration. Ultimately, the Task Force will develop a report on these issues and

92 provide recommended short-term and long-term actions to City Council to include
93 programmatic, budgetary, and policy-oriented solutions.

94 These solutions may be local and regional in scope and will be designed so that community
95 groups, concerned residents and members of the local business community will have ample
96 opportunity to participate in the dialogue and implementation of solutions.”
97

98 C. Task Force Process (See May 29th, June 26th, and July 10th Staff Reports and Minutes for
99 details/further context)

- 100 a. Introduction
- 101 a. Study/Analysis/Solutions/Recommendations
- 102 b. Prioritization Process
- 103 c. Themes of Study

104
105 D. Study/Analysis Phase

- 106 a. Introduction
- 107 b. Theme 2: Drug and Alcohol Abuse, Drug Trafficking, and Related Non-Violent or
108 Petty Crime (See May 29th, June 12th, July 10th, July 24th, August 7th Staff Reports
109 and Minutes for details/further context)
 - 110 i. Opening Narrative/Relevant Case
 - 111 1. Nate (panelist) as local teen with early drug interaction/petty crime
 - 112 ii. Scope of the Problem
 - 113 iii. Panel Experts
 - 114 iv. Outcome of Educational Phase
- 115 c. Theme 1: Environmental Degradation and Behaviors Affecting our Sense of Safety in
116 the City’s Parks, Open Spaces, Beaches and Business Districts (See May 29th, June
117 12th, July 10th, August 7th, August 21st Staff Reports and Minutes for details/further
118 context)
 - 119 i. Opening Narrative/Relevant Case
 - 120 1. Miguel de Leon (80+ muni code citations, civil injunction)
 - 121 ii. Scope of the Problem
 - 122 iii. Panel Experts
 - 123 iv. Outcome of Educational Phase
- 124 d. Theme 3: Gang Violence (See October 2nd Staff Reports and Minutes for
125 details/further context)
 - 126 i. Opening Narrative/Relevant Case
 - 127 1. (name kept private/Watsonville teen who provided testimony to the
128 Task Force)
 - 129 ii. Scope of the Problem
 - 130 iii. Panel Experts
 - 131 iv. Outcome of Educational Phase
- 132 e. Theme 4: Criminal Justice System and Governance Structure, Violent Crime (See
133 September 3rd, September 18th Staff Reports and Minutes for details/further context)
 - 134 i. Opening Narrative/Relevant Case

135	1. Jesse Parsons as repeat offender
136	(http://santacruzpolice.blogspot.com/2013/10/officer-injured-in-fight-
137	with-repeat.html)
138	ii. Scope of the Problem
139	iii. Panel Experts
140	iv. Outcome of Educational Phase
141	
142	E. Solutions/Recommendations Phase (See October 9 th , October 19 th , October 23 rd , October 30 th
143	and November 6 th Staff Reports and Minutes for details/further context)
144	a. Introduction
145	b. Summary of Outcome/Educational Phase/Problem Statement
146	c. Methodology Used to Assemble Recommendations
147	d. Recommendations (tentative)
148	i. Prevention/Education/Connection
149	ii. Strategic Enforcement with Accountability
150	iii. Collaborative Oversight
151	iv. Appropriate Funding
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PUBLIC SAFETY CITIZEN TASK FORCE

Second Draft Policy Recommendations

Public safety policy recommendations consist of a four-pronged approach: prevention/education/connection, strategic enforcement with accountability, collaborative oversight, and appropriate funding.

Prevention/Education/Connection

Prevention

While more long-range in nature, preventative programs are essential to reduce crime and victimization in a sustainable fashion. The PSTF recommends policy changes to be heavily weighted towards prevention initiatives, with the City, County, schools, neighborhoods and our non-profit service partners playing an integral role in funding, implementation and management.

Prevention initiatives should include the following priorities (in no particular order):

1. Enhancement of drug and alcohol treatment funding
2. Expansion of pro-social youth programs
3. Truancy enforcement
4. Environmental design and reactivation of spaces
5. Community reform: addiction and social service abuse [NO TENTATIVE AGREEMENT]

Given that addiction treatment lowers the rate of criminal recidivism, the Task Force finds that investment in (and greater collaboration between) existing and proven effective treatment programs is essential. Treatment of drug addiction is underfunded in Santa Cruz County. The Task Force therefore recommends that City Council and staff work with the County Board of Supervisors and the County Health Services Agency staff on the County Strategic Plan for Alcohol and Drug Treatment and Intervention to insure that proven, evidence-based interventions and treatment programs that address specific City needs, are included in the Strategic Plan and adequately funded.

The Task Force finds that an investment in our youth is part of an effective strategy to reduce future crime. Children that stay in school and are active under adult supervision during after-school hours are far less likely to try drugs and/or alcohol, develop addiction, join gangs, and engage in criminal activity as young adults. The Task Force recommends a partnership program, jointly administered by the City, County, Courts, School Districts, parents and non-profits to enhance pre-at-risk and at-risk pro-social youth programs and truancy enforcement.

Crime Prevention Through Environmental Design (CPTED) and reactivation of spaces are data-driven crime prevention programs. With proven efficacy in many cities, CPTED reduces criminal opportunity through landscape and architectural design of space (lighting, visibility, cover reduction, etc.) while reactivation is intended to create pro-social activities in public locations. Environmental design and pro-social activities are lacking in our greenbelt and commercial areas, particularly along

228 the San Lorenzo River corridor, on Pacific Avenue, and in Harvey West. Therefore, the Task Force
229 recommends a comprehensive environmental design and programming study of the City's most
230 crime-ridden public and commercial areas. The study's implementation plan should be phased to
231 target the community's highest areas of safety concern.

232

233 Santa Cruz has a storied history of openness, compassion and tolerance for a wide variety of
234 lifestyles, including those consisting of regular drug use and reliance upon community goodwill and
235 social services. While our community celebrates and takes pride in this appreciation for diversity and
236 differences, many residents believes that, when misapplied, this tolerance has a negative side effect.
237 They believe our community has for far too long tolerated criminal behavior under the guise of
238 alternative lifestyles. We should not tolerate criminal behavior, nor enable criminals who routinely
239 victimize the community and evade the criminal justice system.

240

241 Because many residents and some visitors share the perception that Santa Cruz is an easy place to
242 commit crime with little or no consequence, Santa Cruz needs to change this perception through
243 substantive and symbolic actions. The Task Force recommends actions that demonstrate zero
244 tolerance for illegal activity, illicit hard drug use, underage substance use, and use of discretionary
245 social service provisions by individuals who routinely victimize the community, are currently
246 evading the criminal justice system and who demonstrate no real desire to change their behavior. [NO
247 TENTATIVE AGREEMENT]

248

249 Education

250

251 In 2011, marijuana use amongst youth in Santa Cruz County was nearly 40 percent higher than the
252 national average.¹ According to the 2012 Santa Cruz County Community Assessment Project (United
253 Way sponsored), 15 percent of 11th-graders in the County self-reported tobacco use within the last 30
254 days. 40 percent reported use of alcohol and 30 percent reported use of marijuana. According to the
255 report, marijuana, cocaine and methamphetamine use has increased over the last decade among
256 County youth.

257

258 Drawing upon an "exposure opportunity" concept, sequential use of tobacco, alcohol, marijuana and
259 cocaine is proven to increase the likelihood of illegal and increased drug involvement later in life.
260 Because Santa Cruz has an extremely high rate of substance-related criminal activity, high
261 community tolerance for recreational marijuana use, and a dearth of early education on substance
262 abuse and addiction, the Task Force recommends an outreach/social marketing campaign, in
263 coordination with the City's community/County partners, towards parents and children to decrease
264 youth drug use.

265

266 The Task Force recommends an educational campaign on how to identify gang-related activity in
267 your home, neighborhood or classroom, and how to talk to your children about gangs.

268

269 The Task Force further recommends the City implement a "if you see something, say something"
270 campaign to promote the role of residents in community policing. The campaign should include
271 information on what suspicious activities or behaviors warrant an intervention, and how to best
272 inform law enforcement of such suspicious activities.

273

274 Connection

275

¹ Santa Cruz County Community Assessment Project, Year 18, 2012 compared to National Institute on Drug Abuse, National Institute of Health, *Monitoring the Future, National Results on Adolescent Drug Use*

276 Neighborhood cohesion is an effective deterrent of illegal behavior. Studies show that voluntary
277 action by neighborhoods can play an integral role in maintaining order in a cost-effective and legal
278 manner. But studies also show that neighborhood organizations are not self-initiating, even in the
279 face of threatening crime problems. Opportunities for action must be made available to neighborhood
280 organizations through governmental funding, collaboration and management assistance.

281

282 With that in mind, the Task Force recommends proactive support of neighborhood organizations by
283 the City and County. Of particular importance is the need for a strategy to engage communities with
284 the highest crime rates and with marginalized and under-represented groups.

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
Prevention									
Treatment Funding									
1	The City of Santa Cruz and the City Council should work with County Health Services and the Board of Supervisors on the County Strategic Plan for Alcohol and Drug Treatment and Intervention to insure that proven, evidence-based interventions and treatments that <i>address specific City needs</i> are included in the Strategic Plan and adequately funded. Needs specific to the City noted by the PSTF include the following: reduce public anti-social behaviors caused by serial inebriates and drug users, and reduce both violent and non-violent crime caused by addiction to opiates and other drugs. It is our belief that the County's Strategic Plan will further help to delineate the problems and their interventions and treatment that contribute to unsafe environments locally.								
Youth Programming									
2	City Council to partner with Santa Cruz Youth City Council to develop all Youth Programming recommendations herein								
3	Youth Programming recommendations should include information published by the Criminal Justice Council Report on Youth Violence								
4	Leverage existing programs and, if necessary, consider creating new programs to provide mentoring and job opportunities to local teenagers.								
5	Leverage existing programs and, if necessary, consider creating new programs to provide pro-social activities, focusing on the 3-9 pm								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
	period, that serve both at-risk and pre-at risk youth. These programs should include activities that appeal to particular cultures and subcultures (e.g. baile folklorica and skate boarding) as well as programs that bring different cultures and subcultures together (such as little league and soccer). These programs should be both attractive to a wide variety of youth and focus on minimizing barriers to participation such as costs, accessibility, complex sign ups/initiation processes, location of programs, hours and duration of programs.								
6	City should create mechanism to inform community residents, businesses and non-profits on how to provide scholarships for Youth Programming initiatives								
7	Park and Recreation to develop an outreach strategy that targets underserved youth in our community with the goal being to involve them in more P&R programs. The outreach be both in English and Spanish.								
8	Ensure that the long range plan for parks and recreation includes appropriate facilities for demographic trends and to increase participation rates.								
	Truancy Enforcement								
9	City partner with SCCS and SC County Office of Education to enhance and strengthen truancy policies and enforcement processes								
	Environmental Design/ Reactivation of Spaces								
10	Immediate study and external programmatic audit of environmental design and programming in public and greenbelt areas to								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
	minimize illegal behavior and promote positive use with specific emphasis on developing effective CPTED strategies to address high crime rates (Levee, Harvey West Park, Pacific Avenue).								
11	<p>Implementation of study (from #8) recommendations targeting areas of highest community safety concern. CPTED and pro-social programming may include:</p> <ul style="list-style-type: none"> • Implementation of any/all of the recommended strategies as outlined in the 10/2/2013 Public Safety Task Force Research Report • City-wide lighting improvement project (high efficiency design) • Downtown alley revitalization • Community gardens in City parks. • City supported/sponsored events including “nightwalks” • “Weed and seed” funding of the City’s most blighted residential and commercial areas (Neighborhood Revitalization Strategic Areas). • City promotion of recreational programs in greenbelt areas (similar to bike/foot path in the Pogonip) 								
12	Instruct the City representatives to the Metro Board to ensure that the new transit hub is designed to minimize illegal behavior and promote positive use. (External review may be necessary)								
	Community Reform: Addiction and Social Service Abuse								
13	City has more influence on questions asked for								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
	<p>the point of time homeless survey.</p> <p>City to conduct a comprehensive homeless survey to establish baseline data to inform community perceptions and responses to homelessness. Questions could include:</p> <ul style="list-style-type: none"> • Reason for coming to Santa Cruz • How long have they been in Santa Cruz • Where is shelter found • Has a person reached out for assistance • What services do people use • Are people involved in criminal activity • Are people suffering from mental illness or drug addiction [NO TENTATIVE AGREEMENT] 								
14	<p>Instruct City Staff and City Council to work with County and 3rd and 5th District Supervisor Office to ensure the public safety efficacy (harm reduction of users and community affected by discarded syringes) of the County's Syringe Services Program (SSP):</p> <ul style="list-style-type: none"> • Implore the County Board of Supervisors to address the community-wide impacts of SSP on their work plan/agenda • Ensure best practices are in place for needle exchange programs to mitigate impacts to City's public spaces and neighborhoods (identification tagging, information to users on disposal practices, ect.) 								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
	<ul style="list-style-type: none"> Prevent additional needle exchange programs from operating or opening in the City of Santa Cruz 								
15	End most day resource center services at HSC. Focus efforts on long-term housing and rehabilitation of most needy and those most likely to succeed [ITEM TABLED]								
16	Facilitate the transition of the HSC to 100% focus on proven effective programs with limited externalities. [ITEM TABLED]								
17	HSC to focus more effort and resources towards housing and rehabilitation of the most needy and likely to succeed. [ITEM TABLED]								
18	City to develop a strategic team (enforcement, criminal justice, drug treatment, social service providers) to identify individuals exhibiting behaviors and crimes most harmful to the community. Strategic team will develop an intervention and accountability plan on a case by case basis for each offender. Plans may include mandated enforcement, sentencing and social service adjustments (eg.: no day services at HSC, no emergency shelter, no library access, etc.) to provide for enhanced accountability and recidivism reduction.								
19	No City funding of adult (non-school) social services, hire development expert to help them raise funds								
20	City pays for outcomes-based social services (not inputs) to non-profits or for-profits at ratio of \$2 saved: \$1 spent.								
21	Expand Homeward Bound program								
22	Have planning department (anything left of								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
	RDA/Housing unit) encourage landlords within the City to support Housing First models; any kind of incentive to renting to special needs populations.								
23	Invest in housing-first best practice programs								
24	City to coordinate with faith-based organizations to develop best-practice social service programs (soup feeds, overnight shelter, rv parking, etc.) to ensure public safety is not unintentionally jeopardized								
25	HSC or Drug/Alcohol treatment donation mobile application so people can donate funds rather than support panhandlers.								
Education									
26	Increased community education (includes schools on certain topics) in the areas of SUD, mental health, gang desistence/prevention, and perhaps other related topics.								
27	City engage with marginalized and under-represented communities in education/outreach program								
28	Engage with faith-based organizations on issues of homeless services								
Connection									
29	City-wide campaign for formation of more neighborhood groups								
30	Increase City coordination, financial support, and social services outreach for volunteer clean-up efforts. (such as the Levelies, Clean Team, Save our Shores, Beach Flats, Community Center, NoLo)								

285 Strategic Enforcement with Accountability

286
287 The mission of the Santa Cruz Police Department (SCPD) is to provide protection and services to
288 our community. With a \$23 million annual budget and 94 budgeted sworn officers serving a
289 population of 62,000, the force runs a lean operation. As a destination spot for summer tourists,
290 UCSC students, and transients, and as an entertainment hub for Santa Cruz County and beyond, the
291 SCPD is often stretched extremely thin.

292
293 SCPD currently has 6 vacant officer positions, with several officers out on work related and non-
294 work related injuries, and several other individuals in the training process. In total, SCPD are at 75
295 percent of sworn strength in the field. Currently there are no gaps in service or coverage, however,
296 this shortage puts a significant strain on those officers serving the community. While there are a
297 number of factors contributing to officer attrition (the recent tragedy, long-term disability,
298 retirement, etc.), SCPD historically has had difficulty maintaining a fully-staffed force. With current
299 staffing levels, it becomes difficult to effectively balance department priorities: crime prevention,
300 investigations, community programming, etc.

301
302 Public nuisance/quality of life crimes and repeat offenders put a heavy strain on SCPD resources.
303 Calls for service are at an all-time high and individuals that self-report as homeless account for
304 significant portion of the total number of arrests and citations. Repeat offenders, averaging 100
305 individuals per year, are responsible for a staggering number of total arrests. Over 50 percent of
306 repeat offender arrests are in some manner related to drugs or alcohol.

307
308 SCPD's record volume of repeat offender arrests and municipal code violations is a symptom of a
309 failing criminal justice system for low-level crimes in Santa Cruz County. Lack of jail space,
310 treatment options, probation capacity, and the Superior Court's apparent indifference to nuisance
311 crimes has created an endless cycle of recidivism among low-level criminals.

312
313 The mission of the Code Compliance division of the City's Planning and Community Development
314 Department is to ensure a safe, clean, attractive, and healthy living environment for all residents and
315 visitors to Santa Cruz. With a budget of approximately 4.5 million dollars, about half of which
316 devoted to public safety, Code Compliance is also running a lean operation. Code enforcement
317 works to improve blighted areas of town, but depends mostly on Federal grants for funding, limiting
318 the range and scope of enforcement opportunity. Alcohol permits and the enforcement of laws
319 against "drug houses", both concerns of the community, also fall under the jurisdiction of Code
320 Compliance. With such a fundamentally important mission, it is imperative for the City's Code
321 Compliance division to be provided with adequate financial and staffing resources.

322
323 The PSTF finds that a strategic intervention is required to improve community conditions around
324 addiction-related crime and public nuisance behaviors in our neighborhoods, open spaces, parks, and
325 business districts. Therefore, the Task Force recommends three priorities: strategic police and code
326 enforcement, offender assistance with accountability/recidivism reduction, and criminal justice
327 system accountability.

328
329 Strategic Police Enforcement

330
331 Several critical SCPD priorities have been identified by the PSTF. The PSTF recommends the City
332 take immediate measures to staff the SCPD at budgeted levels. The PSTF recommends moving to a
333 targeted policing model, with a strategy that emphasizes enforcement of nuisance crimes in natural,
334 city entry and focal point areas; "broken window" policing; vigorous enforcement of bike license

335 laws; and property seizure law enforcement of repeat drug offenders, those ignoring citations, or
336 violating parole.

337
338 The PSTF recommends a program focused on repeat offenders. SCPD should work with the Santa
339 Cruz County Health Services Agency, Sheriff's Office and social service providers to target repeat
340 offenders who exhibit the most problematic behaviors in the City. The City and County should
341 create a multi-disciplinary team to work on the most serious cases, following the MOST Team
342 model.

343
344 In addition, the PSTF recommends implementing new crime-reporting mechanisms via text, mobile
345 applications and web platforms.

346
347 Strategic Code Enforcement

348
349 The PSTF recommends several priorities for code enforcement, beginning with an immediate study
350 of the City's municipal code ordinances for safety and efficacy. Based on the study results, the
351 PSTF recommends staffing and funding the Code Compliance division at levels necessary to
352 adequately and effectively enforce the municipal code. In addition the PSTF recommends an
353 overnight recreational vehicle parking and private metal recycling centers ban within the City's
354 jurisdiction. Lastly, high-risk alcohol outlet reform should be a top City priority.

355
356 Offender Assistance with Accountability/Recidivism Reduction

357
358 The Task Force recommends a specialty court model for substance abuser and mentally ill or
359 homeless offenders. This recommendation might take the form of distinct courts for the major
360 categories of offense, or as a Community Court, which would adjudicate all community-driven
361 priorities.

362
363 The specialty court is a proven model in halting the revolving door of recidivism by linking
364 offenders to treatment and rigorous judicial monitoring. Specialty courts are highly collaborative,
365 bringing together the criminal justice system and service providers to enforce court-ordered
366 sanctions. The Task Force finds that the specialty court model would provide offenders with the
367 right balance of treatment assistance with accountability. The Task Force further recommends the
368 creation of a coerced drug treatment center at the Rountree facility.

369
370 Criminal Justice System Accountability

371
372 The PSTF finds that the Criminal Justice System should be held accountable for under-serving the
373 community as it relates to low-level crimes and drug offenses. Improved accountability should be in
374 the form of increased transparency, consistent adjudication of the City's municipal code violations,
375 implementation of a specialty court model, and Probation reform.

376
377 In addition, the PSTF recommends a Community Prosecutor model be implemented for the County.
378 Community Prosecution calls upon the community to establish justice priorities and builds
379 collaboration between neighborhoods and the criminal justice system. The Community Prosecutor
380 should work in concert with the specialty court programs (or Community Court).

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Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
Strategic Police Enforcement									
31	External review of SCPD organizational structure and performance								
32	Immediately fill existing and budgeted SCPD vacancies								
33	Increase foot/bike/street patrols								
34	Strategy of emphasis on nuisance crimes in natural, commercial, point of entry and focal point areas								
35	Broken windows theory policing, one hotspot at a time including under-patrolled greenbelt areas								
36	Vigorous enforcement of bike license law/illegal to have unlicensed bike or bike with shaved serial numbers.								
37	Use property seizure laws to confiscate belongings of repeat drug offenders and illegal campers currently evading the justice system								
38	Coordinated strategy with community groups to re-claim one public area at a time starting with SL park and Harvey West								
39	Sue Caltrans, railroad, Army Corps, Nevada & other property owners/businesses who create crime pollution externalities								
40	Increase use of flash incarceration for repeat offenders (muni coded and drug offenses)								
41	More jail space for short-term incarceration								
42	Text-based crime reporting								
43	Better web-based crime reporting								

Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
44	Crime reporting/ broken windows app with transparent response								
45	City or private crime tracker website with location data, arrest data, penalty data that is easy to use								
46	SCPD work with County mental health and service providers to target those who are repeat offenders, causing most problematic behaviors in City; serial inebriates. Create multi-disciplinary team to work on these cases (i.e., MOST Team model). Focus on top 100 cases.								
47	Maintain curfew at Cowell Beach								
48	The City and UCSC ban and enforce all public celebration of illicit drug use								
49	City and UCSC police should vigorously enforce state marijuana laws regarding minors, public spaces, and driving under the influence (as stipulated by Measure K)								
Strategic Code Enforcement									
50	Review of zoning ordinances for safety and efficacy								
51	City to fund additional code enforcement officers.								
52	RV parking ordinance (ban)								
53	Close recycling centers near Harvey West & Fair St. (consolidate at landfill).								
54	High-risk alcohol outlet reform								
55	No new headshop permits/ reduce existing number								
56	Improve internal City processes that fail the community on a systemic basis <ul style="list-style-type: none"> • Code enforcement – online 								

Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
	reporting system and improved transparency <ul style="list-style-type: none"> • Planning and permits – create better transparency • Bike registration – online registration tied to SCPD • CDBG distributions to social service providers – measurable deliverables tied to grants 								
57	Penalties (like party house ordinance) for high crime addresses								
58	Code enforcement should undergo a structuring and reprioritization to emphasize public safety								
Offender Assistance <u>With</u> Accountability/Recidivism Reduction									
59	Use SIP model for drug offenders								
60	Use County-owned Rountree facility for coerced treatment								
61	Provide a sobering facility for serial inebriates								
62	Implement a specialty court model for drug/mentally ill/homeless/veteran offenders								
63	Implement a Community Court								
64	Publicly available reporting on judges' decision records								
65	Fund Rountree as a mental health & substance abuse option								
Criminal Justice System Accountability									
66	Compel Superior Court to enforce SCPD model for municipal code violations								
67	Return to old model for municipal code								

Table 2: Strategic Enforcement with Accountability

#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
	violations								
68	Initiate a Community Prosecutor								
69	Initiate a Community Court (or individual specialty courts)								
70	Fund SCC Probation at a level (ratio) that makes it possible for Probation Officers to truly supervise their caseloads; train Probation Officers at a level that they feel safe in dealing with the more violent caseload as a result of AB 109. Openly address the fact that AB 109ers in many cases <u>do</u> have criminal histories that include violent crime.								
71	County Probation – Better transparency on AB109, reduce overall recidivism								
72	Jail to release inmates to community of origin								
73	Judges must get tougher on sentencing in Santa Cruz County								
74	Funding of City Community Programs should be some percentage to youth programming and gang								

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386 Collaborative Oversight and Appropriate Funding

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388 The PSTF finds that its own process should be the first step in building a county-wide strategic plan
389 for public safety. At the very least, the PSTF recommends the creation of a Public Safety
390 Commission for the City of Santa Cruz. Commission should include a City Council member, a
391 County Supervisor, a representative from the City's Public Works and Park and Recreation
392 Departments, a SCCS Trustee, a representative of the County Court system, and an at-large member
393 of the community appointed by the Mayor and confirmed by the City Council. The group would
394 serve as a diversified, multi-organizational leadership Commission, providing the City Council with
395 guidance on public safety issues on a regular basis.

396
397 The PSTF recommends the City Council and County consider an alternative funding mechanism to
398 fund any programs identified herein that are outside of the City and County's regular budget. The
399 alternative funding mechanism could include a tax measure, Social Impact Bonds, or a Pay for
400 Success program.

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Table 3: Collaborative Oversight and Appropriate Funding									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
Collaborative Oversight									
75	Create a permanent “Public Safety Commission” for the city of Santa Cruz								
76	Have this process be a start. Have an ongoing group focused on these issues with representation from various stakeholders that would create strategic plan; continuing ongoing analysis and work to monitor progress.								
77	Public safety analyst advocate position (to advise city on all aspects of crime reduction)								
78	Formal review of all city actions through filter of public safety (office of comprehensive public safety)								
Appropriate Funding									
79	City alcohol tax dedicated to safety								
80	City or county dedicated public safety sales tax								
81	Pay for success pilot programs								
82	Social Impact Bonds								
83	City to distribute 100% of Community Programming funds to youth and recovery programs.								
84	City to re-evaluate Measure E funding for use of cleanup programs on the San Lorenzo Riverway.								
85	Use muni code citation ticket revenue								

Table 3: Collaborative Oversight and Appropriate Funding									
#	Solution/ Category	Intended Impact	Supporting data/logic	Time Scale	Unintended Impacts	Metrics	\$ Cost	\$ Source	Public Message
	to fund a specialty/community court								

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