



PUBLIC SAFETY CITIZEN TASK FORCE

November 6, 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 3rd and 4th Drafts

All suggested edits were made. Recommendations were further condensed. Added “Direct Recommendation” which may be a more succinct message in the report. Added the remaining data in columns (staff’s best guess/no consultation with Santa Cruz Finance Director). Color coded: Blue, motion passed, Yellow: No Tentative Agreement

Process Considerations for 4th 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 4th 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 2, Recommendation 54.
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 4th 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 votes. This element of the procedure is intended to keenly focus discussion and debate on language, rather than on concepts.
5. It is the goal of the November 6th meeting to complete an initial run through of the entire fourth edition document.



PUBLIC SAFETY CITIZEN TASK FORCE

Fourth Draft Policy Recommendations

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

Prevention/Education/Connection

Prevention

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

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

- 68 1. Enhancement of drug and alcohol treatment funding
- 69 2. Expansion of pro-social youth programs
- 70 3. Truancy enforcement
- 71 4. Environmental design and reactivation of spaces

- 72 5. Community reform: addiction and social service abuse [NO TENTATIVE AGREEMENT]

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

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

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

93 design and pro-social activities are lacking in our greenbelt and commercial areas, particularly along
94 the San Lorenzo River corridor, on Pacific Avenue, and in Harvey West. Therefore, the Task Force
95 recommends a comprehensive environmental design and programming study of the City's most
96 crime-ridden public and commercial areas. The study's implementation plan should be phased to
97 target the community's highest areas of safety concern.

98
99 Santa Cruz has a storied history of openness, compassion and tolerance for a wide variety of
100 lifestyles, including those consisting of regular drug use and reliance upon community goodwill and
101 social services. While our community celebrates and takes pride in this appreciation for diversity and
102 differences, many residents believe that, when misapplied, this tolerance has a negative side effect.
103 They believe our community has for far too long tolerated criminal behavior under the guise of
104 alternative lifestyles. We should not tolerate criminal behavior, nor enable criminals who routinely
105 victimize the community and evade the criminal justice system.

106
107 Because many residents and some visitors share the perception that Santa Cruz is an easy place to
108 commit crime with little or no consequence, Santa Cruz needs to change this perception through
109 substantive and symbolic actions. The Task Force recommends actions that demonstrate zero
110 tolerance for illegal activity, illicit hard drug use, underage substance use, and use of discretionary
111 social service provisions by individuals who routinely victimize the community, are currently
112 evading the criminal justice system and who demonstrate no real desire to change their behavior. [NO
113 TENTATIVE AGREEMENT]

114 Education

115
116
117 In 2011, marijuana use amongst youth in Santa Cruz County was nearly 40 percent higher than the
118 national average.¹ According to the 2012 Santa Cruz County Community Assessment Project (United
119 Way sponsored), 15 percent of 11th-graders in the County self-reported tobacco use within the last 30
120 days. 40 percent reported use of alcohol and 30 percent reported use of marijuana. According to the
121 report, marijuana, cocaine and methamphetamine use has increased over the last decade among
122 County youth.

123
124 Drawing upon an "exposure opportunity" concept, sequential use of tobacco, alcohol, marijuana and
125 cocaine is proven to increase the likelihood of illegal and increased drug involvement later in life.
126 Because Santa Cruz has an extremely high rate of substance-related criminal activity, high
127 community tolerance for recreational marijuana use, and a dearth of early education on substance
128 abuse and addiction, the Task Force recommends an outreach/social marketing campaign, in
129 coordination with the City's community/County partners, towards parents and children to decrease
130 youth drug use.

131
132 The Task Force recommends an educational campaign on how to identify gang-related activity in
133 your home, neighborhood or classroom, and how to talk to your children about gangs.

134
135 The Task Force further recommends the City implement a "if you see something, say something"
136 campaign to promote the role of residents in community policing. The campaign should include
137 information on what suspicious activities or behaviors warrant an intervention, and how to best
138 inform law enforcement of such suspicious activities.

139 Connection

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*

141

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

147

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

Table 1: Prevention/Education/Connection

| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | 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 address specific City needs 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. | The County's <i>Strategic Plan for Alcohol and Drug Treatment and Intervention</i> should focus on reducing addiction-facilitating environmental conditions | Reduce drug & alcohol addiction that fuels crime | Medium | Medium | Increased success rates (recidivism reduction) for individuals served by treatment programs | 0 | City/County | SC good place to get clean |
| | Youth Programming | | | | | | | | |
| 2 | City Council to partner with Santa Cruz Youth City Council to develop all Youth Programming recommendations herein | Focus youth city council on public safety | Increase youth participation in public safety | Medium | Long | Measured youth participation in public safety | 0 | City | SC cares about public safety |

Table 1: Prevention/Education/Connection

| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
|---|---|---|-------------------|----------|------------|------------------|--|------------------------------|--------------------------|
| | | | | | | activities | | | |
| 4 | Leverage existing programs and, if necessary, consider creating new programs to provide mentoring and job opportunities to local teenagers. | More mentoring and jobs for teens | Reduce teen crime | Medium | Long | Teen crime rates | 50k for 30 students to supplement wages/year | City | SC cares about all youth |
| 5 | Leverage existing programs and, if necessary, consider creating new programs to provide pro-social activities, focusing on the 3-9 pm 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. <ul style="list-style-type: none"> City should create mechanism to inform community residents, businesses and non- | 3-9pm youth programs that are appealing and accessible to all | Reduce teen crime | Medium | Long | Teen crime rates | 500k/year | City/County/School Districts | SC cares about all youth |

Table 1: Prevention/Education/Connection

| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
|---|---|-----------------------|-----------------|----------|------------|---------|---------|--------|----------------|
| | <p>profits on how to provide scholarships for Youth Programming initiatives</p> <ul style="list-style-type: none"> • 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. • Ensure that the long range plan for parks and recreation includes appropriate facilities for demographic trends and to increase participation rates. • Youth Programming recommendations should include information published by the Criminal Justice Council Report on Youth Violence | | | | | | | | |
| | Truancy Enforcement | | | | | | | | |

Table 1: Prevention/Education/Connection

| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
|----|--|--|---|----------|------------|--|---|---------------------------------|---------------------------------------|
| 9 | City partner with SCCS and SC County Office of Education to enhance and strengthen truancy policies and enforcement processes | Revise and enforce truancy laws | Reduce number of truant in City | High | Long | Before/after truancy rates. | 2 truancy officers + admin = 150k/year | SCCS/County Office of Education | SC cares about all youth |
| | Environmental Design/ Reactivation of Spaces | | | | | | | | |
| 10 | Immediate study and external programmatic audit of environmental design and programming in public and greenbelt areas to 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). | change architecture and landscaping to reduce crime: a. external review b. zoning laws c. incentives d. investment | Reduced crime and increased sense of safety | High | Long | Before/after crime rates at project sites, public attitude surveys | 100k first year/ 300k annually thereafter | City | SC is cares about public spaces |
| 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) | Make new transit center public safety showcase | Reduce crime change public attitude | High | Short | Pre/post public surveys, crime reports | 400k capital expense | City/County/Metro | SC cares about public spaces |
| | Community Reform: Addiction and Social Service Abuse | | | | | | | | |
| 13 | City has more influence on questions asked for the point of time homeless survey. | Improve point of time homeless survey to facilitate public safety in Santa Cruz. | Collect data that can be used to guide policy | Low | Long | More useful data | 0 | City/County | SC is using all tools to reduce crime |
| 14 | Instruct City Staff and City Council to work with County and 3 rd and 5 th District Supervisor Office to ensure | Reduce negative impacts of needle exchange program | Send message to community | Medium | Short | Public attitude surveys, changes in | \$10k capital expense | City/County | SC balances public safety and public |

Table 1: Prevention/Education/Connection

| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
|----|--|--|--|----------|------------|--|---------|-------------|--|
| | <p>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.) • Prevent additional needle exchange programs from operating or opening in the City of Santa Cruz | | | | | needle exchange program | | | health |
| 15 | End most day resource center services at HSC. Focus efforts on long-term housing and rehabilitation of most needy and those most | End most day services at HSC, focus on long-term housing | Decrease crowds around HSC, house more | High | Short | # Housed, Homeless counts around HSC, public | 0 | Non-profits | SC bad place to camp illegally, SC focuses |

Table 1: Prevention/Education/Connection

| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
|----|--|---|--|----------|------------|---|---|------------------|---|
| | likely to succeed [ITEM TABLED] | | people, decrease # of homeless in Harvey West | | | attitude surveys | | | on housing |
| 21 | Expand Homeward Bound program | Expand Homeward Bound Program | Reduce homeless population | Medium | Short | Homeless counts | 100k/ year | City/County | SC bad place to camp illegally, SC focuses on housing |
| 22 | Recommend that City and County planning departments encourage landlords within the City and County to support investment in HUD recognized best practice programs including Housing First models such as 180/180; any kind of incentive to renting to special needs populations. "Santa Clara program" | Incentivize landlords to rent to those at risk of being homeless | Reduce homeless population | Medium | Long | Homeless counts | 50k/ year | City/County | SC bad place to camp illegally, SC focuses on housing |
| 24 | City to coordinate with faith-based, government and non-governmental organizations to operate social service programs (soup feeds, overnight shelter, rv parking, etc.) that ensure public safety impacts to community are minimized. | Ensure that private social service programs don't negatively impact community | Reduce negative externalities of social services | Medium | Medium | Neighbor complaints | 10k/ year | City/Non-profits | Social services need to be thoughtfully provided |
| 25 | City to develop and publicize self-supporting alternative to giving money to panhandlers. Program will include mobile App and | Don't give \$ to panhandlers, give to charities that help the homeless | Reduce panhandling | Medium | Medium | Panhandler counts, public attitude and perception | 100k capital expence/ self supported thereafter | City | Don't panhandle in SC |

| Table 1: Prevention/Education/Connection | | | | | | | | | |
|--|--|---|--|----------|------------|------------------|----------------------------------|--------------------|-----------------------------|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| | other possible ways of donating such as web-based. Proceeds of program will go to proven effective programs to support people who are homeless, mentally ill and substance abusers | | | | | surveys | | | |
| Education | | | | | | | | | |
| 26 | <p>Increased community education (includes schools on certain topics) in the areas of substance abuse, domestic violence, bullying, sexual assault, mental health, gang desistence/prevention, and perhaps other related topics.</p> <p>In the design, development, and implementation of prevention, education and other programs that will promote a higher level of safety for Santa Cruz residents, the City will make a special effort to include marginalized and under-represented communities. In particular, the City should identify members of those communities with the knowledge and leadership necessary to insure cultural competency in those programs.</p> | Social marketing campaign for everyone on most important public safety issues | Reduce key crimes, increase reporting, decrease apathy | Medium | Long | Attitude surveys | 50k capital expence/ 5k annually | City | SC doesn't accept crime |
| Connection | | | | | | | | | |
| 29 | Every citizen should belong to a neighborhood group and be civically engaged. | Make neighborhood groups attractive and accessible to all. | Better community, less apathy, | Medium | Long | Crime reports | 40k/year | City/Neighborhoods | We care about our community |

Table 1: Prevention/Education/Connection

| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
|----|--|---|---|----------|------------|--------------------|----------|-------------------------------|------------------------------------|
| | Neighbor to neighbor outreach is recommended. Revitalize the Neighborhood Services Team to meet quarterly or more frequently as needed to collaborate with all existing neighborhood groups to collectively address issues impacting neighborhoods throughout the City. | Revitalize neighborhood service teams. | improved reporting, decreased crime | | | | | | and fighting crime is part of that |
| 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) | Facilitate community cleanups of high crime areas | Increased public space used positively, lower crime | Medium | Medium | Public use surveys | 10k/year | City/Volunteers/Neighborhoods | Keep SC beautiful |

151 Strategic Enforcement with Accountability

152
153 The mission of the Santa Cruz Police Department (SCPD) is to provide protection and services to
154 our community. With a \$23 million annual budget and 94 budgeted sworn officers serving a
155 population of 62,000, the force runs a lean operation. As a destination spot for summer tourists,
156 UCSC students, and transients, and as an entertainment hub for Santa Cruz County and beyond, the
157 SCPD is often stretched extremely thin.

158
159 SCPD currently has 6 vacant officer positions, with several officers out on work related and non-
160 work related injuries, and several other individuals in the training process. In total, SCPD are at 75
161 percent of sworn strength in the field. Currently there are no gaps in service or coverage, however,
162 this shortage puts a significant strain on those officers serving the community. While there are a
163 number of factors contributing to officer attrition (the recent tragedy, long-term disability,
164 retirement, etc.), SCPD historically has had difficulty maintaining a fully-staffed force. With current
165 staffing levels, it becomes difficult to effectively balance department priorities: crime prevention,
166 investigations, community programming, etc.

167
168 Public nuisance/quality of life crimes and repeat offenders put a heavy strain on SCPD resources.
169 Calls for service are at an all-time high and individuals that self-report as homeless account for
170 significant portion of the total number of arrests and citations. Repeat offenders, averaging 100
171 individuals per year, are responsible for a staggering number of total arrests. Over 50 percent of
172 repeat offender arrests are in some manner related to drugs or alcohol.

173
174 SCPD's record volume of repeat offender arrests and municipal code violations is a symptom of a
175 failing criminal justice system for low-level crimes in Santa Cruz County. Lack of jail space,
176 treatment options, probation capacity, and the Superior Court's apparent indifference to nuisance
177 crimes has created an endless cycle of recidivism among low-level criminals.

178
179 The mission of the Code Compliance division of the City's Planning and Community Development
180 Department is to ensure a safe, clean, attractive, and healthy living environment for all residents and
181 visitors to Santa Cruz. With a budget of approximately 4.5 million dollars, about half of which
182 devoted to public safety, Code Compliance is also running a lean operation. Code enforcement
183 works to improve blighted areas of town, but depends mostly on Federal grants for funding, limiting
184 the range and scope of enforcement opportunity. Alcohol permits and the enforcement of laws
185 against "drug houses", both concerns of the community, also fall under the jurisdiction of Code
186 Compliance. With such a fundamentally important mission, it is imperative for the City's Code
187 Compliance division to be provided with adequate financial and staffing resources.

188
189 The PSTF finds that a strategic intervention is required to improve community conditions around
190 addiction-related crime and public nuisance behaviors in our neighborhoods, open spaces, parks, and
191 business districts. Therefore, the Task Force recommends three priorities: strategic police and code
192 enforcement, offender assistance with accountability/recidivism reduction, and criminal justice
193 system accountability.

194
195 Strategic Police Enforcement

196
197 Several critical SCPD priorities have been identified by the PSTF. The PSTF recommends the City
198 take immediate measures to staff the SCPD at budgeted levels. The PSTF recommends moving to a
199 targeted policing model, with a strategy that emphasizes enforcement of nuisance crimes in natural,
200 city entry and focal point areas; "broken window" policing; vigorous enforcement of bike license

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

203
204 The PSTF recommends a program focused on repeat offenders. SCPD should work with the Santa
205 Cruz County Health Services Agency, Sheriff's Office and social service providers to target repeat
206 offenders who exhibit the most problematic behaviors in the City. The City and County should
207 create a multi-disciplinary team to work on the most serious cases, following the MOST Team
208 model.

209
210 In addition, the PSTF recommends implementing new crime-reporting mechanisms via text, mobile
211 applications and web platforms.

212 213 Strategic Code Enforcement

214
215 The PSTF recommends several priorities for code enforcement, beginning with an immediate study
216 of the City's municipal code ordinances for safety and efficacy. Based on the study results, the
217 PSTF recommends staffing and funding the Code Compliance division at levels necessary to
218 adequately and effectively enforce the municipal code. In addition the PSTF recommends an
219 overnight recreational vehicle parking and private metal recycling centers ban within the City's
220 jurisdiction. Lastly, high-risk alcohol outlet reform should be a top City priority.

221 222 Offender Assistance with Accountability/Recidivism Reduction

223
224 The Task Force recommends a specialty court model for substance abuser and mentally ill or
225 homeless offenders. This recommendation might take the form of distinct courts for the major
226 categories of offense, or as a Community Court, which would adjudicate all community-driven
227 priorities.

228
229 The specialty court is a proven model in halting the revolving door of recidivism by linking
230 offenders to treatment and rigorous judicial monitoring. Specialty courts are highly collaborative,
231 bringing together the criminal justice system and service providers to enforce court-ordered
232 sanctions. The Task Force finds that the specialty court model would provide offenders with the
233 right balance of treatment assistance with accountability. The Task Force further recommends the
234 creation of a coerced drug treatment center at the Rountree facility.

235 236 Criminal Justice System Accountability

237
238 The PSTF finds that the Criminal Justice System should be held accountable for under-serving the
239 community as it relates to low-level crimes and drug offenses. Improved accountability should be in
240 the form of increased transparency, consistent adjudication of the City's municipal code violations,
241 implementation of a specialty court model, and Probation reform.

242
243 In addition, the PSTF recommends a Community Prosecutor model be implemented for the County.
244 Community Prosecution calls upon the community to establish justice priorities and builds
245 collaboration between neighborhoods and the criminal justice system. The Community Prosecutor
246 should work in concert with the specialty court programs (or Community Court).

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| Table 2: Strategic Enforcement with Accountability | | | | | | | | | |
|--|--|--|---|----------|------------|---|--|--------|---|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| Strategic Police Enforcement | | | | | | | | | |
| 31 | In order to achieve maximum organizational efficiency and performance relative to public safety, it is recommended that an external review be conducted of the SCPD, City Manager's Office, Planning Dept., Public Works and Parks and Recreation. | External review of SCPD, City Manager's Office, Planning Dept., Public Works and Parks and Recreation. Emphasis on strategies, efficiency, performance that maximize public safety | Help these agencies improve public safety | High | Short | <i>All metrics are before and after with controls when possible.</i> Department performance indicators, relevant crime statistics | 300k capital expense | City | SC wants all agencies fighting crime with maximum effectiveness |
| 32 | It is recommended that the City, with the highest priority and utmost urgency, fill existing and budgeted SCPD vacancies. Increase force to national averages. | Fill SCPD vacancies now and increase force by 10-20% (national average for city of 60,000 is 150 officers). | More cops, less crime | High | Short | Crime indicators, public attitude surveys | 3 million ongoing to meet 20% increase in budgeted sworn positions | City | Fighting crime is top priority |
| 32.1 | City will consider setting SCPD total compensation packages at a level that will improve recruitment and retention. | Improve recruitment and retention of officers by improving compensation and work environment. | Attract and keep great cops | Medium | Long | Recruitment and retention | 1 million/year | City | Fighting crime is top priority |
| 32.2 | City to explore alternative staffing positions such as reserve officers and expand community service officers. | Increase use of officer support staff (e.g. community service and reserve officers), | More policing for less \$ | Medium | Long | Police performance metrics/ \$ | 300k/year | City | SC uses police resources efficiently |

| Table 2: Strategic Enforcement with Accountability | | | | | | | | | |
|--|--|---|---|----------|------------|--|----------------------|--------------------|--|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| 33 | Increase foot/bike/street patrols | Increase foot/bike/street patrols | More citizen engagement with police= less crime | Medium | Short | Public attitude surveys, crime stats | 50k/year | City | SC police care about community |
| 34 | Strategy of emphasis on nuisance crimes in natural, commercial, point of entry and focal point areas | Broken windows policing strategy focused on nuisance crimes in natural areas and city entry points. | Reduce crime | High | Short | Public attitude surveys, crime stats | 100k/year | City | SC doesn't tolerate crime |
| 36 | Vigorous enforcement of bike license law/illegal to have unlicensed bike or bike with shaved serial numbers. | Vigorously enforce bike license laws and confiscate bikes with shaved serial numbers | Decrease apathy by lowering bike theft. Give police tool to engage possible criminals | High | Short | Public Attitude, bike theft stats, bike theft-related arrests of criminals | 100k/year | City | SC doesn't tolerate crime |
| 38 | Coordinated strategy with community groups to reactivate one public area at a time starting with SL park and Harvey West | Systematically reactivate/reclaim public areas starting with San Lorenzo Park and Harvey West | Decrease apathy among park users, improve positive park usage??? | High | Short | Area use surveys, public attitude surveys | 150k/year(1 officer) | City/Neighborhoods | SC doesn't tolerate crime, public areas are for everyone |
| 39 | Explore civil litigation against Caltrans, railroad, Army Corps, Nevada, State of California & other property owners/businesses who create "crime pollution externalities" as defined in the literature. | Sue Caltrans, Army Corps, CRT and other whose property is a disproportionate source of crime. | Share burden of enforcement with responsible agencies, send message | High | Short | Increased enforcement / patrols by land owners, resulting PR | 25k capital expense | City | SC doesn't tolerate illegal camping and drug dens |

| Table 2: Strategic Enforcement with Accountability | | | | | | | | | |
|--|---|--|--|----------|------------|---|----------------------|-------------------------|--|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| 41 | City to identify, fund and promote improved ways to report crimes, track city response to report crimes and judicial system response to crimes. System should be easy to use, integrated and include web-, text- and Ap-based systems. | Develop easier (Web- text- App-based) ways to report crimes, track city response to reported crimes and track judicial system response | Increased crime reporting, increased accountability from criminal justice system | High | Medium | Public attitude surveys, nuisance crime reports | 100k capital expense | City | SC is accountable and wants your help with crime |
| 46 | City to collaborate in developing a strategic multi-disciplinary team (enforcement, criminal justice, drug treatment, social service providers) to identify individuals repeatedly exhibiting behaviors and crimes harmful to the community (i.e, the "top offenders" as identified by SCPD). Strategic team will develop an intervention and accountability plan on a case by case basis for each offender in order to reduce criminal behavior and harm to the community. The | Develop strategic teams incorporating enforcement, criminal justice, treatment and social services to reduce recidivism of "top offenders" | Reduce recidivism | High | Medium | Recidivism rates of people in program compared to others and pre-post | 300k/year | City/County/Non-profits | SC is serious about repeat offenders |

| Table 2: Strategic Enforcement with Accountability | | | | | | | | | |
|--|--|---|--|----------|------------|---|-----------|-----------|--|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| | overall goal of the team would be reduce recidivism and crime in the City. The strategic team would work with SCPD on identifying those that are generating the most calls for services, arrests, and municipal code infraction citations. | | | | | | | | |
| 46.1 | City to implement non-judicial consequences for multiple failures to appear. | City to implement non-judicial consequences for multiple failures to appear. | Reduce repeat offences/bring people | High | Short | Failure to appear data | 200k/year | City | SC has consequences for unpaid violation |
| 47 | Maintain curfew at Cowell Beach | Enforce Cowells Beach curfew | Reduce camping and drug use at Cowells | Medium | Short | Use surveys | 20k/year | City | SC wants safe, clean beaches |
| 48 | The City and UCSC ban and enforce all public celebration of illicit drug use | End public celebrations of illicit drug use in Santa Cruz and UCSC | Message that SC not drug friendly | High | Short | SC public and outsider surveys | 50k/year | City/UCSC | SC not drug town, UCSC not party U, not booze town |
| 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). | Measure K only applies to adults on private property. So, vigorously enforce State marijuana laws for minors and for adults on public property. | Clear youth message on drug use, reduce apathy | High | Short | marijuana use in public survey, teen attitude surveys | 50k/year | City | SC not drug town |
| Strategic Code Enforcement | | | | | | | | | |

| Table 2: Strategic Enforcement with Accountability | | | | | | | | | |
|--|--|---|---|----------|------------|--|---------------------|--------|--|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| 50 | Code enforcement should explore a zoning ordinance regarding indoor agriculture. City should support landlords in eviction process who have made illegal/unsafe modifications to property to support indoor agriculture. | Create and enforce code banning outdoor marijuana cultivation and restricting indoor cultivation to inspected grow rooms. | Reduce crime associated with big grows, clear youth message on drug use | High | Short | Grown associated theft & fires, landlord complaints, teen attitude surveys | 100k/year | City | SC not drug town |
| 51 | Recommend to City to make a high priority to fund additional code enforcement officers with an emphasis on life-threatening violations and public safety in Santa Cruz. | Focus code enforcement on reducing crime and hire more code enforcers | Integrate cities crime prevention tools & use them | Medium | Long | High crime addresses whose behavior changed due to code enforcement | 200k/year | City | SC take crime seriously; Keep SC beautiful |
| 52 | Recommend City review and implement strict parking and overnight camping ordinance related to RVs on City streets. Increase enforcement of muni code violations related to RV parking in the City of SC | further restrict and RV parking and vigorously enforce | Limit illegal camping and resulting crime and pollution | High | Short | RV parked survey, complaint calls | 50k/year | City | SC bad place to camp illegally in vehicle |
| 53 | Explore relocation of recycling center from Harvey West to another area of the | Move recycling center away from? Harvey West. | Reduce recycling theft, loss city \$ and | Medium | Long | Recycling theft, homeless counts in | 50k capital expense | City | SC bad place to commit any crimes. |

| Table 2: Strategic Enforcement with Accountability | | | | | | | | | |
|--|---|--|--|----------|------------|---|--------------------------------------|--------------|--|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| | City. | | resulting drug purchases | | | Harvey West | | | |
| 54 | City Council to work with Code Enforcement to reduce and reform high-risk alcohol outlets and medical pot shops. | Reduce number of high-risk alcohol outlets and medical marijuana shops | reduce businesses that facilitate substance abuse | Medium | Long | Change in number of businesses, public surveys | 25k/year | City | SC not drug town, not booze town |
| 56 | City develops and implements new web-based reporting process for code enforcement with an emphasized priority on public safety. | Develop easier (Web- text- App-based) ways to report crime-related code violations and track city response | Integrate cities crime prevention tools & use them | Medium | Long | High crime addresses whose behavior changed due to code enforcement | 50k capital expense | City | SC take crime seriously |
| 57 | Penalties (like party house ordinance) for high crime addresses | Fines (like party house fines) for high crime addresses | Discourage property owners from harboring criminals | High | Medium | Property owner surveys | 50k capital/ self support | City | Harboring criminals costs \$ |
| Offender Assistance <u>With</u> Accountability/Recidivism Reduction | | | | | | | | | |
| 59 | Use SIP model for drug offenders | Use SIP model for drug offenders | | Medium | Medium | | | County | SC good place to get clean |
| 60 | Work with County to increase funding to facilitate Rountree as a coerced treatment facility for serial inebriates, and as a mental health and substance abuse treatment center for county inmates | Make Rountree a coerced substance abuse and mental health treatment center. | More jail time as deterrent, less recidivism of addicts and mentally ill | Medium | Long | Recidivism rates, crime rates | 2,000k capital/ 750k/year thereafter | | SC good place to get clean |
| 62 | Implement a specialty court model for drug/mentally ill/homeless/veteran | Create specialty courts for addict, mentally ill, homeless and | Reduce recidivism, better deterrents? | Medium | Long | Recidivism rate, crime rates | | County/State | SC cares about marginalized groups, SC bad place to commit |

| Table 2: Strategic Enforcement with Accountability | | | | | | | | | |
|--|--|---|---|----------|------------|---|----------------------------------|--------------|---|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| | offenders | veteran offenders | | | | | | | any crimes. |
| 64 | Publicly available reporting on judges' decision records | Publicize sentencing histories of judges | Better align judges behavior on bench with public desires | Medium | Long | Improve sentencing for lesser crimes | 25k capital/ 10k/year thereafter | County/State | Judges will be held accountable |
| Criminal Justice System Accountability | | | | | | | | | |
| 66 | Compel the Courts to enforce City's "3 failure to appear" ordinance on municipal code violations. Set standard sentencing requirements to include mandatory jail time (no repeat jail suspensions), stay-away orders, ect. | Compel judges to enforce SC's "3 failures to appear" ordinance. | Crime deterrent, accountability | High | Short | Sentencing practices, number non-impacted with multiple failure to appear, failure to appear rate | | County/State | SC bad place to commit any crimes. |
| 68 | Initiate a Community Prosecutor | | Crime deterrent, accountability | | | | | County | SC bad place to commit any crimes |
| 69 | Initiate a Community Court (or individual specialty courts) | | Crime deterrent, accountability | | | | | County/State | SC bad place to commit any crimes |
| 70 | Work with County Probation to improve transparency of AB109 released prisoners into the county. Recommend County increase staffing levels of probation officers to adequately deal with AB109. | More probation officers and better public access to information on parolees and their records | Reduce recidivism | High | Short | Parolee recidivism | | County | SC bad place to commit crime as parolee |
| 72 | Jail to release inmates to | Release jail inmates to home town | Reduce recidivism in | High | Short | Recidivism in SC of | 60k/year | County | SC doesn't want criminals |

| Table 2: Strategic Enforcement with Accountability | | | | | | | | | |
|--|--|---|---|----------|------------|--------------------------------------|---------|--------------|--|
| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
| | community of origin | | SC | | | inmates released outside of SC | | | |
| 73 | Judges must get tougher on sentencing in Santa Cruz County and not assign repeat probation to felony offenders with suspended CDC sentences. | Judges sentence at or above CA averages | Sentences as deterrent, jail time as time for reflection, less crime, less recidivism | High | Short | Recidivism of offenders, crime rates | | County/State | SC tough on crime, Judges will be held accountable |

251

252 Collaborative Oversight and Appropriate Funding

253
254 The PSTF finds that its own process should be the first step in building a county-wide strategic plan
255 for public safety. At the very least, the PSTF recommends the creation of a Public Safety
256 Commission for the City of Santa Cruz. Commission should include a City Council member, a
257 County Supervisor, a representative from the City's Public Works and Park and Recreation
258 Departments, a SCCS Trustee, a representative of the County Court system, and an at-large member
259 of the community appointed by the Mayor and confirmed by the City Council. The group would
260 serve as a diversified, multi-organizational leadership Commission, providing the City Council with
261 guidance on public safety issues on a regular basis.

262
263 The PSTF recommends the City Council and County consider an alternative funding mechanism to
264 fund any programs identified herein that are outside of the City and County's regular budget. The
265 alternative funding mechanism could include a tax measure, Social Impact Bonds, or a Pay for
266 Success program.

Table 3: Collaborative Oversight and Appropriate Funding

| # | Solution/ Category | Direct Recommendation | Intended Impact | Priority | Time Scale | Metrics | \$ Cost | Bucket | Public Message |
|-------------------------|--|---|---|----------------------|------------|-------------------------------|--------------|-------------|--|
| Collaborative Oversight | | | | | | | | | |
| 75 | Create office of public Safety to review all city actions and integrate departments | Focus all city actions and all city depts. on reducing crime | Crime seen as only job of police, response not integrated | Short/ priority high | | City employee attitude survey | 300k/ year | City/County | SC serious about crime |
| Appropriate Funding | | | | | | | | | |
| 79 | City should consider various options to fund many of these new recommendations, including but not limited to a city alcohol tax with proceeds going directly to fund public safety programs, a city or county sales tax dedicated to funding public safety programs, as well as innovative private funding and federal grant opportunities such as “Pay For Success” programs and Social Impact Bonds. The city should re-evaluate Measure E funding for specific use of clean-up programs on the San Lorenzo Riverway. The city should also consider using municipal code violation revenue to specifically fund a specialty or community court to deal with recidivist violations. The city should also tie Community Development Block Grant Grant distributions from the city for social service programs to results based programs and require measurable deliverables. | Develop new dedicated taxes and other revenues to fight crime | Implement Task Force recommendations | Medium/high | | All of above, public attitude | 500k/ then ? | Voters | SC community willing to invest in fighting crime |