



PUBLIC SAFETY CITIZEN TASK FORCE

November 12, 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 fifth draft of public safety-enhancing recommendations.

Discussion

Key Changes between 4th and 5th Drafts

All suggested edits/amendments were made. Motions approved at the November 6th meeting were added.

Process Considerations for 5th Round of Deliberations

It is recommended that the PSTF consider the following process recommendations for the 5th round of deliberations:

1. Come prepared to the 5th 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 14.3.
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 5th 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 12th meeting finish deliberations and begin the prioritization process.

47 Draft Report

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49 The Task Force has been provided with the first draft of the proceedings report (minus the executive
50 summary and recommendations section). The Task Force is asked to review the draft and provide
51 comments to staff by November 15th, close of business.

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53 Forthcoming Information

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55 The Task Force will be given additional information before the November 12th meeting that is not
56 included in this staff report. That information is expected to be disseminated on Monday, November
57 11th. That information will include:

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- 59 • Minutes from the November 6th meeting (tentative)
- 60 • Staff's recommended prioritization process guidelines (Dot process)
- 61 • Staff's first pass as assembling recommendations according to the systems approach within
62 the context of the City Council's guiding document on the charge of the Task Force.
- 63 • Updated recommendations bucket analysis (City, County, neighborhoods, voters)

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PUBLIC SAFETY CITIZEN TASK FORCE

Fifth 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

143 opportunity through landscape and architectural design of space (lighting, visibility, cover reduction,
144 etc.) while reactivation is intended to create pro-social activities in public locations. Environmental
145 design and pro-social activities are lacking in our greenbelt and commercial areas, particularly along
146 the San Lorenzo River corridor, on Pacific Avenue, and in Harvey West. Therefore, the Task Force
147 recommends a comprehensive environmental design and programming study of the City's most
148 crime-ridden public and commercial areas. The study's implementation plan should be phased to
149 target the community's highest areas of safety concern.

150

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

158

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

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167 Education

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

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

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

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

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*

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192 Connection

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

199

200 With that in mind, the Task Force recommends proactive support of neighborhood organizations by
201 the City and County. Of particular importance is the need for a strategy to engage communities with
202 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								
2.1	City partner with SCCS and COE to support and expand existing after school programming, specifically academic enrichment (e.g.								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	arts academy) and scholastic sports programs								
2.2	Partner with SCCS and COE to develop mentoring/internship programs for High School student. City to incentivize businesses, non-profits and local NGOs to participate in mentoring/internship programming								
2.3	Work with Metro to explore transportation options for youth and families, specifically in regard to getting kids to school in the morning and home from school and after school programming								
2.4	Collaborate with SCCS and the COE to address the summer gap in 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 activities	0	City	SC cares about public safety
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	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>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.</p> <ul style="list-style-type: none"> • City should create mechanism to inform community residents, businesses and non-profits on how to provide scholarships for Youth Programming initiatives • Park and Recreation to develop an outreach strategy 								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	<p>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.</p> <ul style="list-style-type: none"> • 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								
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 truants 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	change architecture and	Reduced	High	Long	Before/after	100k first	City	SC is cares

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	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).	landscaping to reduce crime: a. external review b. zoning laws c. incentives d. investment	crime and increased sense of safety			crime rates at project sites, public attitude surveys	year/ 300k annually thereafter		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	Add to the point in time Homeless Census Survey questions that concern the City	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 the public safety efficacy (harm reduction of users and community affected by discarded syringes) of the County's Syringe Services Program (SSP):	Reduce negative impacts of needle exchange program	Send message to community	Medium	Short	Public attitude surveys, changes in needle exchange program	\$10k capital expense	City/County	SC balances public safety and public health

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	<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 								
14.2	After implementation of photo id system and gate at the HSC campus, City Dept. of public Safety, or appropriate staff, work with campus managers to minimize unintended negative impacts of homeless services to Santa Cruz community, while maximizing program								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	effectiveness. Agencies located at Coral Street will cooperate with SCPD in recommendations to modify or eliminate services to persons identified as chronic offenders who threaten public safety. The purpose of this recommendation is to improve accountability to those that continually break the law and have repeat muni code violations.								
14.3	Recommend the City of SC ban the mobile distribution of needles within the City of SC.								
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]	End most day services at HSC, focus on long-term housing	Decrease crowds around HSC, house more people, decrease # of homeless in Harvey West	High	Short	# Housed, Homeless counts around HSC, public attitude surveys	0	Non-profits	SC bad place to camp illegally, SC focuses 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	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

Table 1: Prevention/Education/Connection									
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	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"								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 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	Don't give \$ to panhandlers, give to charities that help the homeless	Reduce panhandling	Medium	Medium	Panhandler counts, public attitude and perception surveys	100k capital expense/ self-supported thereafter	City	Don't panhandle in SC
Education									
26	Increased community education (includes schools on certain topics) in the areas of substance abuse, domestic violence, bullying,	Social marketing campaign for everyone on most important public safety issues	Reduce key crimes, increase reporting, decrease	Medium	Long	Attitude surveys	50k capital expense/ 5k annually	City	SC doesn't accept crime

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	<p>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>		apathy						
27	<p>Collaborate with SCCS and COE and others to ensure all youth are educated around the issues of:</p> <ul style="list-style-type: none"> • Recreational drug use • Underage alcohol use • Gangs • Sexual assault • Domestic violence • bullying <p>City to provide relative data to support grant renewal of elementary counselor</p>								

Table 1: Prevention/Education/Connection									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	positions to build on existing social curriculum.								
Connection									
29	Every citizen should belong to a neighborhood group and be civically engaged. 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.	Make neighborhood groups attractive and accessible to all. Revitalize neighborhood service teams.	Better community, less apathy, improved reporting, decreased crime	Medium	Long	Crime reports	40k/year	City/Neighborhoods	We care about our community 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 Leveelies, 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

203 Strategic Enforcement with Accountability

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

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

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

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

230
231 The mission of the Code Compliance division of the City's Planning and Community Development
232 Department is to ensure a safe, clean, attractive, and healthy living environment for all residents and
233 visitors to Santa Cruz. With a budget of approximately 4.5 million dollars, about half of which
234 devoted to public safety, Code Compliance is also running a lean operation. Code enforcement
235 works to improve blighted areas of town, but depends mostly on Federal grants for funding, limiting
236 the range and scope of enforcement opportunity. Alcohol permits and the enforcement of laws
237 against "drug houses", both concerns of the community, also fall under the jurisdiction of Code
238 Compliance. With such a fundamentally important mission, it is imperative for the City's Code
239 Compliance division to be provided with adequate financial and staffing resources.

240
241 The PSTF finds that a strategic intervention is required to improve community conditions around
242 addiction-related crime and public nuisance behaviors in our neighborhoods, open spaces, parks, and
243 business districts. Therefore, the Task Force recommends three priorities: strategic police and code
244 enforcement, offender assistance with accountability/recidivism reduction, and criminal justice
245 system accountability.

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247 Strategic Police Enforcement

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

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

255
256 The PSTF recommends a program focused on repeat offenders. SCPD should work with the Santa
257 Cruz County Health Services Agency, Sheriff's Office and social service providers to target repeat
258 offenders who exhibit the most problematic behaviors in the City. The City and County should
259 create a multi-disciplinary team to work on the most serious cases, following the MOST Team
260 model.

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

264 265 Strategic Code Enforcement

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

273 274 Offender Assistance with Accountability/Recidivism Reduction

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

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

287 288 Criminal Justice System Accountability

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

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295 In addition, the PSTF recommends a Community Prosecutor model be implemented for the County.
296 Community Prosecution calls upon the community to establish justice priorities and builds
297 collaboration between neighborhoods and the criminal justice system. The Community Prosecutor
298 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
49.1	Where statute allows,								

Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	implement cost recovery from the responsible party for police response and enforcement of misdemeanor and/or felony convictions and drunk in public arrests								
49.2	City Council designate existing infractions as misdemeanors in the muni code for current infractions such as deposit of public waste, multiple offenses for illegal camping, and other offences that the City Council designates to curb quality of life crimes in the City. This would include a request to the County to fund a muni code prosecutor as well as designating the revenue from current infraction penalties to fund this court.								
Strategic Code Enforcement									
50	Code enforcement should explore a zoning ordinance regarding indoor agriculture. City should support	Create and enforce code banning outdoor marijuana cultivation and restricting indoor cultivation to	Reduce crime associated with big grows, clear youth message on	High	Short	Grown associated theft & fires, landlord complaints,	100k/year	City	SC not drug town

Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	landlords in eviction process who have made illegal/unsafe modifications to property to support indoor agriculture.	inspected grow rooms.	drug use			teen attitude surveys			
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 City.	Move recycling center away from? Harvey West.	Reduce recycling theft, loss city \$ and resulting drug purchases	Medium	Long	Recycling theft, homeless counts in Harvey West	50k capital expense	City	SC bad place to commit any crimes.
54	City Council to work with Code Enforcement to reduce and reform	Reduce number of high-risk alcohol outlets and medical marijuana shops	reduce businesses that facilitate substance	Medium	Long	Change in number of businesses, public	25k/year	City	SC not drug town, not booze town

Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	high-risk alcohol outlets.		abuse			surveys			
	City Council to work with Code Enforcement to reduce and reform medical marijuana dispensaries.								
	City consider a priority to either reactivate or revisit the PD's Alcohol Education Monitoring and Compliance Program Officer to collaborate with ABC, all other government, non-government and community groups to address the alcohol issue in SC.								
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
57.1	Develop or increase penalties for property owners that refuse to address habitual code compliance violations								
57	Penalties (like party house ordinance) for high crime	Fines (like party house fines) for high crime	Discourage property owners from	High	Medium	Property owner surveys	50k capital/ self support	City	Harboring criminals costs \$

Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	residential addresses with 3 violations in six months will be charged with a municipal code misdemeanor (also including 647Fs)	addresses	harboring criminals						
Offender Assistance <u>With</u> Accountability/Recidivism Reduction									
60	Work with County to increase funding to facilitate Rountree as a coerced treatment facility for serial inebriates substance abusers, and as a mental health treatment center for county inmates already in custody	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 offenders	Create specialty courts for addict, mentally ill, homeless and veteran offenders	Reduce recidivism, better deterrents?	Medium	Long	Recidivism rate, crime rates		County/State	SC cares about marginalized groups, SC bad place to commit any crimes.
Criminal Justice System Accountability									
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
65.3	Compel SC County Probation Chief Officers to appear before City Council twice per year to inform what the probation dept. is doing to address								

Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	probation related offenses on adult chronic reoffenders								
65	Compel presiding judge of the SC County Superior Court to appear before the City Council twice a year to inform what the Court is doing to address high repeat offender rates in City of SC and receive input from City Council and City Attorney								
65.1	Grand Jury investigation (external review) of the current superior court bench as it relates to the use of discretionary power of sentencing of offenders.								
65.2	More jail space for short term incarceration post-conviction								
66	Recommend the superior court to issue a misdemeanor warrant after 3 failures to appear in a six month period (no prosecution from City Attorney's								

Table 2: Strategic Enforcement with Accountability									
#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	office required)								
67	Recommend the City hire a part time or full time paralegal to process failure to appear on municipal code violations to process to failure to appear warrants.								
68	City develop 3 or more non judicial mechanisms to deal with 3 failures to appear								
70	Work with County Probation to improve transparency of AB109 released prisoners into the county. Recommend County increase staffing levels of probation officers for adult population 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	Recommend that the Jail to has access to funds for transportation for inmates to return to community of origin whenever possible, unless they're ROR	Release jail inmates to home town Do it and give them money to do it...	Reduce recidivism in SC	High	Short	Recidivism in SC of inmates released outside of SC	60k/year	County	SC doesn't want criminals

304 Collaborative Oversight and Appropriate Funding

305
306 The PSTF finds that its own process should be the first step in building a county-wide strategic plan
307 for public safety. At the very least, the PSTF recommends the creation of a Public Safety
308 Commission for the City of Santa Cruz. Commission should include a City Council member, a
309 County Supervisor, a representative from the City's Public Works and Park and Recreation
310 Departments, a SCCS Trustee, a representative of the County Court system, and an at-large member
311 of the community appointed by the Mayor and confirmed by the City Council. The group would
312 serve as a diversified, multi-organizational leadership Commission, providing the City Council with
313 guidance on public safety issues on a regular basis.

314
315 The PSTF recommends the City Council and County consider an alternative funding mechanism to
316 fund any programs identified herein that are outside of the City and County's regular budget. The
317 alternative funding mechanism could include a tax measure, Social Impact Bonds, or a Pay for
318 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 Dept. 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
76	Within 3 months of accepting the TF report, direct the City to notify in writing, each department, agency, and organization outside of their jurisdiction of TF recommendations that impact their area and ask that they respond in writing as to how they will begin to work towards achieving the objectives in the relative recommendations.								
77	Instruct the City to report at a council meeting regarding their progress on the TF recommendations 6 months and 12 months after accepting the TF recommendations.								
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	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

Table 3: Collaborative Oversight and Appropriate Funding

#	Solution/ Category	Direct Recommendation	Intended Impact	Priority	Time Scale	Metrics	\$ Cost	Bucket	Public Message
	also tie the distribution of Community Development Block Grants as it relates to public safety to results based programs and require measurable deliverables								

354