

SCPD and 21st Century Policing Recommendations and Actions Matrix

Recommendation/Action	Applicability	Met/Ongoing	For Consideration	Notes
1.1 Recommendation: Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.		X		-The SCPD's culture embodies the principles of procedural justice by: Treating people with respect, Giving individuals "voice" during encounters, being neutral and transparent in decision making; and conveying trustworthy motives.
1.2 Recommendation: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.		X		-SCPD acknowledges the role of policing in past and present injustices and discrimination and how this is a hurdle to the promotion of community trust. -SCPD continues to make strides to correct this through its many policies and programs that protect and build community trust and engagement.
1.2.1 Action item: The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.	N/A			
1.3 Recommendation: Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy		X		-PD will continue to foster a culture of transparency and accountability in order to build trust and legitimacy.
1.3.1 Action item: To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.		X		-Regularly post crime data on website, blogs and social media, including stops and arrests. -Once annual policy review work is complete, policies will be posted on-line
1.3.2 Action item: When serious incidents occur, including		X		-Regularly and promptly communicate with

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those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality				public on major incidents through media releases, social media sites (Facebook, Twitter, etc.), and blog posting.
1.4 Recommendation: Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.		X		-PD will continue to treat people with respect, give people a voice during encounters, be neutral and transparent in decision making, and continue to convey trustworthy motives.
1.4.1 Action item: In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.		X		-Internal committees are regularly convened to evaluate policy and provide feedback, such as in the deployment of new technology, training, interagency response, etc.
1.4.2 Action item: Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.		X		-PD adheres to MOU and the Public Safety Officers Procedural Bill of Rights Act. -PD continues to partner and consult with the Police Officer Association.
1.5 Recommendation: Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.		X		-Citizen’s Police Academy in both English and Spanish -Participate in Neighborhood Block parties hosted in high risk neighborhoods -Participate in neighborhood clean-ups in high risk neighborhoods
1.5.1 Action item: In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.			X	- Re-engage the Chief’s Advisory Committee meetings
1.5.2 Action item: Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.			X	-PD and HR to consider and evaluate a Resident Officer Program in its Recruitment and Retention strategy
1.5.3 Action item: Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and		X		-Dedicated Police Resource Officer to serve city middle and high schools. -Teen Police Academy -BASTA program -PRIDE

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initiatives.				<ul style="list-style-type: none"> -Teen summer sports camps -Parent information nights
1.5.4 Action item: Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.		X		<p>-SCPD’s policies including Search and Seizure, and Defense Tactics Training consider the use of physical control equipment and techniques when applied to vulnerable populations.</p>
1.6 Recommendation: Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.		X		<p>-PD meets with community groups when considering new crime fighting strategies.</p>
1.6.1 Action item: Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.		X		<ul style="list-style-type: none"> -Special consideration and focus is given to community relations when evaluating crime fighting strategies. -Participate in the City’s Neighborhood Services Team to troubleshoot and implement new crime fighting strategies through targeted enforcement, and multi-dept. strategic and collaborative approach.
1.7 Recommendation: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.		X		<p>-PD launched a community survey in September 2016 to measure the community’s perception on personal safety, crime, and the department.</p>
1.7.1 Action item: The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.	N/A			
1.8 Recommendation: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.		X		<p>-SCPD is committed to hiring a diverse workforce. Since 2014, 50% of the hires made were women. The department’s workforce is multi-lingual, close to 40% non-white, and enriched by a multitude of life experiences and backgrounds that</p>

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				reflect the community it serves.
1.8.1 Action item: The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.	N/A			
1.8.2 Action item: The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.	N/A			
1.8.3 Action item: Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.	N/A			
1.8.4 Action item: Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.	N/A			
1.8.5 Action item: Law enforcement agencies should be encouraged to explore more flexible staffing models.		X		-SCPD will be launching a staffing study that will examine and make recommendations on staffing levels, schedules and a balanced work volume.
1.9 Recommendation: Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.		X		- SCPD has a dedicated officer in the Beach Flats area that regularly attends neighborhood meetings, participates in activities and events that helps develop relationships and build trust.
1.9.1 Action item: Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.		X		-The Santa Cruz Police Department does not enforce Federal immigration law.
1.9.2 Action item: Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.		X		-SCPD officers have access to multi-lingual officers when language translation is needed.
1.9.3 Action item: The U.S. Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.	N/A			
2.1 Recommendation: Law enforcement agencies should		X		-SCPD's dedicated effort to community

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collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.				policing has facilitated and ensured that relationships and community collaboration transpire, especially in high crime areas. The Neighborhood Enforcement Team and Community Resource Officer on the Neighborhood Services Team are examples of these efforts.
2.1.1 Action item: The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.	N/A			
2.2 Recommendation: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection		X		-SCPD's Use of Force policy is clear, concise and addresses training, and investigation. The information is tracked and will soon be reported to the Department of Justice as a requirement of AB71.
2.2.1 Action item: Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.		X		-Officers receive crisis and mental health intervention training, which includes de-escalation tactics. SCPD also has Crisis Intervention Teams, hostage negotiation and other specially trained personnel trained to de-escalate situations.
2.2.2 Action item: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.		X		-SCPD's policies direct that all criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in death be conducted by a third party independent agency.
2.2.3 Action item: The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.		X		-SCPD follows the County-wide critical incident policy which directs the use of a third party investigating agency following an officer-involved shooting/use of force resulting in injury or death.
2.2.4 Action item: Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.			X	-Data on use of force is collected by the department, and early next year will be reporting to the Federal Government as required by AB71. The department will

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				make its data available to the public.
<p>2.2.5 Action item: Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.</p>		X		<p>-Critical incidents involving use of force follow the County-wide critical incident protocol, which clearly states when information will be released.</p> <p>-Government Code 3300 also provides direction on the timing and dissemination of information.</p>
<p>2.2.6 Action item: Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.</p>		X		<p>-The Public Safety Subcommittee is tasked with reviewing serious incidents, including officer involved shootings. The committee ensures that proper policy and procedures were followed and appropriate use of force was used. Subsequent recommendations may include adequate training, supervision and policy revision.</p>
<p>2.3 Recommendation: Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.</p>		X		<p>-Critical incident debriefs are conducted during officer trainings.</p>
<p>2.4 Recommendation: Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.</p>		X		<p>-Implicit bias awareness is covered in the Harassment training required by all officers.</p>
<p>2.5 Recommendation: All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.</p>	N/A			
<p>2.5.1 Action item: The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.</p>	N/A			
<p>2.6 Recommendation: Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks,</p>		X		<p>-All arrests are published on our website, which include demographic information.</p>

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searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.				
2.6.1 Action item: The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.	N/A			
2.7 Recommendation: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.		X		-Santa Cruz Police Department has Standard Operating Procedures that address mass demonstrations and protests. These protocols are also included in ever special event Operation Orders.
2.7.1 Action item: Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.		X		-Same as above
2.7.2 Action item: The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.	N/A			
2.8 Recommendation: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.	N/A			
2.8.1 Action item: The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.	N/A			
2.8.2 Action item: The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.	N/A			
2.9 Recommendation: Law enforcement agencies and		X		-SCPD does not mandate citation or arrests

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<p>municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.</p>				<p>quotas for the purpose of generating revenue.</p>
<p>2.10 Recommendation: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances</p>		X		<p>-SCPD officers are required to inform citizens of their rights and ask for consent prior to performing a search.</p>
<p>2.11 Recommendation: Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.</p>		X		<p>-SCPD officers are required to identify themselves when making contact with individuals they have stopped. Additionally, officers are equipped with business cards that clearly identify their name, rank and contact information.</p>
<p>2.11.1 Action item: One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.</p>		X		<p>-See response above</p>
<p>2.12 Recommendation: Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.</p>		X		<p>-The Search and Seizure policy addresses appropriate contact with various gender populations and does not identify the possession of condoms as the sole evidence of vice.</p>
<p>2.13 Recommendation: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.</p>		X		<p>-SCPD has policies in place that prohibit discrimination and furthermore, require cultural diversity and harassment training of all personnel.</p>
<p>2.13.1 Action item: The Bureau of Justice Statistics should</p>	N/A			

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add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the Police Public Contact Survey				
2.13.2 Action item: The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.	N/A			
2.13.3 Action item: The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.	N/A			
2.14 Recommendation: The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.	N/A			
2.15 Recommendation: The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories	N/A			
3.1 Recommendation: The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across	N/A			

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agencies and jurisdictions and maintain civil and human rights protections.				
3.1.1 Action item: The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.	N/A			
3.1.2 Action item: As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.	N/A			
3.1.3 Action item: Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.		X		-The department's Property and Evidence policies and procedures protect the tampering with or manipulation of evidence through the use of dual authentication process, and Set Chain of Custody procedures that are within State standards.
3.2 Recommendation: The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.		X		-SCPD has adopts technology that is consistent with the needs of the community, and in alignment with national standards.
3.2.1 Action item: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.		X		-SCPD considers public dialogue and input when developing policy for the use of a new technology. As an example, SCPD met with concerned neighbors, technology developers, and bike advocates when considering the purchase of bike sting operation technology.
3.2.2 Action item: Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.		X		-When appropriate, SCPD utilizes test groups/pilot to test the effectiveness of new technology prior to full scale deployment and implementation. During this time, feedback from all levels is evaluated into the decision making process.
3.2.3 Action item: Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.		X		-To better serve people with special needs or disabilities, SCPD developed a mobile app that facilitates crime reporting. -The police station is also ADA compliant.

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3.3 Recommendation: The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.	N/A			
3.3.1 Action item: As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.	N/A			
3.3.2 Action item: The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.	N/A			
3.3.3 Action item: Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.		X		-SCPD is reviewing and considering the BJA toolkit for the implementation of BWCs.
3.4 Recommendation: Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.	N/A			
3.5 Recommendation: Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.		X		<p>-In the interest of supporting an informed community, SCPD has adopted the following technology:</p> <ul style="list-style-type: none"> -Online crime mapping -SCPD app (with access to radio scanner, link to department Facebook and Twitter page, videos and blog) -Use of Nixle allows community to receive alerts -Presence on prominent social media platforms -Online crime reporting -Online bike registration -SCPD website contains information on

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				crime stats, crime prevention tips, arrest information, how to submit a tip, complaint, and recognize an employee.
3.6 Recommendation: The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.	N/A			
3.6 Recommendation: The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.	N/A			
3.7 Recommendation: The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.	N/A			
4.1 Recommendation: Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety		X		-SCPD’s Community Oriented Policing policy identifies and defines the importance of community engagement and involvement in managing public safety.
4.1.1 Action item: Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.		X		-SCPD partners with a multitude of agencies to address nuisance crimes and addiction issues such as: -PACT program -MOST/SIP -Mental health liaison
4.2 Recommendation: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.		X		-SCPD adopted a Community Policing policy in the 90s and is imbedded in the culture of the department.
4.2.1 Action item: Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.		X		-All department employees are evaluated on community interactions and customer service.
4.2.2 Action item: Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.		X		-All patrol personnel follow the community policing policy and principles within their respective beat. Furthermore, the following staffed positions support the department’s commitment to community engagement and problem solving:

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				<ul style="list-style-type: none"> - 2 full time officers are assigned to the Community Services Unit. - 3 officers assigned to the Neighborhood Enforcement Team. -1 School Resource Officer
4.2.3 Action item: The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.	N/A			
4.3 Recommendation: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.		X		<ul style="list-style-type: none"> -SCPD partners with: -County Mental Health and the MOST program -mental health liaison -PACT and SIP programs -Homeless Services Center liaison -Victim Advocate <p>The collaboration with these multidisciplinary teams provides the appropriate resources and approach when responding and diffusing crisis situations.</p>
4.3.1 Action item: The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.	N/A			
4.3.2 Action item: Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.	N/A			
4.3.3 Action item: Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.	N/A			
4.4 Recommendation: Communities should support a	N/A			

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culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.				
4.4.1 Action item: Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.		X		-The policies and principles behind community policing and procedural justice, which are both embraced by SCPD, emphasize the importance of treating everybody with dignity and respect. Thus allowing officers to build trust with the community it serves.
4.4.2 Action item: Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.		X		-Officers attend neighborhood meetings within their respective beats, attend events hosted by religious leaders and regularly meet with SC Business Chamber and Downtown Association.
4.5 Recommendation: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.		X		-SCPD accomplishes this by meeting regularly with Santa Cruz Neighbors, attending Neighborhood Watch meetings, inviting the public on ride-alongs, events such as City Hall to You, and participating on the city's Neighborhood Safety Team.
4.5.1 Action item: Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.		X		-SCPD has participated in several neighborhood forums to discuss public safety as well as participated on separate panels aimed to discuss mental health and the recent legislative changes such as Prop 47 and AB109.
4.5.2 Action item: Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.		X		-2016 marks the 13 th year of the SCPD Citizens Police Academy, the program is run in both English and Spanish. SCPD also encourages the public to participate in the ride-along program. -The Neighborhood Safety team, which SCPD is an integral participant, focuses on quality of life issues affecting our neighborhoods.
4.5.3 Action item: Law enforcement agencies should			X	-SCPD will re-engage the Chief's Advisory

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establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.				Committee meetings.
4.5.4 Action item: Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.		X		-SCPD works closely with the Economic Development and Planning Departments, to ensure a safe and thriving business climate in our city.
4.6 Recommendation: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.	N/A			
4.6.1 Action item: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.	N/A			
4.6.2 Action item: In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.		X		-SCPD's Teen Public Safety Academy, PRIDE, and BASTA programs focus on preventing and reducing youth gang violence, school truancy, suspensions, expulsion and alcohol and drug abuse. -Our School Resource Officer establishes a positive and trusting relationship.
4.6.3 Action item: Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.		X		-SCPD's participation and leadership in programs such as PRIDE, has been so successful, that the program is now offered year-round. Therefore ensuring that youth relationships and mentoring opportunities are not lost.
4.6.4 Action item: Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.		X		-The programs mentioned above accomplish this goal.
4.6.5 Action item: Law enforcement agencies should work with schools to develop and monitor school discipline		X		- Our School Resource Officer works with school administrators and parents to

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<p>policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.</p>				<p>recommend appropriate discipline policies. SCPD does not condone the use corporal punishment and electronic control devices as a method to discipline a student.</p>
<p>4.6.6 Action item: Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.</p>		X		<p>-Our School Resource Officer provides feedback and recommendations on a continuum of developmentally appropriate consequences for addressing ongoing and escalating student misbehavior.</p>
<p>4.6.7 Action item: Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.</p>		X		<p>-The BASTA and PRIDE programs address juvenile reintegration after leaving the juvenile justice system.</p>
<p>4.6.8 Action item: Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.</p>		X		<p>-SCPD has a standing MOU agreement with Santa Cruz City Schools to utilize a School Resource Officer at the middle and high schools.</p>
<p>4.6.9 Action item: The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.</p>	N/A			
<p>4.7 Recommendation: Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.</p>	N/A			
<p>4.7.1 Action item: Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.</p>	N/A			
<p>4.7.2 Action item: Communities should develop community- and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.</p>	N/A			
<p>5.1 Recommendation: The Federal Government should</p>	N/A			

Recommendation/Action	Applicability	Met/Ongoing	For Consideration	Notes
support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.				
5.1.1 Action item: The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.	N/A			
5.1.2 Action item: The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.	N/A			
5.1.3 Action item: The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).	N/A			
5.2 Recommendation: Law enforcement agencies should engage community members in the training process.		X		-The City's commission for the Prevention of Violence Against Women provides oversight to police response, policy, procedures of crimes against women. Commissioners are invited to participate in police training and provide feedback and recommendations.
5.2.1 Action item: The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.	N/A			
5.3 Recommendation: Law enforcement agencies should provide leadership training to all personnel throughout their careers.		X		-All SCPD is encouraged to take advantage of supervisory and leadership training offered year-round by the City.
5.3.1 Action item: Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing	N/A			

Recommendation/Action	Applicability	Met/Ongoing	For Consideration	Notes
learning goals and model curricula/training for each level of leadership				
5.3.2 Action item: The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.	N/A			
5.3.3 Action item: The U.S. Department of Justice should support and encourage cross-discipline leadership training.	N/A			
5.4 Recommendation: The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.	N/A			
5.5 Recommendation: The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.	N/A			
5.6 Recommendation: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.	N/A			
5.6.1 Action item: Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.	N/A			
5.7 Recommendation: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.	N/A			
5.8 Recommendation: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.	N/A			
5.9 Recommendation: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and	N/A			

Recommendation/Action	Applicability	Met/Ongoing	For Consideration	Notes
cultural responsiveness.				
5.9.1 Action item: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.		X		-All SCPD personnel are required to complete Cultural Diversity training every two years.
5.9.2 Action item: Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.		X		-The required Cultural Diversity training includes awareness, respect and equal treatment of LGBTQ and other minority populations. Harassment training, including sexual misconduct, is also required for all SCPD personnel.
5.10 Recommendation: POSTs should require both basic recruit and in-service training on policing in a democratic society.	N/A			
5.11 Recommendation: The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.	N/A			
5.11.1 Action item: The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.	N/A			
5.12 Recommendation: The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.	N/A			
5.13 Recommendation: The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.	N/A			
5.13.1 Action item: The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local	N/A			

Recommendation/Action	Applicability	Met/Ongoing	For Consideration	Notes
needs.				
5.13.2 Action item: The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.	N/A			
6.1 Recommendation: The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.	N/A			
6.1.1 Action item: Congress should establish and fund a national “Blue Alert” warning system.	N/A			
6.1.3 Action item: The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.	N/A			
6.1.4 Action item: Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.	N/A			
6.1.5 Action item: Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder (PTSD).	N/A			
6.2 Recommendation: Law enforcement agencies should promote safety and wellness at every level of the organization.		X		<p>-Officer safety is of highest priority and importance at SCPD, it is reflected in daily practice and implementation of safety policies.</p> <p>-The City offers EAP program, which covers therapists and counselors, as well as a robust city-wide wellness program.</p> <p>-After major and traumatic incidents, SCPD will deploy an incident debrief session with stress and grief counselors on site to offer support.</p>
6.2.1 Action item: Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative	N/A			

Recommendation/Action	Applicability	Met/Ongoing	For Consideration	Notes
described in recommendation 6.1, the ultimate responsibility lies with each agency.				
6.3 Recommendation: The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.	N/A			
6.3.1 Action item: The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24-48-hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).	N/A			
6.4 Recommendation: Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.		X		-Tactical first aid kits and training are offered to all officers, including anti-ballistic vests.
6.4.1 Action item: Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.	N/A			
6.4.2 Action item: Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.	N/A			
6.5 Recommendation: The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”	N/A			
6.6 Recommendation: Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.				-SCPD policy strongly encourages the use of seat belts and requires the use of bullet-proof vests.
6.7 Recommendation: Congress should develop and enact peer review error management legislation.	N/A			
6.8 Recommendation: The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.	N/A			