

SHERIFF'S TASK FORCE ON 21ST CENTURY POLICING RECOMMENDATIONS AND RESPONSES FOR LAW ENFORCEMENT

1. 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. (1.1)

Procedural justice concerns the fairness and the transparency of the processes by which decisions are made. The manner in which the Sheriff's Office is implementing 21st Century Policing is a good example of how procedural justice may be applied to a project or program. To adopt 21st Century Policing, Sheriff Hart convened a Task Force comprised of 20 deputies and support staff to examine and advise how to implement the recommendations and action items. Simultaneously, the Sheriff's Advisory Team, consisting of 20 citizens, was asked to review specific recommendations to obtain different points of view on various topics. Finally, the Sheriff launched the initiative with a public event, created a website and other support material to keep the public informed and will present a final report to the community and media at the conclusion of the project.

2. 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. (1.2)

Historical examples of injustice in our nation include inappropriate police response toward peaceful civil rights demonstrators and the unlawful targeting of individuals for their political beliefs or affiliations. More recent events have exposed a crisis of confidence in law enforcement in many sections of our country. 21st Century Policing is designed to restore public trust in law enforcement by recommitting to community policing, increasing transparency and eliminating harmful or biased practices.

3. 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. (1.3)

The Sheriff's Office is engaged in several efforts to increase transparency and improve communications:

- **Increased outreach** using social media including Facebook and Nextdoor.
- **Posting the Sheriff's Office Policy Manual** on our website.
- **Inviting community members to observe deputy training** and provide feedback.
- **Conducting Community Surveys** to assess the level of public satisfaction.
- **Our Annual Report is available to the public** and posted on our website.

4. 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. (1.3.1)

A complete copy of the Sheriff's Office policy manual is available on our website. Stop data is contained in this report and we regularly post additional information on our website.

5. When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality. (1.3.2)

The Sheriff's Office has established a practice of providing substantial and timely information to the public following a critical incident, and we will continue to do so.

6. Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice. (1.4)

Examples of efforts to promote legitimacy internally include:

- **Sheriff's Task Force** on 21st Century Policing.
- **Critical Incident Peer Review** to promote best practices and shared learning.
- **Patrol Problem Resolution Group** to provide the means to address issues.
- **Open recruitments** for specialized assignments.
- **Standardized employee evaluations.**
- **Plans to provide Procedural Justice training** for deputies.

7. In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures. (1.4.1)

The Sheriff's Office frequently assigns employees to review, modify and update policies, particularly those involving critical issues such as the use of force, technology and specialty areas such as Bomb and SWAT teams.

8. 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. (1.4.2)

The internal discipline process is regulated by California's Government Code Sections 3300-3312, also known as the Public Safety Officers Procedural Bill of Rights, as well as Sheriff's Office policy. The disciplinary process is formal to ensure it is consistent, fair and complies with legal and regulatory standards.

9. 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. (1.5)

Officers spend most of their time keeping the peace, problem-solving social issues, meeting with people and generating reports and records. The Sheriff's Office is involved in many non-enforcement activities, a partial list of which includes:

- **Sheriff's Activity League** which provides sports, field trips and other activities for youth aged four to eighteen years old.
- **Crime Prevention and Community Education** provides guidance and planning advice to schools to prepare for emergencies, workplace violence training for businesses, and home inspection to residents to deter burglaries.
- **Coffee with the Sheriff** allows members of the public to walk-in and meet with Sheriff Hart.
- **National Night Out** is an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie.

10. In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures. (1.5.1)

The Sheriff's Office Body Worn Camera policy was subjected to extensive review by community representatives to promote external legitimacy. During policy development we contacted and worked with the local chapters of the ACLU, NAACP, Public Defender, District Attorney and Deputy Sheriff's Association. The process of engaging community stakeholders takes time and effort, but produces sound policy.

11. Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs. (1.5.2)

Peace officers in Santa Cruz County have opportunities to obtain subsidized housing in exchange for living in specific housing projects and several officers have done so. Typically the officer lives in a designated rental unit based on an agreement to provide security reports to the housing authority.

12. 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 initiatives. (1.5.3)

The Sheriff's Office is involved with youth and schools in many ways:

- **School Resource Officers are assigned** to Aptos, Soquel and San Lorenzo Valley High Schools.
- **Patrol deputies have increased after-hour security checks** at schools.
- **The Sheriff's Activity League promotes positive interactions** between deputies and youth.
- **Non-profit, school-based support groups** occasionally "auction" a ride in a patrol car as a fundraiser, allowing deputies to get to know children and parents.
- **A Youth Academy** is currently in planning for late 2016.

13. 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. (1.5.4)

Several policies specifically address use of force issues concerning vulnerable populations and we emphasize these practices in our continuous professional training program. All uses of force are documented in official reports and are reviewed by supervisors and managers.

Sheriff's Office policy directs deputies to carefully balance officer safety concerns with factors that include the age and health of the person; whether the person is known to be pregnant; whether the person has a hearing or speaking disability; and restricts restraints on juveniles under the age of 14 unless suspected of a dangerous felony or when deputies have reasonable suspicion that the juvenile may resist, attempt escape, injure him/herself, injure deputy or damage property.

Sheriff's Office policy also directs deputies to consider special factors concerning individuals who are known to be pregnant, elderly persons, individuals with obviously low body mass, individuals who are handcuffed or otherwise restrained, individuals who have been recently sprayed with a flammable chemical agent or who are otherwise in close proximity to any known combustible vapor or flammable material when using force.

14. Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies. (1.6)

Law enforcement must balance enforcement strategies against the greater good for the communities we serve. Toward these goals we strive to:

- **Respect the constitutional rights** of all persons.
- **Identify ourselves and provide business cards** to people we contact.
- **Increase positive non-enforcement contacts** with communities.
- **Monitor the demographic composition** of our stops.
- **Maintain open communication** with communities.
- **Provide information about incidents** that involved significant police presence.
- **Answer questions** directed toward us from the public.
- **Encourage citizen input** about our strategies and tactics.

15. 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. (1.6.1)

Law enforcement should do more good than harm. Our operations may produce negative impacts on communities so we must consider ways to mitigate unintended consequences. Although the Sheriff's Office is not a research-producing organization, we regularly provide data to researchers, work with independent evaluators on various projects and keep up with the latest information about criminal and social trends.

16. 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. (1.7)

We initiated our Community Member Survey program to obtain feedback about our performance from the people who called us for help. Following the resolution of a service call, the deputy's supervisor phones the person who called and asks three questions:

- 1. Based on the urgency of the problem you reported, did we respond in a timely manner?**
- 2. Did we act professionally?**
- 3. Did we help in resolving the problem you called about?**

We know this is not a scientific survey and recognize that we may influence the results since we are conducting the survey, but we wanted to know how the public felt about our service and it also served a quality assurance function. Based on five months of returns between February and June, 96% respondents reported they were satisfied with timeliness of response, 99% with professionalism of the deputy and 96% found the response helpful. We also pay attention to local community surveys concerning public safety and quality of life issues, such as the United Way's annual Community Assessment Project report, and we are open to working with researchers and analysts.

17. 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. (1.8)

The Sheriff's Office recognizes the value of a diverse workforce and is continuously and actively working toward that goal. Sheriff Hart directed the Hiring Unit to develop strategies to recruit and select employees from a qualified and diverse pool of candidates and regularly review statistical data to improve our hiring practices.

- **Females represent 30% of sworn Sheriff's Office staff** hired between January 1, 2015 and April 30, 2016.
- **Minorities represent 40% of sworn Sheriff's Office staff** hired between January 1, 2015 and April 30, 2016.
- **45% of sworn Sheriff's Office staff** hired between January 1, 2015 and April 30, 2016 were bilingual.

18. Law enforcement agencies should be encouraged to explore more flexible staffing models. (1.8.5)

Current basic staffing model at the Sheriff's Office:

- Deputies assigned to Patrol: 10-hour shift with four work days. Deputies are assigned to one of two patrol groups for a minimum of six months and have consistent and consecutive days off including either a Saturday or Sunday depending on the group.
- Deputies assigned to Investigations: 8-hour day shift, five days a week with weekends and holidays off. Detectives are periodically on-call for major events that occur after hours.
- Deputies assigned to Community Policing: 8-hour day shift, five days a week with weekends and holidays off. Deputies occasionally flex their working hours to attend job related activities that occur outside their normally assigned working hours.

Sheriff's managers review memorandums of understanding between the County and bargaining units and work with representatives of the Deputy Sheriff's Association when considering changes to work schedules.

19. Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety. (1.9)

- The Sheriff's Office participates in several school-safety programs including B.A.S.T.A. (Broad-Based Apprehension, Suppression, Treatment & Alternatives), which hosts forums and presentations for at-risk youth, many of whom are immigrants.
- The Sheriff's Activity League partners with communities and stakeholders to involve children in sports, many of whom are disadvantaged or immigrant children, free of charge.
- The Sheriff's Office participates in National Night Out, a neighborhood strengthening event including immigrant communities.

20. Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime. (1.9.1)

The Sheriff's Office is a local law enforcement agency and does not enforce federal immigration laws.

21. 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. (1.9.2)

Our efforts to meet everyone's needs include:

- **Recruitment efforts** to increase number of bilingual staff.
- **24-hour professional telephone translation** services.
- **Deputies are issued smart phones** and may use translation apps.
- **Written documents in Spanish.**

22. Law enforcement agencies should 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. (2.1)

The Sheriff's Office operates four community service centers throughout the county to increase accessibility and to work directly with communities on issues related to law enforcement, social problems or quality of life. A supervisor is assigned to each of the four centers for the specific purpose of engaging with community members, improving and maintaining relationships and encouraging cooperation between citizens and law enforcement.

23. 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. (2.2)

Sheriff's Office policies concerning the use of force are regularly reviewed and updated to reflect changes in law, court decisions and best practices. All policies are available online for public inspection. The Sheriff's Office ensures that our training matches our policies. Our staff receives training in the critical areas of de-escalation practices, effectively dealing with persons who have mental health problems and working with populations traditionally underserved by law enforcement.

24. Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate. (2.2.1)

The Sheriff's Office trains officers on a comprehensive program of de-escalation strategies and tactics. De-escalation is the preferred and tactically sound approach in many critical incidents and these principals are contained in all use of force training sessions. Additionally, de-escalation options and strategies are discussed during critical incident peer review sessions.

25. 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. (2.2.2)

In Santa Cruz County, all law enforcement agencies, including the Sheriff's Office, agreed to participate in a formal process to investigate officer involved shootings and other critical incidents resulting in death. Inspectors with the District Attorney's Office monitor and participate in the investigation. In cases involving in-custody deaths, the Coroner's section, including a forensic pathologist, conduct a comprehensive investigation of the circumstances of death that includes an examination of the place where the death occurred, an autopsy of the decedent and examination of medical records, review of all video recordings and official documents, and interviews of witnesses. All in-custody deaths are reported to the California Department of Justice.

26. 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. (2.2.3)

The Santa Cruz County critical incident protocol assures that serious cases are reviewed by the District Attorney for legal disposition.

27. 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. (2.2.4)

The Sheriff's Office reports all officer involved shootings and in-custody deaths to the California Department of Justice in compliance with California Government Code Section 12525.

28. Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency. (2.2.5)

The use of force by law enforcement personnel is a matter of critical concern to the public and law enforcement. Sheriff Hart will release information to the public on critical incidents

involving officers as soon as possible to the extent allowed by law. The Use of Force policy provides guidelines on the reasonable use of force, including reporting to the California Department of Justice. The News Media Relations policy provides guidelines on the release of information to the public.

29. 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. (2.2.6)

The Sheriff's Office, along with other local law enforcement agencies and the District Attorney's Office, uses a county-wide critical incident protocol to ensure a thorough and impartial investigation of serious incidents involving officers.

30. Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations. (2.3)

The Sheriff's Office regularly debriefs critical incidents with staff incorporating peer review and input. When reviewing an incident, we conduct a professional discussion of the event emphasizing performance standards, policy adherence, options and alternatives, causal conditions and mitigating and aggravating factors. Debriefing is an integral tool to:

- 1. Increase safety for deputies and the public**
- 2. Identify areas for improvement**
- 3. Improve teamwork through better awareness and coordination**
- 4. Develop competence by sharing useful tools and techniques**
- 5. Instill confidence by recognizing and reinforcing successes**

31. Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence. (2.4)

Problems associated with mistaken identifications across the nation have resulted in increased scrutiny of police identification procedures. Research in this area has resulted in recommendations for improved procedures including composition of line ups, witness admonishments, use of sequential photos in line ups and officer behavior during the identification process. These recommendations are contained in policy and deputies received updated training in identification procedures.

32. 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. (2.5)

Composition of Sheriff's Office peace officer personnel as of June, 2016:

Race		
White:	114	(77%)
Latino:	26	(18%)
Asian:	6	(4%)
Black:	2	(1%)
Gender		
Male:	120	(81%)
Female:	28	(19%)
Age		
21-29:	26	(18%)
30-39:	49	(33%)
40-49:	48	(32%)
50-59:	25	(17%)

33. Law enforcement agencies should be encouraged to collect, maintain and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts. (2.6)

California Government Code Section 12525.5 requires local law enforcement agencies to report specified information on stops to the Attorney General. Under this law, the Santa Cruz County Sheriff's Office is not required to begin reporting until 2023, but Sheriff Hart did not want to wait that long and directed staff to develop systems to obtain data as soon as possible. On March 31, 2016 the Sheriff's Office adopted a revised coding system to collect race, gender and age of persons during vehicle, pedestrian and bicycle stops and continues to work with the dispatching center to obtain relevant reports from the stops. Although it may be necessary for the dispatch center to obtain new computer-aided dispatch software to capture all the information required by law, the Sheriff's Office will share available stop data with the public, some of which is contained in this report.

34. 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. (2.7)

The Sheriff's Office will protect life, keep the peace and prevent the destruction of property, but we are also committed to respect the rights of people to peaceably assemble and will not interfere with, harass, intimidate or discriminate against persons engaged in the lawful exercise of their First Amendment rights. The First Amendment Assemblies policy provides guidance for responding to public assemblies and demonstrations and we adhere to the guidelines set forth by the California Commission on Peace Officer Standards and Training on crowd management.

35. Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset. (2.7.1)

The primary purpose of law enforcement in response to mass demonstration is to protect life, preserve peace and prevent the destruction of property. Law enforcement leaders should, whenever circumstances permit, consult with elected officials and administrative leaders to formulate a response to a mass demonstration. In early 2016, deputies received training on how to respond to mass demonstrations. The course emphasized respect for all persons, law enforcement professionalism and legal authority for action if necessary.

The following material was presented in detail:

- **Public assembly** is legal.
- **Deputies should monitor events** to keep the peace and protect the safety of all persons.
- **A patrol supervisor shall be notified** if an event may require increased resources.
- **Deputies must balance speech and association rights** against safety concerns before action.
- **Deputies will attempt to establish communications** with organizers whenever possible.
- **Deputies shall not harass or intimidate** participants.
- **Deputies shall not seize cameras, phones or materials** of participants unless the person is arrested.
- **Police canine will not be deployed** in response to a mass demonstration.
- **Deputies will not make recordings** of groups solely because they are involved in constitutionally protected activity.

36. 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. (2.8)

The Sheriff's Office has civilian oversight. In California, police chiefs are appointed by the city council or mayor and generally report to the city manager. Sheriffs are elected by voters in their county for a four-year term and must be re-elected to retain their positions. This system makes Sheriffs directly accountable to citizens and encourages Sheriffs to build and maintain trust with their community.

37. Law enforcement agencies and 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. (2.9)

Enforcement decisions should be based on factors related to public safety. We take pride in our ability to use discretion in our work. The Sheriff's Office does not use quotas as a means to generate or evaluate work.

38. 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 acknowledgment that they have sought consent to a search in these circumstances. (2.10)

Sheriff's Office policy states valid consent is required for a warrantless search that is not otherwise legally justified. Our policy also states searches should be conducted with dignity and that the basis and extent of the search will be explained to the person being searched. A consent to search form that includes the right to refuse and conditions of search is available for use by deputies.

39. 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. (2.11)

Research indicates people care more about the way they were treated by law enforcement than the outcome of the encounter. Offering an explanation to a person who will be or has been searched promotes legitimacy and enhances the credibility of law enforcement. Sheriff's Office policy directs deputies to explain the reason for searching someone and how the search is to be conducted.

40. 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. (2.11.1).

The Sheriff's Office issues business cards to deputies to distribute to all persons whom we encounter including crime victims, witnesses and detainees.

41. 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. (2.12)

The Sheriff’s Office updated its search policy to respect gender identity. The Sheriff’s Office has not, and will not, consider the possession of condoms as sole evidence of vice.

42. 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. (2.13)

The Santa Cruz County Sheriff's Office is absolutely committed to providing fair and impartial law enforcement services to all residents and visitors. Sheriff’s Office policy states this department will enforce the law equally, fairly and without discrimination toward any individual or group. Race, ethnicity or nationality, religion, sex, sexual orientation, economic status, age, cultural group, disability or affiliation with any other similar identifiable group shall not be used as the basis for providing differing levels of law enforcement service or the enforcement of the law. Sheriff’s Office policy prohibits racial or bias-based profiling.

43. Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy. (3.1.3)

The Sheriff’s Office uses a digital evidence system maintained by the Forensic Services Supervisor to ensure evidence is not altered.

44. The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards. (3.2)

The Sheriff’s Office Technology Team provides evaluation, training and implementation assistance to adopt new technologies.

45. 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. (3.2.1)

Sheriff Hart holds open meeting hours for the public at each Sheriff's Service Center where they can speak directly with him about problems and concerns in their neighborhood. Sheriff Hart also regularly meets with the Sheriff's Advisory Team, a group of community members who live or work in Santa Cruz County, to discuss law enforcement issues and maintain open communications.

46. 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. (3.2.2)

The Sheriff's Office has diversified the task of evaluating, assessing and gauging the effectiveness of all new technology through the use of the following groups:

- Technology Team comprised of deputies and civilians.
- Community Advisory Groups to include input from stakeholders and community representatives.
- Private Consultants for technical expertise and appropriate use of technology.
- Requests for Proposal purchasing process to ensure transparency, value and fairness when acquiring new technologies.
- Discuss technology needs and solicit input from Board of Supervisors.

47. Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities. (3.2.3)

Sheriff's Office policy provides guidance to members of our agency when communicating with individuals with disabilities including those who are deaf or hard of hearing, have impaired speech or vision, or are blind. We strive to ensure that people with disabilities, whether they are victims, witnesses or arrestees have equal access to law enforcement services, programs and activities to which they are entitled.

Sheriff's Office employees are encouraged to use:

- Audio recordings and enlarged print
- Qualified interpreters
- TTY and relay services
- Office employees who have demonstrated communication services such as ASL or SE
- Hand gestures and visual aids during field contacts
- Exchange written notes or communications
- Use of computer, word processing, personal communication device or similar device to exchange texts or notes

48. Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera (BWC) Toolkit to assist in implementing BWCs. (3.3.3)

Sheriff Hart obtained funding to purchase body worn cameras for deputies: implementation is scheduled in January, 2017. The BJA Body Worn Camera Toolkit was a primary source in the development of our policies and procedures. The Sheriff also received input from the Deputy Sheriff's Association, County Counsel, local chapters of the ACLU and NAACP, and the District Attorney and Public Defender during policy development.

49. Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws. (3.4)

The Sheriff's Office provides public access to records consistent with the California Public Records Act (Government Code § 6250 et seq.). Administrative staff regularly attend Public Records Act training for legal and procedural updates.

50. Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access. (3.5)

The Sheriff's Office engages the public through the use of social media and maintains a website that provides convenient options to access services.

51. Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety. (4.1)

The Sheriff's Office is involved in community outreach efforts that include our Community Policing Division, Service Centers, Sheriff's Activity League, School Resource Officers, Sheriff's Advisory Team and social media.

52. 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. (4.1.1)

Recently, a deputy responded to a report of a disturbance involving a woman with mental health problems. Neighbors were disturbed but they were not afraid. When the deputy tried to talk to the woman, she thrust a knife towards him through her screen door. Threatening a peace officer with a knife is a serious crime and may result in the use of the force by police. Exercising professional maturity and restraint, the deputy backed away and reassessed the situation, determining greater harm may occur by immediately arresting her than by withdrawing. In consultation with our resident mental health specialist, a partnership established by the Sheriff's Office and County Mental Health, the deputy decided the best approach was to monitor the woman's behavior-cycle and wait for the safest opportunity to re-contact her. Over the next week, the mental health specialist engaged the woman in a continuing dialog until arrangements were made for a self-surrender. At that time, deputies issued her a date to appear in court as an alternative to physical arrest.

The Sheriff's Office is involved in several least harm programs and practices:

- **Sheriff Hart applied for and was awarded a Bureau of Justice Assistance grant** from the Board of State and Community Corrections to operate a Recovery-Sobering Center for public inebriates as an alternative to jail booking, opening in June of 2015. Over 20% of drunk in public arrests are now diverted from county jail toward treatment.
- **Adult offenders arrested for a misdemeanor are released** in the field on their written promise to appear in court.
- **There are no quotas or expectations for deputies** to issue traffic citations; the majority of traffic stops result in a warning to the motorist.

53. Community policing should be infused throughout the culture and organizational structure of law enforcement agencies. (4.2)

The Sheriff's Office adopted Community Policing in 1996. Since then we established a Community Policing Division, opened and maintained four Community Service Centers, assigned School Resource Officers to high schools, increased our participation in public events, developed the Sheriff's Activity League and Advisory Team and expanded public outreach with social media. We will look for innovative approaches to infuse community-based policing in our Patrol Division and watch for funding opportunities to help us strengthen our commitments to community policing.

54. 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. (4.2.1)

Traditional police performance indicators include the numbers of arrests, traffic citations, contacts and the quantity of illegal drugs and firearms seized. Examples of non-traditional performance indicators include time spent on foot patrol, participation in problem-solving projects and attending community meetings. We will continue to look for ways to incorporate non-enforcement, community-building activities into our daily work.

55. 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. (4.2.2)

A Sheriff's patrol shift consists of 8 deputies and a sergeant responsible to provide policing services to a population of 135,000 residents living in the unincorporated area of the county, plus visitors, all within 445 square miles. Our goal is to infuse community-based policing principles in our Patrol Division so that deputies become familiar with the people they serve and apply problem-solving strategies to reduce long-term community issues. Because our Patrol Division consists of six separate teams to provide 24/7 coverage, we are exploring ways to improve our abilities to address problems across shifts such as Directed Patrol Assignments and Patrol Service Plans. We need more patrol deputies to achieve these goals and we will continue to look for funding opportunities to move us in this direction.

56. Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors. (4.3)

A good example of a multi-disciplinary approach is our partnership with the County Mental Health Department. Sheriff Hart applied for and received a grant to adopt innovative strategies and practices to effectively interact with persons with mental health problems. Our partnership has resulted in a full-time mental health worker embedded in the Sheriff's Office to work with deputies to resolve issues involving persons with mental health issues. This collaboration is proving to be an effective approach and has contributed to the implementation of least-harm resolutions. We will continue to look for new opportunities for multi-disciplinary approaches.

57. 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. (4.4.1)

Sheriff's Office policy prohibits obscene, indecent, profane or derogatory language by employees while on-duty. We regularly provide training and guidance to deputies on communications techniques and emphasize conveying respect to all individuals.

58. Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders. (4.4.2)

We need more patrol deputies to achieve these goals and we will continue to look for funding opportunities to move us in this direction.

59. 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. (4.5)

Officers assigned to our four Sheriff's Service Centers located throughout the county continuously engage with community members, business owners, local government officials and political leaders to resolve problems and improve quality of life issues. We want to expand these efforts and will apply for state and federal grant opportunities to obtain additional resources.

60. Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy. (4.5.1)

Sheriff Hart and staff attend several public forums each week, during day and evenings, to hear from residents and business owners or to provide information. We regularly attend school and youth related events, business and civic coalitions, community events, political forums as well as issue-specific meetings about crime problems or constituent concerns.

61. 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. (4.5.2)

We are developing a Youth Academy scheduled to begin in fall, 2016. We anticipate a six-session format for youth drawn from County high schools to familiarize them with justice related topics and promote positive youth-law enforcement relationships.

62. Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues. (4.5.3)

Sheriff Hart established the Sheriff's Advisory Team (SAT) in 2014 to promote open communication with the community we serve. SAT is a representative group of community members from all walks of life who live and work throughout Santa Cruz County. SAT meets with Sheriff Hart monthly to discuss law enforcement issues that are impacting neighborhoods and rural areas.

63. Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities. (4.5.4)

The Sheriff's Office met with County Economic Development staff to identify areas of mutual concern. As a result of those discussions, the Sheriff's Office reorganized its Community Service Officers to direct our efforts at county code compliance issues including abandoned vehicle abatement and codes compliance. We will continue to work with County Economic Development staff as new issues or opportunities arise.

64. 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. (4.6.1)

The Probation Department is responsible for evaluating and processing criminal cases involving juveniles. The Sheriff's Office diverts juvenile offenders by releasing minors on citation or with a warning rather than taking them into custody. We also participate with the County Youth Violence Prevention Task Force and the Teen Peer Court program.

65. 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. (4.6.2)

66. 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. (4.6.3)

67. 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. (4.6.4)

68. Law enforcement agencies should work with schools to develop and monitor school discipline 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. (4.6.5)

69. 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. (4.6.6)

Recommendations 65 through 69 call for collaborative efforts between schools and law enforcement to create alternatives to traditional disciplinary systems that may push youth into the juvenile justice system, reduce suspensions or expulsions, involve youth in decision-making, adopt intervention approaches to help students develop new behavior skills, allow community input toward disciplinary policies and create a developmentally appropriate and proportional series of consequences to address student misbehavior. Changes to education policies require cooperative joint efforts between independent school districts and law enforcement, as well as parents and students. The Sheriff's Office is ready to be an active participant in such efforts and supports positive change in school disciplinary policies.

70. 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. (4.6.7)

The Sheriff's Office supports efforts by the County Probation Department to successfully transition juvenile offenders from custody to community. These efforts should improve community safety, reduce recidivism and result in juvenile offenders behaving more safely and productively.

71. Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline. (4.6.8)

The Sheriff's Office initiated and completed agreements with Aptos, Soquel and San Lorenzo Valley High Schools to clarify the roles and responsibilities of School Resource Officers assigned to campuses:

- The School Resource Officer protects students and staff, promotes a safe school environment and fosters a positive relationship between youth and law enforcement.
- The School Resource Officer conducts criminal investigations when necessary and assists the District in maintaining safe schools.
- It is the school's responsibility to administer school discipline: school-based infractions should not be addressed through the justice-system.

72. 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. (4.7.1)

- The Sheriff's Office created and maintains the Sheriff's Activity League to provide sports and activities for local youth.
- School Resource Officers are assigned to Aptos, Soquel and San Lorenzo Valley High Schools and work with school administrators and youth in a positive interactive manner.
- The Sheriff's Office is developing a Youth Academy to begin fall, 2016.

73. Law enforcement agencies should engage community members in the training process. (5.2)

The Community Observer Program was launched to allow the community members to observe how our agency trains its officers. Community members are given an opportunity to speak with the training supervisor at the end of the training session.

74. Law enforcement agencies should provide leadership training to all personnel throughout their careers. (5.3)

The Sheriff's Office is committed to continuing professional training. The California Commission on Peace Officer Standards and Training requires 24 hours of training every two years for peace officers but our employees received an average of 135 hours in 2015. Our sergeants complete an 80-hour supervisory course and our lieutenants complete a 104-hour management course.

75. 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. (5.9.1)

The Sheriff's Office has offered cultural diversity training for deputies and other staff many times in the past and will continue to do so. We also work with advocacy groups including the local chapters of the National Alliance on Mental Illness, the National Association for the Advancement of Colored People and the American Civil Liberties Union.

76. 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. (5.9.2)

The Sheriff's Office Corrections Bureau has several measures in place to ensure appropriate arrest placement for persons taken to the county jail:

- **The use of "Transgender/Gender Variant Individual Statement of Preference" form** to inmates during the classification process to determine safe and appropriate detention housing. An inmate who completes this form may specify the gender of correctional officers performing non-emergency searches and their housing needs.
- **Compliance with the federal Prison Rape Elimination Act.**
- **Staff, volunteers and contractors who may have contact with inmates receive training** on how to communicate effectively and professionally with inmates, including lesbian, gay, bisexual, transgender, intersex or gender non-conforming inmates.
- **Practices and procedures to protect all inmates from sexual abuse or harassment** and to investigate allegations of sexual abuse and harassment.

77. Law enforcement agencies should promote safety and wellness at every level of the organization. (6.2)

The County of Santa Cruz offers a variety of health plans to our deputies and families, which include wellness programs. Deputies receive medical, dental and vision plans. Deputies have access to a 24-hour onsite gym at the Sheriff's Office. Other safety and wellness related resources include the Employee Wellness Program to encourage healthy

lifestyle choices, the Employee Assistance Program for individual and family counseling, and the Employee Safety Program to ensure safe working environments that comply with state and federal health and safety standards. We plan to begin a Fitness Team to assist deputies to maintain and improve their level of physical fitness.

78. Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests. (6.4)

The Sheriff's Office issues first aid kits to deputies. Deputies in enforcement assignments are required to wear body armor, which are purchased by the Sheriff's Office.

79. 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. (6.6)

The Sheriff's Office requires all personnel to use seat belts and wear body armor. The Sheriff's Office provides training to emphasize the use of seat belts and body armor, and installed educational material to reinforce safety practices.