



Final Report

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Ad Hoc Committee
on Policing and Social Equity

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Introduction

In 2020, following the murders of George Floyd and Breanna Taylor, the Watsonville City Council and City Manager established an Ad Hoc Committee on Policing and Social Equity (AHC). This came through the desire of the Chief of Police and City leaders to assess their practices as a city and law enforcement entity in regards to bias and social equity.

Community members interested in participating in the AHC were asked to submit an application and were then selected by council members based on a number of characteristics, including a commitment to racial equity, social and environmental justice, diversity and inclusion.

Following the formation of the AHC, the City of Watsonville retained the services of American Leadership Forum Silicon Valley, ALF Insights (ALFI), to provide facilitation for the group and for support of the overall process. ALFI is committed to bringing groups of people together in spaces of productive tension in order to build deeper relationships that lead to the creation of powerful community impact.

In addition, the City of Watsonville developed a comprehensive plan for community engagement and contracted two neutral facilitators Margaret Lapiz and Jaime Molina to help guide the community conversations. In May 2021, the city also engaged Applied Survey Research (ASR) to assist with developing a plan for community engagement, secure data collection, and compile a report of findings. *(Please see the separate Compilation of Community Input and Data Report)*

This report is intended to provide both the background and structure of the process of the Ad Hoc Committee over the past nine months, as well as to outline the set of recommendations the Committee developed during that time.

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Background

Intent

The overall intent of the Ad Hoc Committee process was to establish a dialogue and learning space for members of the committee so that they would be able to create an informed set of recommendations, based on community input and best practices, for a model of policing and social equity.

Ad Hoc Committee Selection Process

A call was put out to the community for individuals who wanted to serve as a member of the committee. Community members applied and were selected by the Watsonville City Council.

The criteria for being selected as a committee member was:

- A commitment to racial equity, social and environmental justice, diversity and inclusion.
- The ability to work collaboratively with people of diverse perspectives and experiences.
- Knowledge of or experience in any of the following: in policy development, evaluation, local government and/or public sector partnerships, public safety, social and human services, human resources, public participation, service design and delivery, research, education or business.
- Demonstrated understanding of the systemic issues and barriers that should be examined.
- The ability to represent the geographic and demographic diversity of the City.
- Must be a resident of the City of Watsonville.

Ad Hoc Committee Structure, Members, Goals and Agreements

The AHC is made up of a diverse group of community members , City Council and staff. Attachment 2

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Ad Hoc Committee Members



Anissa Balderas

Anissa was born and raised in Watsonville. As a Housing Coordinator at UC Santa Cruz, she has the opportunity to serve a unique population of students with different ethnicities and socioeconomic status. Her office serves as a “One Stop Shop” for students seeking a multitude of answers. This has allowed Anissa to learn effective communication skills.



Bobby Marchessault

Bobby is a minister of Missio Dei Community and on the steering team for Tent of Abraham, where he works with local Christian, Jewish and Muslim leaders to resolve differences and encourage cooperation for the greater good. In all of his classes, he interacts with people of various races, sexualities and gender identifications. Bobby and his family moved to Watsonville with a desire to become part of the community and work together for the benefit of all its citizens.



Eric Strum

Eric has a strong belief that the community cannot thrive without honest and trustworthy public servants. During his time as Parks Superintendent, and most recently as the Disaster Service Worker coordinator for the County’s Covid-19 response, Eric has effectively collaborated with multiple departments, cities, school districts and community based organizations. He recognizes that the lack of social equity can quickly erode the trust needed in a community.



Rabbi Debbie Israel

Debbie is a faith leader who has had many collaborative interactions with police departments in various cities including Morgan Hill and Gilroy, where she worked and in Houston, Texas, where she previously lived. Debbie acknowledges it is time to analyze and evaluate the way we look at policing, our expectations of officers, and different ways of doing some of the tasks that have fallen as responsibilities of police departments.



Celeste Gutierrez

Celeste believes a strong sense of community is a product of healthy relationships and differences in opinion. She has worked within the juvenile criminal justice system for over 10 years. Formerly, she served on the California Association of Youth Courts Board of Directors. She knows we need a community whose citizens are able to thrive regardless of their socioeconomic positions, race and educational opportunities.

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Jeffrey Tillery

Jeff and his family have been residents of Watsonville for over 30 years. He and his wife have been deeply involved in community, school and sports programs. Throughout his career, Jeff has been involved in employer-sponsored diversity, equity and inclusion programs. He works at the Monterey Bay Aquarium where he participates in the People of Color Affinity Group. Being multi-racial, Jeff has been aware from an early age that people are treated differently based on race.



Kristal Salcido

Kristal is a Deputy District Attorney assigned to the Sex Crimes division of the Santa Cruz County District Attorney's Office. Kristal has dedicated her career to the prosecution of domestic violence and sexual assault crimes. Kristal believes that justice in the system is achievable only when police are held to the highest standards and those standards reflect the expectations and diversity of the community. As a district attorney, Kristal has taken an oath to defend such values, and will now apply them equally as a member of this committee.



Jenny Sarmiento

Jenny moved to Santa Cruz County from Southern California 26 years ago, the majority of which she has worked in Watsonville. She attended California State University of Fullerton where she earned a Bachelor's of Arts in Sociology and Psychology. She has worked directly with youth at risk of dropping out of school and their families. Along with her professional career, she has served on several non-profit boards and committees as a volunteer.



Jorge Duque

Jorge is an LCSW (Licensed Clinical Social Worker), who considers advocating for social equity an incredibly important part of his work. In his current role as a direct service provider for county clinics, Jorge has done outreach at local homeless shelters and the Pajaro levee to assist public health efforts and encourage individuals to access basic health care through one of their primary care clinics.



Jen Salinas-Holz

Jen is a member of the LGBTQ+ community who has been a social justice activist for over two decades. She and her partner Gabriela moved to Watsonville in 2001 and are proud raise their two sons here. She attended Brown University, graduated from UCSC with a degree in Feminist Studies, and has worked as a sexual assault and domestic violence advocate, a humane officer and educator. Jen looks forward to continuing to help our community become a safer and more welcoming place for all.

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Mariana Juarez

Mariana has lived in Watsonville for the majority of her life, arriving as an immigrant child. She has worked in the mental health field as an LCSW (Licensed Clinical Social Worker) in a number of settings that have allowed her to better understand and support the needs of local individuals and families. She believes that true social equity requires changes that are supportive of the stressors affecting all of us.



Angelica Martinez

Social equity has always been an important issue to Angelica, both personally and professionally. She is very passionate about community involvement and has worked for both the nonprofit and for profit sectors. Angelica, currently works part time as a Registrar for the Pajaro Valley Unified School District as well as being the Founder and Director of Strong One, a newly started non profit organization in Watsonville. She is a facilitator with Cara y Corazon, a family strengthening program in Santa Cruz County.

Ad Hoc Committee - City Council Members



Mayor Jimmy Dutra
District 5



Aurelio Gonzalez
District 2



Francisco "Paco" Estrada
District 4

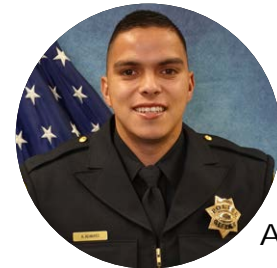
Ad Hoc Committee - Police Officers



Jorge Zamora
Interim Assistant Chief



Alex Magaña
Police Officer



Adrian Alvarez-Nava
Police Officer

Supporting Staff & Consultants



Matt Huffaker
City Manager



Tamara Vides
Assistant City Manager



Thomas Sims
Interim Police Chief



David Honda
Retired Police Chief



Nathalie Manning
Deputy City Manager



Beatriz Vazquez Flores
City Clerk



Cindy Czerwin
Administrative Services
Director



Nick Calubaquib
Parks and Community
Services Director



Lola Maldonado
Police Fiscal Manager



Elizabeth Padilla
Sr. Administrative Analyst



Jaime Molina
Community Engagement
Consultant



Margaret Lapiz
Community Engagement
Consultant



Jenny Niklaus
Chief Facilitation Officer, ALF Insights
American Leadership Forum Silicon Valley



Jason Reynolds
Faculty ALF Insights
American Leadership Forum Silicon Valley

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Group Goals

- To engage, over the course of 9 months, a group of diverse community members and city staff in a dialogue and learning space to create recommendations for best practices and a model for policing and social equity.
- Final recommendations to be completed by August of 2021.
- To facilitate honest and authentic dialogues to explore and adopt innovative practices for community input, policing and social equity.
- To set a culture and tone for the working group that will translate into defined and accomplishable goals.

Group Agreements

- Respect different viewpoints
- Stay engaged and appreciate the beauty of different perspectives
- Be accountable; take responsibility for what you say
- Listen and don't speak over others
- Listen for understanding
- Speak your truth
- Honor confidentiality: share only your experiences not others
- This should be a safe space to express your opinions
- Stay in it and hold people in grace, assume good intentions
- Share responsibility for the work of the group

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Meetings to support:

Learning, dialogue & critical debate of the AdHoc Committee on Policing and Social Equity

Content Experts

+

Home Groups

+

Community Engagement

+

Learning Sessions

Process Structure

In structuring the work of the group, ALFI designed a process that would accomplish the stated intent and goals, as well as work within the confines of virtual meetings, due to COVID-19 restrictions. To that end the following meeting process was adopted.

A. Ad Hoc Committee Meetings

- These sessions of the full committee were designed so that members could learn from various content experts on policing and social equity.
- A total of 6 AHC meetings were held. 5 over Zoom and 1 in person session.
- A total of 4 content experts were engaged and presented on the following topics:
- Alternative Policing Models (Chief Phan Ngo, City of Sunnyvale)
- Police Oversight Models (Ret. Judge LaDoris Cordell)
- Policing and Equity (Robert Kenter, Center for Policing and Equity)
- Policing and Equity: Mental Health and Traffic Stops (Michelle Portillo and Jacob Seidman, Stanford Law School)

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B. Home Group Meetings

- The AHC was divided into three Home Groups for the duration of the project. Each home group contained four community members, one council member and one police officer.
- The intent of these groups was to create small learning cohorts that could rapidly build relationships in order to accelerate the process of learning and dialogue in order to develop a set of recommendations.
- Each home group met a total of 5 times over the course of the project.

C. Learning Sessions

These sessions were designed by City staff to provide committee members the opportunity to acquire understanding and knowledge of the Watsonville Police Department and the City of Watsonville budget, City programs and other topics of interest of the AHC members.

A total of 7 sessions were held on the following topics:

- City of Watsonville Community Programs and Services (Parks and Community Services Director Nick Calubaquib and Police Chief David Honda)
- City of Watsonville Budget 101 (Finance Director Cindy Czerwin)
- City of Watsonville Recruitment, Hiring, Training Policies (Deputy City Manager Nathalie Manning and Assistant Chief of Police Thomas Sims)
- Santa Cruz County Juvenile Justice and Delinquency Prevention Commission (Elias Gonzalez (MILPA) & Beverly Brook (Chaplain at Juvenile Hall), Commissioners with the Juvenile Justice and Delinquency Prevention Commission and Ella Moore, Associate Clinical Social Worker with Encompass)
- City of Watsonville Police Department Annual Report & Budget (Assistant Chief of Police Thomas Sims and Fiscal Manager Lola Maldonado)
- United Way and Copa Report on Safety Community Dialogues (Sarah Emmert, Director of Community Impact, United Way of Santa Cruz County; Mayra Bernabe, COPA Organizer - Communities Organized for Relational Power in Action (COPA); Olga Diaz, Core Team with Assumption Church)
- Community Engagement and Data Report (Applied Survey Research Staff and Community engagement Facilitators - Margaret Lapis and Jaime Molina)

In addition, two other dialogue and learning sessions were organized and led by AHC Members on the following topics:

- Cahoots and Merty organized by Anissa Balderas and presented by Natalie Olivas, Community Organizer with Regeneración; James Russell and Cassandra Eslami, Santa Cruz County Behavioral Health; Ben Adams Climer, CAHOOTS)
- LGBTQ+ & Law Enforcement organized by Jen Salinas Holtz and presented by Deanna Zachary, Co-Director of The Diversity Center; Jorge Guillen, President of Pajaro Valley Pride; Lesley-Reid Harrison, Secretary of Pajaro Valley Pride; George Camany, PR Coordinator w/Pajaro Valley Pride)



Ad Hoc Committee on Policing and Social Equity (AHC) Recommendations

Process Background

In order to arrive at a set of initial recommendations for the committee to review, each member of the committee was asked to submit their recommendations to ALFI. ALFI then combined the input from the AHC members into a set of recommendations, sorted by thematic area.

Each recommendation cited below indicates how many of the AHC members initially brought forth ideas related to that recommendation during the first round of written input, submitted by 14 of the 18 committee members. Under each of the formal recommendations is a summarized list of ideas discussed by the committee in their Home Groups, to be held in consideration as the City of Watsonville works on a plan for implementation.

All recommendations have been listed below from the highest amount of crossover between the individual committee members to the least. This is done to give the AHC and the City of Watsonville a point of reference in regards to the weight of each of the recommendations. The final two recommendations (8 & 9) were added through Home Group dialogues.

Any ideas brought forth by a member of the AHC that did not relate specifically to one of the recommendation areas that received majority support by the AHC are summarized at the end of the document under Attachment A: Additional Recommendations. This was done to ensure transparency and so that these ideas were retained for future reference.

Decision Making Process

The process for honing the recommendations occurred over a series of three Home Group Meetings as well as a full in person Ad Hoc Committee Meeting. Preliminary recommendations with a majority vote of AHC members during home group meetings were brought forward for consideration of the full committee. This was done to capture the spirit of the dialogue and to retain specific ideas that support the core recommendations for future consideration. It was agreed that only those recommendations with majority vote by all members of the AHC will be in the final report. At the final meeting of the AHC all 9 recommendations received full support of all members of the committee.

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As the City and community continue their dialogue regarding policing and social equity, it is expected that these ideas will continue to evolve, iterate and refine over time.

The final report will be presented to the City Council for acceptance at their October 26, 2021 meeting. It is not expected that the Council will take action on individual items in the report during this meeting. Council and City staff will be charged with creating a work plan to move the AHC's recommendations forward.

Report Structure

In order to provide clarity to the overall report and the work to follow these recommendations, each recommendation has been organized into four sections:

- Framing the recommendation: an overall summary of the intent of the recommendation and relevant background information.
- Considerations: Supporting data and range of viewpoints discussed by the AHC that informed the development of the recommendation.
- Recommendation: Statement of recommendation, developed based on themes that emerged from individual AHC member recommendations and Home Group discussions and that had majority support from the AHC.
- Action Steps: Supporting actions submitted by members of the AHC either as individual recommendations or in the course of Home Group discussions.

In addition, the recommendations have been grouped by those that should be addressed immediately, those for longer term consideration and those that should guide the on-going work.

RECOMMENDATIONS 1 - 5

Recommendations for Immediate Consideration





RECOMMENDATION 1:

Mental Health and Police Involvement

Watsonville Police Department should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially those who are emotionally distressed or experiencing a mental health crisis.

Considerations:

- A.** Interactions with emotionally distressed individuals have become a large part of the police peacekeeping function.
- B.** Law enforcement responses to situations in which they interact with emotionally distressed individuals don't always, or at times don't result in positive outcomes.
- C.** Supporting individuals who are emotionally distressed requires special expertise and resources that are not always available to officers.
- D.** Mental health services and police response was often a topic of conversation among AHC members and community members who participated in the community meetings (see Community Input report prepared by ASR page 35).
- E.** The AHC considered effective models of response for emergencies involving mentally distressed individuals that are embedded and that are not embedded in the police department.

Recommendation:

The AHC recommends that the City of Watsonville commit to collaborating with Santa Cruz County Mental Health and other partners to develop a shared, comprehensive, multi-jurisdictional, mental health services plan to enhance the coordination and quality of care and response.

Action Steps:

The City of Watsonville should consider the following:

A. Engage in research to determine which model(s) would best suit the community of Watsonville. Within that process, consider the following:

a) The City should work to create a collaborative workgroup to lead the process of exploring the needs, models and best practices regarding response to those who are mentally ill, prioritizing low barrier requirements to receive services. Partners could include: Santa Cruz County Mental Health, CARES, MERTY, PD, Fire, EMT, PVUSD and community organizations.

b) The City of Watsonville should consider which program is best to respond to the needs of Watsonville residents who are experiencing a mental health crisis. At this time, the City should assess if increased staffing is needed for the CARES Program based on demand and highest call volume. Simultaneously, the City in partnership with regional partners should consider models of responding to those experiencing a mental health crisis that are not embedded within the Police Department.

c) Increase staffing according to demand for services. Work with the County to better support those in need of care who are experiencing a mental health crisis or are faced with other socio/economic barriers. Consider establishing a separate fund that could ensure access and services for all individuals in need of services.

d) Identify and adopt a policy for transporting those that are on a 5150 hold that ensures the safety and wellbeing of those transported.

B. Develop sustainable funding to support equitable response to those in need in Watsonville. The City should work in partnership with the County and together should work on leveraging State and Federal funding.



RECOMMENDATION 2:

Police Oversight and Transparency

The Watsonville Police Department and the City of Watsonville should engage intentionally in a process that supports oversight of policing and social equity in the City of Watsonville in order to ensure accountability and transparency.

Considerations:

- A.** Police oversight is important to the development of a culture of transparency and accountability.
- B.** Oversight provides data and information to the community that allows them to better understand police activities.
- C.** Establishing a process of oversight requires a process of discovery to develop the best process for the City of Watsonville.
- D.** The Community Input report found that 73% of white and 54% of Hispanic or Latino/Latinx found that WPD officers respect the rights of individuals and treat people fairly. (page 20)
- E.** The Community Input report found that 54% of white and 50% of Hispanic or Latino/Latinx believed that WPD holds offices accountable for wrong or inappropriate conduct in the community. (page 20)

Recommendation:

The AHC recommends that the City of Watsonville explore establishing a process for Police oversight that ensures accountability. The AHC recommends the following:

- A.** Develop a formal process for police oversight by working with experts in oversight models to structure the best process for the City of Watsonville.
- B.** Develop on-going community oversight of the recommendations provided by the Ad Hoc Committee.

Action Steps:

A. For the next Budget cycle, the City of Watsonville should consider engaging a consultant in evaluating the best IPA model for the City of Watsonville or if another oversight structure is more appropriate. The considerations behind this recommendation of the AHC include:

- a)** The development of a transparent process around officer complaints and disciplinary actions.
- b)** The development of a clear process for the community regarding the filing of complaints.

B. The AHC is interested in establishing a community oversight committee to monitor the work begun by the Ad Hoc Committee in 2020. The review will help assess current status, identify gaps or areas for improvement, and recommend priorities for next steps. Members of this committee should reflect the City's diverse population and bring background and experience that allows them to contribute to this effort.

Along with on-going oversight of progress made on these recommendations, the community oversight committee should consider on going evaluation of the following:

- a)** Regular review WPD data at regular intervals
- b)** Review WPD officer training against POST requirements
- c)** Development of a process to review the police budget



RECOMMENDATION 3:

Develop and Increase Programs for Youth and Families

Prevention and early intervention programs are critical in creating better pathways for youth. Increasing the inventory of prevention and youth development programs will provide a greater range of support and opportunities for Watsonville youth and families in the Watsonville community.

Considerations:

A. Watsonville is a young community with 30% of the population being under 18 years of age and 33% between 18-34.

B. As stated in the COPA report, youth feel negative about their interactions with police, especially gang members. Increasing youth offerings may improve this finding.

C. Latino/a/x youth have a higher chance to end up involved in the Juvenile Justice System.

D. The Community Input report shows that 30% of residents in attendance at the community meetings reported a desire to increase service offerings for youth and families. *(ASR Report P. 12)*

E. While cost of housing is documented as the number one factor affecting quality of life for residents through multiple community input processes, access to jobs and programs geared towards youth and families were raised as ways to improve the quality of life in the City. *(ASR Report 36)*

F. Copa report highlights lack of youth programs/opportunities/resources/activities for youth as a recurring theme in most of their community dialogues *(pg 11, 22, 24, 33, 35, 36, 38, 50)*.

Recommendation:

Develop programs and services that keep youth from becoming police involved as well as stopping deeper involvement in the criminal justice system. In order to achieve this goal, it is recommended that the City of Watsonville consider increasing its investments in youth and family centered programs.

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Action Steps:

The City of Watsonville should increase the service offerings for youth and their families.

A. Prioritize funding for Parks & Recreation services, in order to create and sustain more programs for community youth that are not affiliated with the Police Department.

B. Expand youth prevention and intervention programs in the 2022-2023 budget that have demonstrated success. Such as:

- Work with Santa Cruz County Probation to expand the CAMINOS Youth Diversion Program to second time misdemeanor offenders and the possibility of serving some non-violent felons.
- Expand Police Activities League (PAL) programming to include more after school activities and sports.
- Continue to partner with Azteca's soccer league to promote youth mentorship opportunities and participation in physical activities.

C. Consider the expansion of parks and recreation activities and service as a form of prevention and a support for families.

- Explore feasibility of a special sales tax measure for voters to consider on the November 2022 ballot that provides long term sustainable funding for Parks and Community Services Programs.
- Provide a fund that supports families in receiving low cost to free programming in the Parks and Recreation Department.
- Keep parks clean, well maintained and provide adequate lighting.
- Create public spaces for youth to create art.

D. Bring youth providers together in partnership with the City in order to evaluate services and create shared goals.

- Develop a shared database for youth programs.
- Create easier pathways for new organizations serving youth
- Explore and evaluate models of restorative justice that support youth as active decision makers.



RECOMMENDATION 4:

Ensure City and Police Budget Aligns with Community Needs

As communities across the country engage in discussions around policing and social equity, Police Department budgets, typically accounting for a large portion of a city's discretionary funding, have come under scrutiny. The AHC was interested in developing a deeper understanding of local government budgeting, within the context of police operations, as well as community programs.

The AHC discussed several approaches (defund, reallocate, maintain and or increase) to ensure equitable investment and distribution of the City of Watsonville's resources into programs that support the greatest needs of the community. In that spirit, there was general consensus amongst the committee that a professional assessment of the Police Department's budget and operations should be conducted to ensure they are reflective of the community's needs and priorities.

The AHC is interested in ensuring that dollars are being spent on policing and community programs in such a way that most effectively supports the greatest needs of the community.

Considerations:

A. The Police Department annual budget represents 12% of the entire City budget and 40% of the General Fund.

B. 80% of the current Police Department budget goes towards salaries. (Reallocating those dollars will result in layoffs and impact service levels)

C. Current staffing levels only allow for 3-5 officers per shift for a City with a population of 53,000 residents.

- D.** Across the community engagement efforts over the course of this project, a high percentage of surveyed residents (ASR, COPA and United Way) stated that there should be the same or more police presence.
- E.** In the Community Input report by ASR report AD Hoc Committee discussions, members cited concern with multiple needs in the community, community and law enforcement relationships and residents unmet basic needs. *(ASR Report page 16)*
- F.** In the COPA and United Way reports, communities indicated that they have not had positive interactions with WPD, especially the Latino/a/x community and those that are gang involved.
- G.** All community input data reflects an interest from the community to expand community involvement and outreach efforts by the Police department.
- H.** Investment in safety measures, beyond police presence, such as investment in lighting, pedestrian and traffic safety and safe routes to schools.
- I.** Many of the AHC recommendations in this report will require an increase in funding to the Police Department and to other City operations in order to support successful implementation of such recommendations.

Recommendation:

The City of Watsonville should conduct a professional assessment of the current Police Department budget and operations to determine if the current level of funding and range of services is sufficient to meet community needs and to determine if funding or services allocated for police could be restructured either within the Department itself or to other programs in the City budget.

Action Steps:

The AHC recommends that the City of Watsonville consider the following:

- A.** Engage a professional organization to complete a comprehensive review of the WPD budget during the 2022-2023 budget cycle and make recommendations to the City on budget allocation that reflect the need for maintaining, increasing or reallocating WPD budget.
 - a)** During the course of that review, an assessment should be made of the current budget level against the overall city budget and the recommendations of this committee.
 - b)** Upon completion of the review, a full report should be provided back to the City Council and the community.
- B.** Utilize the professional operational review to determine staffing levels, including number of officers and opportunities to direct funding to support other community services.
- C.** Require a formal process for ensuring accountability and transparency of the City of Watsonville's participation in the County anti-crime team (originally anti-gang task force). Ensure that anti-crime team work includes wrap-around services that are trauma informed.



RECOMMENDATION 5:

Training and Hiring of Police Officers

Watsonville Police Department has the opportunity to implement the recommendations of the AHC and develop new strategies that support the hiring, training and retention of a diverse police workforce that brings a culture of responsiveness, openness and leadership while working with the community.

Considerations:

A. Lack of transparency and availability of data and need for policies and additional training, on use of force and other police activities.

B. Lack of transparency and oversight of the anti-crime team.

C. Per the Community Input Report, some Latino/a/x respondents were less likely than White respondents to “agree” or “strongly agree” with statements about WPD being held accountable and treating residents fairly and without bias. (ASR Report P. 20)

D. The training and hiring of police officers is critical to how services are realized in the community.

a) POST Training may not be sufficient training to support officers that are dealing with complex issues.

b) Training time currently has been diverted due to COVID-19 and lack of coverage on shifts. Going forward, make training beyond POST a priority.

E. While Watsonville has a workforce that is representative of the City’s demographics, there is a unique opportunity at this time to select a new Police Chief that represents the community of Watsonville and that embraces the Watsonville Police Department’s culture of equity and inclusion.

F. POST sets minimum requirement standards for hiring and training of officers. The WPD offers POST required training and discretionary training during the year.

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Recommendation:

A. Training: The AHC recommends that the Watsonville Police Department continue to augment the amount of training received by officers beyond the state mandated POST training. The Committee is particularly interested in ensuring that officers receive discretionary training that supports officers ability to respond to community needs.

The following subjects include a list of training topics that the AHC is interested in including during the discretionary training dates:

1. Managing the needs of those who are mentally ill
2. De-escalation training as well as training on how to manage high stress, split second decisions.
3. Implicit bias
4. Trauma informed care
5. Stress management and Mindfulness Based Stress Reduction (MBSR)
6. Annual professional development/training for all WPD staff on diversity, including but not limited to: interacting with the LGBTQ+ community, immigrants, non-English speakers and indigenous population that live in Watsonville. This training should be available for all PD staff, not just officers.
7. Annual ethics and code of conduct training and testing
8. Civil rights training
9. Expert consultant review of intake training as well as ongoing training practices.

B. Hiring Practices: It is recommended that the WPD utilize an outside consultant to examine their hiring, recruitment and testing practices. The AHC expressed interest in ensuring diversity in the workforce.

Action Steps:

A. Establish a training calendar that includes discretionary training topics identified by the AHC to support officers' response in meeting the needs of the community.

B. Actively recruiting police officers who are members of the LGBTQ+ community.

C. Developing a strong screening process to hire new officers, including transfers, to ensure strong values, integrity, diversity and a commitment to community-centered policing.

D. Working with community members to create a description of values and ethos necessary in a new Watsonville Police Chief.

E. Include community members in the hiring process of the new Police Chief. During the recruitment phase for Chief candidates the COW should consider prioritizing outreach to diverse groups of applicants - women, people of color, LGBTQ+, etc.

RECOMMENDATIONS 6 & 7

Recommendations for Long-Term Considerations

These recommendations are items that are important to the committee members but were in need of deeper research and investigation and were therefore not a high priority for the group as a whole.





RECOMMENDATION 6:

Traffic Stops and Traffic Safety

Through the course of the AHC's work, they received data indicating how critical the process of traffic stops is in evaluating social equity within a community. In addition, traffic safety in general was discussed as a form of community support and protection.

Considerations:

A. Currently there is little data available around traffic stops and racial identity from WPD.

B. As stated in the Stanford Report received by the AHC, data across the country indicates that racial profiling remains a large concern and that violence by police at traffic stops is higher than violence against police at those same stops.

C. According to the Community Input report, some Latino/a/x community members were less likely than White residents to feel that WPD was being held accountable and treating residents fairly and without bias. (*ASR Report P. 16*)

D. 33% of Latino/a/x respondents to the ASR survey felt that WPD was very trustworthy and 29% of those same respondents felt that their experience with WPD had been positive. (*ASR Report P. 25-26*)

E. Traffic safety can be improved through the use of technological enforcement as well as basic traffic safety.

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Recommendation:

- A.** The AHC recommends that WPD engage in a data-driven process that includes experts, other police departments and the community to determine if community service officers could be utilized more broadly at WPD.
- B.** Using expert support, evaluate social equity in the self-initiated traffic stops by WPD.
- C.** Reduce the high number of traffic collisions and improve pedestrian safety.

Action Steps:

- A.** Engage expert services to conduct assessment in social equity in self initiated traffic stops.
- B.** Prioritize implementation of the VISION ZERO Program to support traffic safety measures to include traffic education as well as enforcement.
- C.** Assess areas of the city where the most accidents occur in town and develop a plan to improve safety.
 - a)** Consider the use of traffic cameras for enforcement purposes.
- D.** Through the Racial Identity Profiling Act data will be collected and reported to the Department of Justice. That data should be made transparent to the community, at regular intervals, once it is available.



Recommendation 7:

Develop Partnership and Collaboration Opportunities

The AHC members are interested in creating additional opportunities for dialogue and collaboration across agencies to capitalize on the resources and services available to the community and to increase engagement opportunities that allow agencies to stay responsive to community needs.

Considerations:

Coordination of service offerings and City and community partners can increase services, leverage resources and encourage responsiveness.

Recommendation:

Increase partnership opportunities among city departments, nonprofits and community leaders as a form of community engagement and prevention.

Action Steps:

A. Develop a stronger partnership with PVUSD to enhance prevention and recreational programs for K-12 students.

B. Increase work and collaboration with the Diversity Center.

C. Expand police and community engagement programs to foster trust.

D. Develop a coordinated effort with community and nonprofits to address violent crime as well as provide wraparound services for victims and their families as well as offender families.

E. Work with community agencies to collaborate in increasing community resources, especially for those that are coming into the criminal system.

F. Develop pathways to engage and connect new providers, especially those from ethnically lead organizations.

G. Ensure that content of the meeting is accessible for all community members by offering translation services i.e. Spanish or other indigenous languages.

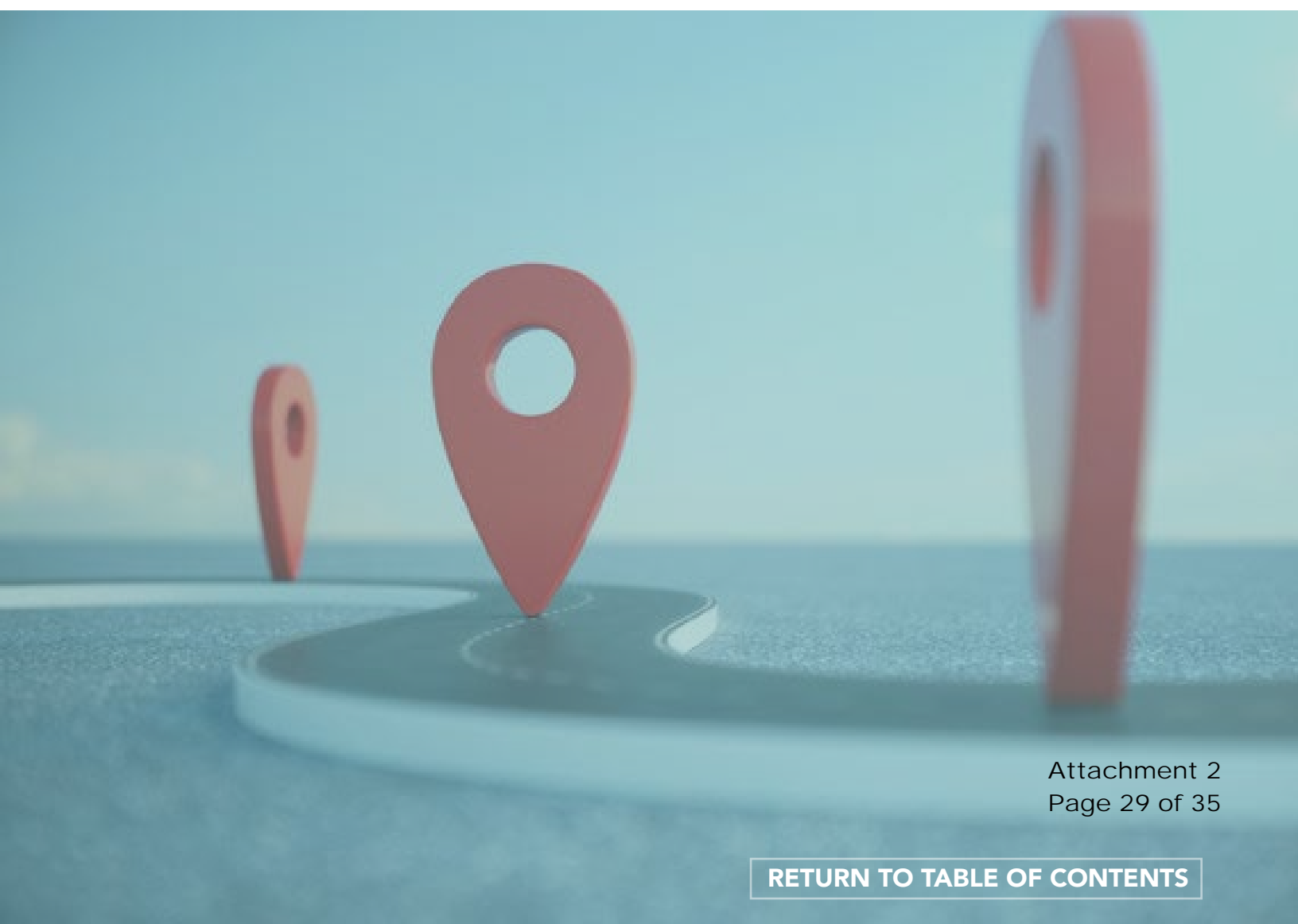
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Recommendations 8 & 9

Recommendations to Guide On-Going Work

These recommendations are seen as critical to guide the next phase of the work as the City staff develops a work plan for implementation of the recommendations.





Recommendation 8: Community Engagement

Creating listening opportunities with various groups in the community and engaging in dialogue regarding concerns or issues related to city services and police work can strengthen trust with community members.

Inclusion of diverse community voices in the AHC process was important to all members. Exploring engagement of Officers with members of the community through a model of community policing was an area of focus during the community engagement process.

Considerations:

- A.** Community engagement in regards to social equity and policing is not a one time event but an ongoing process designed to meet communities where they are at.
- B.** Community engagement builds trust.
- C.** Increasing community engagement events, activities and programs, and consider bringing back a program like neighborhood services to engage face to face with residents, as was suggested in the COPA meetings as well as the Community Input report.
- D.** The Community Input report was a good beginning around engaging the community in regards to policing and social equity. In order for this work to continue effectively, a continued process for community engagement is an effective best practice.

Recommendation:

The AHC recommends that the City of Watsonville continue to engage the community past the acceptance of these recommendations in order to harness the wisdom and voice of the community.

Action Steps:

- A.** Expand community engagement with the intention to include opportunities with various groups in the community to listen and engage in a dialogue regarding concerns or issues related to trust.
- B.** Develop relationships with community partners and collaborators and support their work to engage the community, especially those that are the most challenging to engage.
- C.** Seek out the voices that have negative as well as positive experiences with WPD.
- D.** Leverage this beginning phase of engagement into an on-going process that inspires community partners to call people in versus calling people out.
- E.** Engage community partners and stakeholders around the final recommendations provided by the committee in order to receive feedback, gain buy-in and create accountability around budget recommendations. Suggested list below:
 - County of Santa Cruz CAO, Human Services Department (HSD), County Mental Health Services Director of Health Services Agency, Santa Cruz County Superintendent of Schools.



Recommendation 9: Social Equity

The process of the Ad Hoc Committee has begun the dialogue around social equity for the City of Watsonville. Committees of color have current and historically challenging relationships with law enforcement that can only be addressed through intentional work to reconcile those experiences.

Considerations:

- A.** Committees of color have current and historically challenging relationships with law enforcement that can only be addressed through intentional work to reconcile those experiences.
- B.** Through the COPA and United Way meetings, historical community trauma was discussed and cited repeatedly.
- C.** Only 33% of Latino/a/x respondents to the Community Input survey felt that WPD was “very trustworthy” and 41% “somewhat trustworthy” and 29% of those same respondents felt that their experience with WPD had been “very positive” and 40% positive. (ASR Report P. 25-26)

Recommendation:

The AHC recommends that the City and WPD continue to commit to this process of learning and healing as a community.

Action Steps:

- A.** Engage in a process of cultural healing, leveraging community partners, surrounding historic trauma and racism experienced by communities of color in Watsonville.
- B.** Conduct a Diversity, Equity and Inclusion assessment for the City, reviewing all departments and elected officers.
- C.** Engage the community in learning sessions and develop a social equity statement for the City of Watsonville.

Attachment A:

Additional Recommendations

As stated above, some items were brought forward in the process of developing recommendations that were only suggested by a single individual member of the AHC.

As agreed upon with the committee, those items were retained and are listed below.

- Encourage officers or administrative staff to retire if they still hold on to old and racist attitudes and beliefs.
- Develop an emergency phone number for mental health crisis
- Create an office of violence prevention and trauma recovery
- Provide counseling and psychological support for officers
- Place civilians in charge of community relations for WPD
- Stop posting images or videos of people being arrested on all social media platforms.
- If the intent is to post images of police officers across the country who were killed, also post pictures of those killed by the police.
- Stop sending armed police officers to calls involving minors.
- Stop arresting people for sex work, using or being in possession of controlled substances.
- Expand outreach to the agricultural community
- As schools come back into regular session, continue with the ending of the School Resource Program as it only perpetuates the school to prison pipeline.
- Place Measure Y back on the ballot
- Create crime reduction strategies through the development of strategic priorities to reduce violent crime and to remove illegally possessed firearms in Watsonville.

Attachment B: Resource Links

Reports

As stated above, some items were brought forward in the process of developing recommendations

- [CLICK HERE](#) Stanford Law School Report - Safety Beyond Policing: Promoting Care Over Criminalization
- [CLICK HERE](#) Santa Cruz County Blueprint for Shared Safety

Articles

- [CLICK HERE](#) How to Defund the Police
- [CLICK HERE](#) How the US Got Its Police Force
- [CLICK HERE](#) History Racism and Immigration Timeline
- [CLICK HERE](#) Robin DiAngelo article on white fragility
- [CLICK HERE](#) Our Hierarchy of Needs

Books

- [CLICK HERE](#) Biased by Jennifer Eberhardt
- [CLICK HERE](#) Between the World and Me by Ta-Nehisi Coates
- [CLICK HERE](#) WINNERS TAKE ALL: The Elite Charade of Changing the World, Anand Giridharadas
- [CLICK HERE](#) Emergent Strategy, Shaping Change by Adrienne Maree Brown
- [CLICK HERE](#) How to be an Anti-Racist by Ibram X. Kendi
- [CLICK HERE](#) See No Stranger: A Manifesto and Memoir of Revolutionary Love by Valerie Kaur
- [CLICK HERE](#) Caste by Isabel Wilkerson
- [CLICK HERE](#) Braiding Sweetgrass by Robin Wall Kimmerer

Videos/Podcasts

- [CLICK HERE](#) The Path to Ending Systematic Racism in the US
- [CLICK HERE](#) Brene Brown: How to Brave the Wilderness and Find True Belonging
- [CLICK HERE](#) Jay Smooth TED Talk
- [CLICK HERE](#) Anand Girahadas YouTube
- [CLICK HERE](#) Heather McGhee: TED Talk Racism has a cost for everyone
- [CLICK HERE](#) Robin DiAngelo: White Fragility (short)
- [CLICK HERE](#) Kimberly Latrice Jones: Monopoly



Report produced by the **City of Watsonville**
Process facilitated by **A.L.F. INSIGHTS**

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