

CITY OF MOUNTAIN VIEW, CALIFORNIA
POLICE DEPARTMENT



ASSESSMENT OF
THE PRESIDENT'S TASK FORCE ON
21ST CENTURY POLICING
FINAL REPORT

AUGUST 31, 2016

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT’S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

TABLE OF CONTENTS

BACKGROUND..... 1
 Task Force Report’s Underlying Themes..... 1
ANALYSIS 3
 Assessing the Report’s Recommendations..... 3
 Adopting the Task Force Report’s Underlying Themes..... 6
 Compliance with Recommendations and Action Items..... 8
 Guidance for Implementation 9
SUMMARY OF NEXT STEPS..... 10
 Pillar One – Building Trust and Legitimacy..... 10
 Pillar Two – Policy and Oversight..... 11
 Pillar Three – Technology and Social Media..... 12
 Pillar Four – Community Policing and Crime Prevention..... 12
 Pillar Five – Training and Education..... 12
 Pillar Six – Officer Wellness and Safety 13
CONCLUSION..... 13
REFERENCES..... 13
Attachment 1. TABLE OF IMPLEMENTATION SUMMARY
Attachment 2. DETAILED RESPONSE TO APPLICABLE RECOMMENDATIONS
 AND ACTION ITEMS

BACKGROUND

In 2014, several high profile and controversial law enforcement incidents in a few communities across the United States ignited outrage about the actions of the involved peace officers, deteriorated the legitimacy of law enforcement in the impacted communities, as well as questioned the American public's trust for the policing profession at-large. The incidents also magnified the historical challenges of policing and the criminal justice system with race relations in the United States.

On December 18, 2014, President Barack Obama signed an Executive Order establishing the President's Task Force on 21st Century Policing. The mission of the Task Force was to, "...consistent with applicable law, identify best practices and otherwise make recommendations to the President on how policing practices can promote effective crime reduction while building public trust." The Task Force sought expertise from stakeholders and input from the public through listening sessions, teleconferences and written comments as they focused on six topics or "pillars" to include:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety

The Task Force identified best practices and submitted an initial report to the President on March 2, 2015 and released the final report on May 18, 2015. The final report contains 59 recommendations and 92 action items (151 total practices) that are intended to provide a blueprint for communities to use as they develop policing strategies that work best for enhancing public safety while building trust between law enforcement and the people they serve.

Task Force Report's Underlying Themes

There are six underlying themes on which the specific recommendations are based.

1. Change the culture of policing

Guardians versus warriors: The final report calls for law enforcement to protect the dignity and human rights of all, to be the protectors and champions of the Constitution. This report suggests that this is a rethinking of the role of police in

a democracy that requires leadership and commitment across law enforcement organizations to ensure internal and external policies, practices, and procedures that guide individual officers and make organizations more accountable to the communities they serve.

2. Embrace community policing

Community policing is a philosophy as well as a way of doing business. The commitment to work with communities to tackle the immediate and longer-term causes of crime through joint problem solving reduces crime and improves quality of life. It also makes officers safer and increases the likelihood of individuals to abide by the law.

3. Ensure fair and impartial policing

Procedural justice is based on four principles: (1) treating people with dignity and respect, (2) giving individuals "voice" during encounters, (3) being neutral and transparent in decision making, and (4) conveying trustworthy motives. In addition to practicing procedural justice, understanding the negative impact of explicit and implicit bias on police-community relations and then taking constructive actions to train officers and the community on how to recognize and mitigate are key factors.

4. Build community capital

Trust and legitimacy grow from positive interactions based on more than just enforcement interactions. Law enforcement agencies can achieve trust and legitimacy by establishing a positive presence at community activities and events, participating in proactive problem solving, and ensuring that communities have a voice and a seat at the table working with officers.

5. Pay attention to officer wellness and safety

Law enforcement officers face all kinds of threats and stresses that have a direct impact on their safety and well-being. Ensure that officers have access to the tools that will keep them safe, such as bulletproof vests and tactical first aid kits and training. Promote officer wellness through physical, social, and mental health support.

6. Technology

New and emerging technology is changing the way we police. It improves efficiency and transparency but also raises privacy concerns and has a significant price tag. Officer-worn cameras, less than lethal use of force technologies, communication, and social media all require a legal and pragmatic review of policies, practices, and procedures. These policies, practices, and procedures should be developed with input from the community and constitutional scholars.

ANALYSIS

While Mountain View peace officers have not been involved in incidents that led to the creation of the Task Force, the national narrative prompted residents and policy makers to have heightened interest with the policies and practices of the Mountain View Police Department. Recognizing that the policing profession is in a historic evolution similar to the industry transformations seen with the National Commission on Law Observance and Enforcement in 1931, the President's Commission on Law Enforcement and Administration of Justice in 1967, and the National Commission on Terrorist Attacks Upon the United States in 2002, the Mountain View Police Department actively began considering and participating in discussions around the topics the Task Force focused on, even before its members convened.

Assessing the Report's Recommendations

As detailed below, the Department made a concerted effort to complete a comprehensive and thorough assessment of the report's themes, recommendations and action items. The efforts represent a commitment to the Mountain View community by its Police Department to ensure the City's law enforcement agency embodies a culture and models practices that are contemporary, at the forefront of the policing profession, and meets the community's expectations.

- In October 2013, executive staff members attended a presentation on the United States Department of Justice (US DOJ) sponsored Blue Courage Project at the International Association of Chiefs of Police training symposium. The project inspires officers to embody the noblest of character and develops the "guardian mindset" through education in the nobility of policing and respect. Concepts from this program were included in the Department's strategic planning process and can be seen in recruiting material. Training was provided department-wide in June, 2015, to include a leadership workshop specific for supervisors and managers.

- In early 2014, staff reviewed two reports published by the Police Executive Research Forum and sponsored by the US DOJ's Bureau of Justice Assistance on the topics of Policing Legitimacy and Procedural Justice. These concepts resonated to the Department's philosophy and culture and were used in organizational planning discussions by the Department's executive staff beginning in the Fall of 2014. Philosophies from these concepts were included in the Department's strategic planning process in March, 2015.
- In February, 2015, members of executive staff attended a presentation by the Chicago Police Department at the California Police Chiefs' Association conference. The presenters shared a procedural justice and legitimacy training program developed in 2012. This program was being piloted in California by police departments in Stockton, Salinas and Oakland. In July 2016, the Santa Clara County Police Chiefs' Association committed to conducting this training countywide. Mountain View will send four members of the Department to a train the trainer session tentatively scheduled in November, 2016, and Department training will commence in early 2017.
- In March, 2015, members of executive staff attended the Police Legitimacy Summit hosted by the US DOJ that included presentations from Community Oriented Policing Services (COPS) Director Ron Davis, White House Director of Urban Affairs Roy Austin, Yale Law School Professor Tracey Meares, Stanford Law School Professor Jennifer Eberhardt, and US Attorney General for the Civil Rights Division Vanita Gupta. The summit focused on the concepts of procedural justice, policing legitimacy, and challenges of unqualified mutual trust with communities of color and the economically deprived. Information from this presentation was included in the strategic planning process and is reflected in the City's Policing Plan.
- In March 2015, the Department began a voluntary review the initial report's recommendations and action items. The initial assessment revealed the Department was in compliance with a majority of the recommendations that applied to local law enforcement agencies. It also validated the direction the Department was taking in its strategic planning to incorporate the principles around procedural justice, the nobility of policing, and fair and impartial policing into the Department's philosophies and operating principles.
- In March, 2015, the Department held a team building workshop certified by the Commission on Peace Officer Standards and Training (POST) that included a strategic planning session. The workshop included a presentation by the City

Manager and was attended by key staff representing a cross section of the organization, to include the Police Officers' Association. The workshop provided input for the development of the Department's mission, values, goals and objectives, and was the catalyst to finalizing the City's Policing Plan.

- In March, 2015, the Department was invited by the Northern California Regional Intelligence Center to co-host a US DOJ sponsored "Building Communities of Trust" roundtable discussion on developing relationships of trust between law enforcement and the communities they serve, particularly immigrant and minority communities. Although this program isn't specifically identified in the Task Force's recommendations, it provided a forum for dialogue on a topic relevant to the Task Force's mission and the report's underlying themes.
- On September 1, 2015, the City's first Policing Plan was published and the plan reflects careful thought and consideration consistent with the themes of the report. It provides the framework for how the Department intends to deliver effective, community-focused policing services and defines the Department's mission, values, operational priorities, core responsibilities, policing strategy, management principles, and a five year strategic plan.
- In October 2015, executive staff members received an overview of the Fair and Impartial Policing training program, an initiative supported by the US DOJ COPS Office that focuses on understanding human bias, the impact of biased policing, and provides skills for fair, impartial and effective policing. This program was identified as a resource for the Department's efforts around bias free policing. Two officers completed a train the trainer program in San Jose in May, 2016. Department-wide training is planned to start in early 2017.
- In January, 2016, as part of the Policing Plan's initiative to evaluate the Task Force report, Police Chief Max Bosel participated on a panel discussion at a law enforcement symposium hosted by the University of San Francisco. The symposium focused on the historical perspective and best practices for creating a climate of trust based on mutual respect between law enforcement and the public, to include activities around the six pillars of the Task Force report.
- In August, 2016, Police Chief Max Bosel attended an invitational briefing at the White House on "Advancing 21st Century Policing." The meeting included dialogue with senior administration officials who provided an update on the progress of the Task Force report and highlighted efforts with the Police Data Initiative, Officer Safety and Wellness, Implicit Bias Training, and Social Media

Storytelling. Following this briefing, the Department finalized its assessment and published this report.

Adopting the Task Force Report's Underlying Themes

The following overview highlights the progress the Department has made with assessing, adopting, and reinforcing the Task Force report's underlying themes.

1. Change the culture of policing

The Department has had a longstanding institutional belief of the concepts the Task Force promulgates. The Department's values and priorities embody a guardian mindset that reinforces the expectation of treating people with dignity and respect. The Department views the "guardian" and "warrior" terminology as compatible and not contradictory. The safety and legitimate survival concerns officers encounter requires vigilance, preparedness and a "warrior spirit," but at the same time, the vast majority of an officer's daily activities require a guardian approach. Recognizing this, the Department adopts both philosophies in its Policing Plan by making safety and working effectively with people top operational priorities.

Insofar as the police profession must undergo careful introspection and ensure policies and practices are accountable to their respective communities, the police culture is merely a microcosm of our broader society and the diverse populations it serves. Changes to the police culture alone will not solve the broader societal challenges around unqualified mutual trust with communities of color and the economically deprived. It will require societal reforms to narrow an apparent growing and widespread demographic divide to achieve a genuine environment of pluralism and a shared interest in the delivery of crucial and delicate public services, particularly in communities challenged with crime.

2. Embrace community policing

Community policing has been an organizational philosophy for the past 20 plus years. Even before the term was coined, the Department's way of doing business has been to work with neighborhoods and stakeholders to tackle the immediate and longer-term causes of crime through joint problem solving. The Department remains committed to embracing community-focused policing with goals, objectives and strategies that enhance services consistent with this theme, and the parallel theme of building community capital.

3. Ensure fair and impartial policing

The Department reinforces its responsibility for fair and impartial policing, but recognizes it is always a work in progress. The theme is supported in policy, the City's Code of Ethics, the Department's values, and the City's Policing Plan. The Department has taken constructive actions to adopt procedural justice and fair and impartial policing as foundational principles in its policing philosophy. Department-wide training has been conducted and continues to be planned, further institutionalizing the concepts. The Department intends to ensure procedural justice is practiced externally with the community and with internal supervision and leadership.

4. Build community capital

The Department has had longstanding initiatives that have promoted positive interactions at community activities and events. The Department has expanded its outreach efforts, specifically designating an organizational goal to create opportunities that promote activities that enhance police-community collaboration, trust and support. Examples of these efforts are further detailed in Attachment 2, which provides particulars about the Department's compliance with associated recommendations and action items.

5. Pay attention to officer wellness and safety

According to the 2014 Federal Bureau of Investigation's Crime in the United States report, officers are assaulted at the rate of 9 per 100. In 2014, Mountain View's force of 95 sworn recorded 18 assaults and in 2015, 10 were recorded. With the inherent risks in police work, employee wellness and safety are priorities for the City and the Police Department. Perishable skills training for defensive tactics, force options, and de-escalation are a priority. Programs are actively promoted encouraging healthy eating, wellness checkups, and fitness activities. Personal protection equipment is provided to personnel, to include the recommended items in the Task Force report. Longstanding peer support and employee assistance programs are available to personnel, and the Department is intending to add police chaplains to its available resources. The Department provides a fitness facility, and is researching alternatives to make wellness programs more conveniently available for personnel who work shifts on weekends and nights.

6. Technology

The Department has adopted a goal for risk-intelligent innovations with objectives that improve system, technology and equipment improvements. Initiatives have included implementation of an Officer-Worn Camera program, improving infrastructure to meet the interoperability recommendations commensurate with the Task Force report, and updating Department systems and communications capabilities. The Department convenes a technology cadre to support planning efforts. Internal subject matter experts regularly share strategies on a regional, state and national level about the Department’s innovative technology-based community engagement.

Compliance with Recommendations and Action Items

Table 1 below categorizes the Department’s compliance with the 151 total recommendations and action items within each of the compliance definitions below.

1. Fully Implemented - the item is in practice, or is being fully implemented.
2. Partially Implemented - the item is partially in practice, or is being partially implemented.
3. Not Implemented - the Department has considered the item and has decided not to implement the recommendation or action item at this time.
4. Considering - the Department is further assessing the item and how it applies to policing in Mountain View, or is waiting for further information.
5. Does Not Apply - the item is intended for an agency other than a municipal law enforcement agency, or the item is not applicable to Department operations.

Table 1. Recommendations and Action Items Compliance Table

Pillar	Fully Implementing	Partially Implementing	Not Implementing	Considering	Does not Apply
1	15	2	0	3	8
2	15	5	0	1	11
3	4	1	0	2	10
4	17	5	3	3	3
5	4	1	0	0	21
6	3	1	0	0	13
	58	15	3	9	66

Further details about each of the recommendations and action items are included in Attachments 1 and 2. Attachment 1 provides an overview of each of the Task Force's recommendations and action items, and which category of implementation those items fall. Attachment 2 expands each of the applicable Task Force's recommendations and action items and describes in more detail how the Mountain View Police Department is complying with or is addressing each item.

Guidance for Implementation

On July 23, 2015, the White House and the US DOJ convened the "Forum on Community Policing." The forum hosted representatives from 36 separate jurisdictions to review actions and plans for implementation of the Task Force recommendations. Elected officials and law enforcement leaders were evaluating how to implement a wide range of activities around the six pillars.

In response to participants' requests, a guidebook was published that provides assistance on implementing the recommendations. The guidebook describes a "three-legged stool" as a metaphor for the three components of 1) local elected and appointed government officials, 2) law enforcement agencies, and 3) the communities they serve, as being needed to support a comprehensive approach to reduce crime and build trust and legitimacy. The guidebook provides five recommendations for each of these three groups.

1) Local Government

- a. Create listening opportunities with the community.
- b. Allocate government resources to implementation.
- c. Conduct community surveys on attitudes toward policing, and publish the results.
- d. Define the terms of civilian oversight to meet the community's needs.
- e. Recognize and address holistically the root causes of crime.

2) Law Enforcement

- a. Review and update policies, training, and data collection on use of force, and engage community members and police labor unions in the process.
- b. Increase transparency of data, policies, and procedures.
- c. Call on the POST Commission to implement all levels of training.
- d. Examine hiring practices and ways to involve the community in recruiting.
- e. Ensure officers have access to the tools they need to keep them safe.

3) Communities

- a. Engage with local law enforcement; participate in meetings, surveys, and other activities.
- b. Participate in problem-solving efforts to reduce crime and improve quality of life.
- c. Work with local law enforcement to ensure crime-reducing resources and tactics are being deployed that mitigate unintended consequences.
- d. Call on state legislators to ensure that the legal framework does not impede accountability for law enforcement.
- e. Review school policies and practices, and advocate for early intervention strategies that minimize involvement of youth in the criminal justice system.

As further review and discussions about the report's recommendations and action items occur, this guide can be considered in identifying what items and processes are relevant and of interest to the community.

SUMMARY OF NEXT STEPS

Moving forward, the Department is taking the following "next steps" with implementing recommendations and action items. Some of these steps were already included in the City's Policing Plan and others have been added to the Department's planned initiatives.

Pillar One - Building Trust and Legitimacy

1. Complete Procedural Justice train-the-trainer course in November, 2016.
2. Conduct Department-wide Procedural Justice training in early 2017.
3. Monitor the Federal government's progress to provide examples of past and present injustice and discrimination and assess applicability.
4. Review model practices, such as the Police Data Initiative, and consider practices that are viable and improve access to operational data that enhances transparency and would be of interest to the community.
5. Complete the work plan to post policies online.
6. Continue to work with the City Manager's Office's Community Outreach Coordinator to translate relevant policies in other languages.
7. Promote internal procedural justice through supervisory and leadership training with specific focus on supervisor and employee interactions.

8. Develop and implement action items from the City's Employee Engagement project that are consistent with supporting internal procedural justice and promote internal legitimacy.
9. Share the Assessment of the 21st Century Policing Task Force Final Report with Department members and employee organizations and seek input.
10. Consider viable alternatives to enhance community involvement in the process of developing and evaluating policies and procedures.
11. Revisit existing policies to ensure appropriate use of physical control equipment and techniques on vulnerable populations.
12. Assess viability of forthcoming recommendations or suggestions from the Federal government for model community surveys.
13. Continue recruitment and selection efforts that improve the applicant pool for highly qualified candidates representing a broad range of diversity.
14. Evaluate industry changes and evidence-based recommendations for alternative scheduling models.
15. Complete a patrol staffing study with participation from the Police Officers' Association and examine flexible staffing models.
16. Seek opportunities to expand outreach to immigrant communities to build relationships based on trust.
17. Conduct outreach to improve community awareness about the immigration enforcement policy.
18. Assess services and technology that could improve equitable language access.

Pillar Two – Policy and Oversight

19. Assess alternatives that would enhance community member involvement in crime reduction efforts.
20. Continue to increase the number of personnel certified in Crisis Intervention Training (CIT).
21. Assess legal and administrative feasibility of community member involvement in the review of serious incidents.
22. Assess legal feasibility of non-punitive peer review of critical incidents.
23. Ensure compliance with the Racial and Identity Profiling Act of 2015.
24. Consider additions to policy clarifying expectations for officers to provide their names and incorporating procedural justice methods into incidents involving detentions, arrests, citations, and searches.
25. Assess LGBTQ policies and implement changes as necessary.
26. Conduct Fair and Impartial Policing training in 2017.
27. Monitor progress and changes to national technology standards to ensure continued systems' compliance.

Pillar Three – Technology and Social Media

28. Consider methods to encourage public engagement and collaboration when developing policy for the use of new technology.
29. Assess available new technologies that could better serve people with special needs or disabilities.
30. Continue and enhance technology-based community engagement that increases community trust and access.

Pillar Four – Community Policing and Crime Prevention

31. Examine existing job descriptions and personnel evaluation guidelines to reinforce performance expectations for community engagement and partnerships.
32. Conduct a patrol staffing study to evaluate deployment practices to ensure there is sufficient time for patrol officers to participate in problem solving and community engagement activities.
33. Support the County's Behavioral Health Services Department's efforts to implement a field response program.
34. Promote suicide prevention and mental health awareness.
35. Initiate a Police Chaplain Program for peer support and crisis response.
36. Assess viability of the use of peer support counselors on multidisciplinary teams to provide immediate support to individuals in crisis.
37. Continue to grow the Nextdoor neighborhood networking platform to promote working with community residents to co-produce public safety.
38. Explore viability of hosting forums for community groups and members to help influence programs and policy.
39. Implement a Police-Community Academy Extended Education Program.

Pillar Five – Training and Education

40. Determine viability of engaging community members in the training process.
41. Complete an organizational training plan for all positions.
42. Complete a career development plan.
43. Plan and conduct LGBTQ focused training.

Pillar Six - Officer Wellness and Safety

44. Continue to evaluate and implement effective programs that enhance employee safety and wellness.
45. Expand the Below 100 and Destination Zero education programs to promote officer safety practices.
46. Examine Department policy and consider adopting a policy to require use of certain safety equipment.

CONCLUSION

In this critical time of national concern about police legitimacy and introspection within the law enforcement profession, there is a desire to overcome complex societal issues and promote effective crime reduction while building public trust. The Mountain View Police Department is committed to ensuring that it fulfills its role in this endeavor, and provides the highest quality policing services that embodies the values its community expects from its peace officers. The men and women who serve Mountain View are often acknowledged for meeting this level of expectation, and the organization is positioned to build on its strengths and to proactively seek opportunities to improve.

The Department proactively completed a comprehensive and deliberate assessment of the 151 model practices contained in the President's Task Force on 21st Century Policing. The organization has fully or partially implemented 73 of the 85 recommendations and action items that apply to local law enforcement. Forty-six next steps have been identified to ensure its practices are contemporary, at the forefront of the policing profession, and meet the community's expectations.

REFERENCES

U.S. Department of Justice, Community Oriented Policing Services, Policing Task Force
<http://cops.usdoj.gov/policingtaskforce>

Federal Bureau of Investigation, Uniformed Crime Reports Publications, Crime in the United States.
<https://ucr.fbi.gov/ucr-publications>

City of Mountain View Policing Plan
<http://www.mountainview.gov/depts/police/about.asp>

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Attachment 1. TABLE OF IMPLEMENTATION SUMMARY

The Department assessed its compliance to the final report's recommendations and action items based on the following categories of definitions.

1. Fully Implemented - the item has been adopted, is in practice, or is being fully implemented.
2. Partially Implemented - the item has been partially adopted, is partially in practice, or is being partially implemented.
3. Not Implemented - the Department has considered the item and has decided not to implement the recommendation or action item at this time.
4. Considering - the Department is further assessing the item and how it applies to policing in Mountain View, or is waiting for further information.
5. Does Not Apply - the item is intended for an agency other than a municipal law enforcement agency, or the item is not applicable to Department operations.

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
Overarching Recommendations							
0.1		Fund justice task force					X
0.2		Inclusive look at core issues					X
Pillar 1 - Building Trust and Legitimacy							
1.1		Guardian mindset	X				
1.2		Acknowledge historical role of policing				X	
	1.2.1	Provide case study examples					X
1.3		Culture of transparency and accountability	X				
	1.3.1	Policies public, enforcement demographics	X				

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
	1.3.2	Open communication	X				
1.4		Internal procedural justice	X				
	1.4.1	Employee involvement	X				
	1.4.2	Values adherence	X				
1.5		Positive outreach activities	X				
	1.5.1	Community involvement in policy		X			
	1.5.2	Residency incentives		X			
	1.5.3	Positive interactions	X				
	1.5.4	Physical controls and vulnerable populations	X				
1.6		Public trust and crime fighting strategies	X				
	1.6.1	Research damage to trust					X
1.7		Annual community survey				X	
	1.7.1	Develop survey tools					X
1.8		Diverse workforce	X				
	1.8.1	Diversity initiative					X
	1.8.2	Recruitment best practices					X
	1.8.3	Highlight successes					X
	1.8.4	Influence federal funds					X
	1.8.5	Explore flexible staffing				X	
1.9		Immigrant communities relationships	X				

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
	1.9.1	Decouple federal immigration enforcement	X				
	1.9.2	Equitable Language Access	X				
	1.9.3	Remove civil immigration info from NCIC					X
Pillar 1 Subtotal			15	2	0	3	8
Pillar 2 - Policy and Oversight							
2.1		Collaborate to reduce crime with communities disproportionately affected	X				
	2.1.1	Incentivize collaboration					X
2.2		Use of force policies	X				
	2.2.1	De-escalation	X				
	2.2.2	External investigations	X				
	2.2.3	Independent prosecutor	X				
	2.2.4	Report data	X				
	2.2.5	Release information	X				
	2.2.6	Serious Incident Review Board		X			
2.3		Peer Review				X	
2.4		Identification procedures	X				
2.5		Agency demographics	X				
	2.5.1	Demographic survey					X

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
2.6		Enforcement demographics		X			
	2.6.1	Incentivize research					X
2.7		Mass demonstration policy	X				
	2.7.1	Layered response	X				
	2.7.2	Complaint investigation					X
2.8		Civilian oversight	X				
	2.8.1	NIJ research					X
	2.8.2	Technical assistance					X
2.9		Predetermined numbers of enforcement	X				
2.10		Seek consent		X			
2.11		Officer identification and stop/search reason		X			
	2.11.1	Business cards in all encounters	X				
2.12		LGBT search procedures and vice evidence		X			
2.13		Prohibit profiling	X				
	2.13.1	Police contact survey					X
	2.13.2	Intimate partner and sexual violence survey					X
	2.13.3	Guidance on sexual harassment and misconduct					X

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
2.14		Incentivize small agency shared services					X
2.15		Decertification index					X
Pillar 2 Subtotal			15	5	0	1	11
Pillar 3 - Technology and Social Media							
3.1		Interoperability standards					X
	3.1.1	Support training					X
	3.1.2	Standards and privacy					X
	3.1.3	Evidence tampering technology	X				
3.2		Local needs aligned to national standards	X				
	3.2.1	Public input				X	
	3.2.2	Assess effectiveness		X			
	3.2.3	Serve people with special needs				X	
3.3		Develop best practices					X
	3.3.1	Consult civil rights groups					X
	3.3.2	Create toolkits					X
	3.3.3	Review officer worn camera toolkit	X				
3.4		Update public records laws					X
3.5		Technology based community engagement	X				

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
3.6		Develop less lethal technology					X
	3.6.1	Expand development effort					X
3.7		FirstNet radio spectrum					X
Pillar 3 Subtotal			4	1	0	2	10
Pillar 4 - Community Policing and Crime Reduction							
4.1		Community engagement policy	X				
	4.1.1	Least harm resolutions	X				
4.2		Community policing	X				
	4.2.1	Evaluate officers	X				
	4.2.2	Patrol deployment practices				X	
	4.2.3	Research crime reduction					X
4.3		Multidisciplinary crisis response approaches	X				
	4.3.1	Develop models for crisis intervention teams					X
	4.3.2	Peer support	X				
	4.3.3	Encourage and evaluate crisis intervention teams				X	
4.4		Protect all, especially vulnerable	X				
	4.4.1	Use of offensive language	X				
	4.4.2	Patrol officer interaction with community	X				

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
4.5		Community collaboration	X				
	4.5.1	Forums and meetings		X			
	4.5.2	Engage youth		X			
	4.5.3	Formal citizen advisory committees				X	
	4.5.4	Work in concert with economic development	X				
4.6		Reduce aggressive enforcement with youth	X				
	4.6.1	Reform juvenile justice				X	
	4.6.2	Encourage alternatives to school suspension	X				
	4.6.3	Restorative justice	X				
	4.6.4	Instructional approach to discipline			X		
	4.6.5	School disciplinary policies		X			
	4.6.6	Student misbehavior			X		
	4.6.7	Juvenile reentry	X				
	4.6.8	Limit SRO involvement in discipline and written agreement		X			
	4.6.9	Evaluate discretion with adolescents					X
4.7		Youth voice in decision making	X				
	4.7.1	Youth programs	X				
	4.7.2	Limit punitive solutions to teen problems			X		

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
Pillar 4 Subtotal			17	4	3	4	3
Pillar 5 - Training and Education							
5.1		Consistent training standards					X
	5.1.1	Training innovation hubs					X
	5.1.2	Partner with academia					X
	5.1.3	Relations with POST and training directors					X
5.2		Engage community members in training		X			
	5.2.1	Develop toolkit					X
5.3		Leadership training	X				
	5.3.1	Develop leadership curriculum					X
	5.3.2	Partner with academia					X
	5.3.3	Cross-discipline training					X
5.4		Postgraduate institute					X
5.5		Modify National Academy curriculum					X
5.6		POST Crisis Intervention Training					X
	5.6.1	Fund CIT					X
5.7		POST training for social interaction					X
5.8		POST training for addiction					X
5.9		POST training for bias					X

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
	5.9.1	Cultural diversity training	X				
	5.9.2	Policy training	X				
5.10		POST training on policing in a democratic society.					X
5.11		Incentivize higher education	X				
	5.11.1	Loan repayment program					X
5.12		Research training					X
5.13		Improve FTO programs					X
	5.13.1	FTO standards					X
	5.13.2	Incentivize FTO program updates					X
Pillar 5 Subtotal			4	1	0	0	21
Pillar 6 - Officer Wellness and Safety							
6.1		Promote safety and wellness - Federal role					X
	6.1.1	Blue Alert warning system					X
	6.1.2	Study mental health issues					X
	6.1.3	Research officer health checks					X
	6.1.4	Pension plan recognition of fitness for duty					X
	6.1.5	Expand survivor benefits					X
6.2		Promote safety and well-being	X				

CITY OF MOUNTAIN VIEW POLICE DEPARTMENT
ASSESSMENT OF THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING FINAL REPORT

Recommendation	Action Item	Description	Implementation				
			Fully	Partially	Not	Considering	Does Not Apply
	6.2.1	Local agency responsibility	X				
6.3		Scientifically supported shift lengths					X
	6.3.1	Research shift lengths					X
6.4		Individual tactical first aid kits and bullet resistant vests	X				
	6.4.1	Funding for first aid kits					X
	6.4.2	Funding for vests					X
6.5		Data for near miss incidents					X
6.6		Policies mandating seat belts and vests		X			
6.7		Peer review legislation					X
6.8		Smart car technology					X
Pillar 6 Subtotal			3	1	0	0	13
Report Total			58	15	3	9	66
Implementation							
7.1		Federal law enforcement review					X
7.2		Public-private partnerships					X
7.3		COPS office assistance					X
Implementation Total			0	0	0	0	3

Attachment 2. DETAILED RESPONSE TO APPLICABLE RECOMMENDATIONS
AND ACTION ITEMS

Pillar One - Building Trust and Legitimacy

1.1 RECOMMENDATION: Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department has adopted the tenants of procedural justice, a guardian mindset, policing legitimacy, and public trust and support in its mission statement, values, and operational priorities. The Department incorporated these principles in its Policing Plan that was developed with input from Department members, City staff and community leaders and was published in September, 2015.

The Department has conducted training that has incorporated these principles, to include the "Nobility of Policing," which is sponsored by the US Department of Justice and instills the guardian mindset philosophy. The Department is incorporating Procedural Justice and Fair and Impartial Policing training with certifying personnel as trainers on these topics. The Santa Clara County Police Chiefs' Association made a commitment to instill the practices of procedural justice as guiding principles for policing professionalism throughout the county.

NEXT STEPS:

1. Complete Procedural Justice train-the-trainer course in November, 2016.
2. Conduct Department-wide Procedural Justice training in early 2017.

1.2 RECOMMENDATION: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

THE RECOMMENDATION IS BEING CONSIDERED.

The Department will continue to assess the Task Force's recommendation and the Federal government's guidance with examples when they are provided as a part of Action Item 1.2.1. The Department also encourages consideration that discrimination and injustice are broader societal issues.

As President Obama said in his address to the International Association of Chiefs of Police on October 27, 2015, "Too often law enforcement gets scapegoated for the broader failures of our society and the criminal justice system." It would also be relevant to acknowledge historical examples of how the role of policing has promoted justice and stood against discrimination.

NEXT STEPS:

- 3. Monitor the Federal government's progress to provide examples of past and present injustice and discrimination and assess applicability to the Mountain View Police Department.*

1.3 RECOMMENDATION: Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accordance with stated policy.

THE RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department has published the City's first Policing Plan with the purpose of increasing transparency and accountability. The plan details the Department's mission, values, operational priorities, core responsibilities, policing strategy, management principles, and strategic plan through 2020.

Members of Command Staff regularly provide updates on police services, crime and safety concerns, and organizational philosophies to the City Council, the Human Relations Commission, and other community organizations. The Annual Report provides use of force and internal affairs data, as well as agency demographic information. The Department is also including demographic information on policing contacts starting with the 2015 Annual Report. Initiatives around transparency and accountability are also included in Action Items 1.3.1 and 1.3.2.

NEXT STEPS:

- 4. Review model practices, such as the Police Data Initiative, and consider practices that are viable and improve access to operational data that enhances transparency and would be of interest to the community.*

1.3.1 ACTION ITEM: To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

Policies, with limited legal exception, are released upon request. Policies of interest are posted on the Department's website (http://www.mountainview.gov/depts/police/info/policies_and_practices.asp). Additional policies are being added to the site. The Department is also identifying policies of interest that will be interpreted and posted in Spanish and potentially Mandarin and Russian. The Department provides demographic information associated to its policing activity and agency demographics in its annual report.

NEXT STEPS:

5. *Complete the work plan to post policies online.*
6. *Continue to work with the City Manager's Office's Community Outreach Coordinator to translate relevant policies in other languages.*

1.3.2 ACTION ITEM: 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.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

Police Manual Sections 346 (News Media Relations), 1055 (Social Media), and 310.5.4 (Officer Involved Deadly Force) covers the Department's policies related to release of information, and the Department's public information procedures are consistent with this action item. The Department has been a recognized industry leader in using robust social media platforms to proactively communicate information relevant to public interest. In addition, the department frequently engages in two-way communication, when practicable and appropriate.

NEXT STEPS: None.

1.4 RECOMMENDATION: Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department's organizational priorities emphasize effectively working with people in the community and within the Department. The City's Policing Plan contains management principles that instill this recommendation. The City's interest-based labor relations philosophy

and conferring with employee organizations is also consistent with the procedural justice tenants. The Department intends to reinforce procedural justice skills, knowledge and abilities to supervisory and management staff.

NEXT STEPS:

7. *Promote internal procedural justice through supervisory and leadership training with specific focus on supervisor and employee interactions.*
8. *Develop and implement action items from the City's Employee Engagement project that are consistent with supporting internal procedural justice and promote internal legitimacy*

1.4.1 ACTION ITEM: In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department has a longstanding practice of involving employees in the process of developing policies and procedures. In fact, development of policies and procedures is often initiated by supervisors, line level subject matter experts and instructors, and even frontline employees.

Consideration is given to the importance of conferring with affected employee organizations as part of the process to adopt new and revised policies. The Policing Plan contains an initiative to regularly gauge employee engagement, and the Department's planning processes also seeks employee input. The City has embarked on a comprehensive employee engagement project that the Department is continuing through working groups focused on improving manager/supervisor relations, employee empowerment, and learning and development

NEXT STEPS:

9. *Share the Assessment of the 21st Century Policing Task Force Final Report with Department members and employee organizations and seek input.*

1.4.2 ACTION ITEM: Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

The Department introduced line personnel and supervisory staff on the concepts of procedural justice in June of 2015. The tenants of procedural justice have been incorporated into the department's values and operational priorities. Additional training is being planned to reinforce and institutionalize the concepts. Policy Manual Sections 1020 (Personnel Complaint Procedure) and 1021 (Internal Board of Review) establish the internal disciplinary procedures that give due process, which is consistent with the procedural justice philosophy. The Department focuses on emphasizing the spirit of the law versus the letter of the law, promoting adherence to values. Leadership from employee organizations are included in the internal disciplinary process, to include participating on review boards and providing recommended findings based on the internal investigation. Department-wide Procedural Justice training is being planned.

NEXT STEPS: See Next Steps for Recommendation 1.1.

1.5 RECOMMENDATION: Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department has taken a proactive approach in promoting community trust, to include adopting the community policing philosophy in the 1990's, operating a School Resource Officer program since the 1970's, sustaining a volunteer youth Explorer program since the 1970's, and having a longstanding reputation for promoting community trust through its neighborhood outreach, youth programs, responsiveness to questions and concerns, and interaction by social media in its community engagement philosophy.

The City's Policing Plan includes the goal to engage in activities that enhance Police-Community collaboration, trust and support. Community engagement activities have been expanded, to include the Coffee with a Cop, Cops Love Lemonade Stands, and National Night Out initiatives, as well as continuing to attend community and City-sponsored events and neighborhood activities. These activities not only allow for interaction in a non-adversarial setting, but also promote discussions around community safety and crime prevention. Programs such as the Cops that

Care holiday gift giving program and the Police Officers' Association Cops and Gobblers Thanksgiving food program, as well as school-based and after school programs offered through the Department's Youth Services Unit and in partnership with the Police Activities League are other positive non-enforcement activities that engage members of communities that have a higher rate of investigative and enforcement involvement with government agencies. The City's Policing Plan's objectives for improving capacity for engagement in all areas of the community, continuing to implement innovative digital communication and social technology initiatives, and implementing effective initiatives that enhance public support and trust also advance this recommendation.

NEXT STEPS: None.

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

THIS ACTION ITEM IS BEING PARTIALLY IMPLEMENTED.

Matters of policies and procedures that impact the community are discussed with the City Manager's Office, the City Attorney's Office, and the City Council. In addition, perspective is sought out, when appropriate, from community organizations, such as local school districts, non-profit organizations, and community leaders. In addition, the Department is considering forums as a venue to encourage community involvement and engagement.

NEXT STEPS:

10. Consider viable alternatives to enhance community involvement in the process of developing and evaluating policies and procedures.

1.5.2 ACTION ITEM: Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

THIS ACTION ITEM IS BEING PARTIALLY IMPLEMENTED.

The City has a below market rate (BMR) housing program with preference for public safety personnel. There is minimal participation by employees. Establishing a residency incentive program that is able to compete with real estate market demands is challenging.

NEXT STEPS: None.

1.5.3 ACTION ITEM: Law enforcement agencies should create opportunities in schools and communities for positive, non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

The Department's School Resource Officer program has been an effective partnership in providing police services to local schools and crime prevention and intervention efforts to address juvenile delinquency and crime. The Department's efforts enjoys a reputation of being proactive with creating opportunities for non-enforcement and non-adversarial interactions with the community through a variety of school year and summer break programs, such as Dreams and Futures, Cops and Gobblers, Cops that Care, Police Activities League programming, student and parent presentations, and community engagement initiatives in neighborhoods and downtown. The Policing Plan's objectives and initiatives related to the goal to engage in activities that enhance Police-Community collaboration, trust and support are aligned with this action item. For example, the Department expanded the Youth Services Unit to dedicate an officer to provide services at elementary schools, and designated a recently retired police car to allow children to explore a clean and safe police car while interacting with police officers and volunteers. Events and activities are often publicized on social media and with articles on the Department's blog.

NEXT STEPS: None.

1.5.4 ACTION ITEM: Use of physical control equipment and techniques against vulnerable populations – including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others – can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

Use of physical control equipment and techniques are intended to be used only as is reasonably necessary in every encounter. Additional restrictions governing the use of restraints or certain weapons already exist, when

appropriate, with vulnerable populations. Policy Manual Section 300.3.4, 306.3, 306.3.2, and 309.5.3 restricts certain uses of force or the use of restraints for individuals who are pregnant, elderly, obvious juveniles, or persons with disabilities. In addition, Policy Manual Section 900.1.2 and 900.3.4 restricts certain individuals in vulnerable populations from being detained in the Department's temporary holding facility. The Policing Plan's initiative to assess services for vulnerable populations also will include a review of Department policies and to assess their impacts.

NEXT STEPS:

11. *Revisit existing policies to ensure appropriate use of physical control equipment and techniques on vulnerable populations.*

1.6 RECOMMENDATION: Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department's first goal is to enhance safety, reduce criminal victimization, and strengthen emergency response. The Department is cognizant of the potential damage to public trust if crime fighting strategies are not implemented, or if they are implemented inappropriately. The Department promotes evidence-based strategies to tackle crime in the community. The Department utilizes crime analysis and software analytics to assist with ensuring resources are effectively deployed and a Policing Plan initiative to assess these capabilities to identify any potential improvements. Staff utilizes checks and balances to verify tactics comply with best practices, and that enforcement efforts are constitutionally and legally acceptable. Engagement opportunities in person and on-line are used to help identify crime issues affecting neighborhoods, and are included as part of the Department's goal for enhancing Police-Community collaboration, trust and support. The Department is also aware of privacy and civil liberty concerns with crime fighting strategies and has participated in forums, to include a "Building Communities of Trust" roundtable discussion.

NEXT STEPS: None.

1.7 RECOMMENDATION: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community

surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

THIS RECOMMENDATION IS BEING CONSIDERED.

The Department tracks feedback received from various online sources and the Department tracks community engagement on social media as part of its performance measures. Survey instruments will be considered as a part of the Department's objective to strengthen external communication.

NEXT STEPS:

- 12. Assess viability of forthcoming recommendations or suggestions from the Federal government for model community surveys.*

1.8 RECOMMENDATION: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Agency demographics are generally consistent with census data. The Department has challenges consistent within the industry with recruiting a diverse pool of applicants, in particular female candidates. A Policing Plan objective to recruit, retain, develop and empower a broad range of talent at all levels of the organization includes initiatives that have enhanced the Department's recruitment and selection infrastructure and developed a recruiting plan. Interestingly, however, recruitment for a diverse workforce representing the community in 2016 will likely not reflect the same demographics in the community over the course of an officer's 20-30 year career. Despite these challenges, the Department continues to make strides in employing a broad range of diversity.

NEXT STEPS:

- 13. Continue recruitment and selection efforts that improve the applicant pool for highly qualified candidates representing a broad range of diversity.*

1.8.5 ACTION ITEM: Law enforcement agencies should be encouraged to explore more flexible staffing models.

THE DEPARTMENT IS CONSIDERING THIS ACTION ITEM.

The report defines flexible staffing models, "As is common in the nursing profession, offering flexible schedules can help officers achieve better

work-life balance that attracts candidates and encourages retention, particularly for officers with sole responsibility for the care of family members."

This action item has a host of considerations that are impacted by employment law, labor relations, perishable skills proficiency, budgetary implications, staffing levels, workload demands, effective service delivery, and more. Considering flexible staffing models could be considered as the Department proceeds with the Policing Plan's initiative for a patrol staffing study.

NEXT STEPS:

14. *Evaluate industry changes and evidence-based recommendations for alternative scheduling models.*
15. *Complete a patrol staffing study with participation from the Police Officers' Association and examine flexible staffing models.*

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department has had long-standing relationships with community organizations that serve immigrant communities. The Department has a long-term involvement on the board of the Day Labor Center, and has engaged in dialogue with community leaders regarding issues in immigrant communities. The Department participates in outreach opportunities with immigrant communities, such as parenting programs, or when laws are enacted that impact immigrants. These relationships primarily involve immigrants from Spanish speaking countries. The City has a diverse population of immigrants from other parts of the world, including Eastern Europe, Asia, and India. The Department is exploring opportunities to enhance opportunities to build relationships based on trust with these communities. This will be included in the Policing Plan's initiative to assess services for vulnerable populations, and in collaboration with the City Community Outreach Coordinator.

NEXT STEPS:

16. *Seek opportunities to expand outreach to immigrant communities to build relationships based on trust.*

1.9.1 ACTION ITEM: Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

Policy Manual Section 427 (Immigration Violations) states, "The immigration status of individuals alone is generally not a matter for police action. It is incumbent upon all employees of this department to make a personal commitment to equal enforcement of the law and equal service to the public regardless of immigration status. Confidence in this commitment will increase the effectiveness of the Department in protecting and serving the entire community." The policy specifies when officers notify immigration officials, such as considering the seriousness of the offense, community safety, potential burden on immigration, and the impact on the immigrant community.

NEXT STEPS:

- 17. Conduct outreach to improve community awareness about the immigration enforcement policy.*

1.9.2 ACTION ITEM: Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

Policy Manual Section 368 (Limited English Proficiency Services) provides guidance to Department members when communicating with individual with limited English proficiency. The Department provides incentives to its bilingual speakers, subscribes to a language line for translation, and reasonably ensures that limited English proficiency individuals have meaningful access to law enforcement services, programs, and activities. The Policing Plan contains an initiative to assess multi-lingual services.

NEXT STEPS:

- 18. Assess services and technology that could improve equitable language access.*

Pillar Two – Policy and Oversight

2.1 RECOMMENDATION: 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.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Matters of policies and procedures that impact the community are often discussed with the City Manager's Office and the City Attorney's Office. In addition, perspective is sought, when appropriate, from community organizations, such as local school districts, non-profit organizations, and community leaders. The Department is considering additional strategies, to include the use of forums as a venue to enhance community member involvement and engagement.

NEXT STEPS:

19. Assess alternatives that would enhance community member involvement in crime reduction efforts.

2.2 RECOMMENDATION: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Policy Manual Section 300 (Use of Force) covers the application, reporting and training on use of force. The Department complies with and exceeds the minimum training requirements prescribed by the Commission on Peace Officer Standards and Training for perishable skills in defensive tactics and firearms. The Department reports its numbers of arrested persons and use of force incidents in its annual report. The policy is available upon request and will be posted on the Department's website.

NEXT STEPS: None.

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

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

Department defensive tactics training incorporates de-escalation scenarios, range qualification includes a shoot/no shoot decision making station, and Department Policy Manual Sections 309.9, 417.4, and 467.3 specifies de-escalation training for less lethal force options, such as Conducted Energy Devices (Tasers), considerations in handling calls involving mental health concerns, and for handling civil dispute incidents with the potential for violence.

Policy Manual Section 419.2.1 provides that, "While this department recognizes the statutory power of peace officers to make arrests throughout the state, officers are encouraged to use sound discretion in the enforcement of the law." Policy Manual Section 500.3.1 states that, "Warnings or other non-punitive enforcement actions should be considered in each situation and substituted for arrests or citations when circumstances warrant, especially in the case of inadvertent violations." When appropriate, defendants are cited and released in lieu of booking the suspect into a jail facility. Juvenile offenders are referred to the Juvenile Probation Department and restorative justice and diversion programs are available as alternatives to legacy criminal justice remedies.

The Department has proactively trained officer and dispatcher personnel in crisis intervention (CIT), to include hosting a CIT academy in September, 2015. CIT is called a model for community policing by the National Alliance on Mental Illness and improves responses to people in crisis. Continuing CIT training is an initiative in the City's Policing Plan.

NEXT STEPS:

20. *Continue to increase the number of personnel certified in Crisis Intervention Training (CIT).*

2.2.2 ACTION ITEM: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

The Department follows county protocol, which incorporates independent review of an officer-involved use of deadly force by the District Attorney's Office.

NEXT STEPS: None.

2.2.3 ACTION ITEM: The Task Force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

County protocol dictates that the District Attorney's Office reviews officer-involved shootings resulting in injury or death, or in-custody deaths.

NEXT STEPS: None.

2.2.4 ACTION ITEM: Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

The Department complies with State and Federal reporting requirements. In addition, the Department reports uses of force data in its annual report.

NEXT STEPS: None.

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

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED.

Policy Manual Section 346 (News Media Relations) and 310 (Officer-Involved Deadly Force) cover the release of information to the public and media. The policies specify the scope of information subject to release in various incidents. For example, the identities of officers involved in shootings or other major incidents may only be released to the media pursuant to consent of the involved officer or upon a formal request filed and processed in accordance with the Public Records Act.

NEXT STEPS: None.

2.2.6 ACTION ITEM: Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board

should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

Policy Manual Section 407.2.2 (Critical Incident Operations Group) covers after action reviews of critical incidents. Internal review processes presently do not include community members.

NEXT STEPS:

21. Assess legal and administrative feasibility of community member involvement in the review of serious incidents.

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

THIS RECOMMENDATION IS BEING CONSIDERED.

The Policing Plan includes an initiative to implement a formal debrief process, primarily for reviewing incidents with footage from officer worn cameras. Staff is assessing a variety of legal considerations with this process. The Department will also monitor the progress of Task Force recommendation 6.7 that covers peer review legislation on the Federal level.

NEXT STEPS:

22. Assess legal feasibility of non-punitive peer review of critical incidents.

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Policy Manual Section 610 (Eyewitness Identification) covers the procedures for the identification of suspects. The established procedures comply with the intent of this recommendation.

NEXT STEPS: None.

2.5 RECOMMENDATION: All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Agency demographic data is reported as required and it is included in the Department's annual report.

NEXT STEPS: None.

2.6 RECOMMENDATION: 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.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

The Department collects, maintains and analyzes demographic data on traffic stops, citations, arrests, documented field contacts, and for the involved parties of crime and incident reports. The Department also analyzes the cities of residence reported with contacts, since the demographics of individuals who have contact with the Mountain View Police Department are not solely Mountain View residents and analyzing the data with the census is not a similar measure for comparison. Collected data is not disaggregated by school and non-school contacts, however, analysis could be done based on event location, if necessary. The Department is also ensuring systems and processes comply with changes in reporting to the state as required by the Racial and Identity Profiling Act of 2015.

NEXT STEPS:

23. Ensure compliance with the Racial and Identity Profiling Act of 2015.

2.7 RECOMMENDATION: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Procedures for policing mass demonstrations are consistent with Mobile Field Force operations and mutual aid procedures. The Department utilizes uniforms and equipment that are functional, designed for a professional police appearance and for the safety of the officers. Uniforms are not designed to replicate military operations. The Department does not utilize vehicles that are deployed for

military operations. Tactics are reviewed and approved by the incident commander and are consistent with agency policies. Contingencies are intended to be defensive and intended to protect life and property, as opposed to provocative.

NEXT STEPS: None.

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Procedures for policing mass demonstrations are consistent with Mobile Field Force operations and mutual aid procedures. These procedures do provide for layered response based on situational assessment and incident needs. Use of force guidelines are specified in operations plans, which are guided by agency policies and organizational values that would encourage de-escalation where appropriate.

NEXT STEPS: None.

2.8 RECOMMENDATION: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Civilian oversight exists with police operations that are answerable to the City Manager and the City Council. In addition, Department staff provides information on policing practices to the City's Human Relations Commission, as well as answers questions when meeting community groups, at the Council Neighborhood Council meetings, and other forums. Disciplinary matters are overseen by non-law enforcement resources in the City's Human Resources Division of the City Manager's Office and the City Attorney's Office.

NEXT STEPS: None.

2.9 RECOMMENDATION: 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.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Policy Manual Section 500.3 states, "Enforcement actions are commensurate with applicable laws and take into account the degree and severity of the violation committed. This department does not establish ticket quotas and the number of arrests or citations issued by any officer shall not be used as the sole criterion for evaluating officer overall performance..." This policy is also in compliance with California Vehicle Code § 41603, which prohibits quotas.

NEXT STEPS: None.

2.10 RECOMMENDATION: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

Policy Manual Section 322 (Search and Seizure) provides general guidelines for Department personnel to consider when dealing with search and seizure issues, to include when warrantless searches are permitted, the protocol to conduct a search and required documentation. The Department follows legally appropriate process when obtaining consent to search, which includes obtaining written acknowledgement using a Consent to Search form (PD-031) in certain situations. The Department does not have as a requirement the need to explain that a person has a right to refuse consent.

NEXT STEPS: None.

2.11 RECOMMENDATION: Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals that 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.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

The Department complies with California Penal Code section 830.10, which requires any uniformed peace officer to wear a badge, nameplate, or other device which bears clearly on its face the identification number or name of the officer. Department policy is vague on the requirement to have officers provide their name to citizens, but providing a badge number or name is expected and practiced. In addition, complaints can be investigated based on date, time and location, which can identify involved officers in a particular event. Policy Manual Section 500 (Traffic Function and Responsibility) does establish information that should be provided to violators stopped and cited driving a vehicle, and Section 322 (Search and Seizure) outlines a protocol that includes explaining the reason for and how a search will be conducted.

NEXT STEPS:

24. *Consider additions to policy clarifying expectations for officers to provide their names and incorporating procedural justice methods into incidents involving detentions, arrests, citations, and searches.*

2.11.1 ACTION ITEM: One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The City provides business cards.

NEXT STEPS: None.

2.12 ACTION ITEM: 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 for vice.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

Policy Manual Section 902 specifies that no transgender or intersex individual shall be searched or examined for the sole purpose of determining the individual's genital status. Additional assessment is needed to ensure Department policy complies with best practices related to LGBTQ populations. The Department does not use the possession of condoms as the sole evidence for vice-related offenses.

NEXT STEPS:

25. Assess LGBTQ policies and implement changes as necessary.

2.13 RECOMMENDATION: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, and/or language fluency.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Policy Manual Section 402 (Racial/Bias Based Profiling) provides guidance and establishes appropriate controls to ensure that Department members do not engage in racial or bias based profiling or violate any laws while serving the community. The Department also reinforces its expectation for fair and impartial policing in its organizational mission, values and operational priorities as defined in the City's Policing Plan, and through training. In addition, while the Task Force report does not mention or provide recommendations for the selection standards and background investigations of police personnel, the Department participates in the state's POST program and does conduct comprehensive pre-employment screening to ensure its personnel are of good moral character and demonstrate integrity traits consistent with being honest and impartial.

NEXT STEPS:

26. Conduct Fair and Impartial Policing training in 2017.

Pillar Three - Technology and Social Media

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Policy Manual Section 804 (Property and Evidence) provides for the proper collection, storage and security of evidence, as well as the integrity of the chain of custody. The Department utilizes packaging material, chain of custody processes, database tracking, routine audits, and secured facilities to prevent tampering and manipulation of evidence.

NEXT STEPS: None.

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The City's Policing Plan includes a goal for risk-intelligent innovation with an objective for system, technology and equipment improvements. The Department's Technology Cadre is comprised of a cross section of personnel that make recommendations and assist with the planning of implementing technology projects. The Department's Public Safety Systems Specialists ensure compliance with an assortment of state and national standards. Project proposals require approval for funding by an authorizing environment that would include the City Manager's Office, and if appropriate, the City Council. Justification for projects include considering local needs for the City and region.

NEXT STEPS:

27. Monitor progress and changes to national technology standards to ensure continued systems' compliance.

3.2.1 ACTION ITEM: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

THIS RECOMMENDATION IS BEING CONSIDERED.

The Department utilizes a variety of opportunities, from outreach and consultation with community-based organizations, community leaders, elected officials, civil rights groups, and community activities in order to have dialogue and input with an assortment of topics related to Department operations and community safety concerns. The Department does not use community advisory bodies.

NEXT STEPS:

28. Consider methods to encourage public engagement and collaboration when developing policy for the use of new technology.

3.2.2 ACTION ITEM: Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

The Department staffs a Technology Cadre with representatives from line, supervisory and management staff, whose responsibility includes assessing new technology. Members of the community are not actively involved in gauging effectiveness of new technology. Evaluation of technology projects are conducted internally and are provided, when requested, to the City Manager's Office and the City Council.

NEXT STEPS: See Action Item 3.2.1

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

THIS RECOMMENDATION IS BEING CONSIDERED.

The Department utilizes existing technology to serve people with special needs, such as communications devices that are available for people who are hearing impaired that call 9-1-1. The City's Policing Plan includes a number of initiatives for field-based technology projects and assessing services for vulnerable populations. The Department is considering this action item as a part of those initiatives.

NEXT STEPS:

29. Assess available new technologies that could better serve people with special needs or disabilities.

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

THIS RECOMMENDATION WAS FULLY IMPLEMENTED.

The Department has reviewed and considered this toolkit as part of the implementation of Officer Worn Cameras.

NEXT STEPS: None.

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department has a robust and industry leading strategy with technology-based community engagement. The Department's social media and digital communication staff are recognized subject matter experts, to include presenting at training and conferences across the United States for such organizations as the California Police Chiefs' Associations and the International Association of Chiefs of Police. Policing Plan initiatives to integrate digital communication and social technology into prevention strategies, continue to grow and increase community engagement through social technology, and develop a strategic plan for social technology are examples of efforts that accomplish this recommendation.

NEXT STEPS:

30. *Continue and enhance technology-based community engagement that increases community trust and access.*

Pillar Four – Community Policing and Crime Prevention

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The City's Policing Plan's policing strategy establishes collaborative and proactive approaches to managing public safety. In addition, the plan's first and second goals are to 1) enhance safety, reduce criminal victimization, and strengthen emergency response, and 2) engage in activities that enhance Police-Community collaboration, trust and support. A number of objectives and initiatives reinforce the importance of community engagement in managing public safety. In addition, these initiatives complement longstanding strategies that involve active participation in community engagement opportunities. Staff attends Council Neighborhood Committee meetings, neighborhood association events, City-sponsored activities, and community events organized by the Chamber of Commerce, Downtown Business Association and other groups, as well as utilizing social technology to foster two-way communication on-line. The Department's efforts are also aligned with a city-wide philosophy of community engagement. The Department is exploring the viability of community forums as an additional venue to engage the community in managing public safety.

NEXT STEPS: See Action Item 4.5.1.

4.1.1 ACTION ITEM: Law enforcement agencies should consider adopting preferences for seeking "least harm" resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The concept of "spirit of the law" versus "letter of the law" is in POST basic training curriculum. Policies allow for and encourage discretion, to include Policy Manual Section 324 (Temporary Custody of Juveniles), 419 (Cite and Release Policy), and 500 (Traffic Function and Responsibility) that encourage options for warnings or other non-punitive enforcement actions. The Department offers diversion programs for juvenile traffic offenders and partners with the Juvenile Probation Department for other alternative resolution programs, such as restorative justice.

NEXT STEPS: None.

4.2 RECOMMENDATION: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Community-focused policing is infused throughout the culture and organization, as is articulated in the City's Policing Plan. Community policing has been a part of the Department's way of doing business for 20 plus years.

NEXT STEPS: None.

4.2.1 ACTION ITEM: Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Officer evaluations criterion includes problem solving with objectives to 1) Proactively identify community problems and use appropriate methods to solve them, and 2) awareness of the various external and internal resources to address crime and community problems. The job description for a Police Officer includes assisting citizens and promoting community relations. The City's Policing Plan emphasizes engaging members of the community and building partnerships. Staff is updating the performance evaluation systems and will consider reinforcing this recommendation in any revisions.

NEXT STEPS:

31. *Examine existing job descriptions and personnel evaluation guidelines to reinforce performance expectations for community engagement and partnerships.*

4.2.2 ACTION ITEM: Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

THIS RECOMMENDATION IS BEING CONSIDERED.

The City's Policing Plan has an initiative to conduct a patrols staffing study. This study will assess unobligated time for proactive problem-solving and community engagement activities. The last patrol staffing study that assessed unobligated time was completed in the late 1990's.

NEXT STEPS:

32. *Conduct a patrol staffing study to evaluate deployment practices to ensure there is sufficient time for patrol officers to participate in problem solving and community engagement activities.*

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

THIS RECOMMENDATION IS BEING CONSIDERED.

The Department actively participates in training conducted by the Santa Clara County Behavioral Health Services Department for mental health crisis response, to include video-based scenario training and crisis intervention training. The Policing Plan contains initiatives to increase the number of CIT trained personnel, to assess services for vulnerable populations, and provide suicide prevention and mental health awareness. As a part of these initiatives, the Department is supporting the County's efforts to deploy mental health experts in the field to enhance law enforcement's response capabilities. These efforts will provide multidisciplinary, community team approaches for crisis situations.

NEXT STEPS:

33. *Support the County's Behavioral Health Services Department's efforts to implement a field response program.*
34. *Promote suicide prevention and mental health awareness.*

4.3.2 ACTION ITEM: Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

The Department has an existing Peer Counseling Program and is enhancing its capabilities through a Policing Plan initiative. This includes incorporating a Police Chaplain Program, which will provide support to Department members, as well as the community. Further research will be conducted to assess if involvement of peer support counselors discussed in this action item are a law enforcement-based service, or whether the counselors would be provided through alternative services.

NEXT STEPS:

- 35. Initiate a Police Chaplain Program for peer support and crisis response.*
- 36. Assess viability of the use of peer support counselors on multidisciplinary teams to provide immediate support to individuals in crisis.*

4.3.3 ACTION ITEM: Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

THIS RECOMMENDATION IS BEING CONSIDERED.

The Department will participate in any community effort to evaluate the efficacy of crisis intervention team approaches.

NEXT STEPS: None.

4.4 RECOMMENDATION: Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The City's Policing Plan's strategies incorporate "a values-based philosophy that promotes approaching every contact with the expressed intent of treating people with dignity and respect, making decisions based on facts, giving people a voice and listening, building trust through transparency with the administration of justice, and exercising authority in a way that encourages the public to trust its police and have confidence they will be treated fairly." The City's values

statement includes, "Treat Others with Respect," which the Department further defines as, "approaching every contact with a guardian mindset that embodies treating people with dignity and respect, giving them a voice and listening, being impartial and fair, and building trust in our interactions with the public, our partners, and our colleagues. The strategic planning process included considering the most vulnerable, and a plan initiative is assessing services that are provided to vulnerable populations.

NEXT STEPS: None.

4.4.1 ACTION ITEM: Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Policy Manual Section 340 (Disciplinary Policy) establishes the standards of conduct that are consistent with the values and mission of the Department, to include prohibiting, "Discourteous, disrespectful or discriminatory treatment of any member of the public or any member of this department.

NEXT STEPS: None.

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department identifies as one of its core responsibilities enhancing outreach and engagement programs with neighborhoods, schools, small businesses, corporations, and other stakeholders. As part of the Policing Plan, the Department reorganized its special events and community action functions into a Neighborhood and Event Services unit, which is tasked with coordinating community outreach activities. Scheduled events are communicated to patrol, and officers routinely attend opportunities for community interaction at neighborhood association events, downtown events, City sponsored events, school events, and at Department sponsored programs, such as Coffee with a Cop, Cops Love Lemonade Stands, and National Night Out. Officers also participate in community-based programs sponsored by the Police Officers' Association and Police Activities League that provide opportunities for interaction with residents.

NEXT STEPS: None.

4.5 RECOMMENDATION: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department has developed longstanding relationships and contacts with established neighborhood associations, and has an active presence on a variety of social technology platforms that promote communication to help identify problems and promote collaboration on implementing solution that produce meaningful results. The Department is utilizing the Nextdoor social media platform as a method of communicating with verified residents in established neighborhoods. The Department has 20% enrollment in Nextdoor, which is higher than the nationwide average of 13%.

NEXT STEPS:

- 37. Continue to grow the Nextdoor neighborhood networking platform to promote working with community residents to co-produce public safety.*

4.5.1 ACTION ITEM: Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

The Department schedules and attends forums and meetings where community members can interact with Department members and help influence programs and policy. Activities include attending Council Neighborhood Committee meetings, Coffee with a Cop forums, and informal interaction at community events. The Department is assessing the viability of hosting forums intended for specific community groups and neighborhood associations to promote interaction that would help influence programs and policy.

NEXT STEPS:

- 38. Explore viability of hosting forums for community groups and members to help influence programs and policy.*

4.5.2 ACTION ITEM: Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

The Department and City has programming that engages youth in law enforcement training, ride-alongs, and community-based leadership. This includes the Department's Explorer program, the City's Youth Advisory Committee, and a variety of programs in partnership with the Police Activities League, through Parks and Recreation, school-based programs, and other community-based organizations. The Department's School Resource Officers also engage with youth directly, to include meeting them at the City's Teen Center and at local schools. The Department is planning to implement a citizen's academy in an "extended education" format. The concept would be to enroll qualified community members into a program that allows the participants to attend training and activities with the Department. The format would be non-traditional from citizen academies that are scheduled over an 8-12 week timeframe, and instead offer flexible programming to accommodate busy, professional schedules.

NEXT STEPS:

39. Implement a Police-Community Academy Extended Education Program

4.5.3. ACTION ITEM: 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.

THIS RECOMMENDATION IS BEING CONSIDERED.

The Department utilizes its relationships and contacts with established neighborhood associations, the Downtown Business Association, the Chamber of Commerce, school districts, the Challenge Team, and other organizations to assist in developing crime prevention strategies and agency policies. The Department also provides updates on crime prevention strategies and agency policy at City Council meetings and to the Human Relations Commission. These efforts have proven effective. The Department is exploring the viability of hosting forums as an additional venue to obtain community input.

NEXT STEPS: See Action Item 4.5.1

4.5.4 ACTION ITEM: Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department routinely communicates with Community Development, as well as provides crime prevention input during development planning.

NEXT STEPS: None.

4.6 RECOMMENDATION: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The County of Santa Clara utilizes a Juvenile Justice Coordinating Council that coordinates funding and evaluation of programs as part of the Juvenile Justice Crime Prevention Act. These include the Violence Reduction Program, reentry/aftercare services, support and enhancement services, prevention and early intervention services, and the multi-agency assessment center.

NEXT STEPS: None.

4.6.1 ACTION ITEM: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The County Police Chiefs Association has adopted a Juvenile Detention Reform protocol with the goal of minimizing unnecessary incarceration of youthful offenders by seeking alternatives to custodial confinement. Diversion, restorative justice informal juvenile and traffic court, traffic amnesty, rehabilitation, community based aftercare, the alternative placement academy, the first offender close up supervision program, and other intervention and supervision services are provided by Santa Clara County Juvenile Probation with support from the Police Department. Additional services are provided by community-based organizations, such as the Community Health Advisory Council, Uplift Family Services (formerly EMQ), and others.

NEXT STEPS: None.

4.6.2 ACTION ITEM: In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

School staff is responsible for disciplinary processes. School Resource Officers and the County Juvenile Probation Department are involved in any criminal justice matters. The Challenge Team brings together leaders from school districts, city and county services, parent and student groups, and other non-profit organizations to serve youth and strengthen our community. The Challenge team has been meeting monthly since 1987 to collaborate, build relationships, address challenges, reduce duplication of services and explore opportunities to share resources that ultimately foster healthy youth development for all kids in Mountain View, Los Altos and Los Altos Hills. The group focuses on ways to prevent negative behaviors and honor students for the good work they are doing while staying abreast to deter local gang activity, alcohol and drug use.

NEXT STEPS: None

4.6.3 ACTION ITEM: Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Diversion, restorative justice informal juvenile and traffic court, traffic amnesty, rehabilitation, community based aftercare, the alternative placement academy, the first offender close up supervision program, and other intervention and supervision services are provided by Santa Clara County Juvenile Probation with support from the Police Department. The Department also hosts traffic diversion programs.

NEXT STEPS: None.

4.6.4 ACTION ITEM: Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences

to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

THIS RECOMMENDATION IS NOT BEING IMPLEMENTED.

School districts, the County Office of Education, and the California Education Department have jurisdiction for determining approaches to school discipline in compliance with the Education Code. The Department consults with schools when appropriate and handles criminal matters.

NEXT STEPS: None.

4.6.5 ACTION ITEM: 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.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

School districts, the County Office of Education, and the California Education Department have jurisdiction for discipline policies in compliance with the Education Code. The Department consults with schools when appropriate and handles criminal matters. State laws prohibiting corporal punishment and mandating reporting already exist.

NEXT STEPS: None.

4.6.6 ACTION ITEM: Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

THIS RECOMMENDATION IS NOT BEING IMPLEMENTED.

School districts, the County Office of Education, and the California Education Department have jurisdiction for responding to student misbehavior in compliance with the Education Code. The Department consults with schools when appropriate and handles criminal matters, but does not have an active role in student discipline.

NEXT STEPS: None.

4.6.7 ACTION ITEM: Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

Juvenile offender re-entry is handled by the Juvenile Probation Department. The Department has a collaborative working relationship with Juvenile Probation.

NEXT STEPS: None.

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

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

School Resource Officers have limited police involvement in student discipline without a formal memorandum of agreement.

NEXT STEPS: None.

4.7 RECOMMENDATION: Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department, City, school districts, and community-based organizations provide comprehensive youth programming to include the City's Youth Advisory Committee, the Challenge Team, and community-based organizations, such as Fresh Lifelines for Youth, the YMCA Project Cornerstone, the Police Activities League, Mountain View Parks and Recreation, and Mountain View Police Youth Services Unit programming, among others.

NEXT STEPS: None.

4.7.1 ACTION ITEM: Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department has offered youth related programs for decades that build trust between youth and police.. An Explorer program was started in the 1970s, school-based, after school and summer programs are offered in partnership with Parks and Recreation, the Mountain View Whisman School District and Mountain View Los Altos High School District. The Police Activities League provides programming for youth, and the Police Officers' Association sponsors the "Cops and Gobblers" Thanksgiving food giveaway program for needy families identified through local school. The Department is also researching Snapchat as a platform for communicating with the 13 to 24 year old demographics.

NEXT STEPS: None.

4.7.2 ACTION ITEM: Communities should develop community- and school-based evidence- based programs that mitigate punitive and authoritarian solutions to teen problems.

THIS RECOMMENDATION IS NOT BEING IMPLEMENTED.

School districts, the County Office of Education, and the California Education Department have jurisdiction for responding to student misbehavior, in compliance with the Education Code. The Department consults with schools when appropriate and handles criminal matters.

NEXT STEPS: None.

Pillar Five - Training and Education

5.2 RECOMMENDATION: Law enforcement agencies should engage community members in the training process.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.

The Department's training plan is generally established with mandated and essential training topics, such as perishable skills training for defensive tactics, emergency vehicle operations, firearms and force options, interpersonal communications, first aid, domestic violence, and other required topics. Curriculum is typically consistent with standards in the profession and POST guidelines. Community groups participate in training presentations, generally on the topics of cultural diversity, victim services, and crime prevention programs.

NEXT STEPS:

40. *Determine viability of engaging community members in the training process.*

5.3 RECOMMENDATION: Law enforcement agencies should provide leadership training to all personnel throughout their careers.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department actively plans, provides, and sends employees to leadership training, to include Inner Perspectives, Leadership Mountain View, POST Supervisory Leadership Institute, Assertive Leadership, City-sponsored training, and other leadership offerings.

NEXT STEPS:

41. *Complete an organizational training plan for all positions.*
42. *Complete a career development plan.*

5.9.1 ACTION ITEM: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department conducts POST certified cultural diversity training. The Department is implementing procedural justice training, to include a module with a component for community viewpoints.

NEXT STEPS: See Recommendation 1.1.

5.9.2 ACTION ITEM: Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The Department regularly conducts diversity training. Policy Manual Section 902.7 (Custodial Searches) requires training for conducting searches of transgender and intersex individuals. The City and the Department has conducted on-going training on sexual harassment. The Department's efforts

with interactions with the LGBTQ population can be enhanced. This effort will be added to the Policing Plan initiative to assess services for vulnerable populations.

NEXT STEPS:

43. Plan and conduct LGBTQ focused training.

5.11 RECOMMENDATION: The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The City provides career incentive and tuition reimbursement programs, as well as makes college degrees required or highly desirable in the qualifications for supervisory and management promotional processes.

NEXT STEPS: None.

Pillar Six - Officer Wellness and Safety

6.2 RECOMMENDATION: Law enforcement agencies should promote safety and wellness at every level of the organization.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.

The City and Department has active safety and wellness programs, to include opportunities for health screening, incentives for exercise and healthy eating, and access to referral programs for mental health. The Policing Plan has a goal to evaluate and implement effective programs to enhance employee safety and wellness (3.2). Initiatives under this objective include expanding the City's wellness program for shift schedules, remodeling the fitness room, adopting the "Below 100" and "Destination Zero" safety programs, enhance the peer counseling program, and developing an employee-involved critical incident mitigation and recovery plan.

NEXT STEPS:

44. Continue to evaluate and implement effective programs that enhance employee safety and wellness.

6.2.1 ACTION ITEM: Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative

described in recommendation 6.1, the ultimate responsibility lies with each agency (enhance and further promote its multi- faceted officer safety and wellness initiative).

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.
See Recommendation 6.2.

NEXT STEPS: None.

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED.
All officers are provided with individual first aid kits and bullet-resistant vests. The Department also has other safety measures in place to enhance officers' safety. The Department is considering additional safety measures based on industry trends.

NEXT STEPS: None.

6.6 RECOMMENDATION: Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED.
Policy Manual Section 1022 requires the use of seatbelts. Police Manual Section 500.5 covers the use of high-visibility vests when exposed to hazard of approaching traffic. Other Policy Manual sections cover safety equipment for specific assignments, to include undercover investigations and bicycle patrol. Presently, Department policy does not require the use of bullet-proof vests. The Department has provided safety training, to include use of seatbelts, bullet-proof vests, and high visibility vests.

NEXT STEPS:

- 45. Expand the Below 100 and Destination Zero education programs to promote officer safety practices.*
- 46. Examine Department policy and consider adopting a policy to require use of certain safety equipment.*

END OF REPORT