THE CITY OF

PLEASANTON ©

Implementation Report of
THE PRESIDENT'S TASK FORCE ON
21st CENTURY POLICING
for the Pleasanton Police Department

PLEASANTON
POLICE

Better Together

Attachment 1.   IMPLEMENTATION MATRIX

BACKGROUND

In the wake of high profile and controversial law enforcement incidents that have taken place in a few communities across the United States, outrage about the actions of the involved peace officers has notably impacted the legitimacy of law enforcement in these communities. The incidents and associated behavior of law enforcement has been and continues to be highlighted in the media, subsequently impacting communities across the country. The result of these incidents has created question in the American public's trust for the policing profession. Citizen reaction to these events, particularly citizens who feel disenfranchised, is arguably linked to a history of mistrust. "Trust between law enforcement and the people they protect and serve is essential in a democracy". With all of this in consideration, what comes to light is 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, "...examine ways of fostering strong, collaborative relationships between local law enforcement and the communities they protect and to make recommendations to the President on ways 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. The work of the Task Force focused on six focus areas or "pillars" which 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, after which the Task Force released the final report in May of 2015. The final report contained specific recommendations and action items that are intended to provide a blueprint, or road map 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 requiring 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 increases officer safety and 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 biases.

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 on key issues.

5. Pay attention to officer wellness and safety

Law enforcement officers face a myriad 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, 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. Technology can improve 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 subject matter experts.

ANALYSIS

While Pleasanton peace officers have not been involved in incidents that led to the creation of the President's Task Force, the national narrative prompted heightened interest with the policies and practices of the Pleasanton Police Department. Recognizing that the policing profession is in a historic evolution and transition, the

Pleasanton Police Department began proactively considering and participating in discussions around the topics on which the Task Force focused.

Assessing the Report's Recommendations:

As detailed below, the Leadership of the Pleasanton Police Department made an intensive effort to complete a comprehensive and thorough assessment of the report's themes, recommendations and action items. The effort of the department's leadership represents a commitment to the Pleasanton community by its Police Department to ensure the City's law enforcement agency exemplifies a culture and models practices that are contemporary, at the forefront of the policing profession, and meets the community's expectations.

- The Pleasanton Police Department has a long standing and demonstrated success of being accountable to the community it serves. With strong connection and meaningful partnerships between the Police Department and the community, the level of trust that exists and continues to be developed is reflective of that accountability. Pillar 2 of the Task Force Report highlights the issue and importance of civilian oversight in order to strengthen trust between the police and the community it serves. No "cookie cutter", one-size-fits-all or specific form of oversight is advanced in the Task Force Report as a recommendation. Specifically articulated, *"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."* To this end, the Pleasanton Police Department and its Chief Executive, serving in the role of Chief of Police reports to a Civilian Executive (City Manager). The City Manager, appointed by and responsible to the City Council which serves as the elected body provides oversight and general governance to operations within the city, including oversight of the Police Department.

  As tested over time, complaints, criticisms and complements are effectively fielded and evaluated by the Pleasanton City Council to its specific degree of satisfaction, ultimately meeting the needs of the Pleasanton Community.

- Since 2007, the Pleasanton Police Department has maintained a commitment to cultural and interpersonal sensitivity. All Police Department employees, both sworn and professional staff, have participated in the "Tools for Tolerance" program at the Museum of Tolerance in Los Angeles. The "Tools for Tolerance" program for Law Enforcement assists law enforcement professionals, as front line service providers, explore the evolving role of law enforcement in a rapidly changing, increasingly diverse and complex society. The department's leadership continues to ensure all staff participate in this program, including advanced offerings for supervisors and command staff.

- In 2011, the Pleasanton Police Department took advantage of cutting edge training hosted by the Oakland Police Department on Crisis Intervention Training (CIT). This training focuses on responding to calls involving the mentally ill. Years before the Executive Order from the President of the United States, or the publication of the Task Force Report, the recognition of necessary training involving mental health crisis was a paramount issue for the Department. A standing objective to train all Pleasanton Officers remains a commitment of the Police Chief. To date, all of the department's sworn officers have either completed Crisis Intervention Training or have been scheduled to complete this training in the 1st quarter of 2017. This will remain an objective for new personnel who join the organization in coming years.

- Since the initial participation in the Crisis Intervention Training, Pleasanton Police Department staff have been integrating principles from Crisis Intervention Training (CIT) into our monthly Force Options Training sessions. To further this goal, Force Options instructors have been given priority to attend CIT. De-escalation techniques, such as creating time and distance between the officer and subject, have been incorporated into scenarios that strive to go beyond traditional "shoot/don't shoot" trainings. CIT-focused learning opportunities from recent case decisions are also incorporated into these scenarios, in so doing, the principles learned in CIT are combined with traditional use of force techniques to deliver more innovative, comprehensive and effective training for our officers in the field.

- In early 2012 and early 2013, the Police Department developed and launched its Five-Year Strategic Plan. Developed by staff in a collaborative effort, staff worked to solicit feedback and data from across the Police Department, other City Departments and the Pleasanton Community. The published plan is reflective of careful thought and consideration consistent with the themes which later emerged in the Task Force Report. The Department's Strategic Plan provides the framework for how the Department delivers effective, community-based policing services and defines Chief Spiller's Vision for the Police Department as well as the Department's mission, values, and operational principles.

- Since 2012, Chief Spiller, in partnership with Chief Raney from the BART Police Department and Alameda County Behavioral Health Care Services, committed to lead a Mental Health Sub-committee among the Alameda County Police Chief's Association. Through this partnership, the implementation of a multi-disciplinary forensic work group on mental health and mental health resources has become a successful reality in Alameda County. This group, known as the Multi-Disciplinary Forensic Team (MDFT), has met for the past four years to bring subject matter experts, resource providers and law enforcement practitioners to the table for the purpose of assisting individuals with mental illness, substance abuse and co-occurring disorders. During this time, several individuals with serious and persistent mental illness who were involved in frequent or high-risk contacts with our department were referred to the team. As a result, repeat calls involving these subjects have been reduced significantly, thereby reducing the potential for future high-risk encounters. Members of our department also work with homeless advocacy groups to identify and refer members of this population to resources in our community. In August of 2016, Pleasanton Police Department took the lead in working with the MDFT to expand to include a Tri Valley / Tri City formation. This expansion highlights the success of this endeavor across Alameda County.

- 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 aligned with the Department's philosophy and culture and were used in

organizational planning discussions for department wide training. These concepts are thematically consistent in the Department's strategic planning process 2013-2018.

- Since the publication of the task force report, all of the Police Department's Leadership Team Members have been charged with the review and application of the President's Task Force Report. Moreover, all promotional processes including Sergeant, Lieutenant and Police Captain Promotional Assessments within the Police Department have included consideration of the Task Force recommendations and application for the Pleasanton Police Department.

- In March and June 2015, the Operations and Investigations Captains attended the Oakland Police Departments Procedural Justice Training course. The primary goal of this training was to understand the principles of Procedural Justice and incorporate them into a professional work environment. The principles include giving people a voice, fair treatment, treating the community with respect, and ensuring a trustworthy process.

- In March, 2015, members of executive staff attended the Police Legitimacy Summit in San Francisco 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.

- In March and April of 2015, the department initiated a review of practices, recommendations and action items outlined in the report. The initial assessment revealed the Department was in compliance with a significant amount of the report's recommendations that applied to local law enforcement agencies. It also validated the direction the Pleasanton Police Department was taking in its strategic planning work.

- In the Summer of 2015, commensurate with the call for transparency, as highlighted throughout the Task Force report, the Police Department published its Policy Manual on-line. The policy document, in its entirety, remains available on the Police Department website for public access.

- In January, 2016, Chief Spiller moderated 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.

- On June 7th 2016, members of the Department's Leadership Team attended a presentation in Walnut Creek hosted jointly by the Alameda and Contra Costa Police Chiefs Associations. This session centered on a presentation by Task Force Co-Chair, Philadelphia Police Commissioner Charles Ramsey on the President's Task Force process and experiential take-aways. This included an interactive "question and answer" session where Commissioner Ramsey, responded to direct questions on the process and the challenges of the development of the recommendations.

- In June of 2016, the Department intentionally and purposefully worked to provide outreach and develop relationships with diverse cultures, religions and lifestyles in an effort to collaborate and explore potential training opportunities centered on diversity and cultural sensitivity. Specific organizations and members of our community are now working with the Department's Personnel and Training staff to create and deliver meaningful cultural diversity training to Department staff for 2017 and on-going.

- On June 23rd and 24th 2016, the Department's Leadership Team conducted a Strategic Planning Update to include the review of all recommendations and action items in the Task Force Report. All department supervisors and managers, reviewed the contents of the Task Force report to focus alignment of department initiatives and the recommendations in the Task Force document. The Off-Site Leadership meeting, facilitated by Management Partners LLC, provided opportunity for input and update to

the existing Strategic Plan based on the comprehensive analysis of Pleasanton Police Department's alignment with the Task Force Report content.

- In August, 2016, Chief Spiller attended an invitational briefing at the White House in Washington D.C. 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, as well as Social Media "Storytelling".

- In September, 2016 the Investigations Division Commander and the Professional Standards Supervisor attended a training course on Procedural Justice. The course was hosted by the California Police Officers Association and presented by the Oakland Police Department. The curriculum focused on procedural justice and police legitimacy, through trust, fair treatment, providing violators with a voice and respect.

- In October of 2016, the Pleasanton Police Department presented in a community workshop hosted by the National Alliance on Mental Illness (NAMI) Tri-Valley and the Alameda County Family Education Resource Center. The Department's presentation addressed issues related to helping families understand what happens when they call 911, what they can do to help law enforcement in a crisis, as well as what to expect when / if a family member is placed on a Mental Health Evaluation hold. The workshop further addressed and provided valuable community information on crisis response by law enforcement, the Pleasanton Police Department's focus on Crisis Intervention Training as well as the concept of de-escalation and associated law enforcement training. The successful workshop was attended by family members from the Tri Valley, Southern Alameda County as well as Contra Costa County.

- In October of 2016, the Police Department Force Options Training Group was tasked with reviewing the Police Executive Research Forum (PERF) reports on Re-Engineering Training on the Police Use of Force and Taking Policing to a Higher Standard: 30 Guiding Principles. The training group will

be conducting an assessment of the police department's current practices in relation to the "30 guiding principles" and making additional recommendations on potential changes to our training program.

- In November of 2016, Chief Spiller joined Union City Police Chief Darryl McAllister and Albany Police Chief Mike McQuiston on a panel presentation to the Alameda County City Managers Association. The panel presentation was centered on implementation and current practices in the wake of the President's Task Force Report and served to further the discussion on 21st century policing with the CEOs of the Municipal Agencies across Alameda County.

- Included in the 2017 Police Department Training Calendar, police department training personnel will be providing a 4-hour Crisis Intervention Training update for all sworn staff, including Community Service Officers and Dispatchers during one of the six Advanced Officer Training sessions. Additionally, the department will also be facilitating an advanced officer training session addressing the concepts of procedural justice and police legitimacy.

- The Pleasanton Police Department Leadership has been affirmatively exploring the feasibility of Law Enforcement Accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The department's leadership has facilitated an introductory overview of accreditation and the accreditation process. The Police Chief has formed an Accreditation Research Team, which is charged with a comprehensive review of the organization's readiness for the accreditation process and an evaluation of the potential benefits to the organization and the community in considering Law Enforcement Accreditation.

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 fundamental belief in the concepts the Task Force Report outlines. The Pleasanton Police Department's values and operational 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 that 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 operates with both philosophies in delivery of its public safety service. Working to maintain a high level of quality of life and by delivering superior public safety services, while working effectively with community stakeholders are clear organizational priorities for the Pleasanton Police Department.

> As is clearly evident, the police profession must undergo careful reflection, introspection and work affirmatively to ensure policies and practices are accountable to their communities. Any Police Department culture should serve as a reflection of our broader society and the diverse populations it serves. Reform to the police profession, in and of itself, will not solve the broader challenges around an existing lack of mutual trust with communities of color and the economically disadvantaged. It will require societal reforms to narrow an apparent growing and widespread demographic divide to achieve a genuine environment of shared interest and real collaboration.

2. Embrace community policing

> Community policing has been part of the organizational philosophy of the Pleasanton Police Department for the past 20 plus years. Well before the term was coined, the Pleasanton Police Department's way of doing business has been to work collaboratively with neighborhoods and community stakeholders, which has included an emphasis on youth in the community. The Pleasanton Police Department works to tackle the immediate and longer-term causes of crime through joint problem solving. The Police Department's work with the community to reduce crime and the fear of crime, ensure quality of life and maintain a high level of community safety

remains a communicated commitment. Embracing community-focused policing with goals, objectives and strategies that enhance services consistent with this theme, while working to build community capital are a way of doing business.

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 Pleasanton Police 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 as well as internally through the actions and practices of the Department's Leadership Team.

4. Build community capital

For decades, the Pleasanton Police Department has enjoyed and been benefitted by a notably high level of community support. The Department has had a longstanding practice of engaging in initiatives that have promoted positive interactions between the Police Department and the community. Activities and events, both formal and informal have positioned the organization well with its community outreach efforts. Leveraging multiple, non-enforcement positive community contacts and interactions meaningfully enhances police-community collaboration, trust and support. The Pleasanton Police Department's organizational goal and operational culture are centered on this concept of "Building Community Capital" and make the most of every opportunity to invest in the valuable relationship between the Pleasanton Community and the Pleasanton Police Department. Recognizing the need to work on any relationship, and building social capital is always a work in progress, and the department continually challenges itself to create new and creative means of promoting this endeavor.

5. Pay attention to officer wellness and safety

With the inherent risks in police work, as evidenced by the shift in increased violent assaults against law enforcement officers, employee wellness and officer safety are priorities for the City of Pleasanton and its Police Department. Perishable skills training for defensive tactics, force options, and de-escalation are clear priorities in the Police Department. Innovative programs and cutting edge training opportunities are actively promoted through the Department's training committee. Encouraging healthy eating, wellness checkups, and fitness activities, further serve to address individual wellness of department personnel. The Police Department's practice and philosophy of peer support through the utilization of a contracted psychological services clinician has served the organization and its members in a challenging career commonly associated with the cumulative trauma of unthinkable stress. Coupled with the top-quality peer support program, the Pleasanton Police Department values the commitment and contribution of police chaplains who work to support crisis responses during calls for service, but also to support staff as available resources. Additionally, employee assistance programs are available to Police Department personnel. The Department provides a recently upgraded and enhanced fitness facility, and is researching additional alternatives to enhance the physical wellness of department personnel. Lastly, responsive to officer wellness and safety, all necessary personal protection equipment is provided and specifically assigned to personnel, to include the items recommended in the Task Force report.

6. Technology

The Department has adopted a goal for risk-intelligent innovations to more effectively accomplish law enforcement objectives. Technology based initiatives have included implementation of a Body Worn Camera System(BWCS), utilization of personally assigned smart phone devices for evidence preservation, law enforcement database access and telephonic communication, and the Department's full integration of interoperable radio communications (within Alameda and Contra Costa Counties public safety and public services agencies) including data sharing, and all serve to meet the recommendations commensurate with the Task Force report. As

outlined in the Department's Strategic Plan, the commitment to meaningfully and responsibly utilize technology to enhance services and effectiveness remains a clear priority for the Department.

Compliance with Recommendations and Action Items:

Table 1 below categorizes the Department's compliance with the recommendations and action items with respect to each of the compliance definitions below.

1. Implemented – the item is in practice, or is being fully implemented.

2. Plan to Implement – the item is suitable for the department and plans to implement the practice are in progress.

3. Not Considering – the Department has considered the item and has decided not to implement the recommendation or action item at this time.

4. Not Applicable – the item is intended for an agency other than a municipal law enforcement agency, or the item is not applicable or suitable to Department operations. *[See Table 1]*

	Table 1: Implementation			
	Implemented	Plan To Implement	Not Considering	Not Applicable
Pillar 1: Building Trust and Legitimacy	17	3	1	7
Pillar 2: Policy and Oversight	19	2	0	10
Pillar 3: Technology and Social Media	8	1	0	8
Pillar 4: Community Policing and Crime Prevention	26	1	0	4
Pillar 5: Training and Education	6	0	0	20
Pillar 6: Officer Wellness and Safety	4	0	0	13

Guidance for Implementation:

In July of 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 worked together to evaluate implementation strategies covering a wide range of activities around the six pillars.

In the wake of this forum and in response to participants' requests, a guidebook was published providing assistance on implementing the recommendations. The guidebook describes three components necessary to support a comprehensive approach to reduce crime and build trust and legitimacy. The following serve as the three components, described in the guidebook as a "three legged stool". In the effort to implement the task force recommendations from the final report, "Each leg must be in place to support a comprehensive approach to reduce crime and build trust and legitimacy." Success in this work requires meaningful partnerships and effective collaboration from these three groups:

1) Local elected and appointed government officials
2) Law enforcement agencies
3) The communities they serve

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, the guide can be considered in identifying what items and processes are relevant and of interest to the community.

Key to any consideration of implementation of the elements within the Task Force Report is the fact that the document serves as a Road Map and recommendations are just that, recommendations. "After reviewing and assessing the task force recommendations, leadership will discover there will be recommendations that are more relevant than others to a particular community's context".

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 Department's Strategic Plan and others have been added to the Department's planned initiatives.

Pillar One – Building Trust and Legitimacy

1. Conduct Department-wide Procedural Justice training in Spring of 2017.
2. 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.
3. Promote internal procedural justice through supervisory and leadership training with specific focus on supervisor to employee, as well as manager to supervisor interactions.
4. Develop and implement initiatives from the department's strategic plan that are consistent with supporting internal procedural justice and promote internal legitimacy.
5. Share the Assessment of the 21st Century Policing Task Force Final Report with all Department members and employee organizations and seek input.
6. Consider viable alternatives to enhance community involvement in the process of developing and evaluating policies and procedures.
7. Continue recruitment and selection efforts that improve the applicant pool for highly qualified candidates representing a broad range of diversity.
8. Seek opportunities to expand outreach to immigrant communities to build relationships based on trust.

Pillar Two – Policy and Oversight

9. Assess alternatives that would enhance community member involvement in crime reduction efforts.
10. Assess legal feasibility of non-punitive peer review of critical incidents.
11. Conduct Fair and Impartial Policing training in 2017.
12. Monitor progress and changes to national technology standards to ensure continued systems' compliance.

Pillar Three – Technology and Social Media

13. Consider methods to encourage public engagement and collaboration when developing policy for the use of new technology.
14. Assess available new technologies that could better serve people with special needs or disabilities.

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

Pillar Four – Community Policing and Crime Prevention

16. Support the County's Behavioral Health Services Department's efforts to implement a field response program.
17. Promote suicide prevention and mental health awareness.
18. Continue to grow the "Nextdoor" neighborhood networking platform to promote working with community residents to co-produce public safety.
19. Explore viability of hosting forums for community groups and members to help influence programs and policy.

Pillar Five – Training and Education

20. Determine viability of engaging community members in the training process.

Pillar Six – Officer Wellness and Safety

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

CONCLUSION

In this critical time of national concern about police legitimacy and criticism of the law enforcement profession, there is a genuine need and desire to overcome complex societal issues and promote effective crime reduction while working to build public trust. The Pleasanton Police Department is committed to ensuring that it fulfills its role in this endeavor, and continues to provide the highest quality policing services to meet or exceed the expectations of the Pleasanton Community. The men and women who serve the Pleasanton community are often acknowledged for meeting this level of expectation. The Pleasanton Police Department with the collaborative support of peer departments across the larger

city organization is well positioned to build on our recognized strengths and to proactively seek opportunities to improve where improvement is needed.

The Department completed a comprehensive and thoughtful assessment of the model practices contained in the President's Task Force on 21st Century Policing. The organization has fully implemented or plans to implement 87 of the 88 recommendations and action items that apply to local law enforcement. Not being considered is an action item within Pillar 1, identified as "Residency Incentive Programs" (1.5.2). While such a program could provide potential benefit to the community and the public safety workforce, this specific action item does not fall within the purview of Police Management and has not been considered by the department.

As previously highlighted, the department has outlined 23 "next steps" touching all six pillars from the report. These "next steps" have been identified to ensure the department's practices are contemporary, innovative and meet the needs of the Pleasanton community in pursuit of the 21st Century Policing initiative.

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

U.S. Department of Justice, Community Oriented Policing Services, Guidebook Summary on 21st Century Policing: Five Ways Stakeholder Groups Can Implement the Task Force's Recommendations
http://www.cops.usdoj.gov/Default.asp?Item=2828

Attachment 1:

IMPLEMENTATION MATRIX

Recommendation	Action Items	Description	Implementation			
			Implemented	Plan To Implement	Not Considering	Not Applicable
Pillar 1 Subtotal			17	3	1	7
Pillar 1 –Building Trust & Legitimacy						
1.1		Embracing the Guardian Mindset	X			
1.2		Acknowledging the Role of Policing: Past & Present	X			
	1.2.1	US DOJ Case Studies				X
1.3		Establish a Culture of Transparency & Accountability	X			
	1.3.1	Embrace a Culture of Transparency	X			
	1.3.2	Communications with Citizens & Media	X			
1.4		Promoting Internal Legitimacy & Procedural Justice		X		
	1.4.1	Promoting Internal Legitimacy: Employee Involvement in Developing Policies	X			
	1.4.2	Internal Discipline: Promoting Procedural Justice		X		
1.5		Promoting Public Trust	X			
	1.5.1	External Legitimacy: Community Involvement in Developing Policies & Procedures		X		
	1.5.2	Residency Incentive Programs			X	
	1.5.3	Positive Non-Enforcement Actions: Community & Schools	X			
	1.5.4	Policies: Use of Force on Vulnerable Populations	X			
1.6		Crime Fighting Strategies & Public Trust	X			
	1.6.1	Considering Impact of Crime Fighting Strategies on the Public's Trust	X			

1.7		Tracking the Level of Public Trust	X			
	1.7.1	Federal Government Development of Survey Tools				X
1.8		Diversity in the Law Enforcement (LE) Workforce	X			
	1.8.1	Federal Government LE Workforce Diversity Initiative				X
	1.8.2	Federal Government Outreach: LE Diversity				X
	1.8.3	Federal Government Recognition of LE Diversity				X
	1.8.4	Federal Funding: LE Workforce Diversity				X
	1.8.5	Exploring Flexible Law Enforcement Staffing Models	X			
1.9		Building Relationships with Immigrant Communities	X			
	1.9.1	Decouple Immigration Enforcement from Routine Policing	X			
	1.9.2	Ensuring Reasonable and Equitable Language Access	X			
	1.9.3	US DOJ and Inclusion of Civil Immigration Information				X

Recommendation	Action Items	Description	Implementation			
			Implemented	Plan To Implement	Not Considering	Not Applicable
Pillar 2 Subtotal			19	2	0	1 0
Pillar 2 –Policy & Oversight						
2.1		Law Enforcement Community Collaboration	X			
	2.1.1	Federal Government Incentives for Collaboration				X
2.2		Use of Force Policies: Comprehensive & Available	X			
	2.2.1	Use of Force Policies: De-Escalation and Alternatives	X			
	2.2.2	Use of Force: External and Independent Investigations	X			
	2.2.3	Use of Force: External and Independent Prosecution	X			
	2.2.4	Use of Force: Collecting & Maintaining Data	X			
	2.2.5	Use of Force: Release of Information & Transparency		X		
	2.2.6	Use of Force/Serious Incident Review Boards	X			
2.3		Critical Incidents: Non-Punitive Peer Review	X			
2.4		ID Procedures: Prevention of Presenter Bias	X			
2.5		Availability of Departmental Demographic Census Data		X		
	2.5.1	BJS-LEMAS Survey				X
2.6		Traffic Stop and Detentions: Demographic Data	X			
	2.6.1	Federal Government: LE Management of Census Data				X
2.7		Mass Demonstrations: Minimizing Provocative Tactics	X			
	2.7.1	Mass Demonstrations: De-Escalation & Guardian Mindset	X			
	2.7.2	Federal Government: Mass Demonstration Complaints				X
2.8		Civilian Oversight of Law Enforcement	X			
	2.8.1	US DOJ/NIJ Research of Civilian Oversight				X

	2.8.2	US DOJ COPS Technical Assistance				X
2.9		Refrain for Quota Practices	X			
2.10		Seeking Consent for Search W/Out Warrant	X			
2.11		LE Officer Identification & Reason for Search	X			
	2.11.1	LE Officer Business Cards	X			
2.12		Search & Seizure: LGBTQ Populations	X			
2.13		Prohibition of Racial Profiling & Discrimination by LE	X			
	2.13.1	US BJS: Public Contact Survey Development				X
	2.13.2	US DOJ: Harassment Policy Development				X
2.14		US DOJ/COPS: Technical Assistance & Funding				X
2.15		US DOJ/COPS: National Decertification Index				X

Recommendation	Action Items	Description	Implementation			
			Implemented	Plan To Implement	Not Considering	Not Applicable
Pillar 3 Subtotal			8	1	0	8
Pillar 3 –Technology & Social Media						
3.1		US DOJ/NIJ New Technology Standards				X
	3.1.1	Federal Government Support of LE Training				X
	3.1.2	Impact of Technology on Local Privacy Concerns	X			
	3.1.3	Deployment of Technology to Prevent Evidence Tampering	X			
3.2		Alignment of Technology Implementation W/Local and National Standards	X			
	3.2.1	Use of New Technology: Public Involvement		X		
	3.2.2	Evaluation of New Technology: Department Input and Public Assessment	X			
	3.2.3	Use of New Technology: People W/Disabilities	X			
3.3		US DOJ: Development of Best Practices				X
	3.3.1	US DOJ: New Technology and Civil Liberties				X
	3.3.2	US DOJ: Development of Constitutional Use Guidelines				X
	3.3.3	BWCS: Use of BJA's Toolkit for Implementation	X			
3.4		Update/Adherence to Public Record Laws	X			
3.5		Adoption of Best Practices for Use of Technology for Community Engagement	X			
3.6		Federal Gov't Development of Less Lethal Technologies				X
	3.6.1	Federal Agencies: Use of Less Lethal Technologies				X
3.7		Federal Government: Segregated Radio Spectrum				X

Recommendation	Action Items	Description	Implemented	Plan To Implement	Not Considering	Not Applicable
Pillar 4 Subtotal			26	1	0	4
Pillar 4 –Community Policing and Crime Reduction						
4.1		Policies & Strategies: Community Policing & Public Safety	X			
	4.1.1	Adoption of "Least Harm" Resolutions	X			
4.2		Infusion of COP in Organizational Culture	X			
	4.2.1	Inclusion of COP Efforts in Performance Evaluations	X			
	4.2.2	Patrol Ops: Problem Solving & Community Engagement	X			
	4.2.3	US DOJ: Non-Discriminatory Policing Research				X
4.3		Agency Use of Multidisciplinary Problem-Solving	X			
	4.3.1	US DOJ: Crisis Intervention Team Collaboration				X
	4.3.2	Agency Implementation and Use of Peer Support	X			
	4.3.3	Community Evaluation of Agency CIT Incorporation	X			
4.4		Policing Culture: Promotion of Dignity of All	X			
	4.4.1	Policy: Use of Respectful Language	X			
	4.4.2	Program Development: Community Interaction	X			
4.5		Use of COP to Problem Solve and Collaborate	X			
	4.5.1	Agency Facilitation of Community Interactions and Forums	X			
	4.5.2	Agency Engagement with Youth	X			
	4.5.3	Agency Establishment of Citizen Advisory Committees		X		
	4.5.4	Agency COP: Integration with Business Community	X			
4.6		Adoption of Programs to Assist At-Risk Youth	X			
	4.6.1	Policy Reform to Reduce Youth Incarceration	X			

	4.6.2	Agency-School Collaboration: Delinquency Reduction	X			
	4.6.3	Agency-School Collaboration: Restorative Justice	X			
	4.6.4	Agency-School Collaboration: Disciplinary Interventions	X			
	4.6.5	Agency-School Prohibition of Corporal Punishment	X			
	4.6.6	Agency-School Collaboration: Developmentally Appropriate Consequences & Interventions	X			
	4.6.7	Agency-Community Collaboration: Youth Reintegration	X			
	4.6.8	Agency Use and Regulation of School Resource Officers	X			
	4.6.9	Federal Government: Assessment of Reasonable Discretion				X
4.7		Positive Youth-Police Collaboration & Interaction	X			
	4.7.1	Agency Use of Positive Youth Interaction Programs	X			
	4.7.2	Development of School Evidence-Based Programs				X

Recommendation	Action Items	Description	Implemented	Plan To Implement	Not Considering	Not Applicable
			Implementation			
Pillar 5 Subtotal			6	0	0	20
Pillar 5 –Training and Education						
5.1		Federal Government Training Support				X
	5.1.1	Federal Government Model Training Programs				X
	5.1.2	Federal Government Training and Education Partnerships				X
	5.1.3	DOJ/IADLEST Partnerships				X
5.2		Agency-Community Engagement in Training	X			
	5.2.1	US DOJ Training Research	X			
5.3		Agency Personnel: Leadership Training and Development	X			
	5.3.1	US DOJ Leadership Training and Development				X
	5.3.2	Federal Government: Curriculum Development				X
	5.3.3	US DOJ Cross Discipline Leadership Development				X
5.4		US DOJ Postgraduate Institute for Senior Executives				X
5.5		US DOJ FBI NA Curriculum Modification				X
5.6		State POST Training Development: CIT				X
	5.6.1	Congressional Funding: State POST CIT Training				X
5.7		State POST Training Development: Social Interaction				X
5.8		State POST Training Development: Disease of Addiction				X
5.9		State POST Training Development: Implicit Bias				X
	5.9.1	Agency Training: Cultural Diversity; Use of Advocates	X			
	5.9.2	Agency Training: Culture and LQBTQ specific	X			
5.10		State POST Training Development: Policing in a Democratic Society				X
5.11		Agency Incentives for Staff to Pursue Higher Education	X			

	5.11.1	Federal Government Law Enforcement Loan Forgiveness				X
5.12		Federal Government Support of Scenario-Based Training				X
5.13		Federal Government Improvement of FTO Programs				X
5.13.1		US DOJ FTO Programs and Procedural Justice				X
5.13.2		US DOJ FTO Program Update Incentives				X

Recommendation	Action Items	Description	Implemented	Plan To Implement	Not Considering	Not Applicable
			Implementation			
Pillar 6 Subtotal			4	0	0	13
Pillar 6 –Officer Wellness and Safety						
6.1		US DOJ Multifaceted Officer Safety & Wellness Program				X
	6.1.1	Congressional Funding of "Blue Alert" Program				X
	6.1.2	US DOJ & DOHHS LE Mental Health Task Force				X
	6.1.3	Federal Government Research Officer Wellness				X
	6.1.4	Pension Plan Fitness for Duty & Disability				X
	6.1.5	Public Safety Officer Survivor Benefits				X
6.2		Agency Promotion of LE Officer Safety & Wellness	X			
	6.2.1	Agency Responsibility for LE Officer Safety & Wellness	X			
6.3		US DOJ: Support of Agency Shift Studies				X
	6.3.1	US DOJ Research Funding for Shift Studies				X
6.4		Tactical First Aid Kits and Ballistic Vests for Each Officer	X			
	6.4.1	Congressional Funding for Tactical First Aid Kits				X
	6.4.2	Congressional Funding for Bulletproof Vest Partnership				X
6.5		US DOJ Data for Officer Deaths and Near Misses				X
6.6		Agency Policies: Seatbelt and Ballistic Vest Use	X			
6.7		Congressional Legislation: Peer Review Error Management				X
6.8		US DOT Collision Avoidance Technical Assistance				X
Totals for Pillars One through Six			80	7	1	62