



ADVANCING 21ST CENTURY POLICING:

STATUS UPDATE 2020



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BACKGROUND

In the wake of high profile and controversial law enforcement incidents, the American public called into question the trust and legitimacy of the policing profession. The incidents 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, “...*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 final report, released in May 2015, focused on six topics 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 final report contained specific recommendations and action items intended to provide a road map for communities as they develop policing strategies to enhance public safety while building trust between law enforcement and the people they serve. The police department completed a comprehensive and thorough assessment of the report’s recommendations and action items, and finalized an Implementation Report of the President’s Task Force on 21st Century Policing in January 2016.

In July 2020, the City Council directed the police department to provide a status update on the department’s implementation of the 21st Century Policing report. The report reviews department policy and procedure which includes a status update and outlines department next steps. This document serves as an overview highlighting the progress the police department has made to align policies and procedures with the recommendations of the task force report. The President’s Task Force on 21st Century Policing recommends specific action items to federal, state and local law enforcement agencies. This report focuses only on those recommendations applicable to local law enforcement agencies.



PILLAR ONE
BUILDING TRUST AND LEGITIMACY

PILLAR ONE – BUILDING TRUST AND LEGITIMACY

1.1 RECOMMENDATION: Law enforcement culture should embrace a guardian mindset and adopt procedural justice as the guiding principle for internal and external policies and practices.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department is committed to the guiding principles of procedural justice, a guardian mindset, policing legitimacy, and public trust in its mission statement, values, and operational priorities. Police officers, new recruits, and professional staff receive training in procedural justice certified by the governing body for California law enforcement, Peace Officer Standards and Training (POST), to increase awareness about implicit bias and promote respectful encounters within the organization and community. Based on academic research, the curriculum is framed around the tenets of procedural justice to include fairness, transparency, impartiality, and providing a voice to others. Learning outcomes are designed to promote strong and resilient ties to the community and strengthen the department's internal and external policies and practices. The police department currently has two POST-certified procedural justice instructors allowing for department training more than every five years as mandated by POST.

NEXT STEPS:

- 1. Complete principled policing training for all department members in September and October 2020.*
- 2. Commit to training for all department members in one or more of the concepts of procedural justice in the two-year training calendar.*

1.2 RECOMMENDATION: Acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The Pleasanton City Council, City Manager, Police Chief, and the Pleasanton Police Officers Association authored a joint letter to the community to denounce the reprehensible death of George Floyd and call upon all cities to stand up to “blatant acts of racism in our society and our institutions.” Police Chief David Swing spoke to approximately 3000 protestors at the Pleasanton Unity Protest to reaffirm his commitment to transparency and building community partnerships. Following the peaceful rally, Chief Swing, City Manager Fialho, and City Council hosted community listening sessions to better understand community expectations and how to increase trust and confidence in the police department.

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NEXT STEPS: Remain receptive to community input and sensitive to protecting First Amendment rights.

1.3 RECOMMENDATION: Establish a culture of transparency and accountability.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department's strategic plan details the mission, values, operational priorities, core responsibilities, and policing strategies through 2018. In September 2020, the City of Pleasanton created an online resource to increase transparency and accountability. "A Closer Look at Policing in Pleasanton" includes the police department's use of force policies, calls for service, budget, hiring, and body worn camera footage.

NEXT STEPS: Continue working toward publishing enhanced crime mapping and data on the department's website.

1.3.1 ACTION ITEM: The department should make available all policy 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

Employees of the police department perform their duties within the boundaries of legal and ethical standards established by department policy. Department policies are posted for public review on the City of Pleasanton's website. The police department posts an online police blotter containing arrest information, date, time, location, city of residency, ethnicity, and gender. Crime data mapping is also available at www.cityprotect.com. Additionally, the community can review the online annual report containing public safety strategies, calls for service, crime reporting, and response times.

NEXT STEPS: Prominently post police stop data as defined by Racial and Identity Profiling Act (RIPA).

1.3.2 ACTION ITEM: Communicate with citizens and media swiftly, openly, and neutrally when serious incidents occur including those involving alleged officer misconduct.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Police Manual Sections 348 (Media Relations) and 310 (Officer Involved Shootings and Deaths) 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 proactively utilizes social media to share information while adhering to privacy laws.

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NEXT STEPS:

1. *Identify a dedicated Press Information Officer (PIO).*
2. *Utilize subject-matter experts in media communications for topics of significant public interest.*

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department fosters a deep connection to its mission and values by integrating fairness and consistency, impartiality and unbiased decision-making, and transparency and openness into the organizational culture. All members of the organization are expected to use the filter of procedural justice when evaluating their actions and job performance. The department is committed to the fair application of policies, protocols, and decision-making processes and aims to involve employees in the process to generate greater employee trust and reinforce organizational legitimacy.

NEXT STEPS: Promote internal procedural justice through training with specific focus on supervisor and employee interactions.

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 ACTION ITEM IS BEING FULLY IMPLEMENTED

The development of policies and standard operating procedures are often initiated by managers, supervisors, and subject-matter experts. Prior to policy approval by the Chief of Police, labor union representatives are solicited for input. For example, the Chief of Police conferred with members of the Force Options Group and the Pleasanton Police Officers Association prior to suspending the use of the carotid restraint technique. Another way staff can influence policies and procedures is to serve as a member of a specialized internal committee.

NEXT STEPS: Continue to solicit employee input during the development stage of new policy.

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.

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THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Procedural justice requires processes that are fair, respectful, and responsive. The police department treats all employee complaints seriously and follows all established policies and procedures for evaluating and investigating such complaints. The police department focuses on emphasizing the spirit of the law versus the letter of the law, promoting adherence to values. At the request of the employee, leadership from the Police Officers Association (POA) and Pleasanton City Employees Association (PCEA) may be present during the internal disciplinary process.

NEXT STEPS: Evaluate centralizing the personnel investigation process under one division commander for consistency of process.

1.5 RECOMMENDATION: Initiating positive non-enforcement activities to engage communities.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department has a longstanding reputation for promoting community trust through community outreach programs, an annual open house, police station tours, school-based initiatives, safety presentations, special event booths, and social media engagement. The Teen Academy, Youth in Government Day, Cone with a Cop, and Police Explorer program are important touchpoints to further cultivate positive relationships with the youth. The DARE Officer and School Resource Officers participate in many off-campus activities that include field trips, end of year festivities, and “Pop-up Library” events.

NEXT STEPS: Continue to expand outreach efforts and explore new collaborative opportunities with the community.

1.5.1 ACTION ITEM: Involving the community in developing and evaluating policies and procedures.

THIS ACTION ITEM IS BEING PARTIALLY IMPLEMENTED

Matters of policy and procedure that impact the community are discussed with the City Manager’s Office, the City Attorney’s Office, and the City Council. For example, the Mayor and City Council hosted a public review of the police department’s use of force policies to assess the police department’s strengths and identify areas for improvement. Following this public review, the City Council adopted policy revisions and will consider options to expand department training and civilian resources for mental health crisis response.

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NEXT STEPS: Consider viable alternatives to enhance community involvement in the process of developing and evaluating policy and procedure.

1.5.2 ACTION ITEM: Residency incentive programs.

THIS ACTION ITEM IS NOT BEING IMPLEMENTED

Pleasanton Police Officers are not provided residency in public housing neighborhoods and no agreement exists between any public housing entities and the police department.

NEXT STEPS: No recommended changes at this time.

1.5.3 ACTION ITEM: Positive non-enforcement activities in schools and communities.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The School Resource Officer program has been a partnership in providing police services to Pleasanton schools and engaging with students in a non-enforcement and non-adversarial way. Officers are often sought out by teachers and students to accompany classes on field trips, rallies, and to attend extra-curricular activities such as sporting events, dances, and back-to-school night. School Resource Officers have also been invited to attend on-campus Genders & Sexualities Alliance (GSA) club meetings that unite LGBTQ+ communities and allied youth to build community and discuss issues.

NEXT STEPS: Continue collaborating with Pleasanton Unified School District (PUSD) and seek feedback from stakeholders such as school staff, parents, and students.

1.5.4 ACTION ITEM: Careful consideration and policy review regarding the use of physical control equipment and techniques against vulnerable populations.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Physical control equipment and techniques are intended to be used only when reasonably necessary as outlined in department policy. Additional restrictions governing the use of restraints or certain weapons exist, when appropriate, with individuals who are pregnant, elderly, obvious juveniles, or persons with disabilities.

NEXT STEPS: Continue training 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.

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THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

Crime reduction strategies are responsibly designed to enhance safety, reduce criminal victimization, and strengthen emergency response. The police department is cognizant of the potential damage to public trust if crime fighting strategies are not implemented, or if they are implemented inappropriately. The police department promotes evidence-based strategies, like increasing patrol presence in high volume crime areas, to address crime in the community. The department responsibly utilizes crime analysis and software analytics to assist with ensuring resources are effectively deployed. The department holds personnel accountable for performing their duties according to industry best practices deemed constitutionally and legally acceptable while treating others with dignity and respect.

NEXT STEPS: Continue to evaluate the department's current model of crime fighting strategies and adjust as community needs evolve.

1.7 RECOMMENDATION: Community trust tracking.

THIS RECOMMENDATION IS BEING CONSIDERED

The police department tracks feedback received from various online sources as well as social media management tools. The City of Pleasanton also posts the results from the bi-annual Community Satisfaction Survey on the City website.

NEXT STEPS: Identify a method of surveying recipients of police services in a timely manner.

1.8 RECOMMENDATION: Strive to create a workforce representative of a broad range of diversity to include race, gender, language, life experience, and cultural background.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department formed a diverse recruitment team comprised of employees from a cross-section of the organization and community. The team was charged with developing a recruitment campaign to increase diversity in the department's police officer candidate pool. Recruitment materials, photographs, and written job descriptions were reviewed to support inclusiveness. Female, bi-lingual, and ethnically diverse department members staffed over 40 events throughout California at cities comprised of diverse populations as well as LGBTQ+ community events. During the 2019/2020 fiscal year, 62% of candidates represented diverse racial and ethnic groups and 12% of candidates were women, consistent with the national average according to the National Institute of Justice.

NEXT STEPS:

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1. *Continue recruitment and selection efforts that improve the applicant pool for highly qualified candidates representing a broad range of diversity.*
2. *Develop a comprehensive recruitment plan with identified outcomes based on applications, interviews, and hiring.*

1.8.5 ACTION ITEM: Flexible work schedule for officers with sole responsibility for childcare.

THIS ACTION ITEM IS PARTIALLY IMPLEMENTED

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, and effective service delivery. Flexible staffing models could be considered in a future patrol staffing study. Historically, only professional staff assigned to support services have been afforded “job share” opportunities.

NEXT STEPS: Evaluate industry changes and evidence-based recommendations for alternative scheduling models. Assess viability of a patrol staffing study with participation from the Police Officers Association and examine flexible staffing models.

1.9 RECOMMENDATION: Build trusting relationships with immigrant communities.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

Overcoming fear and building trust with Pleasanton immigrant communities starts with the department’s commitment to work cooperatively with faith-based leaders. In partnership with the Pleasanton Unified School District, the police department hosted several workshops to support parents with adolescent issues related to school performance, substance abuse, reducing violence, and internet safety. For example, one of the department’s Spanish-speaking officers presented “How to be a Responsible Digital Citizen” at the Firehouse Arts Center to an audience of Spanish-speaking community members. The City has a diverse population of immigrants from Eastern Europe, Asia, and India. The department is exploring outreach opportunities to build relationships with these communities.

NEXT STEPS:

1. *Seek opportunities to expand outreach to immigrant communities to build relationships based on trust.*
2. *Identify department liaisons with representative immigrant communities.*

1.9.1 ACTION ITEM: Decouple federal immigration enforcement from routine local policing.

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THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Policy Manual Section 430 (Immigration Violations) states, “The immigration status of individuals, alone, is not a matter for police action. It is the policy of the Pleasanton Police department that all members make personal and professional commitments to equal enforcement of the law and equal service to the public regardless of alien status. Confidence in this commitment will increase the effectiveness of the department in protecting and serving the entire community.”

NEXT STEPS: No recommended changes at this time.

1.9.2 ACTION ITEM: Reasonable and equitable language access during police encounters.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Policy Manual Section 370 (Limited English Proficiency Services) provides guidance to department members when communicating with individuals with limited English proficiency. The police department employs bilingual speakers, subscribes to a language line for translation, and reasonably ensures that individuals with limited English proficiency have meaningful access to law enforcement services, programs, and activities.

NEXT STEPS: Explore additional services and technology that could improve equitable language access.

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PILLAR ONE RECOMMENDED NEXT STEPS

1. Complete principled policing training for all department members in September and October 2020. (1.1)
2. Commit to training for all department members in one or more of the concepts of procedural justice in the two-year training calendar. (1.1)
3. Remain receptive to community input and sensitive to protecting First Amendment rights. (1.2)
4. Continue working toward publishing enhanced crime mapping and data on the department's website. (1.3)
5. Prominently post police stop data as defined by Racial and Identity Profiling Act (RIPA). (1.3.1)
6. Identify a dedicated Press Information Officer (PIO). (1.3.2)
7. Utilize subject-matter experts in media communications for topics of significant public interest. (1.3.2)
8. Promote internal procedural justice through training with specific focus on supervisor and employee interactions. (1.4)
9. Continue to solicit employee input during the development stage of new policy. (1.4.1)
10. Evaluate centralizing the personnel investigation process under one division commander for consistency of process. (1.4.2)
11. Continue to expand outreach efforts and explore new collaborative opportunities with the community. (1.5)
12. Consider viable alternatives to enhance community involvement in the process of developing and evaluating policy and procedure. (1.5.1)
13. Continue collaborating with Pleasanton Unified School District and seek feedback from stakeholders such as school staff, parents, and students. (1.5.3)

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14. Continue existing policy and training to ensure appropriate use of physical control equipment and techniques on vulnerable populations. (1.5.4)
15. Continue to evaluate the department's current model of crime fighting strategies and adjust as community needs evolve. (1.6)
16. Identify a method of surveying recipients of police services in a timely manner. (1.7)
17. Continue recruitment and selection efforts that improve the applicant pool for highly qualified candidates representing a broad range of diversity. (1.8)
18. Develop a comprehensive recruitment plan with identified outcomes based on applications, interviews, and hiring. (1.8)
19. Evaluate industry changes and evidence-based recommendations for alternative scheduling models. Assess viability of a patrol staffing study with participation from the Police Officers Association and examine flexible staffing models. (1.8.5)
20. Seek opportunities to expand outreach to immigrant communities to build relationships based on trust. (1.9)
21. Identify department liaisons with representative immigrant communities in Pleasanton. (1.9)
22. Explore additional services and technology that could improve equitable language access. (1.9.2)



PILLAR TWO
POLICY AND OVERSIGHT

PILLAR TWO – POLICY AND OVERSIGHT

2.1 RECOMMENDATION: Community collaboration to develop policy and strategies.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

During the department's strategic plan and branding efforts, key stakeholders in the community were invited to participate in focus group discussions to share their ideas and perspectives concerning the department's public safety services and crime reduction efforts. In addition, matters of policy and procedure that impact the community are often discussed with the City Manager's Office and the City Attorney's Office in order to provide additional perspective on how the proposed developments may affect the community.

NEXT STEPS: Identify alternatives that would enhance community member involvement in crime reduction efforts.

2.2 RECOMMENDATION: Use of force policies (training, investigations, prosecutions, data collection, and sharing) are openly available for public review.

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 (POST) for perishable skills in defensive tactics and firearms. The department reports its number of arrests and use of force incidents in the annual report and the City of Pleasanton webpage, "A Closer Look at Policing in Pleasanton." The police department collects data on all encounters to ensure officers are following policy, specifically body worn camera activation and use of force. The California Department of Justice also requires law enforcement agencies to report incidents of force where serious injuries were sustained or a firearm was discharged.

NEXT STEPS: In 2020, the police department will explore an "early warning system" police management tool designed to identify officers who may require supervisory intervention to correct behavior.

2.2.1 ACTION ITEM: Training policies should emphasize de-escalation and alternatives to arrest when appropriate.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

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Department Policy Sections 309.9 (Conducted Energy Device Training) and 419.12 (Crisis Intervention Training) specifies de-escalation training for officers who are equipped with less lethal force options, such as Conducted Energy Devices (Tasers), and when handling calls involving crisis intervention incidents. The police department requires newly hired officers attend a 40-hour Crisis Intervention Training (CIT) course as soon as possible. Officers are trained to use sound discretion in the enforcement of the law. De-escalation concepts are intertwined in most department training.

NEXT STEPS:

1. *The department will continue to increase the number of personnel certified in Crisis Intervention Training (CIT).*
2. *Utilize third-party subject-matter experts in future de-escalation training.*

2.2.2 ACTION ITEM: Independent external criminal investigations for officer-involved use of deadly force and reporting data to the Federal Government.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The police department follows county protocol, which incorporates independent review of an officer-involved use of deadly force by the District Attorney's Office. The District Attorney's Office is ultimately responsible for the criminal investigation into the circumstances of any officer-involved shooting or death. The police department complies with state and federal reporting requirements. In addition, the police department reports use of force data in the department's annual report.

NEXT STEPS: No recommended changes at this time.

2.2.3 ACTION ITEM: 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

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

NEXT STEPS: No recommended changes at this time.

2.2.4 ACTION ITEM: Collect, maintain, and report data on use of force to the Federal Government for all officer-involved shootings and in-custody death.

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THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The department complies with State and Federal reporting requirements.

NEXT STEPS: No recommended changes at this time.

2.2.5 ACTION ITEM: Use of force policies should state what types of information will be released, when it will be released, and in what situations.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Policy Manual Section 348 (News Media Relations) and 310 (Officer-Involved Shootings and Deaths) cover the release of information to the public and the media. The policies specify the scope of information subject to release in various incidents.

NEXT STEPS: No recommended changes at this time.

2.2.6 ACTION ITEM: “Serious Incident Review Board” comprised of sworn staff and community members to review officer-involved shooting cases and identify administrative, supervisory, training, tactical, or policy issues that need to be addressed.

THIS ACTION ITEM IS BEING PARTIALLY IMPLEMENTED

The police department conducts a formal review process for all use of force incidents. The process requires a supervisor to conduct an initial investigation and review. He or she must contact and document all witnesses, attempt to obtain a statement from the arrestee and review all body-worn cameras and any other available footage of the incident immediately following a use of force. Several criteria, such as a failure to activate a body-worn camera, the presence of injury, or the possibility of policy violations may prompt a full administrative investigation into the incident.

In all cases, a “Use of Force Notification” form is completed by the supervisor and reviewed by the unit manager and division commander. All reviews are then forwarded to the Force Options Training Manager who evaluates the incident for training deficiencies. The review is finally sent to both the Professional Standards Unit which tracks the incident for statistical purposes and to the Chief of Police for final review. Internal review processes presently do not include peers or community members.

NEXT STEPS: Assess legal and administrative feasibility of community member involvement in the review of serious incidents.

2.3 RECOMMENDATION: Implementation of non-punitive “sentinel” or “near miss” review of critical incidents separate from criminal and administrative investigations.

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THIS RECOMMENDATION IS BEING CONSIDERED

NEXT STEPS: Assess viability of implementing a non-punitive sentinel event review to investigate organizational errors and “near misses” from a multi-stakeholder perspective.

2.4 RECOMMENDATION: Adopt scientifically supported eyewitness identification practices that eliminate presenter bias.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

In 2012, the Alameda County Police Chiefs, Sheriff and District Attorney adopted the Double-Blind Sequential Lineup (DBSL) as the best practice for minimizing misidentification and presenter bias. The police department employee presenting the lineup shall not be involved in the investigation of the case or know the identity of the suspect.

NEXT STEPS: No recommended changes at this time.

2.5 RECOMMENDATION: Law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age.

THIS RECOMMENDATION IS BEING CONSIDERED

NEXT STEPS: Explore options in making agency demographic data public.

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 police department collects and maintains demographic data on traffic stops, citations, arrests, documented field contacts, and for the involved parties of crime and incident reports. Collected data is not disaggregated by school and non-school contacts.

NEXT STEPS:

- 1. Implement Racial and Identity Profiling Act of 2015 (RIPA) mandates in 2021 by collecting data and present the results to the City Council and community by March 2022.*

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2. *The department will also ensure systems and processes comply with changes in reporting to the state as required by RIPA.*

2.7 RECOMMENDATION: Policies and procedures for policing mass demonstrations designed to minimize the appearance of a military operation and avoid using proactive tactics.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department respects the rights of people to peaceably assemble. It is the policy of this department to not unreasonably interfere with, harass, intimidate, nor discriminate against persons engaged in the lawful exercise of their rights. The department is also committed to preserving the peace, protecting life and preventing the destruction of property. The police department utilizes standard police uniforms and equipment that are designed for a professional police appearance and the safety of the officers. Tactics are reviewed and approved by the incident commander and are consistent with agency policies.

NEXT STEPS: No recommended changes at this time.

- 2.7.1 ACTION ITEM: Policies should address procedures for implementing a layered response to mass demonstration that prioritize de-escalation and a guardian mindset.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Policies set forth guidelines for a layered response based upon situational assessment and incident needs. Use of force guidelines are specified in operational plans, which are guided by agency policies and organizational values that encourage de-escalation when appropriate.

NEXT STEPS: No recommended changes at this time.

2.8 RECOMMENDATION: Some form of civilian oversight of law enforcement is important 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 PARTIALLY IMPLEMENTED

Civilian oversight exists for police operations that are answerable to the City Manager and the City Council. Disciplinary matters are overseen by non-law enforcement resources in the City's Human Resources Department and the City Attorney's Office.

NEXT STEPS: No recommended changes at this time.

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2.9 RECOMMENDATION: Refrain from requiring officers to issue a predetermined number of tickets, citations, arrests, or investigative contacts for reasons not related to public safety.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

Policy Manual Section 500.3 (Traffic Enforcement) states, “Enforcement actions are commensurate with applicable laws and account for 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 STEP: No recommended changes at this time.

2.10 RECOMMENDATION: Officers should be required to seek consent before a search and explain that a person has the right to refuse consent when no warrant or probable cause exists.

THIS RECOMMENDATION IS BEING PARTIALLY IMPLEMENTED

Policy Manual Section 324 (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 a legally appropriate process when obtaining consent to search, which includes obtaining written acknowledgement using a Consent to Search form in certain situations.

NEXT STEPS: No recommended changes at this time.

2.11 RECOMMENDATION: Policy requiring officers to identify themselves (full name, rank, command).

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. Officers can also provide business cards upon request. Complaints can be investigated based on date, time, and location, which can identify involved officers in an 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 Policy Manual Section 324 (Search

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and Seizure) outlines a protocol that includes explaining the reason for and how a search will be conducted.

NEXT STEPS: No recommended changes at this time.

2.11.1 ACTION ITEM: Officers should carry business cards containing their name, rank, command, and contact information to enable individuals to file commendations/complaints.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The City provides employees with business cards.

NEXT STEPS: No recommended changes at this time.

2.12 ACTION ITEM: Establish search and seizure procedures related to LGBTQ+ population. Adopt policy to cease using possession of condoms as the sole evidence for vice crimes.

THIS ACTION ITEM IS BEING PARTIALLY IMPLEMENTED

Policy Manual Section 902 (Custodial Searches) 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 police department does not use the possession of condoms as the sole evidence for vice-related offenses.

NEXT STEPS: Assess LGBTQ+ policies and implement revisions to comply with best practices.

2.13 RECOMMENDATION: Adopt and enforce policies prohibiting profiling and discrimination.

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, operational priorities, and training.

NEXT STEPS: No recommended changes at this time.

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PILLAR TWO RECOMMENDED NEXT STEPS

1. Identify alternatives that would enhance community member involvement in crime reduction efforts. (2.1)
2. In 2020, the police department will explore an “early warning system” police management tool designed to identify officers who may require supervisory intervention to correct behavior. (2.2)
3. The department will continue to increase the number of personnel certified in Crisis Intervention Training (CIT). (2.2.1)
4. Utilize third-party subject-matter experts in future de-escalation training. (2.2.1)
5. Assess legal and administrative feasibility of community member involvement in the review of serious incidents. (2.2.6)
6. Assess viability of implementing a non-punitive sentinel event review to investigate organizational errors and “near misses” from a multi-stakeholder perspective. (2.3)
7. Explore options in making agency demographic data public. (2.5)
8. Implement Racial and Identity Profiling Act of 2015 (RIPA) mandates in 2021 by collecting data and present the data to the City Council and community by March 2022. (2.6)
9. The department is also ensuring systems and processes comply with changes in reporting to the state as required by RIPA. (2.6)
10. Assess LGBTQ+ policies and implement revisions to comply with best practices. (2.12)



PILLAR THREE
TECHNOLOGY AND SOCIAL MEDIA

PILLAR THREE – TECHNOLOGY AND SOCIAL MEDIA

3.1.3 ACTION ITEM: Deploy smart technology designed to prevent the tampering with or manipulating of evidence in violation of policy.

THIS ACTION ITEM 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: No recommended changes at this time.

3.2 RECOMMENDATION: Implementation of appropriate technology should be designed considering local needs and aligned with national standards.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

- Computer-Aided Dispatch (CAD) serves as a reliable data-driven tool to improve emergency responses with mapping capabilities.
- Law Enforcement Record Management System (LERMS) allows for faster access to data to make proactive public safety decisions.
- Enterprise Mobile/ShieldForce allows officers to access real-time data on their laptops or mobile phones to improve safety and efficiency.
- MyCivic Eye surveillance camera registry allows residents and business owners to voluntarily register their surveillance cameras with the police department.
- Socrata Citizen Connect is a map-centric portal that allows the public to view where crimes, public safety incidents, citations, and collisions occur.
- SceneDoc is a digital case management tool to document the department's outreach efforts for the unhoused and connect individuals with social services and reduce recidivism.
- East Bay Regional Communication System Authority (EBRCSA) upgrade of console, mobile, and portable radios for communication interoperability among Alameda County agencies and neighboring counties.
- Automated license plate readers in patrol vehicles and select intersections at the ingress points of the city has resulted in proactive arrests, the recovery of stolen vehicles and property, and multiple investigative leads resulting in criminal prosecutions. The Criminal Investigations Unit has used ALPR data in the investigation of auto burglaries, commercial and residential burglaries, organized retail thefts, at-risk missing persons, and sexual assault cases.

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- Coplink is an inter-agency database that accelerates investigations and help identify crime trends and persons of interest to solve and prevent criminal activity.

NEXT STEPS: Continue to evaluate new and evolving technologies while considering local needs and remaining aligned with national standards.

3.2.1 ACTION ITEM: Encourage public engagement and collaboration when developing policy for the use of new technology.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

From 2013-2018, police department employees and volunteers worked with Pleasanton community members, businesses, educators, and City employees to produce a strategic plan. One of the initiatives was to explore new technologies to address organizational challenges and aid personnel in providing a high level of service. Predictive policing software, crime mapping, and automated license plate readers were several technologies identified by this work group.

NEXT STEPS: Explore methods to encourage public engagement and collaboration when developing policy for the use of new technology.

3.2.2 ACTION ITEM: Evaluation and assessment process to gauge effectiveness of new technology, soliciting input from all levels of the agency as well as community members.

THIS ACTION ITEM IS BEING PARTIALLY IMPLEMENTED

In 2017, the police department formed a technology committee consisting of sworn and professional staff from a cross-section of city departments. The committee was charged with cataloging and evaluating current technology and identifying future technology needs. Evaluation of technology projects are conducted internally and are provided, when requested, to the City Manager's Office and the City Council.

NEXT STEPS: Examine viable methods for soliciting community input.

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 ACTION ITEM IS BEING FULLY IMPLEMENTED

The department utilizes existing technology to serve people with special needs such as communication devices for the hearing impaired who call 9-1-1.

NEXT STEPS:

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1. *Assess available new technologies that could better serve people with special needs or disabilities.*
2. *The police department will go live with Text to 911 in January 2021.*

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

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Body worn camera policy is aligned with the Bureau of Justice Assistance Toolkit and addresses how video is captured, viewed, released, stored, and audited. To further support operational efficiency and enhance public trust, the police department is recommending an upgrade to Axon Body 3 to improve audio/video quality, embed GPS, utilize disk encryption, enable live video streaming, and video redaction capabilities. Of critical importance is the upgraded software which provides actionable real time officer compliance information and smart sensor technology to activate the body worn camera automatically when an officer's service weapon is drawn or Taser is activated.

NEXT STEPS: City Council approval of Axon contract.

3.5 RECOMMENDATION: Adoption of policies and best practices for technology-based community engagement that increases community trust and access.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department strives for consistent publication of new, accurate, and engaging content on Facebook, Twitter, Instagram, and Nextdoor. A digital space allows the department to share information and connect with the community. Through social media, community members can comfortably seek information, provide feedback, and share safety concerns. This fosters a relationship of greater trust and transparency.

To build public trust and to ensure public safety, the police department implemented the Everbridge systems, AC Alert and Nixle, for emergency notifications delivered to residents' cellphones. During the 2019 PG&E power outages, the City of Pleasanton and Pleasanton Police Department collaborated by issuing messages to inform and protect residents. In 2020, the Everbridge emergency alert system was used to keep the community updated when the city faced threats of wildland fires. During times of crisis, the police department strategically utilizes modern methodologies and technology to better serve the community.

NEXT STEPS: Enhance technology-based community engagement that increases access and community trust.

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PILLAR THREE RECOMMENDED NEXT STEPS

1. Continue to evaluate new and evolving technologies while considering local needs and remaining aligned with national standards. (3.2)
2. Explore methods to encourage public engagement and collaboration when developing policy for the use of new technology. (3.2.1)
3. The department will examine viable methods for soliciting community input. (3.2.2)
4. Assess available new technologies that could better serve people with special needs or disabilities. (3.2.3)
5. The police department will go live with Text to 911 in January 2021. (3.2.3)
6. City Council approval of Axon contract. (3.3.3)
7. Enhance technology-based community engagement that increases access and community trust. (3.5)



PILLAR FOUR
COMMUNITY POLICING
AND CRIME PREVENTION

PILLAR FOUR – COMMUNITY POLICING AND CRIME PREVENTION

4.1 RECOMMENDATION: Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department’s strategic plan establishes collaborative and proactive approaches to managing public safety. Identified strategies to enhance quality of life and community safety include expansion of the Volunteers in Police Services program (VIPS), hosting a department open house, seeking youth outreach opportunities, and hosting “town hall” meetings to address crime trends. Community engagement is reinforced through the department’s visible presence at Neighborhood Watch meetings, safety fairs, City-sponsored activities, Chamber of Commerce events, and Pleasanton Downtown Association street fairs.

NEXT STEPS: Continue to seek opportunities to expand community outreach to build public trust and safety.

4.1.1 ACTION ITEM: Adopt preferences for seeking “Least Harm” resolutions.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The concept of “spirit of the law” versus “letter of the law” is in the POST basic training curriculum. Policies allow for and encourage discretion, to include Policy Manual Section 326 (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 Minor Offense Court (MOC) for qualified first-time juvenile offenders for non-serious offenses. The MOC board consists of a community member, therapist, and a police officer. The board offers consequences such as community service or writing an essay as an alternative to forwarding the case to juvenile probation.

NEXT STEPS: Maintain application of current “Least Harm” resolutions and explore the potential for additional options.

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

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

Every officer is expected to build relationships with the residents, businesses, community groups, faith-based organizations, and schools and work collaboratively to identify and

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address quality of life issues. For example, a patrol supervisor and team of officers went to the Beth Emek Congregation for an impromptu meeting after the Rabbi expressed concerns over recent violence targeting New York synagogues. The officers offered to increase patrols at the congregation and provided input for an emergency evacuation plan.

NEXT STEPS: Continue to promote dialogue with community stakeholders.

4.2.1 ACTION ITEM: Include community engagement as part of the performance evaluation process.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Officer evaluation criterion includes interactions with the public and collaborative problem solving. They are expected to proactively identify community problems and employ resourceful methods to address them. Managers are updating the performance evaluation system and will consider reinforcing this recommendation in any revisions.

NEXT STEPS: Proceed with update to personnel evaluation guidelines to reinforce performance expectations for community engagement and partnerships.

4.2.2 ACTION ITEM: Evaluate patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The Strategic Planning Committee solicited input from the department by internal survey. Community stakeholders were also provided a survey and asked to provide information regarding the department's public safety services. The responses influenced new strategies to include a restructured beat system for response efficiency, increased foot/bicycle patrol, expanded crime suppression assignments to address crime trends, park patrol deployment, and deployment of traffic control equipment.

NEXT STEPS: Continue to engage the community for input regarding patrol deployment practices.

4.3 RECOMMENDATION: 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 CIT (Crisis Intervention Training) conducted by the Alameda County Behavioral Health Care Services. The police department is

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currently exploring mental health crisis response models reflective of the multidisciplinary, community team approach outlined in this recommendation.

NEXT STEPS: Collaborate with mental health care professionals to implement an alternate mental health crisis response model.

4.3.2 ACTION ITEM: Involve peer support counselors as part of multidisciplinary crisis response team.

THIS ACTION ITEM IS BEING CONSIDERED

The police department has an existing Peer Support Counseling Program, led by a licensed clinician who provides employees with training to be a supportive presence through times of personal and professional crisis. The peer support program staffing includes a police department chaplain trained in critical incident stress management and pastoral crisis intervention. The chaplain may provide support to department members as well as the community.

NEXT STEPS: No recommended changes at this time.

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

THIS ACTION ITEM IS BEING CONSIDERED

The police department supports this as a community effort to evaluate the efficacy of crisis intervention team approaches.

NEXT STEPS: Explore opportunities for community education and feedback on crisis intervention.

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 vulnerable.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department embraces a values-based philosophy 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, and exercising authority in a way that encourages public trust. As an example, in 2019, the City of Pleasanton formed a multi-disciplinary Homeless Outreach Team to identify needs and coordinate services for unhoused members of the community with care and compassion.

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NEXT STEPS: Continue current practice of procedural justice and explore additional options for community feedback and input.

4.4.1 ACTION ITEM: Law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Policy Manual Section 342 (Standards of Conduct) 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 the department.

NEXT STEPS: No recommended changes at this time.

4.4.2 ACTION ITEM: Create opportunities for patrol officers to engage with community.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

Patrol officers participate in neighborhood watch meetings, Coffee with a Cop, National Night Out, school intruder drills, business watch meetings, and corporate employee safety presentations. A designated officer conducts security evaluations for local business owners and residents through a program titled Crime Prevention Through Environmental Design (CPTED) and organizes safety presentations. Community outreach programs such as the Citizens' Academy, Teen Academy, and Youth in Government Day involve many patrol officers who serve as subject matter experts.

NEXT STEPS: Continue creating opportunities for engagement with the community.

4.5 RECOMMENDATION: Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The police department has developed longstanding relationships and contacts with established neighborhood watch groups and apartment communities. Additionally, the department has an active presence on a variety of social networking platforms that promote collaborative problem solving. The department uses Nextdoor, a social media platform, as a method of communicating with residents in established neighborhoods.

NEXT STEPS: Continue to foster existing community relationships while seeking new partnerships within the community.

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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 ACTION ITEM IS BEING FULLY IMPLEMENTED

The police department schedules and attends community meetings where residents and business owners can interact with department members and share their public safety concerns. This information helps in the formation of future crime prevention programs, staff allocation, and may influence policy. As Pleasanton is growing increasingly diverse, the police department is assessing the viability of hosting town hall meetings with the immigrant communities and faith-based leaders.

NEXT STEPS: Continue to interact with diverse communities.

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 ACTION ITEM IS BEING FULLY IMPLEMENTED

The police department offers an Explorer program for young adults interested in learning about law enforcement through volunteer work. Teens who join the Explorer program receive training on many law enforcement topics, often using hands-on experiences including ride-alongs, crime scene investigation, laws of arrest, traffic control and physical training. The police department hosts a three-week Teen Academy offered free of charge to local high school students interested in law enforcement. Classes are taught by police officers through hands on activities and classroom lecture.

The Citizens' Academy is a 15-week program for residents and local business owners to learn more about law enforcement. This course teaches attendees about the overall operations of the department, including community policing, traffic enforcement, criminal investigations, communications, SWAT, narcotics investigations, and crime prevention. This dynamic class encourages attendees to ask questions and provides hands-on experience in reality-based scenarios and ride-along opportunities.

The police department actively engages with forty-five neighborhoods as part of the Neighborhood Watch Program. Through education and partnership, crime prevention strategies become a shared responsibility.

NEXT STEPS: Continue expanding community engagement opportunities in order to educate community stakeholders in law enforcement.

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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 and provide input on policing issues.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The police department utilizes its relationships to proactively contact established neighborhood watch groups, Pleasanton Unified School District, the Pleasanton Downtown Association, corporate stakeholders, Chamber of Commerce, homeowner's associations, apartment complexes, and other organizations to assist in developing crime prevention strategies.

NEXT STEPS: Establish a Police Chief's Advisory Board. Refer to staff report.

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 ACTION ITEM IS BEING FULLY IMPLEMENTED

The police department routinely communicates with the Economic and Community Development departments by providing traffic safety and crime prevention input during site planning and special community events. Economic development efforts are also supported by the police department through social media messaging.

NEXT STEPS: No recommended changes at this time.

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 City provides funding for Horizons Family Counseling to provide at-risk youth with diversion services, suspension-reduction programs, crisis intervention, on-site school counseling, and case management in cooperation with the Livermore Police Department. Additionally, Axis Community Health provides on-site counseling services in many schools in the Tri-Valley community. Axis Community Health counselors provide support for students and families who are struggling with a variety of mental health and substance abuse issues. These services are offered in collaboration with the Pleasanton Unified School District.

NEXT STEPS: No recommended changes at this time.

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4.6.2 ACTION ITEM: Law enforcement agencies should work with schools to encourage alternatives to student suspension and expulsions.

THIS ACTION ITEM IS BEING PARTIALLY IMPLEMENTED

The school district set new goals to decrease school-based arrests, expulsions, and suspensions through parent education and referrals to Horizons Counseling Suspension Reduction Program. Members of the department met with the Pleasanton Unified School District to redefine the roles of the School Resource Officers and discussed new policies for less punitive school discipline and diversion without compromising the safety of students and faculty.

NEXT STEPS: Continue collaborating with PUSD.

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 ACTION ITEM IS BEING CONSIDERED

NEXT STEPS: Share task force recommendation with PUSD for youth-led alternatives to school discipline.

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 ACTION ITEM IS NOT BEING IMPLEMENTED

The Pleasanton Unified School District, 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: Share recommendation with PUSD leadership.

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 ACTION ITEM IS NOT BEING IMPLEMENTED

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

NEXT STEPS: Share recommendation with PUSD leadership.

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 ACTION ITEM IS NOT BEING IMPLEMENTED

PUSD, 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: Share recommendation with PUSD leadership.

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 ACTION ITEM IS BEING FULLY IMPLEMENTED

Juvenile offender re-entry is solely handled by the Juvenile Probation Department.

NEXT STEPS: No recommended changes at this time.

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 ACTION ITEM IS BEING PARTIALLY IMPLEMENTED

School Resource Officers have no police involvement in student discipline without a formal Memorandum of Understanding.

NEXT STEPS: Continue collaborating with PUSD toward the development of a Memorandum of Understanding to clearly define the role and responsibilities of School Resource Officers.

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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 ACTION ITEM IS BEING FULLY IMPLEMENTED

In addition to the Explorer Academy, Teen Academy, and “Pop-up Library” events, the police department hosts Youth in Government Day where high school students get to shadow police department employees and engage in classroom and hands-on learning. In 2020, police department staff worked cooperatively with the City’s Youth Commission to develop a new tobacco ordinance policy approved by the City Council.

NEXT STEPS: Continue fostering collaboration with community youth.

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PILLAR FOUR RECOMMENDED NEXT STEPS

1. Continue to seek opportunities to expand community outreach to build public trust and safety. (4.1)
2. Maintain application of current “Least Harm” resolutions and explore the potential for additional options. (4.1.1)
3. Continue to promote dialogue with community stakeholders. (4.2)
4. Proceed with update to personnel evaluation guidelines to reinforce performance expectations for community engagement and partnerships. (4.2.1)
5. Continue to engage the community for input regarding patrol deployment practices. (4.2.2)
6. Collaborate with mental health care professionals to implement an alternate mental health crisis response model. (4.3)
7. Explore opportunities for community education and feedback on crisis intervention. (4.3.3)
8. Continue current practice of procedural justice and explore additional options for community feedback and input. (4.4)
9. Continue creating opportunities for engagement with the community. (4.4.2)
10. Continue to foster existing community relationships while seeking new partnerships within the community. (4.5)
11. Continue to interact with diverse communities. (4.5.1)
12. Continue expanding community engagement opportunities in order to educate community stakeholders in law enforcement. (4.5.2)
13. Establish a Chief’s Advisory Board. Refer to staff report. (4.5.3)
14. Continue collaborating with PUSD. (4.6.2)

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15. Share task force recommendation with PUSD for youth-led alternatives to school discipline. (4.6.3)
16. Share recommendations with PUSD leadership. (4.6.4)
17. Share recommendations with PUSD leadership. (4.6.5)
18. Share recommendations with PUSD leadership. (4.6.6)
19. Continue collaborating with PUSD towards the development of a Memorandum of Understanding to clearly define the role and responsibilities of School Resource Officers. (4.6.8)
20. Continue fostering collaboration with community youth. (4.7.1)



PILLAR FIVE
TRAINING AND EDUCATION

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 members participate in select department trainings.

NEXT STEPS: Determine viability of engaging community members in the training process.

5.9.1 ACTION ITEM: Implement ongoing, top down training for all officers in cultural diversity and related topics with the assistance of community advocacy groups.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The police department conducts POST certified cultural diversity and procedural justice training every three years to include a module on community viewpoints and perceptions. POST mandates cultural diversity training every five years.

NEXT STEPS: Explore additional training opportunities to supplement current training model.

5.9.2 ACTION ITEM: Implement training for officers that covers policies for interactions with the LGBTQ+ population, including issues such as determining gender identity for arrest placement, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

THIS ACTION ITEM IS BEING FULLY IMPLEMENTED

The police department regularly conducts diversity training. The City and the police department have conducted on-going sexual harassment training.

NEXT STEPS: Provide updated LGBTQ+ training for all department personnel.

5.11 RECOMMENDATION: Encourage and incentivize higher education.

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THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The City of Pleasanton, including the police department, encourages all employees to seek higher education for personal and professional growth. The City of Pleasanton offers all employees an educational incentive for those who possess a college degree.

Furthermore, the City of Pleasanton offers college tuition reimbursement and book reimbursement for those who are advancing their educational goals.

NEXT STEPS: No recommended changes at this time.

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PILLAR FIVE RECOMMENDED NEXT STEPS

1. Determine viability of engaging community members in the training process. (5.2)
2. Explore additional training opportunities to supplement current training model. (5.9.1)
3. Provide updated LGBTQ+ training for all department personnel. (5.9.2)



PILLAR SIX
OFFICER WELLNESS AND SAFETY

PILLAR SIX – OFFICER WELLNESS AND SAFETY

6.2 RECOMMENDATION: Law enforcement agencies should promote safety and wellness and adopt a multi-faceted officer safety and wellness initiative.

THIS RECOMMENDATION IS BEING FULLY IMPLEMENTED

The department supports its employees through several programs and trainings including the following:

Peer Support Program

In 2013, the police department adopted a formal Peer Support Program to provide all public safety employees the opportunity to receive emotional and tangible support through times of personal or professional crisis. Peer supporters receive specialized training and guidance from licensed mental health professionals who are available for consultation 24 hours a day and specifically trained in public safety psychology. These training sessions include a variety of topics from advanced crisis intervention training, Post-Traumatic Stress Disorder (PTSD), suicide awareness, and the impacts of workplace stress on families. Each peer supporter generally provides 2-3 hours of employee support per month.

Mindfulness and Resiliency Training

In January 2020, officers attended a training seminar regarding mindfulness and resiliency. This course provided officers and dispatchers the knowledge, skills, and abilities to integrate holistic wellness, resiliency, and mindfulness best practices into their personal and professional lives. This course covered topics such as wellness programs, exercise, nutrition, meditation and yoga programs, PTSD, suicide, and diaphragmatic breathing.

The police department hosted an officer wellness training presented by Dr. Kevin Gilmartin, a behavioral scientist specializing in mental and emotional health for law enforcement officers. Dr. Gilmartin discussed the intense stress experienced by men and women in law enforcement and provided coping mechanisms to develop psychological and biological resiliency. Partners of men and women in our organization were invited to attend the training. Every member of the agency was provided with Dr. Gilmartin's book, Emotional Survival for Law Enforcement Officers and their Families.

Employee Assistance Program

The City of Pleasanton offers all staff members a confidential Employee Assistance Program (EAP) to help with life's many challenges. The EAP is available 24/7 to employees and connects those in need to mental health professionals. Services provided

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include marriage and family counseling, managing workplace stress and anxiety, and depression. EAP offers additional services for childcare/eldercare assistance, financial and legal services, and health and wellness resources.

Gym and Fitness Program

The police department remodeled its gym and purchased new equipment in 2016. The upgrade of our exercise facility increased the number of employees who use the gym which produces healthier and more physically fit officers and professional staff. Studies have shown that physical fitness and maintaining a healthy lifestyle increases overall health, confidence, command presence, and the ability to successfully perform the duties of a law enforcement officer.

Blue Courage Training

In 2018, all members of the police department attended a formal training course called Blue Courage. Blue Courage training draws on relevant, proven literature and research on human effectiveness, positive psychology, leadership development and neuroscience. Education and training to staff using mindfulness and wellness techniques is instrumental to improve community relationships, address generational challenges, and overall responsiveness to the needs of employees. Blue Courage training teaches officers how their behavior affects others and cultivates emotional stability and empathy.

NEXT STEPS: Develop a comprehensive, outcomes-based program to promote mental, physical, and financial wellness for all employees.

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

The department provides safety equipment and training to all frontline employees.

Individual First Aid Kits and Training

The police department purchased and issued individual first aid kits to all sworn personnel. These first aid kits include equipment for emergency medical situations for both officers and citizens requiring immediate medical aid. Officers are also issued Narcan (naloxone HCL) nasal spray for citizens they encounter who are experiencing a possible opioid overdose and officers who are exposed. Additionally, officers receive annual training on first aid procedures to include advanced tactical emergency casualty care.

Seat Belt and Bulletproof Vest Policy and Training

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Department Policy Manual Section 1022 (Seat Belts) requires all employees to wear properly adjusted safety restraints when operating or riding in a seat equipped with restraints, in any vehicle owned, leased or rented by this department while on- or off-duty, or in any privately owned vehicle while on-duty. The driver shall ensure that all other occupants, including non-members, are also properly restrained. Staff received training in the “Below 100” campaign which encompasses information about proper use of seat belts, maintaining safe vehicle speeds when driving and the proper use of ballistic vests.

Bulletproof Vests

All sworn officers are issued body armor (bulletproof vest) and other safety equipment on date of hire. A replacement schedule for body armor is in place whenever the body armor becomes worn, damaged, or expired to the point where its effectiveness or functionality has been compromised. Officers shall wear their department issued body armor when in uniform and reasonably be expected to take enforcement action in the field. Additionally, officers are issued critical response kits (ballistic plate carrier with level III plates) for critical incidents such as active shooter situations where officers are likely to encounter suspects armed with high-powered weapons. These critical response kits will allow officers to enter high risk areas to address threats and render urgent medical care to other officers or civilians who may have been critically injured.

NEXT STEPS: No recommended changes at this time.

6.6 RECOMMENDATION: 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 (Seat belts), Section 500.5 (High Visibility Vests), and various other sections cover safety requirements and safety equipment for specific assignments including undercover investigations and bicycle patrol. The department provided safety training to include use of seat belts, bulletproof vests, and high visibility vests.

NEXT STEPS: No recommended changes at this time.

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PILLAR SIX RECOMMENDED NEXT STEPS

1. Develop a comprehensive, outcomes-based program to promote mental, physical, and financial wellness for all employees. (6.2.1)