

Santa Cruz County  
Youth Violence  
Prevention Network

# Dialogues for Change:



July 2020

Amended August 2020

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SHORELIFE  
COMMUNITY CHURCH



BOYS & GIRLS CLUBS  
OF SANTA CRUZ COUNTY



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## About the Santa Cruz County Youth Violence Prevention Network

### MISSION:

An equitable, united, and safe county where all youth are engaged in family, school and community, have a sense of safety and well-being, feel they have a voice and are empowered to use it, and are able to access opportunities for successful transition into adulthood.

The Santa Cruz County Youth Violence Prevention Network (YVPN), is an inclusive multi-sector collaborative committed to addressing youth violence through evidence-based, prevention-focused and asset-based solutions. Violence prevention, equity, and the promotion of youth, family, and neighborhood well-being has been at the core of YVPN's work over the past seven years. Throughout the strategic planning process and implementation of the [Santa Cruz County Youth Violence Prevention Strategic Plan \(2015\)](#), YVPN has engaged over 600 countywide community stakeholders including elected officials, law enforcement, schools, faith-based organizations, community-based organizations, youth, formerly incarcerated individuals and concerned community members. This report tells the story of YVPN's efforts to strengthen community and law enforcement relationships as a means of creating safer communities.

## Writing and Editing of the Report

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## Disclaimer

This report tells the story of YVPN's Dialogue for Change Project that concluded in June 2019. The purpose of the report is to share why and how a dialogues model was implemented across Santa Cruz County to address community-law enforcement relations as they relate to safety, equity, and policing that works for all. What is captured in this report represents the diverse voices and various perspectives of those involved in the process, and they may or may not reflect the opinions of report writers and project organizers. Additionally, recognizing the changing landscape of this complex relationship, the views expressed in the data and recommended ideas for action may or may not be reflective of how the dialogue participants feel today.

## Project Background

### What led Youth Violence Prevention Network to address this issue?

When the Youth Violence Prevention Strategic Plan was launched in 2015, stakeholders in the communities of Watsonville and Santa Cruz/Live Oak went through a process to prioritize implementation strategies. The strategies stemmed from data and the anecdotal stories behind them, ranging from indicators such as truancy, equitable prosocial activities, caring adults, bullying, basic needs, strengthening community and law enforcement and more. In both communities, strengthening community and law enforcement relations was chosen as a top priority.

The local motivation for addressing the dynamic relationship between community and law enforcement mirrored events taking place at the national level. Just month's earlier, President Barack Obama formed the President's Task Force on 21<sup>st</sup> Century Policing stating, "Last year, the events in Ferguson and New York exposed a deep-rooted frustration in many communities of color around the need for fair and just law enforcement. We have a great opportunity, coming out of some great conflict and tragedy, to really transform how we think about community law enforcement relations so that everybody feels safer."<sup>1</sup> Both locally and nationally, the public safety discussion focused on systemic inequities and the need for inclusive, collaborative strategies to increase safety, and ultimately wellbeing, in communities.

*"21st Century Policing is designed to restore public trust in law enforcement by recommitting to community policing, increasing transparency and eliminating harmful or biased practices."*

### -The Santa Cruz County Sheriff's Task Force on 21<sup>st</sup> Century Policing

Stakeholders at the YVPN table recognized that *strengthening community and law enforcement relations* was a strategy that had the potential to make progress in each of the result areas specified in the strategic plan, including:

- Ensuring that youth are valued and have meaningful engagement in their community;
- Youth are supported by caring adults;
- Youth are safe and feel safe at school;
- Families are connected, engaged, and valued;
- All families have social-emotional wellbeing;
- All families are equitably support by the community;
- The community is culturally and racially aware and responsive; and
- ultimately, that the community is safe and thriving.

Additionally, the foundational principles of YVPN's work provided a framework for how this strategy could be addressed locally:

YVPN Principle	Example Questions Considered in Identifying the Problem & Solution(s)
Use a prevention-focused, public health approach	<ul style="list-style-type: none"><li>• What are the root causes of the problem?</li><li>• How can they be addressed to prevent and end the problem?</li></ul>

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<sup>1</sup> President Obama, March 2, 2015; <https://obamawhitehouse.archives.gov/the-press-office/2015/03/02/remarks-president-after-meeting-task-force-21st-century-policing>

Be data-driven and strengths-based	<ul style="list-style-type: none"> <li>• What does the data say about this relationship and the impacts on different communities?</li> <li>• What do we need to know or learn about the problem?</li> <li>• What assets exist and can be utilized in seeking a solution?</li> </ul>
Utilize a race, equity and inclusion lens	<ul style="list-style-type: none"> <li>• How do inequities show up in the problem?</li> <li>• Who is being impacted &amp; how can they be engaged as a valued part of the solution?</li> </ul>
Create long-term sustainable change at the systems level through multi-sector, collaborative action	<ul style="list-style-type: none"> <li>• What strategies can create shifts in norms and policies at the systems level?</li> <li>• What role can the various stakeholders play in creating a solution?</li> <li>• What knowledge, skills and/or attitudes need to be addressed?</li> </ul>

### **What the Research Says: *How strengthening community-law enforcement relations prevents youth violence?***

Much research shows the connection between the relationships law enforcement have with the communities they serve and the role that plays in the overall safety and wellbeing of communities. The Final Report on the President's Task Force on 21<sup>st</sup> Century Policing highlighted this fact and deemed *Building Trust & Legitimacy* as the first of six major recommendation areas in the report.

*"Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as an occupying force coming in from outside to impose control on the community."*<sup>2</sup>

At the local level, through the collaborative work of the YVPN strategic planning process from 2012-2015, the constructive power of increased connectivity and strengthened relationships were already impacting local organizing for youth violence prevention. YVPN stakeholders saw that investing in trust building was a strengths-based, data-driven prevention strategy and were moved to prioritize this strategy across Santa Cruz County.

### **Identifying a Tactic: *What can we do locally to strengthen community-law enforcement relationships?***

Although there are some overarching themes and challenges that exist in this work, each community is unique in how they grapple with this dynamic relationship. Going back to the research on best practices, YVPN looked to the body of knowledge that existed to help guide the tactics that could be utilized locally. The Department of Justice (DOJ) provides the following recommendations for Police-Community Relationship Building<sup>3</sup>:

- Acknowledge and discuss with your communities the challenges you are facing
- Be transparent and accountable

<sup>2</sup> Final Report on the President's Task Force on 21<sup>st</sup> Century Policing, 2015;  
[https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

<sup>3</sup> Community Relations Services Toolkit for Policing, Importance of Police-Community Relationships and Resources for Further Reading; <https://www.justice.gov/crs/file/836486/download>



- Take steps to reduce bias and improve cultural competency
- Maintain focus on the importance of collaboration and be visible in the community
- Promote internal diversity and ensure professional growth opportunities

There are many communities doing this work across the country, and our research provided some inspiring examples of what could be possible. Using the recommendations from the DOJ and other bodies of work, we knew that whatever approach we utilized, we had to be able to address the root causes of inequities. Furthermore, we provided brave spaces for individual experiences and collective history, allow for differing and opposing perspectives, be diverse and inclusive in our design, and focus on tactics that would be constructive and action oriented.

To build relationships and deepen trust, there must be opportunities outside of the usual enforcement encounters between community members and law enforcement. It should be noted that there were and are many programs in place that allow young people, other community members and law enforcement to have non-suppression interactions including, but not limited to:

- BASTA (Broad-Based Apprehension, Suppression, Treatment and Alternatives) Program in North and South County
- Capitola Police Department's Police Explorers,
- Coffee with a Cop, National Night Out, and other community events,
- Santa Cruz County Sheriff's Activity League,
- Santa Cruz Police Department's Teen Public Safety Academy,
- Santa Cruz Police Department's Personally Responsible Individual Development in Ethics (PRIDE) Program,
- Scotts Valley Police Department D.A.R.E. Program,
- Scotts Valley Police Departments Junior Police Academy,
- Watsonville Police Cadet Program,
- Watsonville Police Activities League (PAL).

## Community-Law Enforcement Dialogues

### Dialogue as a Tool for Change

Using dialogue as a tool to build relationships and address community issues. According to [Everyday Democracy](#), a national organization that has been using the dialogues process to address community issues since 1989, "communities of every size and demographic need routine opportunities for people of many backgrounds to dialogue with each other and with public officials, have a voice in decision making, and work together for stronger communities". There are many examples of communities across the country using a dialogue model for a host of different issues, including the movement of restorative justice in schools. Additionally, the United Nations recognizes dialogue as a tool for peacebuilding.<sup>4</sup>

*"Increased participation of law enforcement in community trust-building programs: Evidence suggests that successful community trust-building dialogue sessions require police to be open to hearing community perspectives and to refrain from reacting defensively to critical or emotional statements. Listening sessions that focus on candid conversations about the relationship*

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<sup>4</sup> Dialogue as a tool in peacebuilding: Theoretical and empirical perspectives. Irene Incerti-Théry. May 2016; <https://pdfs.semanticscholar.org/a7ce/3d4fd1d7efa64fcd234d5c803102c423b895.pdf>

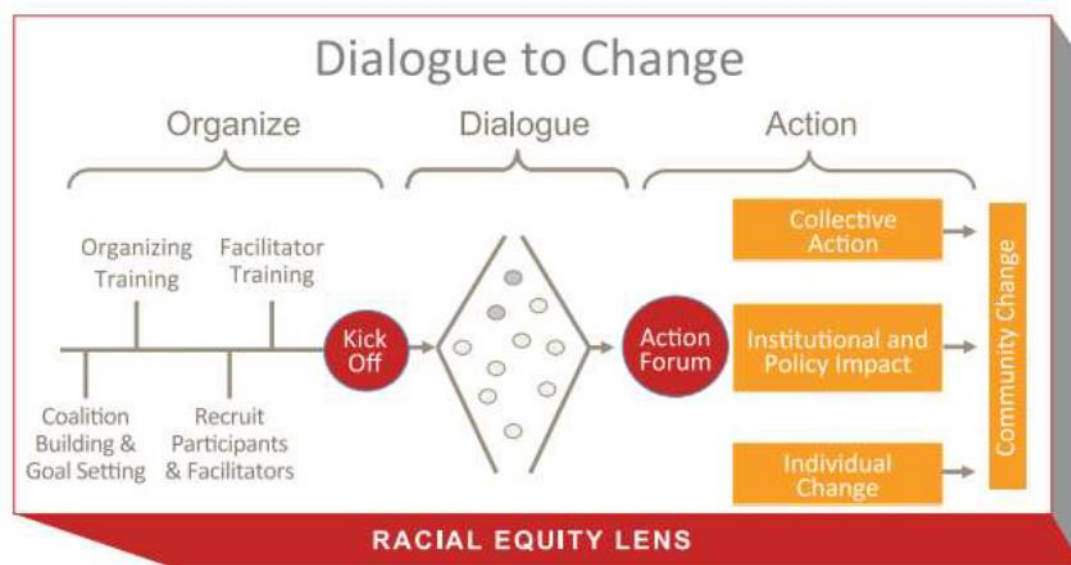
*between law enforcement agencies and the communities they serve have been shown to lead directly to policy changes as well as increases in positive community perceptions, trust in police and police legitimacy.”<sup>5</sup>*

According to Beverly Daniel Tatum in *Community or Chaos? Dialogue as Twenty-First Century Activism*, “Does dialogue lead to social action? The research evidence suggests the answer is yes”.<sup>6</sup>

### The Model

Starting in 2017, YVPN workgroups began exploring how dialogue could look and be used to build community and ultimately solve complex social issues within the community. Research was done to identify models and discussion guides for community dialogues. We wanted to implement a model that was inclusive, structured, and action oriented. We also wanted to ensure that we were investing the resources used in rolling out this project to build individual and collective capacity to organize, facilitate and participate in dialogues.

In the development of the pilot, we reached out Everyday Democracy to see about using the discussion guide they developed on community-police relations. Their dialogues model is recognized as an emerging practice and has been tested and implemented all across the United States. The Everyday Democracy Dialogue to Change model is designed to be used as part of an organized effort, where community members and police meet in structured, facilitated conversations aimed at community change.



*“Having these conversations—with respect, trust, and listening—can lead to good changes. Change often starts with police and community members understanding each other better.”<sup>7</sup>*

<sup>5</sup> The National Initiative for Building Community Trust and Justice: Key Process and Outcome Evaluation Findings (2019). Urban Institute  
[https://www.urban.org/sites/default/files/publication/100704/national\\_initiative\\_for\\_building\\_community\\_trust\\_and\\_justice\\_4.pdf](https://www.urban.org/sites/default/files/publication/100704/national_initiative_for_building_community_trust_and_justice_4.pdf)

<sup>6</sup> Community or Chaos? Dialogue as Twenty-First Century Activism  
[https://www.memphis.edu/law/documents/tatum\\_final.pdf](https://www.memphis.edu/law/documents/tatum_final.pdf)

<sup>7</sup> Everyday Democracy, 2017; <https://www.everyday-democracy.org/>



The Everyday Democracy Dialogue to Change model brings together people from the community, including youth, adults and law enforcement, to meet six times in a circle-style dialogue where everyone has an equal voice. Participants move from talking about personal experiences and concerns to collaboratively creating a vision for change in the community. Trained facilitators help the group move through potentially difficult conversations and ensure that the sessions end with steps for action. Ultimately, this model was selected because it supported YVPN's efforts to:

- Provide a way for law enforcement and residents to build trust and working relationships;
- Connect people from different experiences and identities with each other;
- Provide a framework for talking about structural racism and its impact on communities and policing;
- Create openings for deeper consideration of issues within the larger justice system and society that affect how policing is done;
- Connect the results of the dialogues to potential collective action and long-term change;
- Lay the foundation for ongoing inclusive community engagement with the police about how to ensure safety, equity, and accountability.

## 2017 Pilot

After identifying Everyday Democracy's model for community-law enforcement dialogues, YVPN workgroups decided to move forward with planning and facilitating dialogues with youth, law enforcement and other community members. During this time, a two-part project was rolled out.



Part #1, in April and May 2017, engaged three youth currently on probation, three members of Watsonville Police Department, and three adult community members. The process consisted of three sessions and was facilitated by a team who had prepared discussion questions and agendas for each session using Everyday Democracy's discussion guide. When the pilot started, it was difficult to get everyone to be in the same room together

but by the end of dialogue process, they were shaking hands and hugging goodbye. According to the officers who participated, the experience was transformational and had lasting impacts, leading to increased momentum for implementing this model locally.

For Part #2, in September 2017, Everyday Democracy was brought in to facilitate a training with a group of officers from Watsonville and Santa Cruz Police Departments, along with other YVPN members. This part of the project did not engage with youth because it was intended for the participants to experience authentic dialogue while also learning more about how to facilitate Everyday Democracy's model. Again, this proved that we could engage in a powerful process of connecting, challenging one another, and collectively envisioning a safe and equitable community.

The structure, processes, participation makeup, and location of these two parts of the initial rollout varied, but each one provided valuable information about how impactful the process could be. These activities were done to see how this process would be received locally and to identify the dialogue process that would be most effective. Looking at what worked, and lessons learned in each of these activities helped in the plan and roll out of this model across Santa Cruz County more formally and comprehensive way in 2019.

## The Growth of Community Dialogues

Following an impactful dialogue pilot, YVPN members moved quickly to implement a new program called Agua con la Chota, or Water with a Cop. This activity leveraged relationships with local farm owners and partners, including Watsonville Police Department, Community Action Board of Santa Cruz County, and United Way of Santa Cruz County to bring law enforcement education and service resource information to farm laborers in Watsonville, CA. With a large agricultural industry, and, in turn, a large immigrant community in southern Santa Cruz County, there is a need for increased access to support services as well as education and trust-building. Inspired by the pilot dialogue sessions, the Agua con la Chota program, which has continued through sustained funding from the Watsonville Police Department, allows officers (often starting in plain clothes) and service providers to interact with the laborers over the course of several sessions, where they share information, answer questions, and eat together. This program has been transformational for the partners involved and there continues to be support for this type of community engagement.



*"Working with the Youth Violence Prevention Task Force, we made valuable connections with our local farmworkers. It's amazing how we learned, after talking with so many people, how officer's lives and professional staff at the department is very similar to the farmworkers and their kids; it's amazing, the connections that we have made." - Sergeant Tony Figueroa, WPD*

## Continuing Momentum in 2018

National and local discussions around public safety and the relationship between law enforcement and those they serve increased in 2018. Additionally, conversations about inequities, and specifically racial inequities, were becoming more frequent. Also the ripple effects from shifting national immigration policies and a series of local raids had created an environment of confusion and fear. Despite the designation of local communities as "Sanctuary Cities", many YVPN members were expressing concerns about the impacts they were seeing as a result of immigration enforcement and the impact on the relationship with law enforcement.

YVPN members expressed the value in creating opportunities to address barriers and build relationships to promote inclusion and diverse engagement in creating safe communities. In 2018, YVPN committed to moving forward with community-law enforcement dialogues countywide as a tool for building social capital on all sides, holding spaces for brave and authentic communication, and unifying participants through collaborative visioning for action. Some of the foundational issues that were initially addressed included enrolling each local law enforcement jurisdiction and other key stakeholder groups, identifying initial goals and objectives, and determining a model to use.

In May of 2018, YVPN leadership was informed by Everyday Democracy that they were updating their guide and invited Santa Cruz County to be one of two "Partner Communities" in the country to facilitate the use of the new guide. As a "Partner Community", Everyday Democracy would provide expertise, training/technical assistance, materials, and a stipend to support the implementation of this tool locally. Over the course of the project, Everyday Democracy staff would come to Santa Cruz County multiple times, facilitating a 1-day organizing training, a 2-day facilitator training, and participating in the post-dialogues Action Forum event.

## Enrollment

The process of enrolling partners in this project involved one-on-one meetings, presentations to various stakeholders/groups, and messaging through YVPN's various communication channels. The process of moving ahead and enrolling partners began at the YVPN table, connecting with stakeholders already involved in our work to see how they could support the project. Messaging about plans to implement dialogues was regularly shared at the network meetings and through social media and e-newsletters.

In terms of enrolling law enforcement, we started by discussing the idea with and soliciting support from the Santa Cruz County Criminal Justice Council. With the Council's support, we made a presentation at the Santa Cruz County Law Enforcement Chiefs Association meeting. Next, meetings were held with leaders from each department to explore questions, concerns, thoughts on local challenges, and potential goals of participating. Law enforcement partners expressed their desire to engage with community differently and recognized the need for deeper connection and trust building. Ultimately, each department's commitment included one representative to participate in an organizing training and throughout the organizing process, as well as 2-3 officers to participate in the dialogue circles. To ensure that all jurisdiction levels were informed, meetings were held with city managers, and presentations were done with city councils.

Concurrently, meetings and presentations were set up with other specific stakeholder groups including those specifically doing equity work in Santa Cruz County and youth serving organizations. Specific outreach was done with groups representing people of color and other vulnerable populations. Project planning and research into dialogue best practice showed the importance of being inclusive of diverse perspectives throughout all stages of project development and implementation. The project's outreach and enrollment phase was challenging because many organizing decisions could only be made once there was sufficient diversity and representation involved. All the volunteer organizers also tapped into their networks to support enrollment, ensuring that the reach exceeded YVPN's typical reach.

## Goals & Objectives

The development of goals and objectives evolved throughout the organizing process. From the onset, the project's objective was to create inclusive spaces for authentic dialogue between young people, community members and law enforcement on the issues of safety, equity and policing. Research showed that these issues are intrinsically linked and YVPN's commitment to addressing root causes dictated that we could not talk about this relationship without also addressing structural racism. Although YVPN had begun to normalize the use of a race, equity and inclusion lens in our work, asking people to participate in dialogues with law enforcement on the topic of policing where race and racism would be addressed was daunting. At the same time, it could not be denied that this process was also daunting for law enforcement, as they would be challenged by individual experiences and policing perceptions on a bigger scale. As organizers, we had to prepare for the fear and trauma that could arise when discussing racism.

*"The work of racial dialogue is hard. There is always the risk that offensive statements will be made—by you or toward you. Powerful emotions can be triggered. Discomfort is guaranteed. Many of us learned from an early age that race is a topic to be avoided, particularly in racially mixed company...Some people believe that talking about race*



*will make things worse— that those who bring it up are “playing the race card,” creating problems where otherwise there would be none. Silencing the conversation, however, is just another way to maintain the status quo. You cannot solve a problem without talking about it. Learning how to have this dialogue is a necessary part of moving forward as a healthy society.”<sup>8</sup>*

Beyond YVPN’s commitments to addressing root causes and using an equity lens, the data was telling us that there was work to be done. For years the data has been showing decreasing juvenile arrests and detention numbers, and that overall crime is decreasing, but the data is also showing that disparities are increasing both in arrests and detention, as well as in indicators such as achievement and economic mobility. The dialogues were an opportunity to collectively explore this reality, dive more deeply into and learn about this critical issue and work together to find solutions and turn the curve on racial disparities.



### Organizing

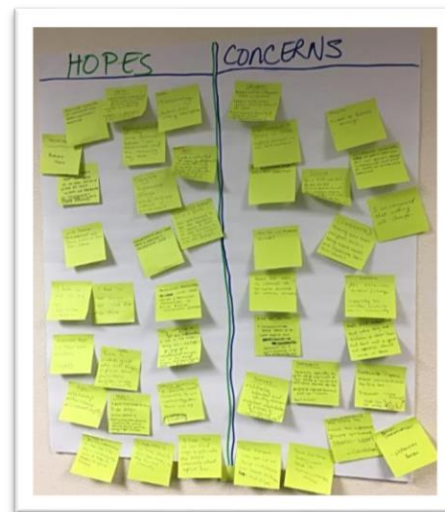
Working in partnership with stakeholders who had experience with dialogue and were committed to addressing community building and systemic inequities was crucial to this project's success. Initially, YVPN partnered with Applied Survey Research (ASR) and the Conflict Resolution Center (CRC) for these reasons and together this group guided core project organizing, dialogue support, and evaluation. ASR brought experience with a variety of dialogue processes, including YVPN’s first pilot in 2017. They also provided facilitation support at the

weekly dialogue sessions and overall project evaluation. The CRC provided critical role in providing expertise in the use of dialogue for problem solving, and the recruitment and support of volunteer facilitators throughout the project.

In November 2018, YVPN hosted an organizing training for 23 volunteers with the help of trainers from Everyday Democracy. Organizers included representatives from each of the 5 main police departments in Santa Cruz County, as well as motivated individuals from various community groups enrolled during the initial outreach. This full day of training allowed volunteers to learn about the model and the key aspects of organizing and implementing it. Organizers also used this time to begin working together to address hopes and concerns for the project, messaging for enrolling volunteer facilitators and dialogue participants, and laying out a project timeline and expectations.

### Facilitating

In February 2019, Everyday Democracy staff came back out to facilitate a 2-day training with 21 volunteers interested in learning how to facilitate this kind of dialogue. Throughout the training, volunteers practiced being dialogue participants while also pausing to learn how to facilitate the activities and tackle challenging aspects of the process. It should be noted that the “practice dialogue” involved the volunteers’ authentic perspectives which led to a rich learning environment in terms of personal reflection, building shared understanding, and navigating how to be neutral



<sup>8</sup> Community or Chaos? Dialogue as Twenty-First Century Activism. Beverly Daniel Tatum, PH.D., [https://www.memphis.edu/law/documents/tatum\\_final.pdf](https://www.memphis.edu/law/documents/tatum_final.pdf)





facilitators of these same activities out in the community. The process utilized Everyday Democracy's guide titled *Safety, Equity and Accountability: Policing that Works for All*. This was the updated version of Everyday Democracy's [\*Protecting Communities Serving the Public\*](#) discussion guide, which had accomplished impact nationwide.

Following the training, Everyday Democracy supported project organizers with determining facilitator teams and how to proceed with scheduling and recruiting for the

actual dialogue circles. Twelve facilitators were selected to lead five dialogue circles throughout Santa Cruz County. All of the trained facilitators were welcomed into organizing activities.

### **Holding Dialogue Circles**

In terms of Everyday Democracy's model, organizers implemented strategies that made the most sense locally. A variety of evenings were chosen throughout the week as well as Saturday mornings so that participants could select a circle that fit their schedule. Circles were held in Capitola, Live Oak, Santa Cruz, and Watsonville. Although Scotts Valley Police Department was an active participant in organizing, there was difficulty recruiting participants for a circle in their jurisdiction. In Watsonville, interest in and enthusiasm for dialogues was so high that two circles were formed and held concurrently. The model dictated that each circle would meet for 2 hours once a week for a total of six weeks.

In order to maximize access to this process for potential participants, many factors were addressed. Since circles were held on weekday evenings or mid-morning on Saturdays, food and beverages were always provided. Registration included questions about the need for Spanish interpretation, childcare, and transportation. Transportation support was not expressed by those that signed up, but translation and childcare was provided as needed. It should be noted that both the facilitator and participant discussion guides were made available in Spanish to aid in the process. Additionally, incentives were provided in the form of \$25 Target gift cards for youth under 21. A gift card was given out for each session attended, with a maximum of \$150 provided to each youth. Collectively, these accommodations made up the bulk of the financial resources needed for this project. Ensuring that participation was as easy as possible was critical in recruiting a diverse and committed group of participants.

Another key aspect in the success of this type of dialogue is genuine inclusion and diverse representation in each circle. This is true for both facilitators and participants. In a circle of 12-15 participants, the ideal size, the model dictates that the make-up of participants balance between members of law enforcement, young people, and adult community members. Considerations should also be made for the demographic make-up of each of those groups of participants. Demographic data was collected so that organizers could assess for appropriate diversity and representation in each group. This point cannot be stressed enough when we are asking communities to address structural racism and inequities. Where there is not an even balance of demographics and perspectives, it can lead to an incomplete discussion at best and racial stress for underrepresented individuals at worst.

***"Everything I learned was so important, but what really struck me was all of us willing to participate and have hope."***

-Anonymous Dialogue Participant

In terms of process, because the sessions build upon one another and the group dynamic was being established and fostered, there needed to be consistent participation in each circle. We asked participants ahead of time to commit to attending all sessions and for the most part this request was respected. In circles where attendance was not consistent, it was more difficult to maintain fluidity of discussion. This model also prohibits any witnesses to the process. The only people present at each session were the facilitators and participants. Having outside participants watch or document the process would hinder group cohesion and disrupt the brave spaces that the groups were creating.

The last key piece of hosting these dialogues was providing a comprehensive list of local mental health and crisis support resources. The contact list was given to each participant at the beginning of the first session, and additional copies were provided at each subsequent session. Recognizing that the dialogues tackled sensitive experiences and deeply personal perspectives, it was imperative that some form of support needed to be provided should any of the participants need or want it. YVPN consulted with partners at County Behavioral Health for help in developing an accurate contact list. Organizers also considered enrolling behavioral health professionals to participate in each circle, but determined that it would be difficult to have these individuals transition between equal participation in the process and serving as a support to another participant.

After the circles were complete, there were multiple opportunities for organizers, facilitators, and participants to provide feedback on what worked, what was learned, and what could have been done differently. The evaluation section of this report shares these insights.

### Action Forum

An Action Forum was held in June 2019, following the completion of all the dialogues circles. The Action Forum was an event that brought together different circle participants, facilitators, organizers, and other interested stakeholders. Everyone had the opportunity to celebrate and learn about what took place, hear about each other's experience in the dialogues process, and share the compiled ideas for action generated by each circle. The dialogue circles spent sessions 5 and 6 visioning what safe and equitable communities look like, identifying the assets already available to make the visions a reality, and generating ideas for collaborative action that could help us achieve these visions. Each circle worked together to brainstorm, discuss and prioritize ideas for action while neutral facilitators helped to guide the process and capture the group's ideas. From their process, over 80 ideas were generated between the 5 circles which were sorted into the following 4 categories with the prioritized ideas (*Note: These ideas are representative of the collaborative work of the dialogue circle participants in May 2019*):



#### Focus Area 1: Increasing Education Opportunities & Information Sharing

- Start this discussion in different ways/different places (i.e. schools, churches, grocery stores, parks, etc.)
- Consider remote options, i.e., webinars
- Interactive resource guide online (could work with Digital Nest)
- Improve community understanding of the job of police (e.g. ride-a-longs)



- Improve police understanding of community members' apprehension/fear
- More effective and culturally responsive outreach to community members
- Increase educational opportunities with student leadership opportunities: Integrated education programs, clubs in school, police and schools, customer service
- Transparency with documents, annual updates and police communications

## Focus Area 2: Community Events & Activities

- "Party with the Po-Po" - organize a party with music and fun with Watsonville Police Department in the plaza/ Monthly block parties with police, doing targeted outreach regarding resources to community
- Other community fairs/ festivals or equity conference with law enforcement
- Activities that address services and community diversity

## Focus Area 3: Shifts in Policies & Practices around Policing

- Work towards all jurisdictions exploring the adoption of 21st Century Policing or community policing
- Citizen Advisory Boards or Citizen Review Boards for all law enforcement jurisdictions
- Increase police transparency by making data publicly shared by all police jurisdictions (including use-of-force and stop data, demographic data, etc.)
- Recruit and hire officers who reflect and represent the community in which they serve - change hiring policies and prioritize this
- Increase law enforcement staffing and budget, allowing time for police officers to participate in the community and/or Create Community Outreach Officers whose sole role is to outreach to and work with the community
- Make sure police training is adequate, including cultural component

Knowing that this list was a compilation of the five dialogue circle's ideas, sourced from diverse groups of participants with varying individual perspectives, this event was a starting place for exploring the ideas generated by the dialogue participants and the possibility of coming together to work on them. It should be noted that many of the groups discussed other issues impacting their communities including meeting basic needs such as food and shelter. These ideas were compiled in the 'Other Community Needs' category and participants were provided with information on some of the other community efforts underway to address those issues. Although each circle used the same discussion guide to work through this process, there were some differences in how this activity was facilitated in each of the circles, so the prioritization process was not uniform across all groups. The full list of ideas can be found at the end of this report in Appendix B.

## Evaluation

### Participant Survey Methodology

Applied Survey Research (ASR) created pre- and post-surveys to document the results of the dialogues to gather data on key indicators for success. At the start of session one, participants were asked to complete the pre-test survey. Nineteen adult participants, 23 youth participants and 12 law enforcement officers completed the pre-test survey. After the sixth and final session, participants were asked to complete the post-test survey. Fifteen adult participants, 14 youth participants and 12 law

enforcement officers completed the post-test survey. Community results are not a matched set, law enforcement results are a matched set. Survey results were entered into Survey Monkey, various cross tabulations executed. Due to low numbers, select results by age of community participants (youth vs adult) are the only cross tabulated results shared here.

### Theory of Change

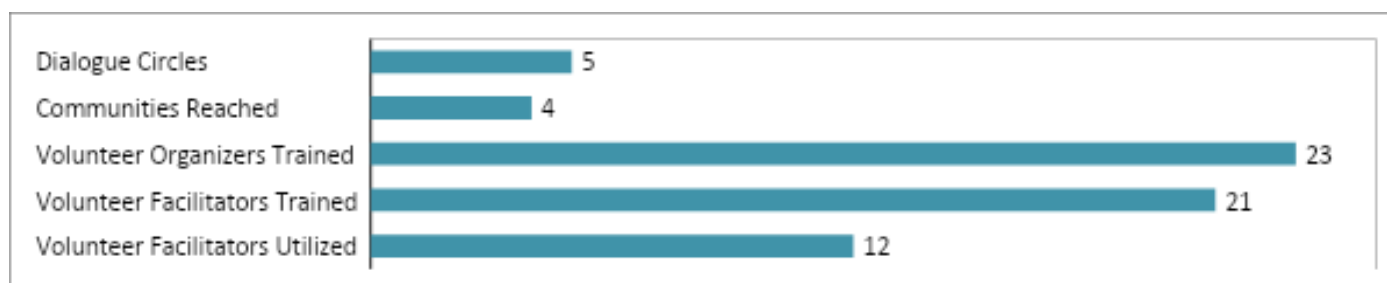
If we	Then	We will see
Bring youth, community members and Law Enforcement Officers together to talk in a facilitated, safe, organized process...	<ul style="list-style-type: none"> <li>• Support sharing of personal stories and experiences</li> <li>• Encourage authentic listening and open, respectful dialogue</li> <li>• Examine the root causes of issues facing our communities</li> <li>• Identify priorities for group action</li> </ul>	<ul style="list-style-type: none"> <li>• Stronger community relationships with increased empathy and trust</li> <li>• Formation of common ground for solving problems and working together during “regular” times and during crisis</li> <li>• Institutional and policy changes that reflect greater collaboration and connection between law enforcement and the community</li> </ul>

Utilizing a modified Results Based Accountability framework, select process and outcome measures were identified and tracked.

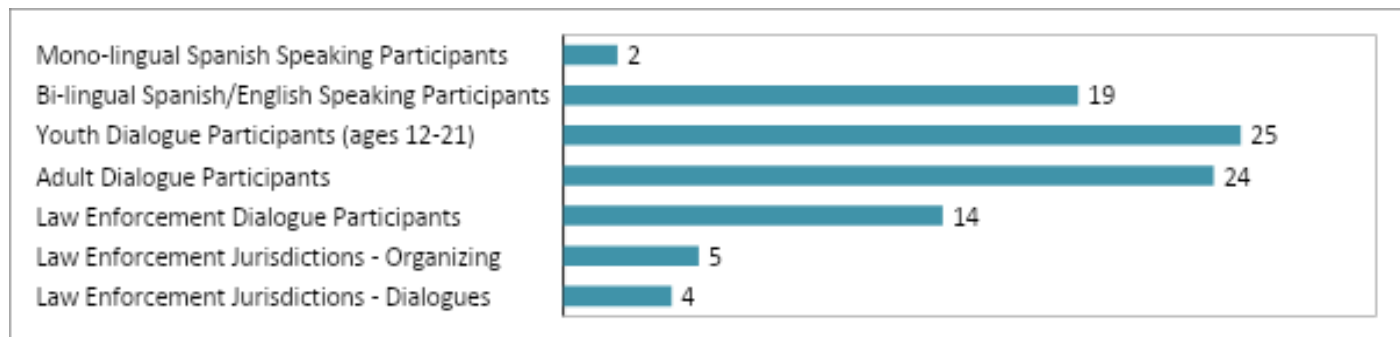
### Dialogues Data & Findings

The dialogue goals that were measured by the pre-and post-surveys were to 1) strengthen the relationship between law enforcement and the community, building empathy and trust, and 2) create common ground for problem-solving. Survey results show increased empathy and trust, with 87% of adult participants and 78% of youth reporting that they are more aware of the challenge facing law enforcement. Similarly, 100% of law enforcement officers reported being more aware of the challenges facing the people in their community, and 92% were more aware of the specific challenges facing youth. Survey results also showed willingness from community members to improve relationships in order to solve problems, with 87% of adult participants and 50% of youth reporting that they planned to establish better relationships with officers for this reason. Law enforcement officers reported similar willingness, with 100% saying they planned to establish better relationships in the general community, and 75% saying they planned to establish better relationships with youth.

### How much did we do?



## How well did we do it?



Note: Law Enforcement jurisdictions that participated in the dialogues include SCPD, CPD, WPD and the Sheriff's Department. SVPD participated in organizing, but a circle was not held in their jurisdiction.

## Is anyone better off?

	Community	Law Enforcement
Understanding of structural racism and its impact on communities	↑	↑
Understanding of unconscious bias and the impact on interactions between Law Enforcement and the community	↑	↑
Understand the role of Law Enforcement	↑	n/a
Willingness to work together to solve problems	→	↑
Aware that Law Enforcement face challenges	↑	n/a
Understanding of the challenges Law Enforcement face	↓	n/a
Understanding of the challenges faced by youth	n/a	↑
Understanding of the challenges faced by the community in general	n/a	↑
Trusting relationship with at least one Law Enforcement Officer	↑	n/a
Trusting relationships in the community I serve	n/a	↓
Plan to act to establish better relationship with Law Enforcement	78-87%	n/a
Plan to act to establish better relationships within the community in general	n/a	100%
Plan to act to establish better relationships with youth	n/a	92%
↑ = INCREASED FROM PRE-POST    ↓ = DECREASED FROM PRE-POST    → = STAYED THE SAME		

## Project Reflections & Feedback

YVPN is committed to continuous quality improvement and believes this is a key piece of all systems work, as we strive to end inequity and seek thriving for all. To this end, it is important that perspectives are captured on what worked and what we can learn to do this work differently in the future. Following the completion of the dialogue circles and the action forum, reflections and feedback were collected from project organizers, facilitators, and participants to further tell the story of what happened and inform the next steps. Below is a summary of what was heard in this process:

Theme	What Worked?	Lesson Learned?
Outreach & Engagement	<ul style="list-style-type: none"> <li>• <b>Enrolling individuals and organizations</b> with interest and/or expertise on the issue who are willing to be champions for the work</li> <li>• <b>Recruiting facilitators</b> with some background or training in mediation and/or conflict resolution</li> <li>• <b>Soliciting honest and constructive perspectives</b></li> <li>• <b>Tapping into youth serving organizations</b> who have established, trusted relationships with local youth</li> <li>• <b>Commitment and participation from leadership with all 5 law enforcement</b> jurisdictions was key in this project and was important for ensuring balance of perspectives.</li> <li>• Officers participating, especially at the start, in plain clothes helped to ease discomfort and fear</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Circles and facilitator teams that were not diverse enough</b> (demographically and in terms of perspectives), which led to increased burden on individuals who were underrepresented and/or ability to fully contribute</li> <li>• <b>Need to further engage education, faith-based, and business partners</b></li> <li>• <b>Need for diverse youth participants</b> (demographically and experientially) in organizing and facilitation</li> <li>• <b>Look into ways to further resource the process</b> so that volunteers can be compensated in some way for their time</li> <li>• Facilitators need to be able to remain neutral; cannot be driving the narrative or taking sides.</li> <li>• <b>Organizers need to fully explore and define project goals, outcomes, and messaging</b></li> </ul>
Logistical Considerations	<ul style="list-style-type: none"> <li>• <b>Holding the dialogues in neutral, community-based locations</b> (i.e., Boys &amp; Girls Club, churches, community centers, etc.)</li> <li>• <b>Providing equitable access for participants</b> including providing food, translation, childcare, transportation</li> <li>• <b>Providing financial incentives for young people</b> to promote participation</li> <li>• <b>Facilitator preparation and debrief</b> for each dialogue session was proven to enhance the effectiveness of the session</li> <li>• <b>Holding consistent circles</b> created excitement and even a sense of community for those involved</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Preparing for the action phase of this work must be done early</b> and throughout the dialogues organizing process</li> <li>• <b>Holding multiple circles consistently spread organizers too thin</b>; look at developing a plan where they are spread out over time</li> <li>• <b>Participant recruitment was very difficult</b></li> <li>• <b>Organizers need to be flexible</b> and be able to adjust plans based on real time factors</li> <li>• <b>Provide tutorials or support with any technology being used</b> (e.g., Google Drive)</li> </ul>

	<ul style="list-style-type: none"> <li>● <b>Soliciting donations for food and space proved</b> to be very helpful in terms of project resources and it provided an opportunity for business partners to see their role in the work</li> </ul>	
Thoughts on the Model	<ul style="list-style-type: none"> <li>● <b>Participant's acknowledged the power of these spaces</b></li> <li>● <b>Providing trainings and the necessary tools</b> to support organizers and facilitators</li> <li>● <b>Providing mental health and crisis support</b> contact information throughout the process</li> <li>● <b>Having multiple sessions that build upon each other</b> provided the opportunity for shifts in perspectives throughout the process Facilitator and participant discussion guides in English and Spanish</li> <li>● The line and circle activities were impactful and led to rich dialogue</li> <li>● <b>The celebration aspect of the action forum, was rewarding for everyone involved</b></li> <li>● <b>The guide provided information on the types of racism and its potential impacts;</b> many said they had not known or considered the issues raised in the guide and process</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Organizers and facilitators should participate in a full dialogue process</b> before attempting to hold these spaces for others</li> <li>● <b>Prioritize discussion guide activities and prompts</b> that can be impactful in the amount of time allotted for each session</li> <li>● <b>Some felt that the topic could have been centered around just policing or just inequities</b> in the criminal justice system; suggestion to hold circles on racial equity and invite police into the process rather than focus on the intersection of these two issues</li> <li>● <b>All participants must start and end the process together;</b> deviating from this can disrupt the group dynamic and hinder honesty and growth</li> <li>● <b>The discussion guide did not specifically address the relationships between youth, race and police</b></li> <li>● <b>6 sessions may be too big</b> of a commitment for some; consider shorter process</li> <li>● <b>Consider making the action component a phase 2 activity</b> and using all sessions for dialogue</li> </ul>

## Potential Next Steps

A growing body of research, including this report, is showing that dialogue can be an important tool in communities to address race and policing and other complex social issues. Acknowledging what worked and what lessons we can glean about how to evolve the implementation and use of dialogue can lead to increasingly more effective and widespread use.

For the organizers, facilitators and participants of Santa Cruz County's YVPN Dialogues to Change Project, the dialogue, and its ability to give equal voice, address challenging topics, and building connections, proved to be of great value. From all the hard work that went into this project, our communities are, to some degree, more connected. The ripple effects of the built-in individual relationships can be felt in the police departments and homes of those involved. Santa Cruz County now has trained organizers and facilitators of this process. Additionally, we now have a rich list of possible actions that can be implemented to further strengthen community and law enforcement relationships. We also want to acknowledge that this issue has continued to evolve both nationally and locally, and

that what is expressed in this report is a reflection of what was expressed in the spring of 2019. It is our hope that this energy and knowledge will continue to drive forward collaborative action for positive community change.

Our call to action following the release of this report includes:

- To share this report widely to increase awareness of dialogue as a meaningful tool for community change and the need for inclusive public safety efforts;
- To engage with others to organize action teams to hold additional dialogue circles and/or implement action ideas;
- To change pro-social engagement between members of law enforcement and community members they serve to build relationships and have open communication; and
- To track data related to community and law enforcement trust and disparities in arrests, incarceration and other contacts with the criminal justice system

## Conclusion

The YVPN, in partnership with a wide array of systems partners and motivated community volunteers, went on a journey to see how dialogue could be used as a tool for constructive communication, building relationships and trust, and visioning for collaborative action. This project tackled the dynamic relationship between law enforcement and the communities they serve utilizing a racial equity lens. This was a challenging effort and it involved courage, flexibility, commitment, and hope by everyone involved to see it through. There were many lessons learned and much to be proud of in terms of our community's willingness to be bold and dive deep for the sake of inclusive violence prevention.

***"Since participating in the dialogues, my community has literally gotten bigger. There's not one person from my circle that I haven't run into or connected with since the dialogues ended."***

-Anonymous Dialogue Facilitator

*"Communities and law enforcement should engage young people in a process of co-producing public safety: Young people are intimately implicated in problems of community violence and disorder, and their proximity to the problem gives them unique insight into the factors that are driving it and possible solutions. Lawmakers, law enforcement, and others who are charged with producing public safety should develop mechanisms to engage with young people in consistent and meaningful ways."*<sup>9</sup>

Honoring our collective wisdom, and specifically the wisdom of young people (as young as age 12), was pivotal in this project. YVPN seeks wellbeing for all: young people, families and communities as a whole. Doing prevention work together invests in our communities and supports the development of leaders and change agents now and in the future.

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<sup>9</sup> Principles of Procedurally Just Policing. The Justice Collaboratory at Yale Law School. January 2018; [https://law.yale.edu/sites/default/files/area/center/justice/principles\\_of\\_procedurally\\_just\\_policing\\_report.pdf](https://law.yale.edu/sites/default/files/area/center/justice/principles_of_procedurally_just_policing_report.pdf)



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Everyday Democracy, 2017; <https://www.everyday-democracy.org/>

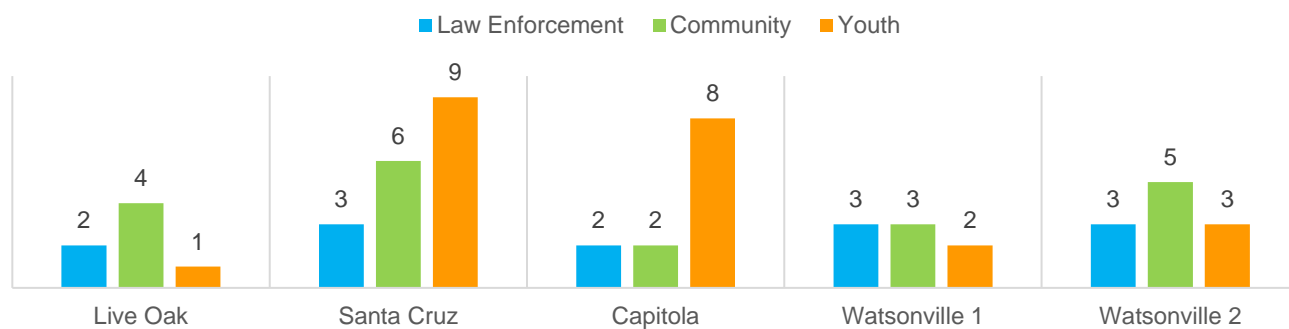
Principles of Procedurally Just Policing. The Justice Collaboratory at Yale Law School. January 2018; [https://law.yale.edu/sites/default/files/area/center/justice/principles\\_of\\_procedurally\\_just\\_policing\\_report.pdf](https://law.yale.edu/sites/default/files/area/center/justice/principles_of_procedurally_just_policing_report.pdf)

## Appendix A. Survey Findings

### Survey Findings

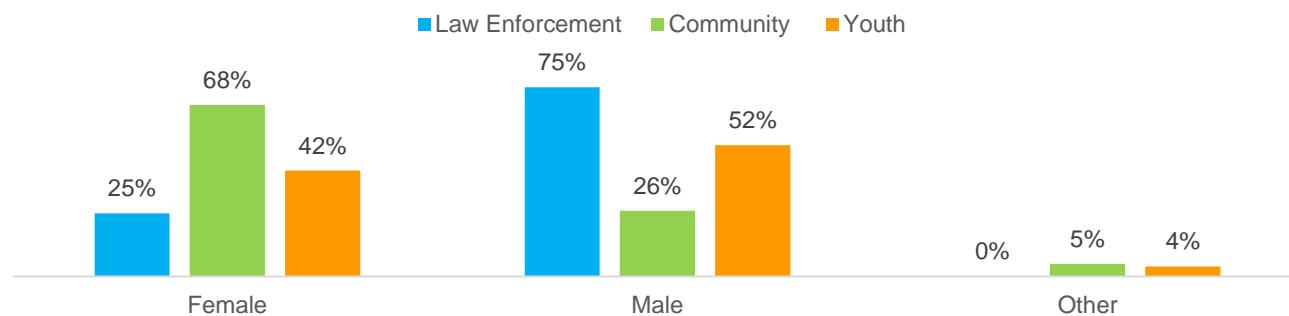
#### DEMOGRAPHICS

Number of Participants per Site



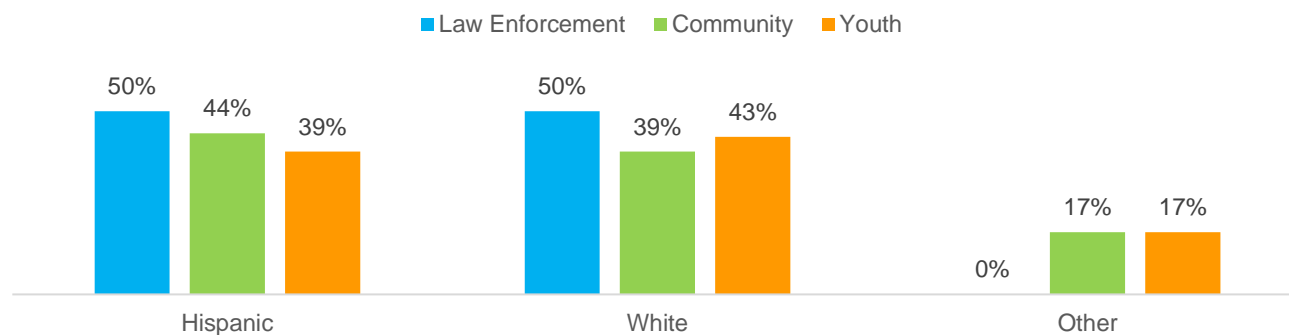
*Note: Youth participation in Santa Cruz was higher due to a group of students attending together, and in Capitola because five youth came from the Davenport Resource Center.*

Gender of Dialogue Participants



*Law Enforcement n=12, Community n=42 (at pre-test)*

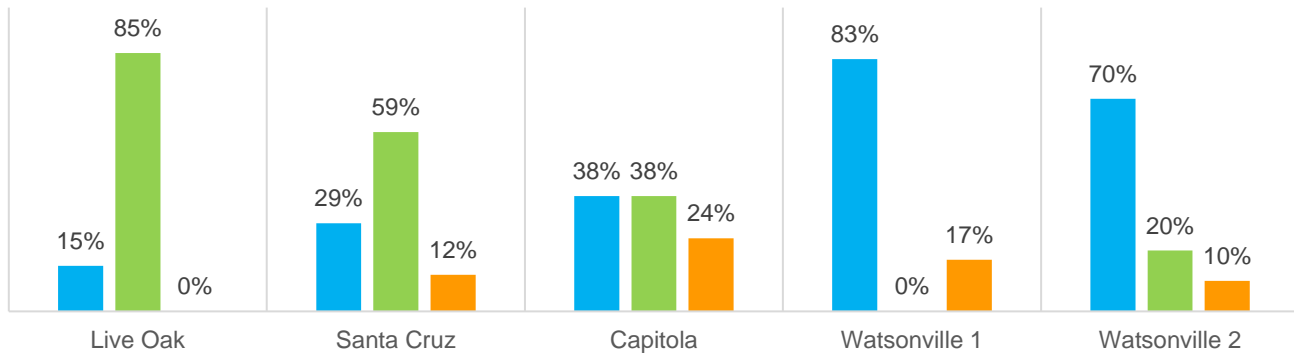
Racial Make-up of Dialogue Participants



*Law Enforcement n=12, Community n=41 (at pre-test)*

## Racial Make-up of Individual Dialogue Circles

■ Hispanic ■ White ■ Other



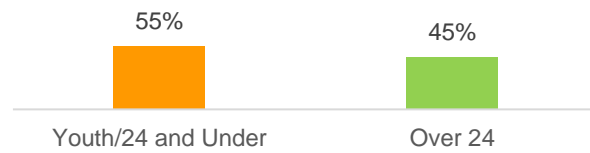
*n=53 (at pre= test)*

## Age of Law Enforcement Participants



*n=12*

## Age of Community Participants



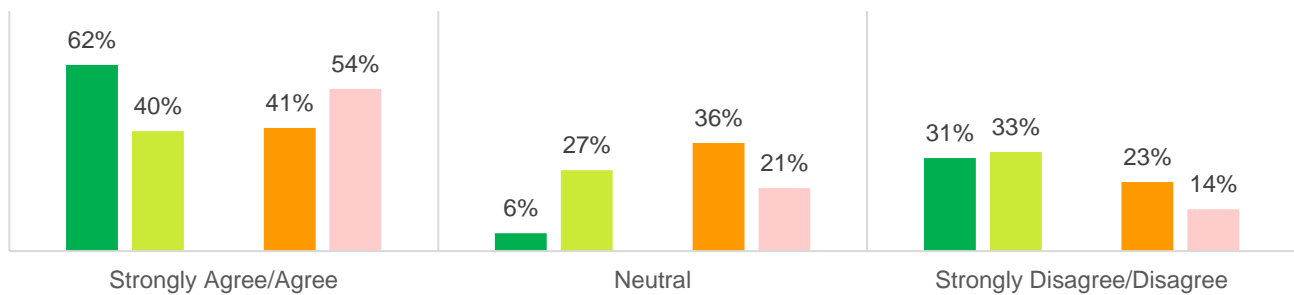
*n=42*

## PRE- AND POST-TEST SURVEY RESULTS

### TRUST

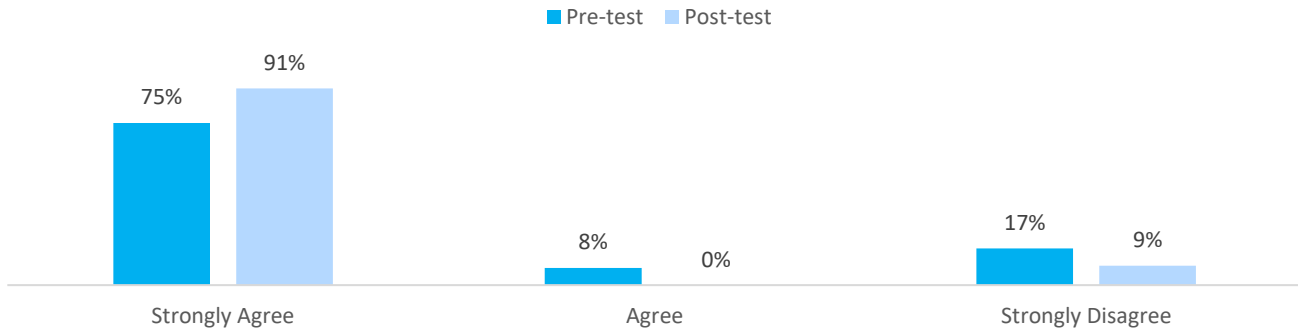
### ADULT & YOUTH PARTICIPANTS – I believe law enforcement works to build trust with everyone in the community.

■ Pre-test ADULT ■ Post-test ADULT ■ Pre-test YOUTH ■ Post-test YOUTH



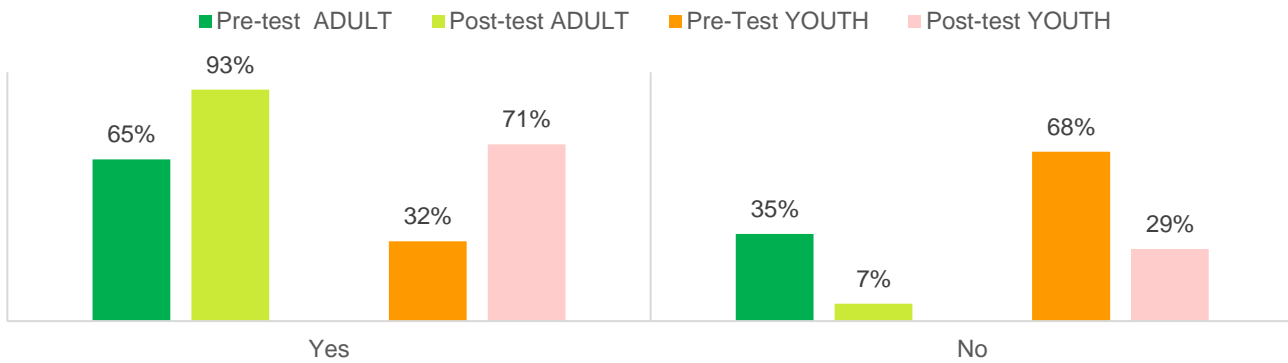
*Adult: Pre-test n=16 , Post-test n=15, Youth: Pre-test n=22 , Post-test n=14*

**LAW ENFORCEMENT – I believe as a law enforcement officer, I must work to build trust with the community.**



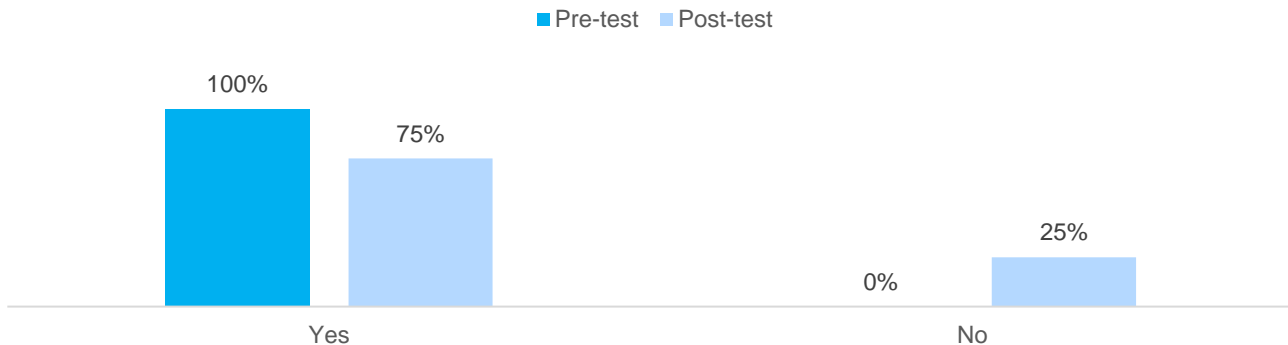
Note: Multiple choice options with zero responses not included.  
Pre-test n=12, Post-test n=11

**ADULT & YOUTH PARTICIPANTS – I have at least one member of law enforcement that I trust.**



Adult: Pre-test n=17, Post-test n=14, Youth: Pre-test n=22, Post-test n=14

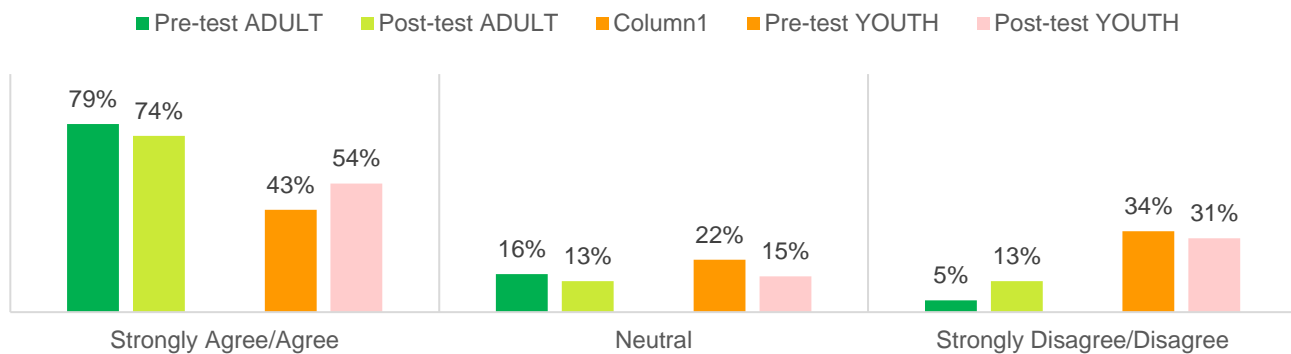
**LAW ENFORCEMENT – I have trusting relationships within the community I serve.**



Pre-test n=11, Post-test n=12

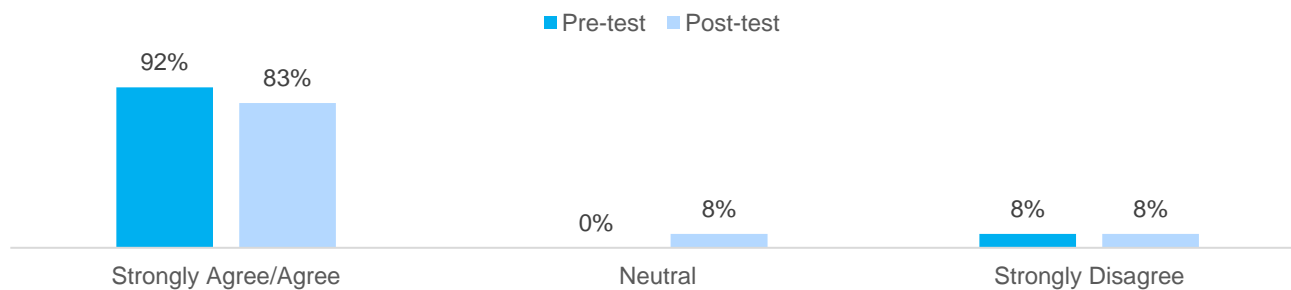
## Interactions

### ADULT & YOUTH PARTICIPANTS – I am comfortable interacting with law enforcement.



Adult: Pre-test n=19 , Post-test n=15, Youth: Pre-test n=23 , Post-test n=13

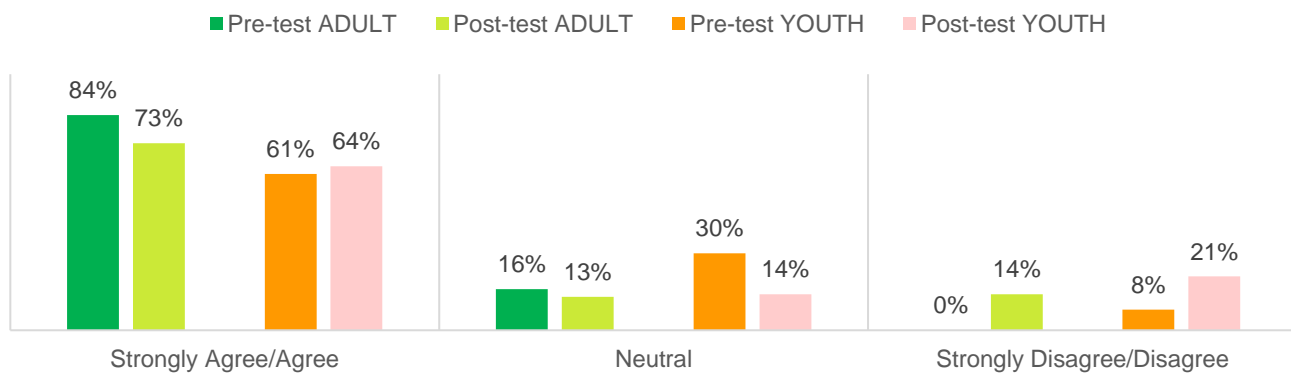
### LAW ENFORCEMENT – I am comfortable dealing with people of color in the community I serve.



Note: Multiple choice options with zero responses not included.  
Pre-test n=12 , Post-test n=12

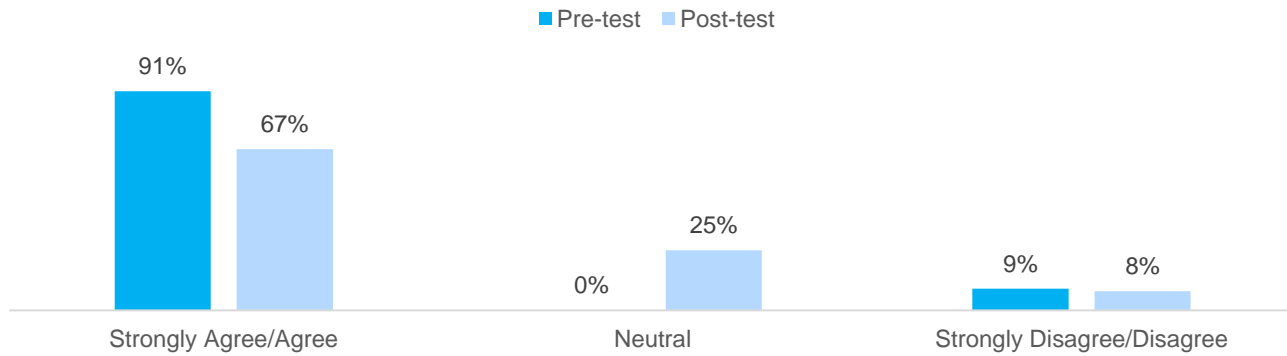
## Respect

### ADULT & YOUTH PARTICIPANTS – I treat law enforcement officers with respect.



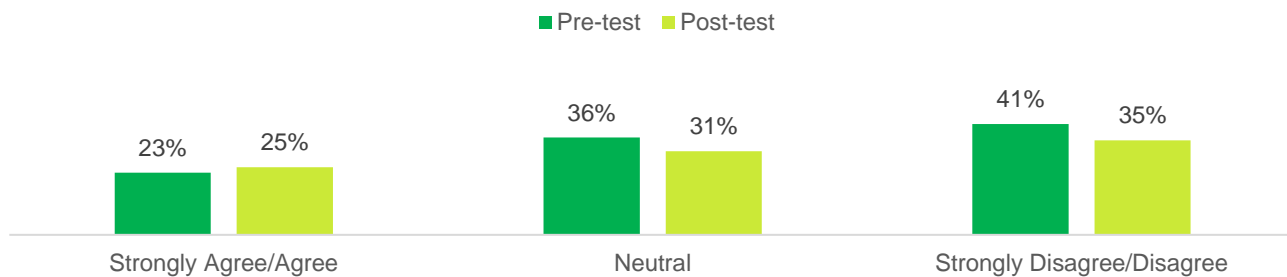
Adult: Pre-test n=19 , Post-test n=15, Youth: Pre-test n=23 , Post-test n=14

**LAW ENFORCEMENT – The way the community treats law enforcement influences how law enforcement responds to the community.**



Pre-test n=11 , Post-test n=12

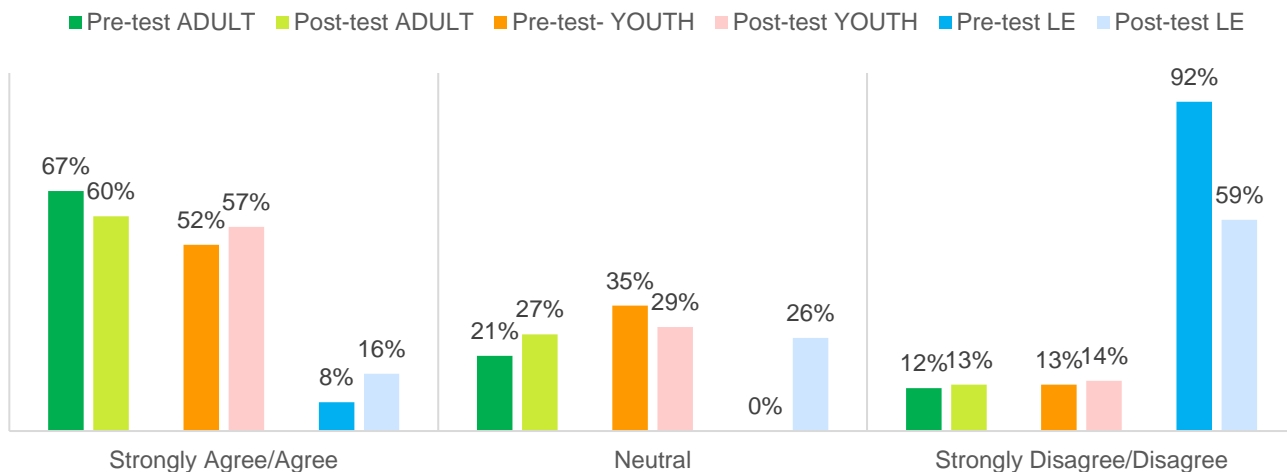
**ALL COMMUNITY – I believe law enforcement serving this community treat all people with respect.**



Pre-test n=39 , Post-test n=29

**Treatment of People of color and youth**

**ALL PARTICIPANTS – I think some members of law enforcement treat people of color in this community more harshly.**

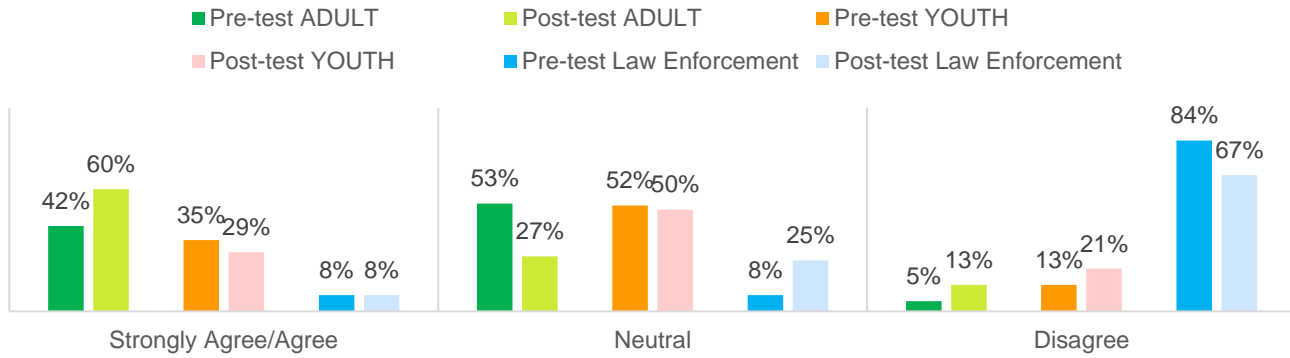


Adult: Pre-test n=18 , Post-test n=15, Youth: Pre-test n=23 , Post-test n=14, Law Enforcement: Pre-test n=12 , Post-test n=12

Note: LE = Law Enforcement



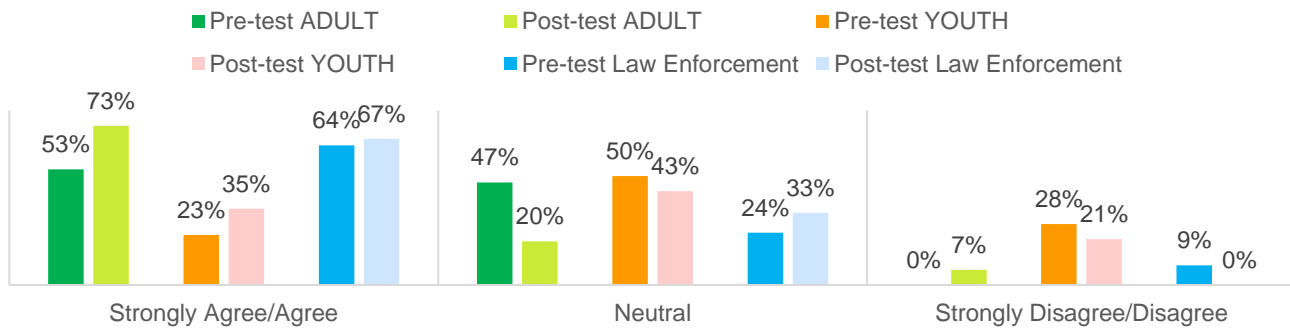
## ALL PARTICIPANTS – I think some members of law enforcement treat youth in this community more harshly.



Adult: Pre-test n=19 , Post-test n=15, Youth: Pre-test n=23 , Post-test n=14, Law Enforcement: Pre-test n=12 , Post-test n=12  
Note: LE = Law Enforcement

## Fairness

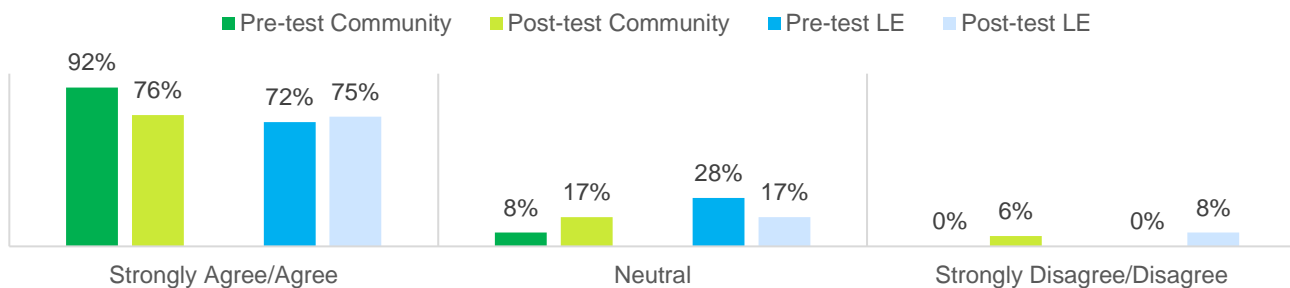
### ALL PARTICIPANTS – I think law enforcement called to a scene or situation in my community handle it fairly most of the time.



Adult: Pre-test n=17 , Post-test n=15, Youth: Pre-test n=22 , Post-test n=14, Law Enforcement: Pre-test n=11 , Post-test n=12  
Note: LE = Law Enforcement

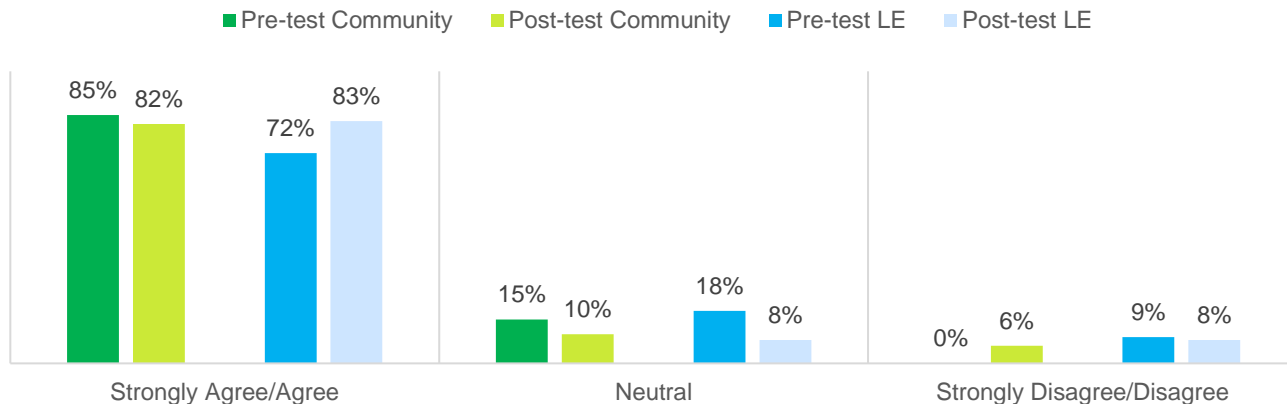
## improving Relationships

### ALL PARTICIPANTS - Relations between law enforcement and people of color in our community could be improved.



Community: Pre-test n=39 , Post-test n=29, Law Enforcement: Pre-test n=11 , Post-test n=12  
Note: LE = Law Enforcement

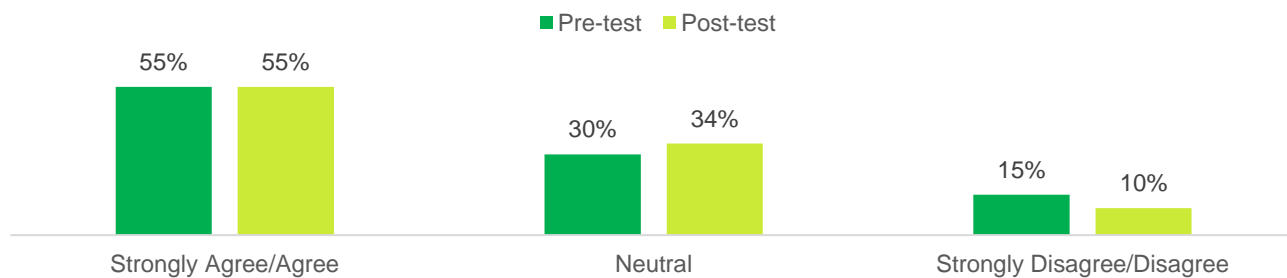
## ALL PARTICIPANTS - Relations between law enforcement and youth in our community could be improved.



Community: Pre-test n=39 , Post-test n=29, Law Enforcement: Pre-test n=11 , Post-test n=12  
 Note: LE = Law Enforcement

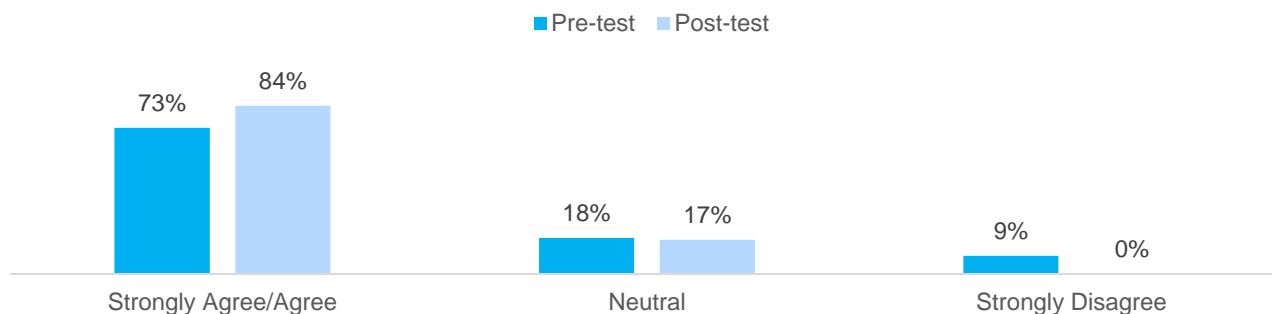
### Stepping in to intervene

#### ALL COMMUNITY - When I see someone I know disrespecting law enforcement, I encourage them to act differently.



Pre-test n=39 , Post-test n=29

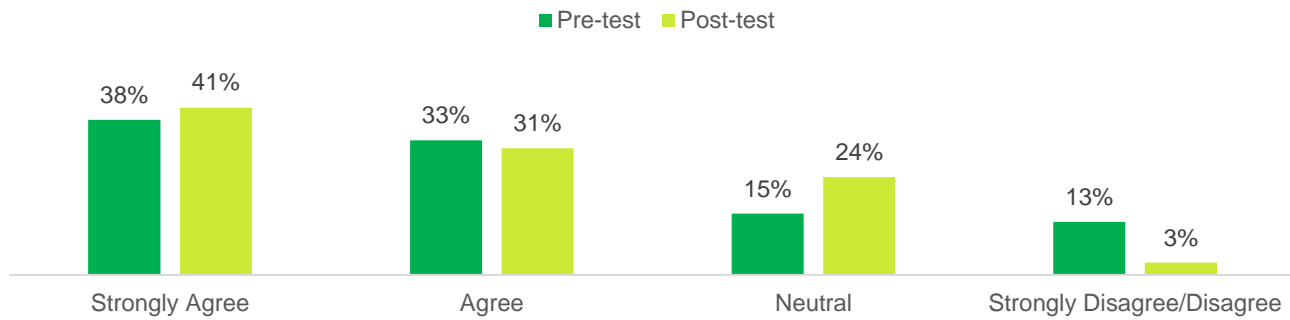
#### LAW ENFORCEMENT - When I see a fellow officer disrespecting a person in the community, I encourage them to act differently.



Note: Multiple choice options with zero responses not included.  
 Pre-test n=11 , Post-test n=12

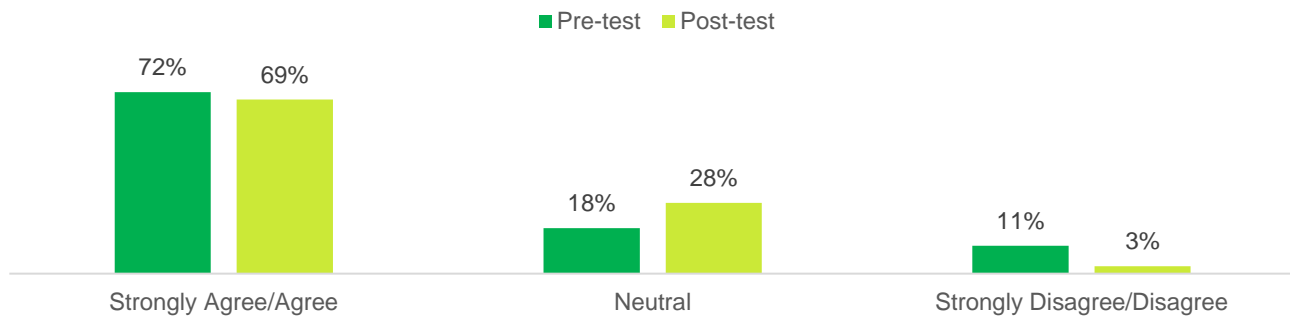
## Importance of Law Enforcement and understanding their challenges

**ALL COMMUNITY – Law enforcement has an important role to play in strengthening our community.**



Pre-test n=39 , Post-test n=29

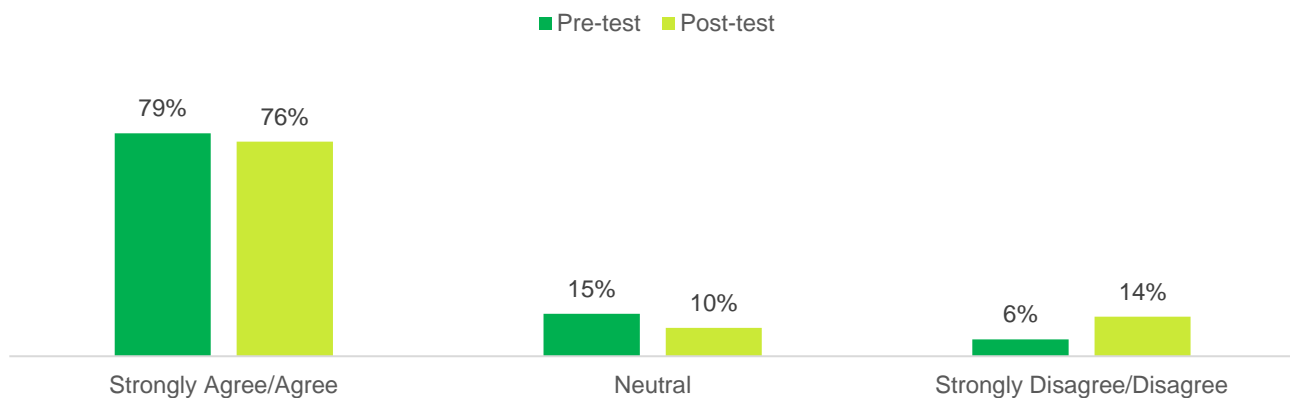
**ALL COMMUNITY – I understand the challenges faced by law enforcement officers.**



Pre-test n=39 , Post-test n=29

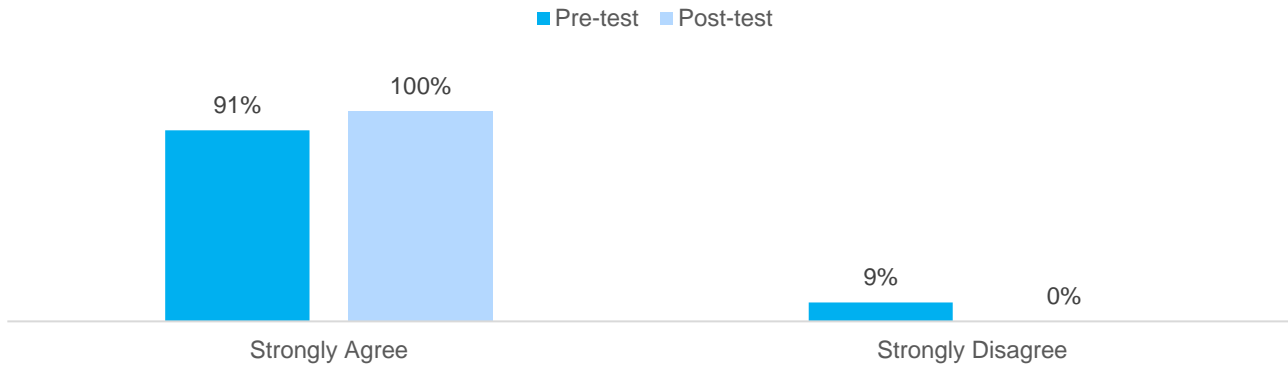
## Working Together

**ALL COMMUNITY - I am willing to work with law enforcement to address problems in our community.**



Pre-test n=39 , Post-test n=29

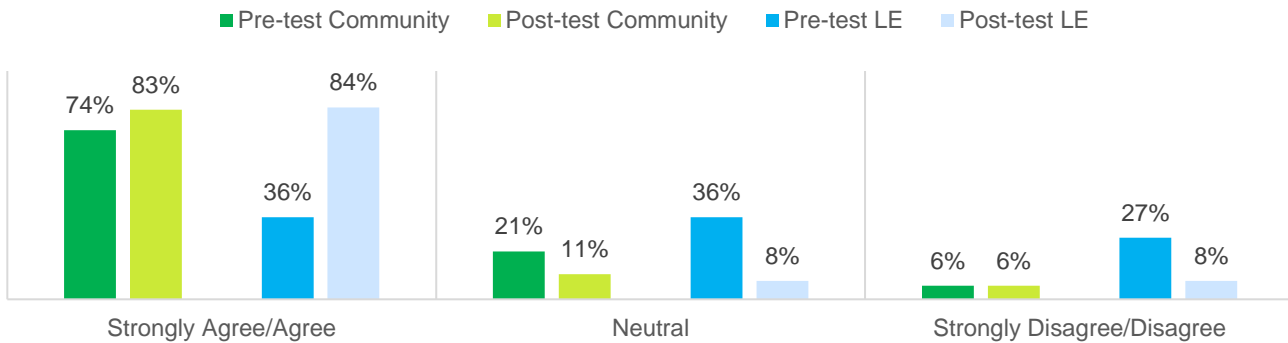
## LAW ENFORCEMENT - I am willing to work with community members to address problems in our community.



Note: Multiple choice options with zero responses not included.  
Pre-test n=11, Post-test n=12

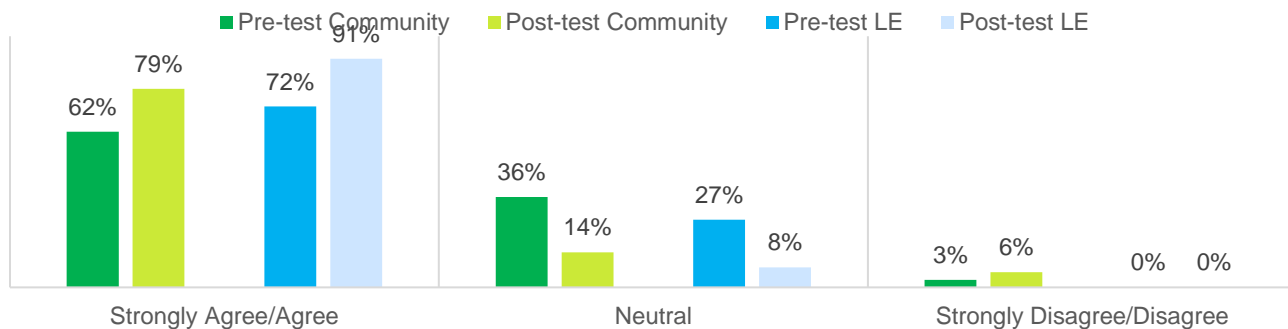
## Structural racism and implicit bias

### ALL PARTICIPANTS - I understand what structural racism is, and how it impacts our community.



Community: Pre-test n=39, Post-test n=29, Law Enforcement: Pre-test n=11, Post-test n=12  
Note: LE = Law Enforcement

### ALL PARTICIPANTS - I understand what unconscious/implicit bias is, and how it can impact interactions between law enforcement and the community.

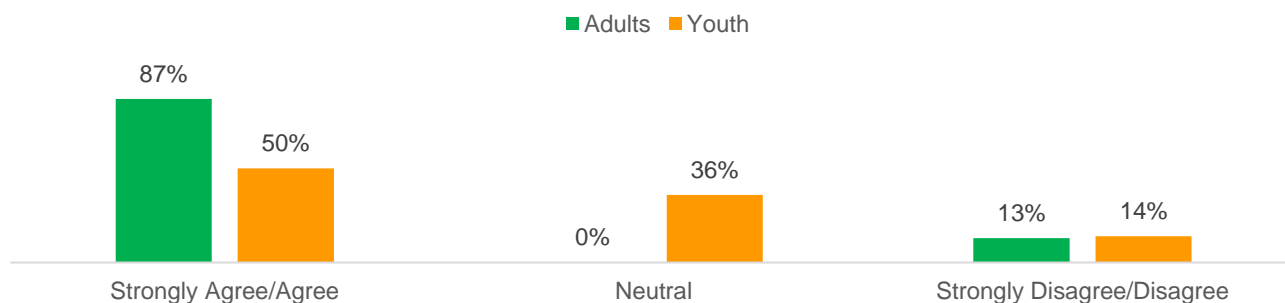


Community: Pre-test n=39, Post-test n=29, Law Enforcement: Pre-test n=12, Post-test n=12  
Note: LE = Law Enforcement

## POST-TEST ONLY SURVEY RESULTS

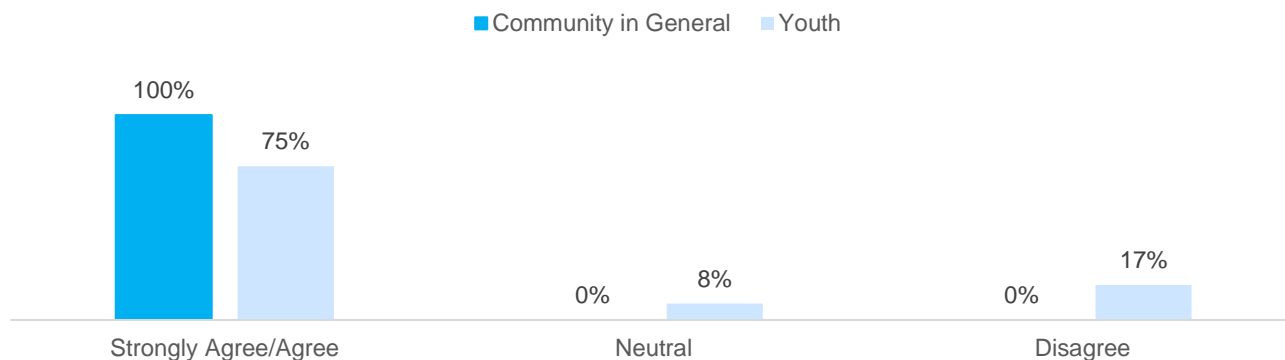
### Empathy

**ADULT & YOUTH PARTICIPANTS - I am more aware of the challenges faced by law enforcement.**



Adult n=15, Youth n=14

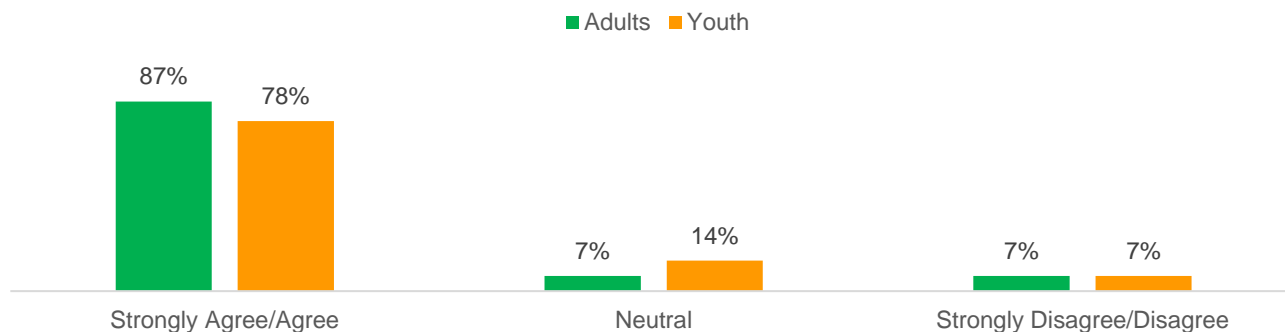
**LAW ENFORCEMENT - I am more aware of the challenges faced by the community in general, and youth specifically, in the community I serve.**



Note: Multiple choice options with zero responses not included.  
n=12

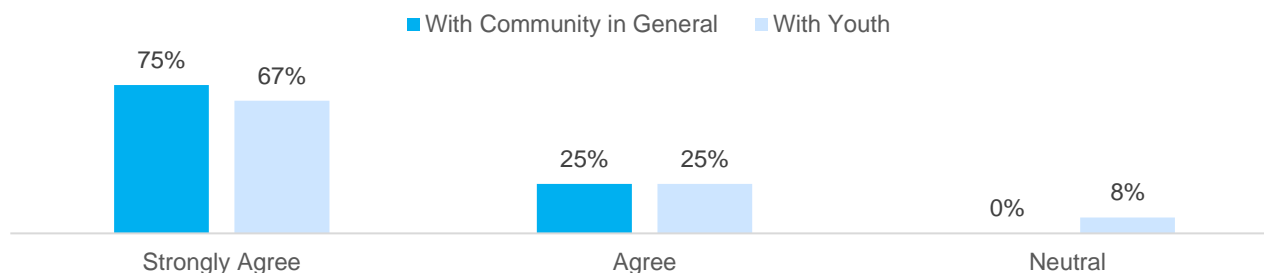
### Relationship building

**ADULT & YOUTH PARTICIPANTS - I plan to establish a better relationship with law enforcement in my community.**



Adult n=15, Youth n=14

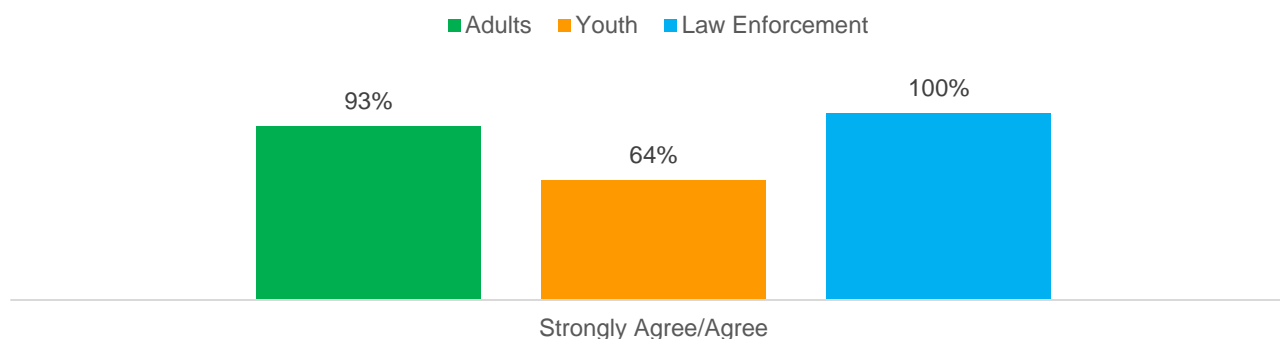
**LAW ENFORCEMENT - I plan to establish better relationships with the community in general, and with youth specifically, in order to solve problems.**



*Note: Multiple choice options with zero responses not included.  
n=12*

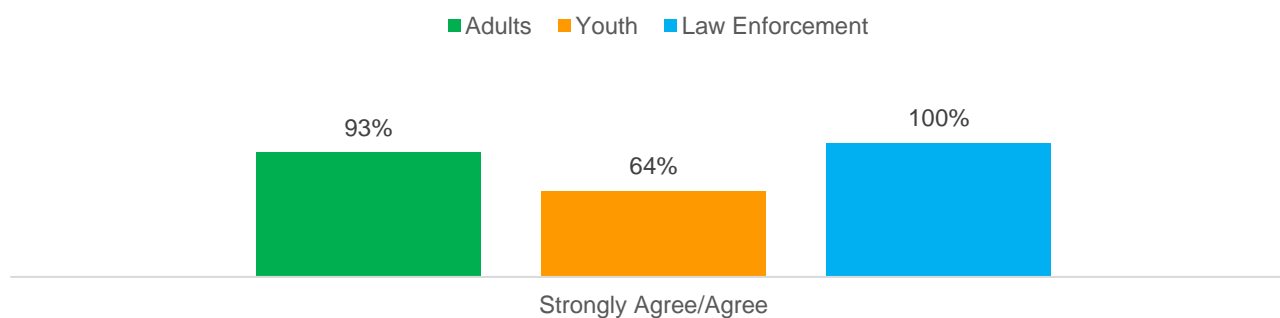
**Participation in Action and future dialogues**

**ALL PARTICIPANTS - I plan to participate in and contribute towards at least one of the action ideas identified during the dialogue process.**



*Adult n=15, Youth n=14, Law Enforcement n=12*

**ALL PARTICIPANTS - I will encourage others in the community, or other officers in my law enforcement jurisdiction, to participate in this kind of dialogue.**



*Note: Multiple choice options with zero responses not included.  
Adult n=15, Youth n=14, Law Enforcement n=12*



## OPEN-ENDED RESPONSES

### WHAT WAS THE MOST IMPORTANT THING YOU LEARNED?

#### ADULTS:

- *That our law enforcement officers are trying to change historical attitudes by more education and additional training. There are several opportunities for the community member to interact with our police officers on a personal level.*
- *That appropriate outreach was not done to bring in a diverse community representation.*
- *That it's possible to conduct such a challenge as our group with its very different needs/ages/Davenport area residents*
- *Being able to listen to others and their concerns/ideas*
- *That some officers are representative of our community and are super good people*
- *We can work together to improve our community.*
- *I learned about all the good things that we have here in Watsonville.*
- *Discovering my strength and potential.*
- *Santa Cruz Police Department is committed to improving community relations. Community and police relations can be improved in six weeks.*

#### YOUTH:

- *Learning about structural racism and unconscious/implicit bias. Realizing how similar we are as community members and how we all want the same thing of a safe community.*
- *Some police officers avoid pulling color people over in order to be respected.*
- *Implicit bias*
- *I learned that we as community members don't have to be scared of law enforcement and we should treat people with respect and treat them equally.*
- *I learned that we don't have to be afraid of the law enforcement because they are here to help you*
- *Other people's voices in the community.*
- *Cops are trained to be mentally prepared for the worse possible situations (contributing to suspicion and brutality)*
- *Hearing other people's stories in the community, acknowledging difficulties faced by other minorities (besides myself & my race)*
- *How to be a part of the change you want to make.*
- *Everything I learned was so important, but what really struck me was all of us willing to participate and have hope.*
- *There are barriers to effective communication on both sides.*
- *I learned to see a situation from an officer perspective, and how they feel on the topic of racial profiling.*
- *How people feel about the community in general.*
- *The people actually care about the community.*

## **LAW ENFORCEMENT:**

- *Learning how many negative interactions people have had with law enforcement and how one interaction is a reflection on all law enforcement.*
- *Misconceptions about law enforcement by the public. Negative public view in certain areas of L.E.*
- *To make an effort to get involved and influence youth.*
- *That we have the power/ability to make positive changes in our community.*
- *A different perspective of how law enforcement functions in our community.*
- *Allowing everyone to speak.*
- *Different perspectives. The community has a vested interest in how we police.*
- *Hearing specific stories, fears and concerns.*
- *So many people incorrectly have very bad impression of police - especially that we are biased and racist.*
- *At the end of the day, law enforcement are part of our community without a uniform.*
- *It was interesting to hear other people's solutions to solving problems.*
- *Different challenges faced by our community members. Solutions/Actions community members would like to see from the police.*

## Appendix B. for Action

### SANTA CRUZ COUNTY YOUTH VIOLENCE PREVENTION NETWORK

#### 2019 COMMUNITY-LAW ENFORCEMENT DIALOGUES

##### THEMES AND ACTION IDEAS

###### Using this Guide:

This is a list of action ideas that were generated by youth, adult community members, and law enforcement representatives in May 2019, to increase safe and equitable communities across Santa Cruz County. Action ideas from each dialogue circle are indicated by a color. See chart below:

CAPITOLA	LIVE OAK	SANTA CRUZ	WATSONVILLE 1	WATSONVILLE 2
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Other action ideas generated from the organizing and roll out of this project are indicated in black.

#### Focus Area 1: Increased Educational Opportunities & Information Sharing

DIALOGUE	PRIORITIZED ACTION IDEAS
WATSONVILLE 1	<ul style="list-style-type: none"><li>• Monthly block parties with targeted outreach regarding resources to community and with police, consider option to connect remotely via webinar</li><li>• Interactive resource guide online work with Digital Nest</li></ul>
WATSONVILLE 2	<ul style="list-style-type: none"><li>• More effective &amp; culturally responsive outreach to community members</li></ul>
SANTA CRUZ	<ul style="list-style-type: none"><li>• Increase educational opportunities with student leadership opportunities: Integrated education programs, clubs in school, police &amp; schools, customer service</li><li>• Transparency with documents, annual updates and police communications</li></ul>
CAPITOLA	<ul style="list-style-type: none"><li>• Improve community understanding of the job of police (e.g. ride-a-longs)</li><li>• Improve police understanding of community members apprehension/fear</li><li>• Start this discussion in different ways/different places (i.e. schools, churches, grocery stores, parks, etc.)</li></ul>

###### Additional Action Ideas:

- Better understanding of what is and what isn't racial profiling
- Implicit bias training
- Police departments meet with church leaders for outreach
- Income gap education
- Connect with other communities that are doing similar work
- Connect this work with Pajaro Valley Unified School District

## Focus Area 2: Community Events & Activities

DIALOGUE	PRIORITIZED ACTION IDEAS
WATSONVILLE 1	<ul style="list-style-type: none"> <li>• "Party with the Po-Po" - organize a party with music and fun with Watsonville Police Department in the plaza</li> </ul>
SANTA CRUZ	<ul style="list-style-type: none"> <li>• Community fairs/festivals with law enforcement</li> <li>• Equity conference/services/community diversity</li> </ul>

### Additional Action Ideas:

- Police department hosted events (fun & serious), open house, town hall meetings, open dialogues, with less intimidating police uniforms
- Holding discussion groups with marginalized community members
- More interactions between different groups
- Police hold a carnival/ faire
- Outreach about Youth Violence Prevention Task Force at baseball parks; outreach at Ramsey Park, Callahan Park
- Give incentives to youth to participate in community events
- Watsonville Police Department (WPD) meet with community groups
- School clubs to tour WPD
- Police departments meet with church leaders for outreach
- Coffee with a cop
- Neighborhood watch
- Neighborhood cleanup
- Volunteer for the Post Incident Team (PIT); educate about and expand PIT
- Do ride-a-longs
- Police data available online
- Dialogues with youth, communities of color, vulnerable populations
- Interactions with vulnerable populations (youth, people experiencing homelessness, youth of color)
- Vote/educate/inform others (table at events)
- Get involved! Go to community events
- Opportunities to see police differently (i.e. community events)
- Hold dialogues with other types of "communities" (not necessarily geographically-based) such as LGBTQ+, migrant communities, etc.

## Focus Area 3: Shifts in Policies & Practices Around Policing

DIALOGUE	PRIORITIZED ACTION IDEAS
WATSONVILLE 1	<ul style="list-style-type: none"> <li>• Create Community Outreach Officers (similar to Gang Task Force and Mental Health Officers) who's sole role is to outreach to and work with the community</li> </ul>
LIVE OAK	<ul style="list-style-type: none"> <li>• Work towards all jurisdictions exploring the adoption of 21st Century Policing or community policing</li> <li>• Recruit and hire officers who reflect and represent the community in which they serve - change hiring policies and prioritize this</li> <li>• Citizen Advisory Boards or Citizen Review Boards for all law enforcement jurisdictions</li> <li>• Increase police transparency by making data publicly shared by all police jurisdictions (including use-of-force and stop data, demographic data, etc.)</li> </ul>
SANTA CRUZ	<ul style="list-style-type: none"> <li>• Increase law enforcement staffing and budget, allowing time for police officers to participate in the community</li> </ul>
CAPITOLA	<ul style="list-style-type: none"> <li>• Making sure police training is adequate, including cultural component</li> </ul>

### Additional Action Ideas:

- Officers get involved on boards, non-profits or coaching
- Watsonville Police Department (WPD) to adopt 21st Century Policing
- Body cameras for all WPD officers
- Share information with other jurisdictions
- Add community outreach role to School Resource Officers in schools
- Citizens Academy, Police Advisory Board
- Encourage law enforcement involvement in the communities in which they live (coaching, serving on boards etc.)
- In schools with School Resource Officers (SRO), organize dialogues with officers, parents, youth and administration. In schools without SROs, dialogue about the option
- Check-in with people in need to make sure they are safe (on foot patrol or bike)
- Help identify community needs
- Carry community resource book - to hand out
- Educate the community & specifically parents on laws, law enforcement policies, law enforcement can/can't dos, how to stay safe in emergency, etc.
- Expose youth to Juvenile Hall/jail
- Promote alternatives to detention (e.g. community service)
- Accountability for racial profiling when it truly occurs
- Contextualizing reality of interactions
- Make dialogue with law enforcement a regular activity; bring to groups already meeting (i.e. Youth Advisory Board)

## Other Community Issues & Needs

Dialogue participants also identified other community issues and needs that could be addressed. We are including these ideas with a non-exhaustive list of other groups, organizations & resources that are currently working to address these needs.

DIALOGUE	PRIORITIZED ACTION IDEAS
WATSONVILLE 2	<ul style="list-style-type: none"> <li>• Prioritize rehabilitation &amp; use of unused resources for this purpose (i.e., spaces, funding, etc.)</li> <li>• Address basic needs (e.g., homelessness, food, mental health supports, etc.)</li> </ul>

### Additional Action Ideas:

- Take responsibility for your actions (e.g. take the oath) should permeate all of the above
- Provide incentives to encourage participation
- Accommodate participants' needs – i.e. provide food, child care, transportation assistance, etc.
- Highlight benefits and consequences of our opinions, approaches, responses to this subject
- Check up on others/reach out
- Open up homes to those who need it
- Be more sure of self, be able to ask for what you need, speak up for what's needed until you're heard
- Learn other languages
- Shift language (e.g. stop using "at risk")
- Housing for those who need it
- Safety net support before an emergency/rock bottom (prevention, housing, health)
- Ensure equitable & sustainable assistance
- Help protect police, be understanding of police's job
- Rec programs for youth/community members
- Free mental health drop in clinic
- Connect with faith groups or other groups that provide supports
- Print or cover printing costs for resource sharing
- Get more money through fundraising, grant writing
- More counsellors
- Census volunteers needed to reach out to community members for better understanding (knock on doors, info tables that attract attention)

**211:** Every day, the 2-1-1 toll-free helpline connects thousands of Santa Cruz County residents to housing, food, child care, and other information and referral services. This is a free and confidential referral service that connects people to health and human services in Santa Cruz County 24 hours a day, 7 days a week.

**Smart Solutions to Homelessness:** Smart Solutions to Homelessness is led by a Steering Committee of individuals with extensive experience working with programs that address the needs of persons experiencing homelessness. Contact Dona Lane at [www.smartsolutionstohomelessness.org](http://www.smartsolutionstohomelessness.org)

**Association of Faith Communities:** The Association of Faith Communities is an incorporated association of local faith communities in Northern Santa Cruz County, banding together to alleviate suffering through interfaith action. Visit [www.afcsantacruz.org](http://www.afcsantacruz.org) for more info.

**Health Improvement Partnership:** Health Improvement Partnership Council (HIPC) brings together local health care leaders and key community stakeholders each month to exchange information, discuss common ground issues, and develop collaborative solutions to improve our local healthcare system. For more info call 831-430-5606 or email [admin@hipscc.org](mailto:admin@hipscc.org)

**Complete Count 2020 Census:** Ensuring that every resident in the County of Santa Cruz is counted during the 2020 Census has long term implications for our community. CAB and the County of Santa Cruz are working together to ensure that all individuals are included in the decennial census. There are many ways to become involved in this large scale effort. <https://cabinc.org/census-2020/>