

UCSB Police Advisory Board Annual Report 2020-2021

I. PAB Structure and Responsibilities

II. Summary of Activities,

A. Meetings

B. Community Input:

1. Town Hall Meetings
2. Faculty Responses and Reports

C. UCOP Safety Symposium

D. Conceptions of Campus Safety

III. Students Views and Input from Impacted Communities

IV. Recommendations and Actions Items

- A. Grievances, Complaints, and Police Accountability
- B. Community Engagement
- C. Community Relations, IV Foot Patrol
- D. Mental Health
- E. Encouraging bilateral engagement
- F. Resources

Appendices:

1. Board Membership
2. Reports from Community Members

I. PAB Structure and Responsibilities

As part of an effort to improve campus policing, and in response to the UC Presidential Task Force on Universitywide Policing, Chancellor Yang formed UCSB's Police Advisory Board (PAB) in 2019.¹ As it is currently constituted, the PAB consists of two co-chairs and ten members drawn from faculty, staff and students. The PAB is accountable to Chancellor Yang and the campus community, and includes two ex-officio members: Chief Alex Yao and Vice Chancellor Garry MacPherson (see Appendix 1 for a list of current members). Chancellor Yang charged the PAB to “work collaboratively to enhance communication between the police department and the campus community, and to address issues involving the safety and well-being of our students, staff, faculty, and our community.”²

Although the Presidential Task Force recommending the formation of campus PABs “was commissioned by the President at a time of relative calm across the campuses”³, subsequent events at the national and local level have shaped the the UCSB community’s response to its recommendations and informed the PAB’s deliberations and activities. Most prominently, the widely viewed video of George Floyd’s murder by Minneapolis Police Officers and the killing of Breanna Taylor by police officers as she slept in her home highlighted to a broader public the long held view⁴ that the “foundation of modern American policing is structured in anti-Black repression and criminalization.”⁵ The UC community responded to the underlying racial disparities and injustices highlighted by these events, and calls for justice by the Black Lives Matter movement and other prominent civil rights organizations, by advocating that University of California make important changes to its campuses’ approaches to policing and safety. For example, UC’s Academic Council formally recommended substantially defunding campus police, investing resources in promoting mental and physical wellbeing of the campus community, banning firearms as standard equipment for police on campus, dissolving existing partnerships or agreements with non-UC law enforcement agencies and terminating agreements allowing non-UC law enforcement agencies access to campus facilities or property.⁶ These calls were echoed and elaborated on by local faculty, for example in reports by UCSB Academic Senate’s Council on Faculty Welfare, Academic Freedom, and Awards⁷ and the UCSB Faculty Association.⁸ Other faculty and student groups focused on a spate of lawsuits⁹ filed by current and former members of the UCSB PD which allege that the department is plagued by “a...

¹ <https://chancellor.ucsb.edu/memos/2019-12-02-police-advisory-board>

² <https://chancellor.ucsb.edu/memos/2019-12-02-police-advisory-board>

³ Report of the Presidential Task Force on Universitywide Policing, pg. 1

⁴ Ward, G. (2018). Living with Histories of White Supremacist Policing: Towards Transformative Justice. *Du Bois Review: Social Science Research on Race*, 15(1), 167-184. doi:10.1017/S1742058X18000139

⁵ UC Academic Council Recommendations for UC Policing, June 29, 2020, pg. 2

⁶ UC Academic Council Recommendations for UC Policing, June 29, 2020, pg. 3

⁷ *UCSB Academic Senate’s Council on Faculty Welfare, Academic Freedom, and Awards* [report on Universitywide Police Policies and Administrative Procedures](#)

⁸ *UCSBFA* [Racial Justice Series: Town Hall on Divesting from Campus Police](#)

⁹ For an overview of these allegations, see the following news articles:

<https://www.independent.com/2019/05/09/whistleblower-lawsuits-blow-lid-off-ucsb-police/>

https://www.noozhawk.com/article/ucsb_police_department_embroiled_in_lawsuit_controversy

<https://dailynexus.com/2020-09-10/ucsb-student-sues-ucpd-chief-of-police-for-sexual-battery/>

culture of racism and sexism”.¹⁰ The lawsuits also include reports alleging serious misconduct by officers and departmental leaders between 2018 and 2020. Finally, community members attending PAB meetings reported their sense of frustration and futility that longstanding efforts to address race- and gender-based inequities in policing and other issues relating to campus safety have thus far failed to yield change on a level commensurate with the challenges faced by the campus community. In short, the PAB was formed in the midst of longstanding, significant, and growing challenges -- both nationally and locally -- to current conceptions of policing and community safety.

To prepare for its activities, the PAB reviewed a range of documents relevant for its work, including materials from the following organizations and reports:

The [Presidential Task Force on Universitywide Policing](#)
The [Report of the Presidential Task Force on Universitywide Policing](#)
The [Reynoso Task Force Report](#)
The [Robinson-Edley Report](#),

[UC Berkeley Independent Advisory Board on Police Accountability and Community Safety](#)
[UC Davis Police Advisory Board](#)
[UC Irvine Public Safety Advisory Committee](#)
[UC Merced Police Advisory Board](#)
[UC Riverside Task Force on Campus Safety](#)
[UC Santa Cruz Community Police Advisory Board](#)
[UC San Diego Community Safety and Security Advisory Committee](#)

In addition, Chief Yao and Vice-Chancellor MacPherson provided detailed insight into UCSB PD’s jurisdiction, agreements with local law enforcement organizations, and the department’s guiding orientation and approach to campus safety. Taking this input into account, and following a review of the activities and reports of PABs and related boards on other UC Campuses, UCSB’s PAB adopted, with some modifications and adjustments, a list of responsibilities and activities outlined in UC Berkeley’s Institutional Advisory board’s 2019 annual report (pp. 17-18). Following a series of meetings, the UCSB PAB has established the following core activities:

- Assess and evaluate the needs and concerns related to community safety, quality of life, and equity of experience among students, staff, and faculty at UCSB in order to identify needed changes in community safety resources to ensure equity in community safety.
- Assess and evaluate the needs and concerns related to policing among students, staff, and faculty at UCSB in order to identify needed changes in police practices and training and to ensure equity in campus safety.
- Establish campus community expectations for police leadership and command staff and for policing policies and practices that are consistent with the mission and values of the

¹⁰ University of California Police Department: History and Current Issues, by Youssef Benzarti, Jacob Gellman, Sarah Robinson, September 2020, pg. 2. See Appendix

University and ensure and a greater sense of community belonging as well as physical and psychological safety among students of color, underrepresented, non-traditional, and marginalized communities on campus (e.g., Black, Latinx, LGBTQIA+, formerly incarcerated, undocumented students, student parents, etc.).

- Promote accessibility and accountability to the campus community and the general public by providing open meetings, multiple forums, listening sessions, and public meetings to discuss experiences of community safety and community-centered approaches to improving and/or maintaining community safety.
- Improve and strengthen systems of accountability by increasing transparency of policing policies and practices; informing community members of the various ways to submit a formal complaint; providing multiple mechanisms for submitting and responding to civilian complaints, and facilitating the development of easily accessible and transparent reporting mechanisms following interactions between UCSB PD and the campus community. Identify relevant training based on community complaint systems.
- Prepare an annual report for submission to the Chancellor and the broader campus community of the board's activities, meetings, and findings. All reports will be published on the PAB's website and disseminated intentionally to impacted groups.

In pursuing these core activities, the PAB met monthly beginning in January 2021 and held two campus-wide Town Halls (in Winter and Spring).

II. Summary of Activities

A. Meetings:

The PAB held monthly meetings between January 2021 and June 2021 and will resume this schedule in October 2021 (meetings were held on the following dates: 01/13/2021, 02/10/2021, 03/10/2021, 04/07/2021, 05/05/2021, 06/02/2021). The PAB devoted the majority of its first several meetings on two main topics: Working to develop a consensus on the Board's primary activities, and learning about campus policing policies and the arrangements UCSB has with the Santa Barbara Sheriff's Department regarding the Isla Vista Foot Patrol (or IVFP). As part of its core activities, PAB meetings include a "public comment" period to allow community members to express concerns or register complaints about UCSB PD conduct, the IVFP, or the PAB. In these meetings, several students reported concerns and complaints about police encounters in Isla Vista. These focused particularly on the conduct and attitudes of Santa Barbara Sheriff Deputies serving on the IVFP. At the meeting on May 5, a student reported his experiences with an arrest in 2020, and on a survey using a convenience sample selected from the undergraduate and graduate student population (see Section III below).

B. Community Input:

In accordance with Chancellor Yang’s charge, the PAB has sought input from community members regarding areas of concern for campus safety. The PAB shares the view that “All members of the UC community should feel valued, welcomed and free from any threat of physical, psychological or emotional harm. Our campus safety system must reflect the needs and values of a diverse campus community including those vulnerable to harm.”¹¹ As part of its effort to understand areas of concern for the UCSB community, the PAB has and will seek input from a variety of sources. The PAB is committed to providing regular opportunities for community members to share their complaints, views, and experiences. In addition to its regular meetings, the PAB held two campus-wide Town Hall meetings, has invited input from the Associated Students Executive Officers (on February 17, 2021 a PAB representative met with Associated Students Executive Officers and Chancellor Yang) and members and leaders of the Graduate Student Association, as well as leaders or members of student groups. In addition, Vice Chancellor Belinda Robnett has committed to sharing the findings of the Campus Climate Survey conducted by her office in Spring 2021. The PAB has also requested assistance in developing or using a system that will allow community members to report complaints or concerns anonymously. In what follows, we provide an overview of community input from various venues.

B.1 Town Hall Meetings

The PAB hosted Chief Yao and Vice-Chancellor Garry MacPherson for two campus-wide Town Hall Meetings (03/11/2021, 06/09/2021). The purpose of these meetings was to invite community members to share their questions and concerns about policing and campus safety. Both meetings attracted robust participation from across the campus community. These meetings mark the beginning of a long-term, ongoing effort initiated by campus leadership, the Police Advisory Board, and Chief Yao focused on developing a new relationship between campus safety agencies and the campus communities they serve. In the meeting, community members expressed concerns about police agencies’ treatment of people of color, particularly Black and Latinx students, staff, and faculty. They also conveyed strong support for more transparency in handling complaints about misconduct and for developing a better understanding of and multifaceted support for individuals experiencing mental health crises. In his responses, Chief Yao committed to working with the PAB to develop a new, more transparent set of procedures for responding to complaints and ensuring public accountability and to working with UCSB CAPS (Counseling and Psychological Services) in responding to mental health crises. Chief Yao also detailed plans for continuing and enhancing UCSB PD’s implicit bias training for officers and his personal commitment to addressing past and current harms experienced by students of color. In addition, a number of students were highly critical of UCSB PD’s and IVFP’s response to the monitoring and enforcement of curfews and restrictions on gatherings imposed as part of the county’s effort to mitigate the local effects of the COVID-19 Pandemic. In response, Chief Yao explained that the UCSB PD and Santa Barbara Sheriff’s Department opted for a more educational approach to handling such matters as stricter or more punitive approaches to policing such restrictions runs counter to most public health efforts. In addition, on February 17, 2021 co-chair Raymond met with Associated Student Executive Officers and Chancellor Yang to discuss students’ concerns UCSB PD and policing issues.

¹¹ Presidential Safety Plan Draft for Distribution, June 3, 2021, pg. 2

In the second TownHall meeting, the PAB took questions concerning its structure and authority. Community members expressed skepticism about the possible efficacy of the PAB as an advisory board, with some participants suggesting that the PAB be given authority to hear and review complaints about police policies and allegations of misconduct. The PAB awaits the determination of the Presidential Task Force, which will likely weigh in on this topic. In addition, a community member raised questions about how the UCSB PD responds to allegations of sexual assault, expressing concerns regarding whether officers have adequate training in how to gather evidence from survivors. In response, Chief Yao offered an overview on the current best practices used by the department, committed to maintaining officer training in this area, and to having officers with special training lead interviews and investigations. Given the significance of these concerns for the community, the PAB should review UCSB PD's policies and practices with respect to investigating sexual assault allegations in the coming year.

The PAB also committed to working with concerned community members, Chief Yao, and campus leadership in responding to the variety of issues raised in these meetings. Many of these issues have a long history, with roots and experiences that may extend beyond the bounds of our campus community. Addressing these matters will take a sustained effort by all stakeholders, campus leaders, and the UCSB PD. To facilitate this effort, PAB and stakeholder communities committed to organizing an ongoing series of events and venues for feedback regarding past and current harms experienced by students of color, underrepresented, non-traditional, and marginalized communities, particularly Black, Latinx, and LGBTQIA+ students. The PAB is committed to hearing, understanding, and registering the impact of these experiences as a crucial first step in working with campus leadership to develop a campus-wide response aimed at promoting reconciliation and establishing a greater sense of physical and psychological safety and community belonging among campus stakeholders.

B.2. Faculty input

Faculty organizations, Academic Senate committees, and study groups have produced a variety of reports and calls for action. We have listed these below, with links to the relevant reports, letters, or documents. These documents and reports offer critical views on the policy changes proposed in 2021 for the UC Gold Book, which focus on UC wide policies pertaining to the use of force, the collection and storage of Body Worn Video (or BWV), the development of a “systemwide response team”, and concealed carry permits for honorably retired officers. In addition, local faculty conducted a review of recent patterns of enforcement by the UCSB PD, and an overview of the budget and complaint process (see Appendix 2.1). Finally, the UC Academic Council and UCSB Faculty Association call for profound changes to the UC vision of campus safety, with long-term goals consistent with the defunding and/or abolition of police departments. We include a list of these reports, with links to the underlying documents here:

B.2.1 University of California Police Department: History and Current Issues, by Youssef Benzarti, Jacob Gellman, Sarah Robinson. (See Appendix 2).

B.2.2 UC Academic Council [Recommendations for UC Policing](#)

B.2.3 UCSBFA and other Faculty Response to Proposed Gold Book Policies

C. UCOP Safety Symposium

In the Winter and Spring terms of 2021, UCOP held two campus safety symposia with the aim of transforming campus policies concerning community safety and the role of policing on campus. The upshot of these meetings came to be expressed in the recent Draft Presidential Campus Safety Plan. UCSB's PAB played an active role in these symposia, and the meetings held before, between, and after them.

Following these symposia, working groups met to discuss and develop policies responsive to the themes that emerged in them. They articulated four elements for the plan they propose. These are:

“Community and Service-Driven Safety

Campus safety policies and practices must reflect the needs and values of our diverse community and be in service to them. This fundamental idea is reflected throughout the plan.

A Holistic, Inclusive and Tiered Response Model for Safety Services

Campuses will integrate policing with mental health, wellness, basic needs, and bias/hate response through inter-departmental partnerships and cross-trainings. Multi-disciplinary teams will triage behavioral health crises, conduct wellness checks, and safely connect individuals to coordinated care, including health and social support resources.

Transparency and Continuous Improvement Through Data

Campuses will collect and publicly share uniform campus safety data on a UC-wide dashboard to empower the UC community and inform change.

Accountability and Independent Oversight

Police accountability boards on every campus will provide a robust complaint and investigation process to ensure that officers are acting consistently with rules, policies and the law.”¹²

The PAB will organize a set of meetings to discuss the plan and its more concrete articulation in a set of action items and polices as they are formally adopted. A crucial element of these meetings will be to invite community members views. The PAB notes that running through each of these elements are two key transformations envisioned for the campuses: The first is a move from a “law enforcement” focus to a wholistic “safety services” approach that requires more multidisciplinary responses to troubles and crises and an emphasis on care and inclusion. Second, the plan envisions a shift from campus PDs that operate independently of civilian

¹² Presidential Safety Plan Draft for Distribution, June 3, 2021, pg. 1

oversight to campus PDs that include significant civilian oversight, and greater integration with other campus service agencies. As the draft report indicates each campus will “integrate campus policing with mental health, wellness, basic needs, bias/hate response and other services through inter-departmental partnerships and cross-trainings.”¹³ Putting these items into action at UCSB will require sustained and concerted action by the PAB, administration and the UCSB PD and other safety services.

D. Conceptions of Campus Safety

Establishing a shared understanding of community safety for service agencies on campus will be crucial for the PAB’s work in the coming year. The PAB anticipates meetings and Town Hall fora in Fall 2021 to invite discussions of such matters. In the interim, we have adopted the following working definition consistent with the view expressed in Presidential Safety Plan that “All members of the UC community should feel valued, welcomed and free from any threat of physical, psychological or emotional harm.” Towards that end, campus service agencies should be focused on ensuring a sense of community belonging and a greater sense of physical and psychological safety, particularly for students, staff, and faculty of color, underrepresented, non-traditional, and marginalized communities on campus.

We are fortunate to have campus agencies and staff that have been working on some of the issues highlighted or advanced in the Presidential Safety plan. In its meetings in Spring 2021, the PAB began inviting presentations from these agencies, which we view as key campus stakeholders delivering safety services. We have so far met with two such agencies: the *UCSB Mental Health Advisory Board* and the *UCSB Alcohol and Drug Program* regarding its “Just Call 911 program. Over the coming year, the PAB envisions additional meetings covering the range of activities contemplated in the Presidential Safety plan, spanning from early, wellness focused responses to community members in crisis, the use of portals (such as 911) for reporting and dispatching emergency response, the profile and orientation of the personnel dispatched to respond to calls for help or other troubles, and how (and whether) campus agencies follow up when community members are contacted by safety service agencies, including the police.

The PAB recognizes that a sense of safety and belonging cannot simply be conferred or maintained by service agencies. We anticipate that education and outreach programs concerning the range of matters outlined above will be crucial for students and other community members. Specifically, following reports from students presenting concerns to the PAB, as well as issues raised by campus agencies, we would encourage the campus to expand various education and outreach programs addressed to recurrent sources of trouble and concern with respect to campus safety. These include when to call 911 and the various legal protections available to “good Samaritan” callers, what to expect, and how to prepare for the arrival of emergency services; how to recognize the between UCSB PD and SB Sheriff’s deputies (in the IVFP) and understanding the difference between them, and how community members can provide feedback on campus agencies (including the UCSB PD), and register complaints and concerns. We expect this list to grow as we invite and include more perspectives from community members, campus agencies and other stakeholders.

¹³ Presidential Safety Plan Draft for Distribution, June 3, 2021, pg. 2

III. Students Views and Input from Impacted Communities

The Police Advisory Board committee heard the opinions, feedback, and advice from UCSB students coming from diverse backgrounds on many occasions. The stories that were relayed were invaluable and provided members of the PAB with insight on both day-to-day lived student experiences interacting with the police to larger scale issues of dealing with police brutality and violence. An important thing to note is that the PAB tried to inform students and the larger community at both Town Halls about the differences in police jurisdiction and that the PAB are only advising on matters involving our campus UCPD. Despite this, the majority of the complaints the PAB fielded regarding policing were the result of IVPD and outside of Chief Yao and the PAB's jurisdiction.

Although there was ongoing confusion amongst the student population about jurisdiction rules, common sentiments that students expressed revolving around the police were frustration and anger. Any student that spoke with the PAB held grievances that they felt were not being addressed adequately by the University, nor could they seek support from the police. The PAB heard a presentation from a student who provided us with an anecdote about a traumatic experience in which they were violently assaulted by IVFP, hospitalized with teeth injuries, lacerations, and major fractures. The trauma was not just physical, but mental as well, and the student ultimately attempted suicide. We heard from students at our first Town Hall meeting that explained their feelings of resentment towards the lack of masks being worn in Isla Vista and on campus by both students and police officers, an issue due to the pandemic that has ravaged our world for the last year and a half. While some students felt that increased police presence and enforcement of the mask policy would alleviate the issue, other students argued that increased police presence would make them feel uncomfortable and unsafe due to being racially profiled and hyper-targeted by the police. One student noted that as a Black female student, having more police on campus and in IV would make her feel far less safe than people not wearing their masks. The variety of experiences presented pointed to the fact that police interactions with students on our campus is simply a microcosm of the national policing issues we are seeing in this country.

The PAB not only listened to individual accounts from students, but also took the time to learn from student leaders on UCSB's campus. The PAB spoke to representatives from the Associated Students Office of the Student Advocate. Dealing with many student complaints about policing, the representatives gave the PAB important feedback on how to organize itself and gain the trust of the community. Some of this feedback included adding more student leaders on the board, re-envisioning the board as a review committee versus an advisory board, and surveying students after an encounter with the police. The PAB should continue to work with the Office of the Student Advocate due to the fact that they are a student-facing office that hears from students about their experiences with the police on a regular basis.

Overall, students contacting the PAB have expressed apprehension about interacting with the police, but that the majority of the larger student-police incidents occur in Isla Vista. Because of this fact, the PAB needs to figure out a way to educate students about policing jurisdictions on a large scale, the limitations of the PAB and Chief Yao specifically in regards to IVPD, and to consider innovative ways that the campus can provide support--whether financial, legal, emotional, or otherwise--for students who are dealing with Isla Vista based incidents.

IV. Recommendations and Actions Items

A. Grievances, Complaints, and Police Accountability

As noted above police departments and law enforcement agencies more generally face a deepening legitimacy crisis that has steadily escalated over the past twenty years. In 2019-2020, this trend was dramatically accelerated when recordings of George Floyd's murder by police became public along with other videos that made visible and palpable to a broader public the ways in which profound racial disparities in policing practices and activities¹⁴ (including contacts, searches,¹⁵ arrests, the use of force, shootings¹⁶) reflect and exacerbate longstanding racial inequalities. Although UCSB PD did not experience similar high-profile instances of police violence or misconduct,¹⁷ this national trend shapes community members' perceptions of the UCSB PD and Santa Barbara Sheriff's department's IV Foot Patrol. In addition, reports of lawsuits and other misconduct (see above) shaped many community members' perceptions of the UCSB PD as do community members' reports (at PAB meetings) of troubling instances of the ways our community members are subjected to racial profiling and other racialized policing practices (including contacts, arrests, and the use of force). The current crisis has a long history, primarily rooted in the ways empowered communities have deployed police to maintain unjust social arrangements – particularly social and racial inequalities – that have been devastating for Black and Brown communities subject to pervasive or hyper-policing and police violence. In addition, this escalating crisis has been accelerated and exacerbated by a focus on officer safety that is grounded in dominance and the threats of violence – rather than a concern for legitimacy, parsimony, and context-sensitive policing. The sustained disengagement enabled by most police department's processes for hearing and responding to complaints about policies or misconduct has also contributed to these trends and injustices.^{18,19} Very few extant complaint processes satisfy concerned community members or lead to positive change because police departments dominate the process for adjudicating complaints and hold officers to standards that the community may not accept as adequate.²⁰

¹⁴ See [The Racial Disparities in Santa Barbara's Criminal Justice System](#), by Nick Welsh, Santa Barbara Independent, June 16, 2021

¹⁵ Rios, V. M., Prieto, G., & Ibarra, J. M. (2020). Mano Suave–Mano Dura: Legitimacy Policing and Latino Stop-and-Frisk. *American Sociological Review*, 85(1), 58-75.

¹⁶ Ana Muniz, Maintaining Racial Boundaries: Criminalization, Neighborhood Context, and the Origins of Gang Injunctions, *Social Problems*, Volume 61, Issue 2, 1 May 2014, Pages 216-236, <https://doi.org/10.1525/sp.2014.12095>

¹⁷ A number of troubling forms of misconduct have been alleged by current and former UCSB PD officers, however. For an overview of these allegations, see the following news articles:

<https://www.independent.com/2019/05/09/whistleblower-lawsuits-blow-lid-off-ucsb-police/>

https://www.noozhawk.com/article/ucsb_police_department_embroiled_in_lawsuit_controversy

<https://dailynexus.com/2020-09-10/ucsb-student-sues-ucpd-chief-of-police-for-sexual-battery/>

¹⁸ Kwon, J., & Wortley, S. (2020). Policing the police: Public perceptions of civilian oversight in Canada. *Race and Justice*, 2153368720924560.

¹⁹ Ba, B. A., & Rivera, R. G. (2019). [The effect of police oversight on crime and allegations of misconduct: Evidence from Chicago](#).

²⁰ Mourtgos, S. M., & Adams, I. T. (2020). Assessing public perceptions of police use-of-force: Legal reasonableness and community standards. *Justice Quarterly*, 37(5), 869-899.

Until the campus and community succeed in significantly reducing the need for, and thus presence of, law enforcement agencies in our community addressing the current crisis will require sustained engagement and reconciliation with the communities that campus safety agencies serve, particularly those now most negatively affected by their policies and practices. This also means transforming our conception of accountability in various ways. In both regular PAB meetings and public townhall events, Chief Yao expressed his commitment to hearing, understanding, addressing and resolving community concerns, to ending racial and gender disparities in policing, and to joining the campus' broader efforts to promote diversity, equity and inclusion.

Action items for PAB and UCSB PD:

Standards for officer conduct and other policies: The PAB should seek community input and work with UCSB PD to re-shape standards for police conduct to bring them into alignment with community expectations. Policing policies and standards should be responsive to community expectations, and community members must be involved in judgments about departments' efforts in this area.

Complaints and Accountability: The PAB should seek community input and work with UCSB PD to refashion how UCSB handles complaints about UCSB PD officers and conduct. As suggested by the Presidential Task Force, a "standardized and robust complaint and investigation process will be implemented through police accountability boards."²¹ This move – civilian oversight of the complaint process via the PAB – will be crucial first step in beginning to rebuild trust. In developing this complaint and investigation process, we contend that it should include a focus on both accountability and reconciliation. The current UCPD framework is managed entirely within the PD and is geared toward processing disciplinary outcomes, with few complaints resulting in meaningful engagement with the community.²² The current approach is not likely to encourage useful learning or substantive change because the overriding concern is whether some set of thresholds has been met using a process that seems designed to diminish and domesticate community feedback. A process in which a department gathers evidence and arrives at a conclusion about whether the conduct in question meets department established thresholds will leave one party or the other disappointed by that judgment. In addition, some substantial number of troubles and concerns that may not be judicable in this way will be left unacknowledged and so unaddressed entirely, further undermining campus safety.

By contrast, establishing a fulsome form of engagement with community members registering complaints and concerns would enable officers and departments to hear and learn from community members, encourage understanding of their perspectives, and improve how they engage with the public, recognize and address racial biases, and address other troubles and concerns. In addition, within the process established by the PAB, community members'

²¹ Presidential Safety Plan Draft for Distribution, June 3, 2021, pg. 2

²² For an overview of the various ways that community review systems can be organized and a description of their characteristics, see Dailey, R., Reid, S.A., Anderson, M.C., & Giles, H. (2006). Community review of police conduct: An intergroup perspective. *Social Psychological Review*, 8, 20-34.

judgments about the conduct and outcome of the process should be included as part of the data that departments collect and share.²³ Collecting and publicizing data on community members' perspectives on the complaint process encourages officers and departments to take those views seriously. Disciplinary actions should be taken where officers or departments engage in serious or sustained misconduct, or where they fail to learn from these engagements, or demonstrate a lack of concern or disdain for community members' perspectives.

Data and Accountability: In addition to these accountability reforms, PDs should collect different sorts of data that incorporate community perspectives and invite community engagement, and release more of what they have. For example, every person contacted by the police should be given the opportunity to offer feedback on their experience. This sort of data has been shown to encourage greater concern for community perspectives and more positive engagements.²⁴

In addition, where concerns about police conduct emerge, PDs should release redacted records gathered in and after these events, including video data. The current practice of releasing uninformative quantitative data gathered and processed by the PD on stops and outcomes provides little insight into what actually happens, and a skeptical public currently reads these reports by imagining the worst when they fill in the blanks. Releasing better quality data on individual encounters – the closer to a full rendering of the encounter the better – will provide a level of transparency that is a basic condition for rebuilding trust, provide a set of publicly available materials on which judgements about quantitative overviews can be made, and encourage public engagement.

These are immediate areas of discussion that the PAB should be taking up to encourage UCSB PD's engagement with, and concern for, the communities it serves. Ultimately, however, resolutions for many of the issues that communities have with policing practices will have to come from outside police departments, and should be aimed at reducing or eliminating the need for them. These include increasing community resources addressed to mental health issues and other basic needs (e.g., food insecurity, housing, etc.), establishing community-based resources for managing low-level troubles, conflicts and concerns as an alternative to involving the PD, and establishing alternative ways of responding to persons suffering from mental health crises.

B. Community Engagement

The PAB is committed to providing open channels of communication between the campus community and UCSB PD. As part of this commitment, we have already adopted several practices to encourage community engagement. As noted above, the PABV devotes part of each

²³ See, for example, Melekian, B. K. (2021). I See You. *The Rowman & Littlefield Handbook of Policing, Communication, and Society*, 201, for an explication of the advantages of such an approach.

²⁴ Rosenbaum, D.P., Lawrence, D.S., Hartnett, S.M. *et al.* Measuring procedural justice and legitimacy at the local level: the police–community interaction survey. *J Exp Criminol* 11, 335–366 (2015).
<https://doi.org/10.1007/s11292-015-9228-9>

meeting to hearing from community members regarding their concerns; we have also established regular Town Hall meetings for the campus to come together to discuss community safety issues and concerns regarding the PAB and the UCSB PD. In addition, the PAB anticipates developing several other ways for community members to share experiences, concerns and complaints regarding these matters. These include: an anonymous portal (whether developed by UCSB or a systemwide agency) for reporting concerns and complaints; establishing regular meetings (perhaps quarterly) for the PAB to meet with Associated Students Executive Council, as well as regular meetings or consultation with student groups, especially those who may be most affected by or have an interest in UCSB PD. Based on student input, we anticipate that some groups may not wish to share experiences as prior efforts have led them to be skeptical of how and whether the campus will respond to their concerns. Some student groups have indicated that they would prefer to have their own meetings and have a representative report the upshot of these meetings to the PAB. The PAB welcomes all forms of participation and all views regarding police and policing.

In addition to community input that can be provided via meetings, anonymous reports, and community surveys, we also anticipate that community members will be provided the opportunity to give feedback on individual encounters, and these data will be used as the basis for continuous improvement (as detailed in the Presidential Campus Safety Plan). The PAB will seek and review this data as part of its effort to provide regular feedback on community members' experiences and expectations.

C. Santa Barbara Sheriff's Department and the IV Foot Patrol

The relationship between UCSB and the Santa Barbara Sheriff's Department codified in a regularly updated Memorandum of Understanding that delineates the relationship between the UCSB PD (including UCSB's how much UCSB contributes to the budget of the IVFP) and permits PD members to patrol Isla Vista under the leadership of IVFP. In meetings and Townhall fora, this relationship and particularly the conduct of Sheriff's deputies who server on the IVFP, were a frequent source of concern and complaints by students, staff, and faculty. Moving forward, the PAB will seek to establish a relationship with the command staff of the IVFP and invite their participation in public fora in which community members can pose question and raise concerns or offer suggestions. The first year of meetings has made it clear that community members view Isla Vista as a crucial part of campus life, and that therefore the PAB needs to begin developing a relationship with the IVFP as a mechanism for sharing campus views regarding campus safety and expectations for policing.

D. Mental Health

The draft Presidential Campus Safety plan released in June 2021 emphasizes a holistic approach to campus safety and wellness. In describing this approach, the proposed plan states that it "will deliberately integrate campus policing with mental health, wellness, basic needs, bias/hate response, and other services through inter-departmental partnerships and cross-trainings. Multi-disciplinary crisis teams will triage behavioral health crises, conduct wellness checks, and safely connect individuals to coordinated care, including health and social support resources." This language is largely consistent with the view reported by UCSB's Mental Health Working Group

in their presentation to the PAB. Beyond the sort of integration proposed by the draft Safety Plan, UCSB’s Mental Health Working Group also reported ongoing efforts to promote wellness and equity. These include:

- Working with campus service agencies to enhance UCSB’s informal co-response to on-campus mental health calls.
- Developing campus and community-wide policies to promote simultaneous response by mental health professionals and UCSB PD to emergency mental health calls
- Seeking to reduce the use of involuntary hospitalizations via changes to the agreement between the Santa Barbara Sheriff’s Office and the County Department of Mental Health. These can be replaced or augmented with the use of informal methods to provide better support and resources to students.

The PAB endorses these proposals and will continue to work closely with the Mental Health Working Group to develop policies and coordinate with UCSB PD and Santa Barbara Sheriff’s Department. In addition, the PAB will work with other campus agencies including the UCSB Alcohol and Drug Program, and their “Just call 911” campaign. This campaign seeks to educate campus community members regarding how, in the case of drug or alcohol overdose, calling 911 can save lives. This program has thoughtfully taken into account the many reasons that may lead community members to delay or resist calling for help, including fear of how they may be implicated or held responsible, prior experiences with local or other police agencies, and other matters. The outstanding leadership and staff of UCSB Alcohol and Drug Program bring a wealth of practical, local knowledge of the ways that students and other community members understand and respond to service agencies. The PAB will work with the “Just Cal 911” program and the broader efforts to the Alcohol and Drug Program as part of the holistic response to community mental health envisioned in the Presidential Safety plan.

E. Encouraging bilateral engagement

For the most part, the PAB’s activities have focused on concerns and experiences reported by students, staff, and faculty. The PAB acknowledges, however, that UCSB PD officers and staff are also part of the UCSB community and therefore must be involved in efforts to address community concerns. The PAB will seek input from UCSB PD officers regarding their concerns and experiences, and encourage a bilateral engagement between community members and UCSB PD, when practicable. As part of the PAB’s efforts to understand the experiences, training, and views of current UCSB PD staff, PAB members will attend the UCSB’s Citizen’s Police Academy, hosted by the PD. In addition, the PAB may wish to consider whether community interventions may provide a useful resource for fostering improved relations between the UCSB PD and campus communities.²⁵

F. Resources

²⁵ Hill, S., Giles, H., & Maguire, E. R. (2021). VOICES: a theory-driven intervention for improving relationships between police and the public. *Policing: An International Journal*.

In order to fulfill the mandate specified in Chancellor Yang’s appointment letter, and the added responsibilities for PAB’s contemplated in the UC President’s Safety Plan (distributed on June 3, 2021), the PAB will need staffing and other support. We note, for example, that the President’s plan currently includes the following language: “Campus complaint processes are essential mechanisms for the community to report misconduct and ensure that officers are acting consistently with rules, policies, and the law. A standardized and robust complaint and investigation process will be implemented through police accountability boards.”²⁶ For the PAB to oversee such a process will require additional personnel, expertise, and staffing.

In addition, the current structure of the PAB requires staffing consistent with major councils in the Academic Senate. These committees and councils have dedicated staff that manage meeting schedules, e-mails, taking and publishing meeting minutes, handling routine communication, and similar tasks. The current practice, in which the two co-chairs handle these matters, cannot be sustained. In addition, the PAB needs staff support to develop a website that provides updates on the PAB’s activities and allows community members opportunities for input, complaints, and other communications. Examples of websites for other campuses can be found on pg. 3 of this report.

Appendices:

Appendix 1: Board Membership 2020-2021

Geoffrey Raymond, Co-Chair; Chair and Professor, Sociology and Linguistics
Sharon Tettegah, Co-Chair; Professor, Black Studies; Director, Center for Black Studies Research
Katya Armistead, Assistant Vice Chancellor and Dean of Student Life
Kelly Barsky, Deputy Director of Intercollegiate Athletics
Angela Cantu, Staff representative (until March 2021)
Richelle De Los Santos, Staff representative
Richard Duran, Professor, Education
Howard Giles, Professor, Department of Communication
Matt Hall, Associate Vice Chancellor for Information Technology/Chief Information Officer
Taylor Jackson, Staff representative (Beginning March 2021)
Raymok Ketema, Graduate Student Association representative
Jeike Meijer, Associated Students representative
Belinda Robnett, Vice Chancellor for Diversity, Equity and Inclusion
Yasamin Salari, Undergraduate representative
Ram Seshadri, Professor, Materials
Jordan Tudisco, Graduate Student representative
Kim Yasuda, Professor, Art (until April 2021)

Appendix 2: Reports and Recommendations

²⁶ Presidential Safety Plan Draft for Distribution, June 3, 2021, pg. 2

1. UC Academic Council [Recommendations for UC Policing](#)
2. University of California Police Department: History and Current Issues, by Youssef Benzarti, Jacob Gellman, Sarah Robinson. See attached document.
3. The UC Santa Barbara Faculty Association (SBFA)
[Town Hall Report: May 3 Day of Refusal and UCOP Police Reform Proposals](#)
4. California Faculty Association [Statement of Anti-Racism and Social Justice Demands](#)
5. Council of UC Faculty Associations [Statement on proposed police reforms](#)