

<b>REQUEST FOR COUNCIL ACTION</b> CITY OF SAN DIEGO	CERTIFICATE NUMBER (FOR COMPTROLLER'S USE ONLY)
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TO: CITY COUNCIL	FROM (ORIGINATING DEPARTMENT): Police Department	DATE: 4/28/2015
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SUBJECT: San Diego Police Departments response to the Police Executive Research Forum (PERF) recommendations

PRIMARY CONTACT (NAME, PHONE): Chief Shelley Zimmerman, 531-2700 MS 700A	SECONDARY CONTACT (NAME, PHONE):
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**COMPLETE FOR ACCOUNTING PURPOSES**

FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00



FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00

COST SUMMARY (IF APPLICABLE): N/A

**ROUTING AND APPROVALS**

CONTRIBUTORS/REVIEWERS:	APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED
Liaison Office	ORIG DEPT.	Ramirez, David	04/30/2015
	CFO		
	DEPUTY CHIEF		
	COO		
	CITY ATTORNEY	Peter, Linda	05/01/2015
	COUNCIL PRESIDENTS OFFICE		

PREPARATION OF:     RESOLUTIONS     ORDINANCE(S)     AGREEMENT(S)     DEED(S)

This is an informational item only.

STAFF RECOMMENDATIONS:

**SPECIAL CONDITIONS (REFER TO A.R. 3.20 FOR INFORMATION ON COMPLETING THIS SECTION)**

COUNCIL DISTRICT(S):

COMMUNITY AREA(S):

ENVIRONMENTAL IMPACT:

CITY CLERK INSTRUCTIONS:	
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**COUNCIL ACTION  
EXECUTIVE SUMMARY SHEET  
CITY OF SAN DIEGO**

DATE: 4/28/2015

ORIGINATING DEPARTMENT: Police Department

SUBJECT: San Diego Police Departments response to the Police Executive Research Forum (PERF) recommendations

COUNCIL DISTRICT(S):

CONTACT/PHONE NUMBER: Chief Shelley Zimmerman/531-2700 MS 700A

**DESCRIPTIVE SUMMARY OF ITEM:**

The Police Executive Research Forum (PERF), an independent research and technical assistance organization, conducted an assessment of the San Diego Police Department's policies and practices related to preventing and detecting misconduct. PERF's forty recommendations and the departments' response are detailed in this report.

STAFF RECOMMENDATION:

EXECUTIVE SUMMARY OF ITEM BACKGROUND:

FISCAL CONSIDERATIONS:N/A

EQUAL OPPORTUNITY CONTRACTING INFORMATION (IF APPLICABLE):N/A

PREVIOUS COUNCIL and/or COMMITTEE ACTION (describe any changes made to the item from what was presented at committee):N/A

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:N/A

KEY STAKEHOLDERS AND PROJECTED IMPACTS:N/A

Ramirez, David

Originating Department

\_\_\_\_\_  
Deputy Chief/Chief Operating Officer



THE CITY OF SAN DIEGO  
**REPORT TO THE CITY COUNCIL**

DATE ISSUED: May 13, 2015 REPORT NO. 15-048

ATTENTION: Public Safety and Livable Neighborhoods Committee  
Agenda of:

SUBJECT: San Diego Police Department's Response to the Police Executive  
Research Forum (PERF) Recommendations

SUMMARY

THIS IS AN INFORMATION ITEM ONLY. NO ACTION IS REQUIRED ON THE PART OF THE COMMITTEE OR THE CITY COUNCIL.

BACKGROUND

Due to several misconduct cases in previous years involving San Diego Police Officers, in early 2014, the Department requested the assistance of the U.S. Department of Justice (DOJ). The DOJ's Office of Community Oriented Policing Services (COPS) asked the Police Executive Research Forum (PERF), an independent research and technical assistance organization, to conduct the assessment of the Department's policies and practices related to preventing and detecting misconduct.

This review by PERF is called a Critical Response Technical Assessment Review. The comprehensive review had four major focus areas:

1. Officer recruiting and hiring process
2. Supervision and training
3. Accountability: early intervention systems, internal investigations, and discipline
4. Community partnerships

PERF's assessment identified forty (40) recommendations in which SDPD policies and practices can be improved in ways that should help to achieve the goals of preventing misconduct and detecting it quickly when it does occur. These recommendations and the Department's responses are detailed in this report:

## **I. Officer Recruiting and Hiring Process**

**Recommendation #1:** *The SDPD should draft a specific policy that governs the recruitment, selection, background, investigation and hiring process.*

### **RESPONSE: IMPLEMENTATION IN PROCESS**

The Department currently has a comprehensive manual that governs this process written in the form of a unit operations manual. A policy will be added to the Department Policies and Procedures to read as follows:

“All Department members assigned to the Backgrounds Investigative Unit shall abide by established POST Standards and guidelines, in addition to the Backgrounds and Recruiting Operations Manual.”

**Recommendation #2:** *The Department should update its recruitment video presentations and recruitment webpage.*

### **RESPONSE: IMPLEMENTED**

Four recruiting videos were produced and released in late summer 2014. Each provides an array of interactions with the community and highlights diverse officers and assignments. The videos were reviewed by a police psychologist who also serves as a contract pre-hire psychologist, and are aired as Public Service Announcements (PSAs) on a regular basis. The videos are rotated among several that are posted on the City/PD’s recruiting website, and current recruiting events are posted on a weekly basis. Additionally, an active Facebook page is continually updated with videos and information. The Recruiting Unit is currently working with Cox Communication, who previously developed several PSAs advertising employment opportunities at no cost to the Department. Additionally, Cox Communications is currently developing a 30-minute documentary that provides an in-depth look at our hiring process and provides candidates with a broad view of policing, including community interaction and problem solving partnerships with an emphasis on the Department’s vision, values and mission.

**Recommendation #3:** *The SDPD should post minimum qualifications and automatic disqualifiers on its recruitment webpage.*

### **RESPONSE: IMPLEMENTED**

Minimum qualifications and automatic disqualifiers are now posted on the Department’s recruitment webpage.

**Recommendation #4:** *The SDPD should prioritize funding (or seek additional funding) for recruitment efforts that focus on identifying a pool of local applicants who reflect the diversity of the community.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

During 2014, the Department advertised in different forms of the media, including movie theaters, television, radio and newspapers. The recruiting team attended the following forums specifically selected to attract minority recruits: 30 colleges/universities (18 within SD County), 67 community events (57 within SD County), and 41 military installations (35 within SD County). The Recruiting Unit is currently developing an extensive marketing plan aimed at increasing advertising in additional diverse publications throughout our communities.

**Recommendation #5:** *The SDPD should expand the makeup of its current appointing authority to ensure greater diversity, community perspectives and inclusion of other individuals from throughout SDPD.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

A cadre of Department panel members, reflecting the diversity of the Department, will be added to the current panel for rotation in future interviews. To be more inclusive of community input, the Department is in the process of creating a hiring advisory board whose purpose will be to evaluate current hiring standards and to serve in an advisory capacity on recruiting practices. The group will be comprised of a diverse group of community leaders who will also serve as prospective recruiters for, and educators about, SDPD's hiring practices.

**Recommendation #6:** *The SDPD should provide all useful documentation about applicants to the police psychologists so that a complete assessment regarding an applicant's suitability as a police officer can be made.*

## **RESPONSE: IMPLEMENTED**

The pre-hire psychologist will be provided all documentation received by the backgrounds detectives at their request.

**Recommendation #7:** *The SDPD should require the commanding officer over training to approve evaluations of trainees with performance issues during field training. It is recommended that the field training overall job performance form require approval by the commanding officer over training and the division service area lieutenant or patrol division commanding officer. This will ensure that both the Field Training Officer (FTO) program and patrol staff members have input on performance evaluations and final recommendations regarding whether the officer passes the probationary period before the form is given to the chief of police for final approval.*

## **RESPONSE: IMPLEMENTED**

In November 2014, SDPD assigned a Captain to the Training Division chain of command. The Captain assigned to Training Division has overall management responsibilities for the Regional Basic Academy and SDPD Training Units including the academy, field training, in-service

training and range operations. The Captain position will ensure consistency in training, accountability to performance anchors, and that field training aligns with the skills and knowledge obtained in the academy setting and develops officers to perform the entry-level duties of a police officer.

The Captain is the final review of every SDPD trainee's performance during the 4-month field training program and approves all trainees who meet performance standards to become independently functioning police officers. The final review comes in the form of an attestation that is completed and signed by the trainee's fourth (and final) phase Field Training Officer (FTO). The FTO attests that the trainee is prepared to assume the role of police officer. That attestation is then reviewed and approved by the field training administration sergeant, the Department training manager (lieutenant level) and the training division Captain.

The field training administration completes a report each week that documents the performance of trainees who are meeting standards and those who are not, and the planned course of action designed to bring them to a level of acceptable performance. That report is reviewed each week by the field training administration Sergeant, the Department training manager and the training division Captain.

This process allows for an on going comprehensive review of trainee performance at supervisory and management levels to ensure that the performance of each trainee is tracked, their compliance with standards is met, and that training strategies are developed to improve performance.

This process is also a mechanism to place the appointing authority "on notice" to all trainees who are not progressing satisfactorily. They ultimately may be recommended for separation from employment due to their inability to perform to the standards the City of San Diego requires of entry level police officers.

Communication is essential in monitoring the development of all recruits and trainees into police officers. Quarterly meetings with backgrounds/recruiting, academy and field training staff, facilitated by the Training Division Captain, enhance the organization's ability to customize a training program that fits the specific needs of each recruit/trainee as they develop into San Diego police officers.

***Recommendation #8: The SDPD needs to take better advantage of the probationary employment period when it comes to recruits who have performance or discipline issues.***

**RESPONSE: IMPLEMENTED**

With a Captain assigned in the Training Division, more emphasis has been placed on utilizing department disciplinary mechanisms. Department discipline brings more formality to the disciplinary process, sends a strong and clear message to the recruit that compliance with established rules and regulations is required, and enables the Department to consider prior discipline in the academy when determining levels of discipline, should similar patterns of behavior or poor performance continue during or beyond field training.

**Recommendation #9:** *The SDPD should implement body-worn cameras as a training tool during field training.*

**RESPONSE: IMPLEMENTED**

As an affirmative step in this direction, the Department assigned 20 faux body-worn cameras (BWCs) to the academy. This was done in order for recruits to start as early as possible in their law enforcement career, to develop the muscle memory needed to operate the cameras, to develop an awareness of how best to affix the camera to the uniform and how it integrates with the other equipment carried by the officers. Exposing recruits to BWCs this early in their development as police officers translates to a comfortable transition to using the cameras in patrol settings both during and after field training. It is anticipated that the academy class graduating in August 2015 will be outfitted with the BWCs.

**II. Supervision and Training**

**Recommendation #10:** *The SDPD should create case studies of the specific cases of officer criminal sexual assault and other misconduct and use them as training tools for academy, in-service and supervisory training.*

**RESPONSE: IMPLEMENTED**

In the 2014 supervisor (sergeant/lieutenant) update training, the City Attorney's Office provided a liability mitigation presentation utilizing case study/autopsies of several SDPD criminal misconduct cases, directly emphasizing where supervision fell short. Case study/autopsies will continue to be provided in future SDPD forums.

**Recommendation #11:** *The SDPD should use annual supervisor training to emphasize the principles of procedural justice and how to apply these principles in policing to ensure the community members are being treated fairly.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

The overarching theme of the 2015 series of supervisor (sergeant/lieutenant) update training (starting in June) will focus on procedural justice concepts including: respect-based relationship building, accountability and fairness (internal and external), and emotional intelligence as a basis for understanding implicit bias and how behavior is driven by emotion. Practical tools for enhancing emotional intelligence will be provided.

**Recommendation #12:** *The SDPD should minimize the use of acting sergeants and re-evaluate all staffing options that would allow the agency to return to a platoon staffing model, which would bring uniform supervision to each squad and improve squad continuity.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

The Department recently promoted 26 sergeants and has promoted over 50 sergeants in the past year. For the past few years, the Department has conducted promotions twice per calendar year. The staffing matrix currently in place is based on staffing levels available to the individual patrol commands. As staffing levels improve, the Department will be in a better position to utilize staffing models, which are based on the platoon system.

**Recommendation #13:** *Under the current staffing model, the SDPD should consider implementing monthly meetings of all patrol division supervisors to mitigate the impacts of sergeant vacancies in patrol to increase officer supervision and to provide mentoring opportunities for new supervisors.*

## **RESPONSE: IMPLEMENTED**

The nine patrol commands have instituted a policy of holding supervisor's meetings on a monthly basis which will be an increase from the current quarterly meetings. Service area lieutenants have been directed to meet with their sergeants as often as necessary to address this concern and to foster an informational sharing and mentoring atmosphere.

**Recommendation #14:** *The SDPD needs more training on accountability and the application of principles of equity and fairness for first-line supervisors to ensure officers understand that discipline is consistently applied.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

### **Discipline Training**

The Department's Human Resources Manager and legal advisors conducted training starting in October 2014 for all lieutenants and captains to ensure timeliness and consistency in employee evaluations and the imposition of discipline. Training included: the effective use of employee performance evaluations, supplemental performance plans, discipline formats for formal and informal discipline, conducting effective appeal hearings, and Public Safety Officers Procedural Bills of Rights (POBAR) review.

Two hours of training on the Department's Discipline Manual is provided to newly promoted sergeants. All discipline is ultimately vetted through the chain of command prior to its imposition. Additionally, the 2014 series of supervisor update training included four hours of training in accountability and "sergeants' business."

**Recommendation #15:** *The SDPD should identify ways to measure whether personnel are applying the principles of community policing and procedural justice in carrying out their duties.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

A working group is being convened to identify observable/measurable outcomes of procedural justice, and to revise existing performance evaluation dimensions and anchors at every level within the organization.

**Recommendation #16:** *The SDPD needs a personnel development strategy to develop and retain its existing personnel. The current evaluation process could be supplemented through the use of individual development plans and ongoing opportunity for mentoring and coaching.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

Although underutilized, a “supplemental performance plan” instrument exists and is typically used for performance deficiencies rather than as a tool for development. It will be refreshed with a greater emphasis as a development tool in future supervisor update trainings.

**Recommendation #17:** *SDPD leaders may want to further develop the department’s directives to emphasize the roles and responsibilities of supervisors. In addition, performance evaluations and reviews of supervisors should include these factors and should assess the supervisor’s ability to connect with, develop, and lead his or her subordinates.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

The 2014 supervisor update training was used as an opportunity to clearly establish the role of supervision (sergeants, lieutenants, captains) within the organization on a global level, while also allowing each division and unit to clearly delineate roles within their respective teams and work groups. This format allowed for commanding officers to provide their expectations, and for facilitated discussion among co-workers about role accountability and mission attainment.

Additional research will be conducted to determine if revisions to roles and responsibilities within specific ranks need to be adjusted in performance evaluations, as well as with duties identified in the specific job classifications.

**Recommendation #18:** *In addition to making improvements in handling complaints against officers, the SDPD should send all positive community feedback (including e-mails and telephone calls) to supervisors. Supervisors should provide feedback to the officers on all occasions when they have received commendation for engaging the community.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

Although this has generally been the practice within the Department for decades, all positive information about Department employees will be passed to the employee through their chain of command. Changes to the Discipline Manual and department policies and procedures will be evaluated to clarify this protocol.

### **III. Accountability: EIIS, Internal Investigations & Discipline**

**Recommendation #19:** *The SDPD should strongly consider fully implementing all of the protocols outlined in the technical assistance guide Enhancing Cultures of Integrity: Building Law Enforcement Early Intervention Systems, published by the COPS Office in 2011 and any other best practices for EIIS, specifically regarding the development of a formalized referral, intervention, and documentation process. The department has done an effective job of developing the system; it needs to be fully implemented.*

#### **RESPONSE: IMPLEMENTATION IN PROCESS**

SDPD's Early Identification & Intervention System (EIIS) is in need of a complete overhaul. The Department will work with recognized experts and best practices in this area. Suggested indicators by PERF would be invaluable information if they could be captured through systems that are compatible and would allow for easy retrieval.

**Recommendation #20:** *Lieutenants should receive notifications from the EIIS administrator on officers in their chain of command. In cases when first-line supervision is lacking, the lieutenant in charge must step in to provide adequate supervision.*

#### **RESPONSE: IMPLEMENTATION IN PROCESS**

Changes to the EIIS system are being evaluated to include notifications to the lieutenants from the EIIS administrator when issues surface with first-line supervision.

**Recommendation #21:** *The SDPD should incorporate the following additional indicators unsatisfactory performance evaluation, all civil litigation against an officer, canine bites, tardiness, and positive indicators into the Department's EIIS and include them in the agency's written policy. In addition, the policy should provide procedures on how and when supervisors are to enter this information into the EIIS if these additional indicators cannot be automated into the EIIS. SDPD should also implement a nuanced system for when various indicators trigger an alert. Different indicators should trigger supervisor review at different thresholds based on generally acceptable standards and the preferences of department leaders (perhaps for more careful scrutiny of certain indicators).*

#### **RESPONSE: IMPLEMENTATION IN PROCESS**

Changes to the EIIS system are being evaluated and developed to include the above recommended indicators. A written policy will be developed to address how and when these indicators will be entered into the system, and also to determine what these indicators suggest about the officer.

**Recommendation #22:** *The SDPD should automate all necessary Department systems with the agency's EIIS and determine if the system can automatically notify the EIIS administrator, the commander (i.e., division captain), the lieutenant, and the sergeant of any flagged officers under their supervision.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

The Department will seek out recognized experts and best practices in this area. Automation and automatic notifications of Department systems as recommended by PERF would be valuable information if they could be captured through systems that are compatible and would allow for easy retrieval. This recommendation is being researched and evaluated.

**Recommendation #23:** *The SDPD should develop a formalized policy regarding the process for EIIS interventions so that all interventions are consistently documented.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

The Department will develop a formalized policy regarding the process for EIIS interventions so that all interventions are consistently documented.

**Recommendation #24:** *The SDPD should consider moving the policy-required supervisor review of the EIIS from a quarterly basis to a monthly basis and any time a supervisor is assigned a new employee.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

The Department will consider moving the policy-required supervisor review of the EIIS from a quarterly basis to a monthly basis and any time a supervisor is assigned a new employee.

**Recommendation #25:** *Lieutenants should conduct these monthly EIIS reviews with acting sergeants regarding officers' performance.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

Lieutenants will conduct monthly EIIS reviews with acting sergeants regarding officers' performance.

**Recommendation #26:** *The SDPD should provide a clear and unambiguous alcohol policy including language that prohibits the use of alcohol for a specified amount of time before the officer reports for duty.*

**RESPONSE: IMPLEMENTED**

The Department recently revised the alcohol policy to be consistent with the industry standard of "No alcoholic beverages can be consumed within 8 hours of the officer's shift."

**Recommendation #27:** *The SDPD should implement a truly randomized selection process for drug testing to correct a system weakness that enables some employees to be randomly tested twice early in the testing cycle, meaning that they then know they will not be retested for a year or more.*

**RESPONSE: IMPLEMENTED**

Officers no longer receive notice when a new testing cycle has started or concluded.

**Recommendation #28:** *The SDPD should provide the Citizen's Review Board (CRB) with routine updates on the status of complaints received from the board, as a way for CRB to track the status of these complaints.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

The Internal Affairs Unit has developed an Excel-based tracking system for the Citizen's Review Board (CRB) to assign a tracking number, log, route and track the status of complaints made to the CRB and routed to the Internal Affairs Unit. This tracking system will log complaint letters to the CRB by tracking number, and will route and record the disposition of the complaints received by CRB, which are then routed to the Internal Affairs Unit.

**Recommendation #29:** *The SDPD should eliminate the Public Service Inquiry (PSI) process.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

Department Procedure 1.10, "Citizen Complaints, Officer-Involved Shootings, and In-Custody Deaths; Receipt, Investigation, and Routing", is currently being revised to eliminate the Public Service Inquiry (PSI) process. All radio calls regarding complaints will be dispatched as citizen complaints, not PSIs.

**Recommendation #30:** *The SDPD should return to the process of documenting category I and II complaints and then forwarding them to internal affairs.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

Department Procedure 1.10 "Citizen Complaints, Officer-Involved Shootings, and In-Custody Deaths; Receipt, Investigation, and Routing", is currently being revised to require all Category I and II complaints be documented on the Complaint Control Form (PD-232) and forwarded to the Internal Affairs Unit.

**Recommendation #31:** *The SDPD should ensure the discipline process is administered consistently across divisions and that it is transparent to the extent possible for both internal and external stakeholders.*

## **RESPONSE: IMPLEMENTED**

Commanding Officers will follow the Department Discipline Matrix to ensure that discipline is administered consistently across the divisions and is transparent, to the extent possible, for both internal and external stakeholders.

**Recommendation #32:** *Should the commanding officer want to go outside the matrix to discipline an officer, he or she should outline and describe the decision in a memo that must be approved and signed by the assistant chief in the chain of command prior to the discipline.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

Commanding Officers will be required to receive written approval from their Assistant Chief if they decide to administer discipline that is outside the Department Discipline Matrix.

## **IV. Community Partnerships**

**Recommendation #33:** *The SDPD should work to rebuild trust with the community. Building on its past reputation as a leader in problem oriented policing, the SDPD should re-engineer its approach to working with the community focusing on strategies that use the principles of community policing and procedural justice.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

A working group has been developing a model to assist in enhancing community trust and, more specifically, establishing a strategy for integration of a philosophical mindset. A working group that is developing the model is comprised of the following:

- Assistant Chief of Training and Employee Development
- Lieutenant over the Department's Leadership Development Unit
- Patrol Captain of a large and diverse patrol division
- Police psychologist and college professor
- Community leader/activist representing the community

Building on the Department's reputation earned during the late 1990's, SDPD is attempting to hire, train, inspire, and promote to build a policing philosophy utilized by every law enforcement officer regardless of rank or assignment. The philosophy intends to augment components of procedural justice, which includes officers conducting citizen contacts in a positive, helpful and friendly manner.

In addition to addressing implicit biases, a deeper understanding of how emotions factor into how we treat people will also be addressed, using concepts of emotional intelligence as an opportunity to understand and change behavior as needed. The philosophy aims to remove the "we versus them" perspective among officers and among the community, starting with us.

A top down analysis of current practices, including how we recruit, hire, train, and promote, has been underway since June 2014. Focusing on the attitudes and behaviors required to truly demonstrate procedural justice, systems adjustments will be made to demand (pre-hire), maintain (through training), and expect (through evaluation and discipline) non-biased behaviors from our officers. In addition to our current Advanced Officer Training, which began in January 2015, established guidelines for which our employees are to be accountable will be formalized with the intent to change the culture at every level. Infusing this philosophy into SDPD will reinforce the importance of procedural justice and allow us to rebuild trust with the community.

**Recommendation #34:** *The SDPD should consider a program that helps Department officials to confront unconscious biases, such as Fair and Impartial Policing (FIP) program, to address the concerns of biased policing raised by some community members.*

## **RESPONSE: IMPLEMENTATION IN PROCESS**

### **Advanced Officer Training (40 hours)**

In January 2015, the Department's In-Service Training Unit began its 18-month Advanced Officer Training cycle. With the exception of POST mandates for perishable skills in driving, firearms and first aid, the training focuses on the overarching theme of procedural justice, including the following topics: Non-Biased Based Policing, Tactical Communications, Officer Wellness, Emotional Intelligence, Force Encounters (emphasizing de-escalation techniques) and Civil Liability.

Curriculum was developed after researching "Fair and Impartial Policing" training and other current best practice models, and builds beyond an academic understanding by placing officers in scenario role play where proper verbal de-escalation produces positive outcomes and ineffectual attempts at de-escalation do not. Classroom discussions revolve around the responsible use of authority, including in-depth discussions about balancing authority with doing the right thing, as well as a review of the 4<sup>th</sup> Amendment, 14<sup>th</sup> Amendment, and other laws governing citizen contacts. Training also includes discussion about emotional recognition and regulation, and the impact of our behavior based on implicit biases. This training is mandatory for all sergeants and officers.

### **Supervisor Update Training (40 hours)**

The Department concluded its 40 hours of supervisor (sergeant/lieutenant) update training in October 2014. Components of the training included: practical steps in accountability, culture change, employee wellness, "sergeant's business," internal affairs trends, the Values Program (candid discussions within teams about ethics), liability mitigation, force science, and resource re-familiarization. Training was held within the division with staff time built in for the captains to focus on issues unique to their divisions. The 2015 series of training will be offered with topics to include: procedural justice (internal and external focus), accountability, employee case studies/conduct autopsies, and other relevant topics.

### **Academy and Field Training Extension**

Training Division will be increasing new officers' field phase training by one month to include a two-week orientation phase and a two-week community policing phase immediately following

academy graduation. The orientation phase will allow for trainees to be in a learning environment while in the field to observe only. They will be provided in-depth explanation and the opportunity to ask questions about the practical application of their learning in the academy. The community policing phase will allow officers to attend community meetings within the division, and to work closely with the Compassion Project, including visiting drug rehabilitation, homeless, veteran, religious, and cultural centers, where they will interact with community members in a non-enforcement mode.

**Recommendation #35:** *Even with limited staffing, SDPD officers should have opportunities to attend community meetings and engage in problem solving activities with the communities that they serve. In addition, the Department should review its use of electronic and telephone reporting, to reduce the time officers spend on noncriminal and less serious calls, allowing maximum time for community policing and problem solving efforts.*

**RESPONSE: IMPLEMENTED**

All police officers and supervisors are encouraged to attend community meetings in their area of responsibility. Accommodations with beat coverage will be made to allow their participation.

The Department has been progressive in both online and telephone reporting to document crimes. This has allowed field officers to be utilized in the most efficient manner. The Centralized Telephone Report Unit is currently housed at Northwestern Division and staffed by officers on limited duty status. Leadership over this unit is constantly evaluating new technology that would allow them to be even more productive.

**Recommendation #36:** *The SDPD should consider conducting outdoor lineups and community walks with upper level command staff. Alternatively, the Department may consider inviting community members into their local division stations to participate or observe lineups before each shift.*

**RESPONSE: IMPLEMENTED**

Every patrol command currently hosts events such as community walks, which allow command staff members and community members to work together to solve issues of community concern. The walks foster communication between not only the participants, but the community members who receive outreach during the events.

Community leaders are being invited to squad conferences/line-ups to build relationships between the officers and community they serve.

**Recommendation #37:** *The SDPD should consider neighborhood or beat level "customer" satisfaction surveys. Survey results should inform patrol priorities for each neighborhood. Surveys might be conducted on a regular schedule or continuously through a system in which post-contact survey cards are given to people who have just had an interaction with the police.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

Since May 2014, service area command lieutenants have been contacting citizens who have had contact with their officers to determine the level of service provided. This is done randomly and addresses interactions from both enforcement and service-related contacts. The findings are reported out to Department leaders through the Quarterly Management Report process. Individual officers also receive feedback, whether positive or negative.

The opportunity to reach an even greater number of citizens through a beat level customer survey has tremendous value and will be explored.

**Recommendation #38:** *The SDPD should develop tailored cultural education involving community leaders and representatives to be delivered during the lineup.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

The Department has often opened its doors to various community groups so they could provide tailored cultural education. Most recently, the LBGT community worked with Department leaders to prepare line-up training specific to law enforcement interaction with trans-gender citizens. This training is currently occurring in patrol divisions throughout the Department. It is being presented by members of the LGBT community.

**Recommendation #39:** *The SDPD should develop its own citizen's police academy.*

**RESPONSE: IMPLEMENTED**

The Department currently offers a program for citizens that is hosted at the San Diego Regional Public Safety Training Institute entitled, Inside San Diego PD.

**Recommendation #40:** *The SDPD should update its website to embody the goals values, and mission of the Department.*

**RESPONSE: IMPLEMENTATION IN PROCESS**

The Department's web page is in need of significant upgrades. The goal for the web page will be to include the Vision, Values and Mission of the Department. The Department plans to work with the City, as it is developing and updating Department websites across the City.



Shelley Zimmerman  
Chief of Police