



THE CITY OF SAN DIEGO

Report to the City Council

DATE ISSUED: June 19, 2017 REPORT NO. 17-038

ATTENTION: Public Safety and Livable Neighborhoods Committee
Agenda of July 19, 2017

SUBJECT: Final update to the 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 40 recommendations in which SDPD policies and practices can be improved to achieve the goals of preventing misconduct, and detecting it quickly when it does occur.

The initial report was presented to the Public Safety and Livable Neighborhoods Committee meeting on May 13, 2015. An update report on the PERF recommendations was presented to the Public Safety & Livable Neighborhoods Committee on July 29, 2015. A second update was presented at the Public Safety and Livable Neighborhoods Committee on June 15, 2016.

This update will include the final seven recommendations. These recommendations are included in the third focus area, "Accountability." This will be the final update as all forty recommendations have been implemented.

III. Accountability: Early Identification and Intervention System (EIIS), Internal Investigations & Discipline

On April 22, 2016, the San Diego Police Department implemented the IAPro software which included the conversion of the existing Internal Affairs database and the creation of an interface to the Department's Human Resources employee database. IAPro/Blue Team is an integral part of the new EIIS structured system. IAPro's EIIS/early warning system consists of robust analytical tools, which constantly evaluate every Department employee and their performance as compared to their peers. The EIIS system contains thresholds determined by the Department and best practices. The system allows for easy identification, flexible intervention, thorough reporting and documentation. All personnel have been trained on the use of BlueTeam and EIIS via in person and video training deployed citywide.

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: IMPLEMENTED

The San Diego Police Department's EIIS is a structured system that identifies and assists supervisors in managing behaviors that could result in performance-related problems by individual employees. The San Diego Police Department has adopted the protocols outlined in the technical assistance guide Enhancing Culture of Integrity: Building a Law Enforcement Early Intervention Systems, published by the Community Oriented Policing Systems (COPS) Office in 2011. In addition to the COPS office study, best practices were followed through the evaluation of several department's early warning programs and department-wide feedback through a committee. The intent of EIIS is to provide non-disciplinary intervention, guidance, and resources whenever possible, and/or to assist employees with professional development, in order to provide the highest level of service and satisfaction to the public.

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: IMPLEMENTED

Lieutenant/Managers will receive notifications from the EIIS Administrator and will review all of the employees for whom they are responsible in the EIIS system on a monthly basis. When necessary, the Lieutenant/Managers will conduct appropriate follow-up with the Department employee(s). Lieutenant/Managers will also ensure their Sergeant/Supervisor is conducting his or her monthly inspections. Acting Sergeant/Supervisors will only have access to their own personal data. In cases when first-line supervision is lacking, the lieutenant in charge shall step in to provide adequate 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: IMPLEMENTED

The San Diego Police Department has included the above listed indicators into the EIIS written procedure. The San Diego Police Department has also assigned aggregate thresholds that will trigger an EIIS alert for each indicator type.

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: IMPLEMENTED

The EIIS has implemented an automatic alert process to identify and evaluate the behavior of Department employees who have met the criteria for an Early Intervention Assessment. The EIIS administrator will review the alerts to determine if an employee has surpassed a threshold and a proper alert has been triggered. Checks and balances are in place to confirm appropriate notifications are made to the employee's chain of command.

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

RESPONSE: IMPLEMENTED

The EIIS procedure has been written and published. The procedure outlines the detailed intervention process and will assist with ensuring all interventions are thoroughly and consistently documented and closed out. Through the production and deployment of Department-wide video training, every member of the department has been trained extensively in the EIIS process from alert, to supervision, intervention, employee wellness and support.

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.*

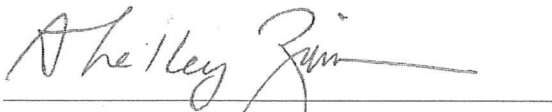
RESPONSE: IMPLEMENTED

Supervisors will review all of the employees for whom they are responsible in the EIIS system on a monthly basis. Additionally, they will conduct an EIIS review upon receiving a new employee under their supervision. When necessary, the Supervisors will conduct appropriate follow-up with the employee(s) as stated in the EIIS procedure.

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

RESPONSE: IMPLEMENTED

Lieutenant/Managers will conduct the review of any Department employee being supervised by an Acting Sergeant/Supervisor and conduct any appropriate follow-up.



Shelley Zimmerman
Chief of Police



Scott Chadwick
Chief Operating Officer