

<b>REQUEST FOR COUNCIL ACTION</b> CITY OF SAN DIEGO				CERTIFICATE NUMBER (FOR COMPTROLLER'S USE ONLY)	
TO: CITY COUNCIL		FROM (ORIGINATING DEPARTMENT): Police Department		DATE: 7/9/2015	
SUBJECT: Update of the San Diego Police Department's response to the Police Executive Research Forum (PERF) recommendations					
PRIMARY CONTACT (NAME, PHONE): Chief Shelley Zimmerman, 619-531-2777			SECONDARY CONTACT (NAME, PHONE): ,		
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	
Liaison Office		ORIG DEPT.		Ramirez, David	
		CFO			
		DEPUTY CHIEF			
		COO			
		CITY ATTORNEY		Peter, Linda	
		COUNCIL PRESIDENTS OFFICE			
PREPARATION OF:		<input type="checkbox"/> RESOLUTIONS		<input type="checkbox"/> ORDINANCE(S)	
		<input type="checkbox"/> AGREEMENT(S)		<input type="checkbox"/> DEED(S)	
This is an informational item only, no action required.					
STAFF RECOMMENDATIONS: This is an informational item only, no action required.					
SPECIAL CONDITIONS (REFER TO A.R. 3.20 FOR INFORMATION ON COMPLETING THIS SECTION)					
COUNCIL DISTRICT(S):		All			
COMMUNITY AREA(S):					
ENVIRONMENTAL IMPACT:					

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

DATE: 7/9/2015

ORIGINATING DEPARTMENT: Police Department

SUBJECT: Update of the San Diego Police Department's response to the Police Executive Research Forum (PERF) recommendations

COUNCIL DISTRICT(S): All

CONTACT/PHONE NUMBER: Chief Shelley Zimmerman/619-531-2777

**DESCRIPTIVE SUMMARY OF ITEM:**

This is an informational update on the progress of the Police Department in implementing 40 recommendations from the Police Executive Research Forum (PERF). The recommendations were made following an assessment of the Department's policies and practices related to preventing and detecting misconduct.

**STAFF RECOMMENDATION:**

This is an informational item only, no action required.

**EXECUTIVE SUMMARY OF ITEM BACKGROUND:** Due to several misconduct cases in previous years involving San Diego Police Officers, in early 2014, the San Diego Police Department requested the assistance of the U.S. Department of Justice (DOJ). The DOJ's Office of Community Oriented Policing Services (COPS Office) 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.

PERF's assessment identified 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 police department's responses were presented at the May 13, 2015, PS&LN meeting. This current meeting is an update on the progress of the Department's implementation of the recommendations.

**CITY STRATEGIC PLAN GOAL(S)/OBJECTIVE(S):**

Goal #1: Provide high quality public service

Objective #1: Promote a customer-focused culture that prizes accessible, consistent, and predictable delivery of services

Goal #2: Work in partnership with all of our communities to achieve safe and livable neighborhoods.

Objective #1: Protect lives, property, and the environment through timely and effective responses in all communities

Objective #2: Reduce and Prevent crime

**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): At the May 13, 2015, PS&LN meeting, the Department discussed each of PERF's 40 recommendations. Many recommendations were implemented at the time. This meeting is an update of the recommendations where the implementation was in progress.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

KEY STAKEHOLDERS AND PROJECTED IMPACTS: N/A

Ramirez, David

Originating Department

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Deputy Chief/Chief Operating Officer



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

DATE ISSUED: July 15 2015 REPORT NO. 15-072

ATTENTION: Public Safety and Livable Neighborhoods Committee  
Agenda of July 29, 2015

SUBJECT: Update of 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 forty (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 on May 13, 2015. In the initial presentation, fifteen (15) of the forty (40) recommendations were implemented.

This report provides an update on the remaining twenty-five (25) recommendations. These recommendations and the Department's responses are detailed in this report:

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

**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 forums 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.

### **UPDATES:**

- The Department continues to actively recruit new officers
- The Department is currently reviewing new advertising and marketing proposals to enhance recruitment

**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: IMPLEMENTED**

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 board 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.

### **UPDATES:**

- The use of other Department panel members began in May 2015 to enhance panel diversity
- The Hiring Advisory Board met in June 2015 and will continue to meet on a quarterly basis

## **II. Supervision and Training**

**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.

### **UPDATES:**

- The Chief's Executive Committee participated in the first session of Procedural Justice and Emotional Intelligence training
- Command Training is scheduled to begin on August 2015

**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.

### **UPDATE:**

- The Department is considering promoting a group of sergeants in the fall of this year, in addition to conducting promotions twice per calendar year

**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 4 hours of training in accountability and "sergeants' business."

### **UPDATES:**

- Additional training on the Department's Discipline Manual, including employee appeals, is scheduled for late July through early August 2015
- Discussions on consistency will also be facilitated during Command Training scheduled to begin in August 2015

**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.

### **UPDATE:**

- Command Training, scheduled to begin August 2015, will cover consistency in evaluations at the divisional level based on existing anchors. Additional anchors and behaviors indicative of procedural justice will also be identified

**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’s update training.

### **UPDATE:**

- Command Training will incorporate discussion on the use of individual development plans and opportunities for mentoring and coaching

**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 coworkers 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.

### **UPDATE:**

- Each Captain will facilitate discussions among their management teams at the August 2015 Command Training

**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: IMPLEMENTED**

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 his or her chain of command. Changes to the discipline manual and Department policies and procedures will be evaluated to clarify this protocol.

## **UPDATES:**

- All positive feedback is given to the employee through the chain of command in a timely manner
- The discipline manual was updated to reflect that supervisors shall provide all positive community feedback to the officer on all occasions when the officer has received a commendation for engaging the community

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

The following seven recommendations (#19 through #25) all pertain to the Early Identification & Intervention Systems (EIIS).

**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**

**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**

**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**

**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**

**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**

**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**

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

**RESPONSE: IMPLEMENTATION IN PROCESS**

**UPDATES:**

- The Department has researched other police agencies that utilize EIIS systems in order to locate best practices
- The Department has reviewed EIIS systems in the Seattle Police Department, Albuquerque Police Department, Washington D.C. Metro Police Department, Austin Police Department, Newark Police Department, and the New Orleans Police Department
- The Department is meeting with Chief Timothy Longo on August 7, 2015. Chief Longo, Chief of Police of the Charlottesville, Virginia Police Department, is a nationally-recognized expert in the area EIIS systems

**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 are routed to the Internal Affairs Unit.

**UPDATES:**

- An Excel based tracking system was developed for the Citizen's Review Board (CRB) and was added to "Share Point" which will allow CRB and Internal Affairs access to the Excel report. This will provide CRB with a process to track the status of complaints
- Testing of the Excel based tracking system via Share Point is scheduled for July 2015
- Implementation of this tracking system is pending the results of the testing process

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

**RESPONSE: IMPLEMENTED**

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.

**UPDATE:**

- Department Procedure 1.10, "Citizen Complaints, Officer-Involved Shootings, and In-Custody Deaths; Receipt, Investigation, and Routing," was revised and implemented on June 5, 2015. The revised procedure eliminated the Public Inquiry (PSI) process

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

**RESPONSE: IMPLEMENTED**

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 are documented on a Complaint Control Form (PD-232) and forwarded to the Internal Affairs Unit.

**UPDATE:**

- Department Procedure 1.10, "Citizen Complaints, Officer-Involved Shootings, and In-Custody Deaths; Receipt, Investigation, and Routing," was revised and implemented on June 5, 2015. The revised procedure returned the process of documenting category I and II complaints and then forwarding them to internal affairs.

**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.

**UPDATE:**

- Commanding Officers will be required to receive 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 participants:

- 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.

#### **UPDATE:**

- The Assistant Chief of Training and Employee Development is continually meeting with working group members to systematically adjust areas necessary to sustain the philosophy of "Procedural Justice." Additional working groups will be formed to allow for more community input as we move forward with additional projects
- Continue command outreach

**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 hrs)**

In January 2015 the Police Department's In-Service Training Unit began its eighteen (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 hrs)**

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.

### **UPDATES:**

- Command Training (formerly Supervisor Update Training) scheduled to begin in August 2015 and continues through November 2015
- The 103<sup>rd</sup> Academy, graduating on August 6, 2015, will be the first academy to participate in an augmented phase of training to include an observation period and community engagement opportunity
- In June 2015, three training sessions were held for community members to observe abbreviated training classes highlighting what is currently being provided to academy recruits in the basic academy and tenured officer through in-service training. Areas emphasized were laws of contact and arrest, procedural justice and non biased based training and force science. These sessions will continue

**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. 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.

**UPDATES:**

- The City is currently working on a city-wide resident satisfaction survey. The survey will include police customer satisfaction

**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 LGBT 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.

**UPDATE:**

- The Department is reviewing training on the Muslim culture intended as line-up training in the near future

**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 webpage 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.

**UPDATE:**

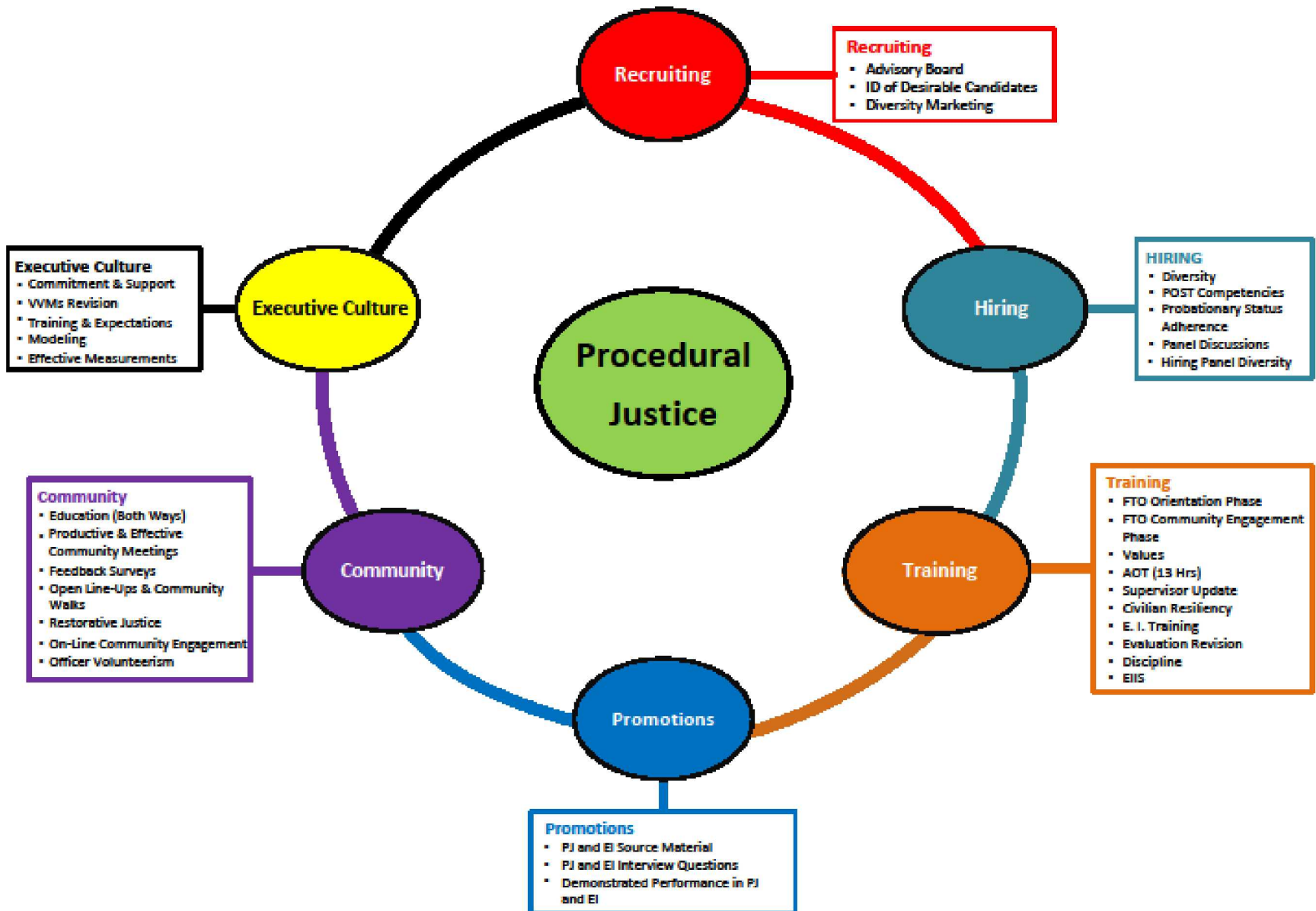
- The Police Department web page now includes the revised Vision, Values and Mission of the Department. The Department plans to continue to work with the City as it is developing and updating Department websites across the City



Shelley Zimmerman  
Chief of Police

An update of the San Diego Police  
Department's response to the  
Police Executive Research Forum  
(PERF) recommendations

# Procedural Justice Implementation



## 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 city.*

RESPONSE: IMPLEMENTATION IN PROCESS

- The Department continues to actively recruit new officers
- The Department is currently reviewing new advertising and marketing proposals to enhance recruitment

# 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 the SDPD.*

RESPONSE: IMPLEMENTED

- The use of other Department panel members began in May 2015 to enhance panel diversity
- The Hiring Advisory Board met in June 2015 and will continue to meet on a quarterly basis

# 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 that community members feel they are being treated fairly.*

RESPONSE: IMPLEMENTATION IN PROCESS

- The Chief's Executive Committee participated in the first session of Procedural Justice and Emotional Intelligence training
- Command Training is scheduled to begin on August 2015

# 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 is considering promoting a group of sergeants in the fall of this year, in addition to conducting promotions twice per calendar year

# 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

- Additional training on the Department's Discipline Manual, including employee appeals, is scheduled for late July through early August 2015
- Discussions on consistency will also be facilitated during Command Training scheduled to begin in August 2015

# 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

- Command Training, scheduled to begin August 2015, will cover consistency in evaluations at the divisional level based on existing anchors. Additional anchors and behaviors indicative of procedural justice will also be identified

# 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 opportunities for mentoring and coaching.*

RESPONSE: IMPLEMENTATION IN PROCESS

- Command Training will incorporate discussion on the use of individual development plans and opportunities for mentoring and coaching

# 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

- Each Captain will facilitate discussions among their management teams at the August 2015 Command Training

# Recommendation #18

*In addition to making improvements in handling complaints against officers (see next section), 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: IMPLEMENTED

- All positive feedback is given to the employee through the chain of command in a timely manner
- The discipline manual was updated to reflect that supervisors shall provide all positive community feedback to the officer on all occasions when the officer has received a commendation for engaging the community

The following seven recommendations (#19 through #25) all pertain to the Early Identification & Intervention Systems (EIIS).

# 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 EIS, 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

## Recommendation #20

*Lieutenants should receive notifications from the EIS 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

# 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 EIS 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 EIS if these additional indicators cannot be automated into the EIS. 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**

## Recommendation #22

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

RESPONSE: IMPLEMENTATION IN PROCESS

# Recommendation #23

*The SDPD should develop a formalized policy regarding the process for EIS interventions so that all interventions are consistently documented.*

RESPONSE: IMPLEMENTATION IN PROCESS

# Recommendation #24

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

RESPONSE: IMPLEMENTATION IN PROCESS

# Recommendation #25

*Lieutenants should conduct these monthly EIS reviews with acting sergeants regarding officers' performance.*

RESPONSE: IMPLEMENTATION IN PROCESS

- The Department has researched other police agencies that utilize EIS systems in order to locate best practices
- The Department has reviewed EIS systems in the Seattle Police Department, Albuquerque Police Department, Washington D.C. Metro Police Department, Austin Police Department, Newark Police Department, and the New Orleans Police Department
- The Department is meeting with Chief Timothy Longo on August 7, 2015. Chief Longo, Chief of Police of the Charlottesville, Virginia Police Department, is a nationally-recognized expert in the area EIS systems

## Recommendation #28

*The SDPD should provide the Citizens' Review Board (CRB) with routine updates on the status of complaints received from the board, as well as a way for CRB to track the status of these complaints.*

RESPONSE: IMPLEMENTATION IN PROCESS

- An Excel based tracking system was developed for the Citizen's Review Board (CRB) and was added to "Share Point" which will allow CRB and Internal Affairs access to the Excel report. This will provide CRB with a process to track the status of complaints
- Testing of the Excel based tracking system via Share Point is scheduled for July 2015
- Implementation of this tracking system is pending the results of the testing process

# Recommendation #29

*The SDPD should eliminate the Public Service Inquiry (PSI) process.*

RESPONSE: IMPLEMENTED

- Department Procedure 1.10, “Citizen Complaints, Officer-Involved Shootings, and In-Custody Deaths; Receipt, Investigation, and Routing,” was revised and implemented on June 5, 2015. The revised procedure eliminated the Public Inquiry (PSI) process

# Recommendation #30

*The SDPD should return to the process of documenting category I and II complaints and then forwarding them to Internal Affairs.*

RESPONSE: IMPLEMENTED

- Department Procedure 1.10, “Citizen Complaints, Officer-Involved Shootings, and In-Custody Deaths; Receipt, Investigation, and Routing,” was revised and implemented on June 5, 2015. The revised procedure returned the process of documenting category I and II complaints and then forwarding them to internal affairs.

## 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 approval from their Assistant Chief if they decide to administer discipline that is outside the Department Discipline Matrix

## 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

- The Assistant Chief of Training and Employee Development is continually meeting with working group members to systematically adjust areas necessary to sustain the philosophy of “Procedural Justice.” Additional working groups will be formed to allow for more community input as we move forward with additional projects
- Continue command outreach

## Recommendation #34

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

RESPONSE: IMPLEMENTATION IN PROCESS

- Command Training (formerly Supervisor Update Training) scheduled to begin in August 2015 and continues through November 2015
- The 103<sup>rd</sup> Academy, graduating on August 6, 2015, will be the first academy to participate in an augmented phase of training to include an observation period and community engagement opportunity
- In June 2015, three training sessions were held for community members to observe abbreviated training classes highlighting what is currently being provided to academy recruits in the basic academy and tenured officer through in-service training. Areas emphasized were laws of contact and arrest, procedural justice and non biased based training and force science. These sessions will continue

# 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

- The City is currently working on a city-wide resident satisfaction survey. The survey will include police customer satisfaction

# 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 is reviewing training on the Muslim culture intended as line-up training in the near future

# Recommendation #40

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

RESPONSE: IMPLEMENTATION IN PROCESS

- The Police Department web page now includes the revised Vision, Values and Mission of the Department. The Department plans to continue to work with the City as it is developing and updating Department websites across the City