

SACRAMENTO POLICE DEPARTMENT: Response to CPE's *Pathway from Data to Action*: Guide and Policy Recommendations

PATHWAY FROM DATA TO ACTION: GUIDE TO CPE POLICY RECOMMENDATIONS

Behavioral science research is clear: situations predict inequitable behavior more strongly than attitudes and intentions. Situations must, therefore, be treated as potential risks. In policing, risk factors can lead to inequitable policing, damage public trust, undermine officer safety, and increase the risk of high-profile critical incidents and crises. CPE advocates a three-part approach to addressing disparities in stops, use of force, and other policing outcomes.

Measure and monitor. Departments must measure and monitor the outcomes that matter to the communities they serve. Data analysis enables departments to understand current problems and measure future progress. Departments that participate in the NJD are taking a crucial step toward this goal.

SPD engages in substantial data collection. This includes collecting data for all detentions and arrests. SPD also engages in data based internal accountability in the form of audits and inspections. SPD has also engaged in community town halls, community surveys and an officer survey:

- **GO 210.09 RIPA Compliance:**
 - SPD utilized this program to monitor detentions and arrests. This keeps the department in compliance when reporting to California DOJ. RIPA compliance is filtered through the Professional Standards Unit and statistics are also tracked through the Crime Analysis Unit.
- **Inspections and Standard/Audit team:**
 - SPD employs an internal Inspection and Standards Team (IST) responsible for conducting internal audits. The goal is to ensure quality control and compliance with department policy and law. The IST also provides recommendations for organizational improvement.
- **Body Worn Camera audits:**
 - SPD Sergeants are tasked with conducting mid-year and end of the year body camera audits on officers. This audit comprises of supervisors evaluating each member of their team. The sergeant is to observe the video and compare it to the police report to which it is linked.

- **2018-2019 Community and Officer Survey:**
 - SPD conducted a survey in partnership with CSUS Sacramento, the University of San Diego, Californian Endowment, California Wellness Foundation and Sierra Health Foundation with topics:
 - Trust with officers and the public
 - Officer's relationship with the community
 - Community Trust
 - Police Use of Force
 - Gun violence
 - Neighborhood specific concerns
 - Survey will be conducted on an annual basis so the Department can track progress in meeting the needs of the community in each of these areas.

Investigate to learn more. When a disparity has been identified, departments should investigate to learn as much as possible about the situations in which the disparity is most severe or most often occurs.

- SPD engages in training to learn from past law enforcement biased based events (GO 210.05). Training is required to cover the following topics:
 - All new officers will receive initial cultural diversity and awareness training at the basic recruit training academy.
 - Training regarding bias-based policing, cultural diversity, interaction with citizens, policy, ethics, legal requirements, and related topics will be integrated into the field training program for all new officers.
 - The Sacramento Police Department will engage in periodic and ongoing training on the subject of bias-based policing in accordance with state law and P.O.S.T.'s Continuing Professional Training requirements and in keeping with the values and high professional standards of the Department.
 - The Professional Standards Unit will ensure all Departmental policies, in conjunction with federal, state and local laws related to racial profiling, are properly disseminated to all employees.
- SPD has an Internal Affairs Division responsible for investigating all biased based complaints (GO 210.05 E.)
- SPD uses a tracking software to track all forms of complaints, including biased based complaints. SPD evaluates trends related to complaints:

- This tracking software also works with an early intervention program to identify outliers with regard to complaints and use of force incidents.
- SPD collects demographic information on all detentions and arrests (GO 210.09) and reports this information to the Department of Justice

Identify risk factors and develop targeted interventions. Departments should then examine the situations to investigate and identify risk factors that may contribute to that disparity. After identifying potential risk factors, departments should partner with the community to develop and implement targeted interventions to address the risk factors within their control.

SPD engages in a variety of training to assist officers in understanding risk factors when working with members of the community. SPD also monitors officers to ensure that outlier behaviors are examined by supervisors and management. The following are several trainings that SPD engages in:

- **Early Intervention Program:**
 - Managers and supervisors are required to monitor their employees UOF, pursuits, supervisor messages, etc. on a monthly basis and create solutions based off of the reviews. Solutions could be EAP (early intervention), re-training, etc.
- **Gender Awareness Training:**
 - This course discusses the difference between sexual orientation and gender identity, terminology, pronoun use, important moments in history, and how to respond effectively to calls involving gender diverse people.
- **Crisis Intervention, Implicit Bias, and Procedural Justice Training for All Officers and Supervisors:**
 - All officers have completed CIT (Crisis Intervention) training. SPD will continue to hold two annual trainings to ensure training for all employees.
- **Transformational Policing Classes for Police and Community Members:**
 - This two-day class brings members of the community and Department together to examine and discuss key issues relevant to the historical and current law enforcement practices.

SPD engages in a variety of outreach with high risk communities. This serves to build trust and relationships with officers and the members of the community. The following are several current community outreach programs:

- **Walking While Black Screening and Community Discussion:**
 - Officers and community members come together to view and discuss this award-winning film.

- **Walk in My Shoes Program:**
 - A community member and police officer are paired for a day with goals of perspective sharing and discussion to increase understanding and trust between law enforcement and the community it serves.
- **Day of Service/Peace Walks:**
 - Peace Walks with community members and police take place on Fridays in local neighborhoods. Upon graduation, the Police Academy recruits will spend a day in a neighborhood helping with small acts of service like painting and landscaping.

CLARIFYING EXPECTATIONS OF OFFICER BEHAVIOR THROUGH WRITTEN POLICY

- **Strengthening racial profiling policies:**
 - SPD has a policy against Biased Based Policing (General Order 210.05). Employees are specifically prohibited from racially profiling (210.05 B.1). Officers are required to report any conduct that would be a violation of this order (210.05 B.6.). Supervisors are required to monitor and examine all areas of policing under their command to ensure compliance with this policy (210.05 C.). All new officers and current officers are required by policy to engage in regular training related to cultural diversity, biased based policing and interaction with citizens (210.05 D.1-2.). All reports or complaints regarding biased based policing or racial profiling are documented and investigated (210.05 E.). SPD requires an annual review of all citizen complaints and concerns related to SPDs biased based policy to ensure officers are properly and professionally conducting stops and citizen contacts (210.05 F.).
- **Strengthening use of force policies:**
 - Officers required to intervene and report any use of excessive force
 - SPD policy already requires peace officers to intervene if they observe any use of force that is clearly beyond that which is objectively reasonable (GO 580.02 B. 1.). Peace officers are already required to report potential unreasonable force to a supervisor and/or Internal Affairs (GO 580.02 B. 2.)
 - **Deadly force as a last resort:**
 - SPD is in the process of adopting last resort language for the Use of Force Policy (580.02). Currently, SPD's Use of Force Policy requires that officers shall employ de-escalation and crisis intervention techniques when feasible (580.02 E. 6). Peace officers shall use other available resources and techniques if reasonable safe and feasible rather than use deadly force. (580.02 L. 1)
 - **Prohibit the use of chokeholds and neck holds**
 - SPD Use of Force policy prohibits the use of chokeholds, neck restraints and carotid restraints (580.02 F. 1)
 - **Mandate the use of de-escalation tactics**
 - SPD policy requires officers to employ de-escalation tactics when feasible and doing so does not increase the risk of harm to the peace officer or another person (580.02 Policy; 580.06 Policy; 580.10 Policy; 522.01 Policy).
- **Support policies through organizational culture**
 - Require supervisor review

- SPD employees are required to report all uses of force to a supervisor (GO. 580.02 N. 1). Supervisors are required to respond to the scene of a use of force to ensure a thorough investigation takes place (580.02 N.2.A.1). Supervisors must review all uses of force with the involved employees, including all recordings (580.02 N.2.A.2-3).
 - **Strengthen accountability systems**
 - All uses of force are reviewed by SPD management through a multi-level review (580.02 N.2.B.1). All uses of force are reviewed by the SPD Use of Force Review Board (580.02 Q.; 580.01). The Use of Force Review Board determines appropriate accountability actions for uses of force that are out of policy. Supervisors are required to access the Early Intervention System to view employees use of force documentation.
- **Identify additional risk factors and opportunities for reform**
 - SPD has an Inspections and Audits team that conducts regular inspections and audits on SPD activities (340.02). This team conducts audits on Department activities to ensure compliance with policy and law (340.02 B. 1.) This includes producing recommendations for organizational improvements (340.02 D. 4.) The Professional Standards Unit prepares an annual analysis on use of force incidents. (580.02 T.1.). This analysis covers several topics including the identification of trends, training needs, equipment needs, policy review and revision recommendations (580.02 T.1.A-D).