May 6, 2021

The California Department of Justice (DOJ) conducted an independent assessment of the Sacramento Police Department (SPD). On July 8, 2020, DOJ released Phase II of their assessment, including a second set of recommendations for SPD.

SPD's updated responses to DOJ's Phase II recommendations are included in this report. SPD's response to each recommendation includes a "status" update. Each category is defined below:

Under Review: The recommendation(s) is under review for determination of feasible application and appropriate staff assignment.

In Progress: The recommendation(s) has been assigned to appropriate staff to research and evaluate potential changes to training or policy.

Completed: The recommendation(s) has been reviewed, analyzed, or implemented as detailed within each itemized response.

Less-Lethal Force

1. **Recommendation #1:** SPD should affirmatively de-authorize the use of carotid restraint holds.

   Status: Completed

   Notes/Comments:
   The newest revision of General Order 580.02 (9-9-20) expressly prohibits the use of the carotid control hold or any other neck restraint absent the threat of serious bodily injury or death (consistent with deadly force). As of 6-6-20, SPD no longer teaches any type of carotid control or neck restraint.

2. **Recommendation #2:** SPD should ensure that its foot pursuit policy sets clear guidelines for initiating and ending foot pursuits.

   Status: Completed

   Notes/Comments:
   SPD established a comprehensive foot pursuit policy (General Order 580.13) on 7-26-18 which articulates in detail, factors officers are to consider when initiating, continuing or terminating foot pursuits. This policy spells out initiating officer, supervisor, and communication center responsibilities in the coordination of a foot pursuit and emphasizes the need for the pursuing officer and supervisor to continually assess and evaluate the need to continue the foot pursuit balanced with the need for apprehension and the safety of the public as well as for all persons involved.

3. **Recommendation #3:** To ameliorate the unnecessary risk of injury, SPD should restrict officers from using a Taser on a fleeing suspect except when necessary to avoid more lethal uses of force.

   Status: Completed

   Notes/Comments:
   General Order 580.10 (revised 8-3-20), the SPD policy governing Conducted Energy Device (CED) usage, authorizes officers to use a CED on a fleeing subject ONLY when the officer has considered the severity of the offense, the subject's threat level to others; and the risk of serious injury to the subject if the CED were used.

4. **Recommendation #4:** As recommended in Phase I, SPD limit Taser use to three, standard five-second cycles and prohibit Taser use in drive stun mode.

   Status: Completed

   Notes/Comments:

The CED (TASER) General Order was revised on 8-3-20 to limit officers to three (3) five second cycles absent an articulable imminent threat which would warrant a subsequent cycling. With the last revision of the CED General Order, use of the CED in drive-stun mode is no longer authorized unless used in imminent defense from risk of serious bodily injury or death (consistent with deadly force).

5.   **Recommendation #5:** SPD should continue its commitment to Crisis Intervention Training (CIT) for Officers.

Status: Completed

Notes/Comments:
In 2015, the Sacramento Police Department implemented a training requirement that all police officers and first-line supervisors attend an 8-hour crisis intervention awareness class. This class provides officers with a basic introduction and general awareness of mental health issues. However, even with the SPD basic training requirement, it was determined that officers would benefit from additional specialized training and knowledge to help better handle calls for service involving the mentally ill, emotionally disturbed persons, and their families.

In 2017, the Sacramento Police Department expanded the course to a 40-hour course which incorporates law enforcement training scenarios that focus on those in mental health crisis. In addition to training, the model includes a partnership with non-governmental mental health care providers to increase access to the existing system of mental health services to help individuals with mental illness, family members, and the responding officers. Every sworn officer in the department has been required to attend this training and apply its concepts in the field. SPD is currently working on developing a training model that provides officer training more frequently.

As part of SPD's 2020 Continuing Professional Training (CPT), officers were trained on all their required less lethal tools. The training is scenario based and includes the tools' function and policy considerations.

Lastly, as part of SPD's 2021 Continuing Professional Training (CPT), officers received additional training on CIT and de-escalation techniques that culminated in a 10-hour critical decision-making use of force scenario day.

6.   **Recommendation #6:** SPD should transition its canine deployment strategy from "Find and Bite" to "Find and Bark."

Status: Completed

Notes/Comments:
SPD has researched this recommendation and in September of 2020 updated the K-9 policy with enhanced language related to the use of the K-9. The focus of the new policy is on "handler control" so that decisions on deployment is made by the officer. This is also In line with current best

practices as articulated in Police Executive Research Forum dated 5/2020-Canine Recommendations.

7. **Recommendation #7:** SPD should make de-escalation an affirmative duty.

   Status: Completed

   Notes/Comments:
   The SPD Use of Force General Order 580.02 was first revised on 8-26-20 to make de-escalation an affirmative duty with language changed from "officers should" to "officers shall" attempt to de-escalate situations when feasible and where it may be accomplished without increasing the risk of harm to officers or others.

8. **Recommendation #8:** SPD should avoid the tactical approach that SPD officers refer to "overwhelming use of force".

   Status: In progress

   Notes/Comments:
   When using multiple less-lethal systems, past studies have shown that a suspect is more likely to surrender because the shortcomings of one system are offset by another. The unnecessary use of one system multiple times also increases the likelihood of injury to the suspect. The use of multiple less-lethal weapons systems contemporaneously could be one solution to not only end the use of force quickly, but also lower the risk of injury to the officer and suspect.

   The application of multiple less-lethal systems during a use of force encounter is context dependent. Each situation should be evaluated based on its unique circumstances. There are many factors to consider, including what crime(s) the suspect has committed, the suspect's physical size, whether the suspect is lucid or under the influence of drugs and/or alcohol, his or her mental state, as well as other factors an officer would deem important in their decision to use less-lethal systems.

Use of Force Policy, Reporting, and Chain of Command Review

9. **Recommendation #1:** SPD should further modify its use of force policy to better reflect the changes in policy and practice mandated by the Legislature in AB392, as well as to implement all the recommendations from DOJ's phase I report.

   Status: Completed

   Notes/Comments:
   SPD revised its Use of Force policy G.O. 580.02 on 9-9-20 to add additional language and definitions such as "imminent harm" and "necessary force" to better reflect the changes in penal code 835a PC as mandated by AB 392 and as recommended in DOJ's Phase I report.

10. **Recommendation#2:** SPD should mandate that officers complete and submit detailed statements describing and explaining their use of force.

Status: Completed

Notes/Comments:
SPD requires that all reportable uses of force be fully documented by officers and General Order 580.02 details the reporting requirements for all three levels of force as defined in the order.

11. **Recommendation #3:** SPD should implement a policy that expresses clear and specific guidelines for how it categorizes and reviews force incidents.

Status: Completed

Notes/Comments:
SPD's General Order 580.02 on use of force defines and categorizes force into three separate levels with specific requirements and guidelines for the reporting and investigation of all levels of reportable force. In addition, a new policy was signed on 9-30-20 authorizing a Use of Force Review Board under General Order 580.01, which will provide for further consistency and information sharing in the review of use of force incidents.

12. **Recommendation #4:** SPD should conduct an analysis of potential racial disparities with respect to its use of force. If such a study identifies areas of disparate impact, SPD should explore effective, alternative approaches or strategies that could reduce the disparity while ensuring officer, subject, and public safety.

Status: Completed

Notes/Comments:
SPD recently finished a comprehensive data analysis of uses of force for the past three years (2017-2019) which encompasses involved citizen and officer demographics, as well as arrest statistics. This report is being finalized and will be published on the Department transparency website and can be used for further analysis.

Bias Prevention

13. **Recommendation #1:** SPD should regularly review and update its implicit bias training lesson plans and materials to ensure that they reflect POST and SPD curricula and core principles.

Status: Completed

Notes/Comments:

Since the DOJ Evaluation, the Sacramento Police Department has created the Advance Officer Training (AOT) team, which is responsible for researching, creating, and evaluating all mandatory continued professional training for officers. The proposed curriculum and content for each annual

training is rigorously examined and crafted to ensure that it aligns with the core values and goals of the department and industry best practices. This is the case for all department delivered training, including implicit bias training. To ensure transparency with our community, current training expanded course outlines are posted for public review at https://www.cityofsacramento.org/Police/Transparency.

14. **Recommendation #2:** SPD should continue to develop and provide robust training exercises that focus on de-escalation, tactical repositioning, and techniques that may reduce threat perception failures.

   Status: Completed

   Notes/Comments:

   Since the DOJ Evaluation, the Sacramento Police Department has created new innovative reality-based training and incorporated that into the annual mandatory continued professional training for officers. These lessons include classroom and small group exercises on de-escalation and tactical repositioning, peer intervention, critical decision making, cultural competency, and implicit bias. Officers also engage in live scenarios which dynamically teach and make officers demonstrate the application of each of these concepts. This scenario-based training is coupled with robust debriefs that have officers and expert trainers examine actions taken during the scenarios and look to reinforce desired behavior and outcomes, along with seeking improvement to address shortcomings.

Personnel Complaints and Investigations

15. **Recommendation#1:** Every SPD misconduct investigation should include a comprehensive investigative summary.

   Status: Completed

   Notes/Comments:
   Every formal internal affairs case now includes an investigative and a case summary.

16. **Recommendation#2**: SPD should clarify the process for classifying personnel complaints and assigning them for investigation.

   Status: In progress

   Notes/Comments:
   Our Special Services Division has been assigned this recommendation to further review and research it.

17. **Recommendation #3:** SPD should ensure that Internal Affairs coordinates, tracks, and oversees all investigations to ensure investigation quality regardless of the source of the complaint.

Status: Completed

Notes/Comments:
SPD has created a system in which all complaints are tracked. Per our policy, reflected in general order 570.06, anytime a community member wishes to speak with a supervisor it shall be documented in our IA Pro software. Furthermore, all complaints shall be documented on a complaint form (SPD 330). The Professional Standards Unit oversees all documents related to supervisor contacts, and the Internal Affairs unit tracks and oversees all internal investigations.

18.   **Recommendation#4:** SPD policy should clarify the difference between internal and external complaints.

Status: In progress

Notes/Comments:
SPD agrees with this recommendation and it will be codified in the next update of our Internal Investigations manual.

19.   **Recommendation#5:** SPD and its supervisors should meaningfully evaluate the classification of personnel misconduct to ensure accuracy and integrity.

Status: In progress

Notes/Comments:
SPD agrees with this recommendation and believes that more specific classifications would be appropriate. However, our current classifications are derived from civil service rules, and creating new ones would require negotiations with the Sacramento Police Officers Association.

20.   **Recommendation #6:** SPD should train its investigators to thoroughly investigate all evidence/indications of personnel misconduct that arise during an investigation even if its not included in the original complaint.

Status: In progress

Notes/Comments:
SPD agrees with this recommendation and it will be codified in the next update of our Internal Investigations manual.

21.   **Recommendation #7:** SPD should train its investigators to avoid using leading questions when interviewing personnel and other witnesses.

Status: Completed

Notes/Comments:
SPD Internal Affairs investigators are required to attend specialized training in conducting internal investigations. Thorough investigations are paramount to earning and maintaining public trust, and ensuring that our employees, and other witnesses, are not asked leading questions is essential in that process.

22. **Recommendation #8:** SPD should require its investigators conduct in-person, videotaped interviews of all witnesses in all investigations.

   Status: In progress

   Notes/Comments:
   This recommendation would constitute a change in working conditions as employees are not currently videotaped during internal affairs interviews. As such, this recommendation will need to be negotiated with the union. SPD will engage in such negotiations in 2021.

23. **Recommendation #9:** SPD should ensure consistency with respect to timelines for completing investigations.

   Status: In progress

   Notes/Comments:
   Our Special Services Division has been assigned this recommendation to further review and research it.

24. **Recommendation#10:** SPD should track consistency across chains of command and across cases with respect to imposed discipline.

   Status: In progress

   Notes/Comments:
   Our Special Services Division has been assigned this recommendation to further review and research it.

25. **Recommendation #11:** If an officer resigns in lieu of termination, SPD should complete the investigation and refer the outcome, as applicable, to the state certification board.

   Status: Completed

   Notes/Comments:
   Completing internal investigations, even when an employee resigns prior to the case being completed, is a practice that SPD engages in. Our next policy update will codify that practice. AB 1299 was vetoed, and as such, no governing body exists to oversee certifications. SPD retains Internal Affairs cases for 5 years.

26. **Recommendation #12:** SPD should periodically conduct compliance audits to determine whether its personnel complaint policy is being followed.

   Status: Completed

   Notes/Comments:
   SPD recently created an inspections and standards unit to conduct department audits. Auditing our personnel complaint policy will be a function of that unit.

Discipline

27. **Recommendation #1:** To ensure the fairness and equity of discipline imposed across cases, incidents, and officers, and to promote predictability and transparency for officers and the public, SPD should codify and standardize its disciplinary recommendation process to ensure all recommended discipline is commensurate with the seriousness of the offense and is applied consistently.

    Status: In progress

    Notes/Comments:
    Our Special Services Division has been assigned this recommendation to further review and research it.

28. **Recommendation #2:** SPD should clearly delineate the parameters and protocols for employing disciplinary alternatives, such as "education-based discipline" to ensure that the alternative process utilized effectively corrects the behavior leading to disciplinary action.

    Status: In progress

    Notes/Comments:
    Our Special Services Division has been assigned this recommendation to further review and research it.

Early Intervention Program (EIP)

29. **Recommendation #1:** SPD should define and describe the EIP more specifically and thoroughly in General Order 570.06.

    Status: Completed

    Notes/Comments:
    SPD recently revised General Order 570.06 which details the Department's Early Intervention Program. The program was updated to reflect procedures implemented with the use of new tracking and intervention software purchased by the Department and recently put into use in 2020.

30. **Recommendation #2:** SPD should allow a supervisor to place an officer directly into the EIP.

    Status: Completed

    Notes/Comments:
    EIP alerts are now sent directly to the officer's chain of command for review and appropriate action or referral. Supervisors currently have the ability to make immediate referrals to Peer Support or to refer the employee to the Employee Assistance Program (EAP) as needed.

31. **Recommendation #3:** SPD should consider integrating additional factors into the EIP.

Status: Completed

Notes/Comments:
With the revision of the Early Intervention Program's implementation policy, eleven different incident factors were included in the 10-11-19 update to the EIP program and are currently being used with the new EIPro alert software recently purchased by SPD.

32. **Recommendation #4:** SPD should determine if the use of ratios and/or peer groups can improve the accuracy of its EIP alerts.

Status: Completed

Notes/Comments:
As part of the 10-11-19 revision to the EIP policy and the adoption of new EIPro monitoring software in 2020, various program incidents, ratios and triggers were considered in order to come up with usable EIP program alert thresholds. These thresholds are constantly being revisited and modified as needed based on peer group activity and frequency of alerts.

33. **Recommendation #5:** SPD should take steps to ensure that the EIP contains accurate data and is being used in a standard and effective way.

Status: Completed

Notes/Comments:
The EIP program was revised and the policy updated on 10-11-19. New software from EIPro was activated and put into place in 2020. As a part of the policy and software upgrade, data collection, analysis and notifications were all reviewed and are periodically revisited for efficiency and effectiveness of use.

34. **Recommendation #6:** SPD should connect the EIP with its officer wellness program.

Status: Completed

Notes/Comments:
Responsibilities for EIP follow up is spelled out in SPD General Order 570.06 which designates the involved officer's Division Command as the authority to implement and monitor any EIP plans and associated progress. Employee wellness and EAP benefits and referrals made in conjunction with the EIP program are to be noted in any records maintained by the EIP Coordinator.

35. **Recommendation #7:** SPD should permit officers to review their EIP files and raise issues with the accuracy of the EIP data.

Status: Completed

Notes/Comments:
Per SPD General Order 570.06, Section E.5., EIP alerts and documentation shall be considered confidential employee personnel records. As such,

employees have a right to review these files and bring up any inaccuracies for needed correction.

36. **Recommendation #8:** SPD should annually compile a comprehensive statistical report on its EIP.

    Status: Completed

    Notes/Comments:
    The SPD EIP program was recently revised with the update of General Order 570.06 in 2019 and the addition of new EIPro alert software in 2020. A yearly comprehensive Early Intervention Program report will be prepared for this new program stating with the end of calendar year 2020. The first inaugural report will be due to be published in year 2021.

Recruitment, Hiring, and Retention

37. **Recommendation #1:** SPD should create and implement a formalized recruitment plan that codifies existing work and expands efforts toward attracting high-quality, diverse officer corps.

    Status: In progress

    Notes/Comments:
    While the Sacramento Police Department Recruiting Unit currently maintains records of recruiting efforts, their impact, and efficacy, it does recognize the benefit of a more comprehensive recruiting plan. The unit is currently in the process of a developing a strategic plan that will formalize key concepts, focus areas, and benchmarks to be used to help inform future and ongoing recruitment efforts.

38. **Recommendation #2:** SPD should look to incorporate elements from successful recruitment strategies employed by other departments and identified in best practices literature.

    Status: Completed

    Notes/Comments:
    The Sacramento Police Department has implemented several new programs in alignment with best practices from the literature and other agencies. These items include the creation and expansion of pipeline programs such as cadets, criminal justice magnet academies, Law Enforcement Candidate Scholars' (LECS) program, EPIC internship, student trainees, and CSO positions. The recruiting tagline of "Be the Difference" was developed in consultation with new officers to highlight the ability to make a positive impact on society, and focus was placed on the variety of specialty units, which have been identified as important factors for the current generation of applicant. Expanded recruiting in the digital space has also been undertaken including digital audio/visual advertising, participation in virtual career fairs, and an increased presence on social media. The department dedicated funding to support an aggressive digital marketing campaign that included banner ads, radio.com advertisement, sponsored social media posts, and direct email.

39. **Recommendation #3:** SPD should consider establishing and maintaining an employee referral system.

Status: In progress

Notes/Comments:
The Sacramento Police Department recognizes that its employees are its greatest asset in terms of recruiting potential. The department has previously experimented with an incentive program for employees who referred candidates, with a tiered system that provided additional benefits as a candidate progressed through the hiring process. This program was ultimately terminated after concerns were raised about its implementation. The department has considered revamping and relaunching this, or similar programs, but at this time has determined not to do so. Recruiting material in a variety of formats is made available to SPD employees to encourage them to recruit community members they encounter.

40. **Recommendation #4:** SPD should seek community input on the recruitment and hiring process.

Status: Completed

Notes/Comments:
The Sacramento Police Department Recruiting Unit has participated in a variety of community events which provided opportunities to elicit community input on the hiring process. Applicants are also provided an opportunity to comment on the hiring process. Common themes include concerns about ensuring dissemination of job opportunities throughout the community, equity in the hiring process and employment, and ease of the process. With this input in mind, the department launched a comprehensive recruiting campaign including billboards in diverse communities throughout the city, digital advertising, and print and radio advertising in traditionally African American media outlets. Job openings are routinely distributed to community partners, and several recruiting programs have been developed to provide opportunities for underserved communities. The Recruiting and Background Units have added and modified programs to increase access to members of the community. Acknowledging that not all members of the community have the mobility to take advantage of traditional recruiting and hiring processes, online preparation tools have been developed and made available to the public, and portions of the testing process have been provided in a digital format. Additional portions of the hiring process are currently being transitioned to digital as well. The department has also invested in training aids for the physical agility test which will allow training opportunities for more members of the community.

41. **Recommendation #5:** SPD should invest in strengthening or expanding its Law Enforcement Candidate Scholars Program.

Status: Completed

Notes/Comments:

The Sacramento Police Department continues to invest in the Law Enforcement Candidate Scholars' (LECS) program at Sacramento State University and has expanded to provide an internship program at Sacramento City College. The EPIC internship provides students an opportunity to learn about various facets of the Police Department over an 8- or 16-week period while earning college credit. This program is a partnership between the college and SPD's recruiting unit and is open to a diverse cross-section of the Sacramento community.

42. **Recommendation #6:** SPD should ensure that all its recruitment messaging and materials emphasize the best messages to attract the ideal candidates.

   Status: Completed

   Notes/Comments:
   The Sacramento Police Department recognizes that the role of a police officer changes over time, as do the motivations of potential applicants. Bearing in mind that the literature indicates the current generation of applicants is motivated by the impact they make, is less influenced by pay/benefits than previous generations, and does not necessarily see themselves working one career for their employment lifespan, we adjusted our recruitment focus. Using the recruiting tagline "Be the Difference" we created a variety of recruiting materials that focus on the positive impact a police officer can have on their community. The highlight of this program was a rap video written and produced by one of our officers. We have also created recruiting videos and materials that highlight the large number of specialty units within the department, demonstrating that someone can work for the same employer but have many different experiences.

43. **Recommendation #7:** SPD should continue to regularly assess which parts of the hiring process disproportionately affect under-represented groups.

   Status: Completed

   Notes/Comments:
   SPD constantly evaluates what aspects of the process have an unusually high failure rate, especially if they disproportionately affect any under-represented group. In doing so, over the last twelve months we have shortened our on-going recruitment/application process, transitioned to an online law enforcement entry-level exam, and underwent an exam question analysis by City HR to identify any question(s) that disproportionally impacts an underrepresented group. If such questions are identified, they are eliminated from the test, as well as from future test question pools.

   In addition to the on-going analysis, we are in the process of purchasing eSOPH background system software. This software will allow us to do data analysis to identify which phase leads to failure for different groups of people, and whether certain criteria in the overall analysis disproportionally impacts a specific group. This will allow us to constantly reevaluate our criteria and expeditiously modify our process when needed.

44. **Recommendation #8:** The decision to suspend or not select a candidate based on his or her background should rest at the level of Deputy Chief or higher.

Status: Completed

Notes/Comments:
All backgrounds are either selected, suspended, or declined to hire by a Deputy Chief or the Chief of Police. The only exception is when a candidate advises us that they no longer wish to seek a job with our agency (voluntary waive).

45. **Recommendation #9:** SPD should prepare a quarterly recruitment and hiring report for the police chief, analyzing critical data regarding each stage of the hiring process, including success-rate data about candidates who are not excluded during the background phase of the process.

Status: In Progress

Notes/Comments:
The Personnel Division recently started identifying the number of applicants we lose in each stage of the process and analyzing if any aspect of that portion disproportionally impacts an underrepresented group. Moving forward, we will be utilizing eSOPH backgrounds software, which will allow us to not only analyze what portion of our background process loses an unusually large number of applicants; but also whether it is a particular activity or experience that has a higher than average disqualification effect. Subsequent to the hiring process, beginning with our next academy class (beginning January 2021) we will track the success rate of individuals in the academy and field training, with a focus on identifying whether any aspect of the training program has disproportionate failures rates.

All of this will be utilized to see the success rates for applicants that we may have previously lost during the application, background, hiring, and training processes.

46. **Recommendation #10:** All recruiters and background investigators should receive periodic training in procedural justice and implicit bias focused on specific issues or strategies relevant to the hiring process.

Status: Completed

Notes/Comments:
POST currently requires procedural justice, implicit bias and racial profiling training to be completed once every five years. Since 2016, The Sacramento Police Department has provided Procedural Justice, Fair and Implicit Bias, Racial Profiling and Gender Awareness courses each year during our Continued Police Training (CPT) for all sworn members. Additionally, the Training Department is further developing a Cultural Competency and Implicit Bias course. These courses allow for small breakout discussions to develop necessary conversations as it relates to the continued development of a fair and impartial background process.

47. **Recommendation #11:** SPD should conduct periodic audits of background investigations to ensure that all standards are applied consistently, and that SPD is taking the steps necessary to obtain a well-qualified, diverse workforce.

Status: Completed

Notes/Comments:
POST currently conducts bi-annual audits of completed background investigations. Moving forward the Backgrounds Unit Sergeant will conduct quarterly audits of five (5) non-selected applicant investigations from the previous quarter, to ensure consistent standards are being applied. Additionally, our process provides 3 levels of background review to ensure consistent application of standards. Every background is reviewed by the Backgrounds Unit Sergeant, Personnel Division Captain, and the Chief of Police.

48. **Recommendation #12:** SPD should develop a formal officer retention plan.

Status: In progress

Notes/Comments:
The Sacramento Police Department has created an Employee Services Unit (ESU) consisting of a sergeant, two officers, and a contract employee. This unit is tasked with creating and operating programs to support employee wellness which has been identified as a key component of employee retention. Components of the ESU include a peer support program, Employee Assistance Program, and a newly developed mentorship program for new officers. The Outreach and Engagement Division manages an employee appreciation program that facilitates positive interactions between members of the community and the department. Event tickets, prizes, and messages of thanks are frequently provided to the department and distributed to employees through this mechanism. The Personnel Services Division is in the process of creating a progression model which will show employees the requirements for each promotional opportunity in the department as well as other recommended training or experiences. This will provide increased transparency in the promotional process and encourage employees to plan their careers and visualize career progression. Combined, these programs are intended to create an environment of acceptance, inclusion, and support that will decrease the likelihood of department personnel seeking employment elsewhere

49. **Recommendation #13:** Internal procedural justice should be recognized as a key officer retention strategy.

Status: Completed

Notes/Comments:
The Sacramento Police Department recognizes the importance of procedural justice not only in its interactions with members of the community, but internally with department employees as well. To this end, the department has implemented several policies in support of the core principles of fairness, transparency, impartiality, and providing opportunities

for voice. Employees receive notification, and a chance to review content, prior to any significant public release of information. The promotional process has been standardized and is managed by an entity outside of the police department to ensure fairness. This process also includes an opportunity for everyone in the organization to provide feedback on candidates prior to promotional selections being made. The government codes commonly referred to as the Peace Officers Bill of Rights are applied to all department employees, not just sworn staff, and notification for administrative investigations include more information than required by law. Police captains also routinely attend briefings with their employees to explain organizational changes and listen to concerns.

50. **Recommendation #14:** SPD should examine its current officer wellness programs and initiatives, recommit to those that are working, and establish new initiatives to address identified opportunities.

    Status: Completed

    Notes/Comments:
    SPD's Employee Services Unit was recently reorganized at the beginning of 2020 with the addition of new personnel. The unit is responsible for heading up employee wellness programs and has done a review of the program to see what is working and also to research and introduce new initiatives to include 24-hour peer support coverage, health screenings, on-line workout programs and health content, etc.

51. **Recommendation #15:** SPD should regularly conduct structured exit interviews of departing personnel.

    Status: Completed

    Notes/Comments:
    When an employee retires/resigns, they are given the option on their paperwork to have an exit interview with the Personnel Captain. We strongly encourage it and take any information gleaned in those interviews to improve and continue to utilize programs that were thought of favorably.

52. **Recommendation #16:** SPD should assess its evaluation process and ensure that it is substantive and valuable for all employees.

    Status: In progress

    Notes/Comments:
    SPD revised its evaluation process in 2020 and updated the employee evaluation manual. SPD is continuing to research our process to ensure it is valuable for all employees.

Data Management

53. **Recommendation #1:** To improve its data quality, SPD should create clear operational policies for collecting key data elements, such as information about interactions with homeless persons and persons with mental health and other disabilities.

Status: Completed

Notes/Comments:
The City of Sacramento created the Department of Community Response (DCR), who will be the primary responders to homelessness and mental health calls in the city.

54. **Recommendation #2:** SPD should regularly audit its critical data.

Status: Completed

Notes/Comments:
The newly established Inspection and Standards Team (IST) falls under the auspices of the Professional Standards Unit in the Office of the Chief. The IST will be responsible for regularly recurring and special audits of Department processes and functions as directed by the Chief of Police. Part of IST's duties will include regular monthly sampling and compliance audits on written police reports and Body Worn Camera (BWC) footage from across the Department's various Commands.

55. **Recommendation #3:** SPD should consider collecting additional data points regarding mental health and homelessness related incidents.

Status: Completed

Notes/Comments:
The City of Sacramento created the Department of Community Response (DCR), who will be the primary responders to homelessness and mental health calls in the city.

56. **Recommendation #4:** SPD should assess the usefulness of its regular reports and establish a feedback mechanism to increase their effectiveness.

Status: Completed

Notes/Comments:
The Crime Analysis Unit (CAU) has created a tracking system for all recurring reports. The CAU is responsible for communicating no less than twice a year with the recipient(s) of each recurring report to ensure the product is relevant and meeting the needs of the user. The CAU will regularly assess the effectiveness of their products and seek suggestions for improvement.

57. **Recommendation #5:** SPD should ensure that officers receive proper training in data systems and provide refresher courses for experienced officers.

Status: Completed

Notes/Comments:

As part of SPD's 2021 Continuing Professional Training (CPT), officers will receive additional training on the available computer systems the department has available in the 'Innovations and Technology' block of instruction. Additionally, the department has a Sustainment Team that has two full-time officers who are assigned to train officers in the various new and/or updated computer systems the department has available, as well as providing refresher courses to those that need them. Lastly, our Records Division will continue to provide CLETS training and recertification every two years for all officers.

58. **Recommendation #6:** SPD should streamline the Crime Analysis Unit, Criminal Intelligence Unit, and Real Time Crime Center.

     Status: In progress

     Notes/Comments:
     Each of the described units collect and deliver information in three distinct operational areas. The information collected is accessible and disseminated to all department personnel where appropriate. The expansion of the Crime Analysis Unit to provide more in-depth analysis as described in the recommendation is not economically feasible at this time.

59. **Recommendation #7:** SPD should create a Technology Advisory Council comprised of police personnel, technologists, lawyers, researchers, and community representatives to advise the Chief on the purchase, implementation, and use of technology and data.

     Status: In progress

     Notes/Comments:
     Research regarding a Technology Advisory Council has been recently initiated and a look into industry best practices has been started by the Police Public Safety Information and Technology Division, with recommendations forthcoming.

60. **Recommendation #8:** In adopting new technology, SPD should analyze how it could affect different racial and ethnic groups, consider conducting a formal cost-benefit analysis, and solicit public input.

     Status: In progress

     Notes/Comments:
     A process for the review and adoption of new technology and Public Safety Information Technology (PSIT) programs and their potential impact on different demographic groups is being considered as part of the duties of any Technology Advisory Council that may be established pending research and recommendations by PSIT.

61. **Recommendation #9:** SPD should ensure that there are operational policies that govern its RTCC and PODs.

     Status: In progress

Notes/Comments:
A policy has been drafted, and it is currently in the review and approval process.