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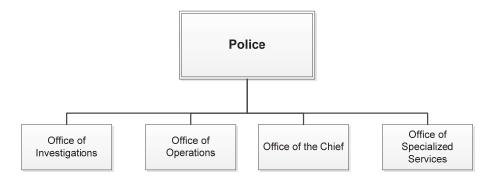
SECTION – 17
Police

Police

The mission of the Police Department is to work in partnership with the community to protect life and property, solve neighborhood problems, and enhance the quality of life in our City.

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The **Police Department** (PD) is dedicated to the philosophy and principles of community policing and endeavors to build public trust with all members of the community, including children, youth, and adults. The Department is committed to transparency, fairness, and impartiality and supports accountability at all levels of the organization. The men and women of the PD are a professional and well-trained police force (743 sworn positions and 291 civilian positions). All PD employees value the diversity of the public which they serve and strive to provide a strong fabric of public safety through the implementation of best practices and dedicated service.

- Office of Investigations: Responsible for developing information leading to the arrest of criminal offenders. This office also oversees forensics, evidence and property, and records.

- Office of Operations: Responsible for providing frontline police services. These include the patrol division (located at three neighborhood substations) and the communications division (911 Center).

- Office of the Chief: Responsible for developing and communicating the vision for the Department. This office oversees the public information office, governmental affairs, internal affairs, administrative services, community outreach, and special projects.

- Office of Specialized Services: Responsible for emergency services, personnel services, and the metro division which includes specialty teams such as the K9 unit, and Special Weapons and Tactics (SWAT).

PROGRAMS/SERVICE HIGHLIGHTS

- Expanded community engagement training for recruits in the PD academy. To provide new police recruits an additional foundation in community policing, the PD has added a community service project to both the police academy and field training program. Examples of community service projects include partnering with local schools to interact with students, conducting safety presentations, and assisting school staff with special projects. More specifically, once the recruits graduate from the academy, they complete a day of service alongside non-profit partners to help those in need in neighborhoods across the city.

- Established the Sac PD Bootcamp program to help future police officers train for the physical demands of the profession. This program allows anyone interested in joining the PD to come out and speak to a recruiter or current officer, participate in a free workout, and ask questions about the hiring process or any other law-enforcement related topics. Participants obtain great insight into the PD and receive personal attention from police employees. The workouts, typically run every Wednesday night, are held at community centers and parks throughout the city.

- Developed a new partnership between the community and officers called "A Walk in My Shoes." The purpose of the program is to build stronger relationships and foster a better understanding between officers and community members. Community members will be paired one-on-one with an officer to engage in an open dialogue about the role of law enforcement in Sacramento and discuss how the police can better serve the community. Topics of discussion can include experiences, perspectives, and challenges facing community members. The overall goal of the program is to have honest conversations that will lead to the development of a greater understanding of each other as individuals and result in a collaborative relationship between the PD and community.

- Completed department-wide deployment of Body Worn Cameras (BWC). In addition, the PD is continuously evaluating the program, monitoring compliance, and enhancing policies based on best practices.

- Expanded traffic safety programming in schools. The PD Traffic Unit utilizes Federal grant funds to provide safety programs to schools throughout the City. Officers focus on prevention by facilitating pedestrian and bicycle safety education. During the last year, the Traffic Unit partnered with School Resource Officers and patrol officers throughout the city to increase the program reach. This collaboration expanded the number of students exposed to the safety presentations. The goal is to reduce the number of pedestrian and bicycle-related traffic injuries in and around schools.

- Continued the Start Smart drivers' education program. This program trains new drivers and their parents and focuses on the common causes of collisions.

- Continued to establish the foundational policies and procedures for the creation of an Unmanned Aerial System (UAS) program.

- Improved facility security at the Public Safety Administrative Building, police sub-stations, evidence, and property building, and the 911 center through the installation of security camera systems.

- Expanded Impact Team coverage from four days a week to seven days a week. This expansion has significantly increased the PD's ability to conduct homeless engagement activities including bike patrols, community meetings, and geographically-focused programming. The PD has also partnered with several homeless assistance providers to provide medical assistance, veterinarian services, housing navigation and veteran services.

- Continued to expand the Hiring Pipeline Program to help transition young adults from, including but not limited to, the Criminal Justice Magnet Academy, Police Cadet Program, local junior colleges, and local universities, into careers in law enforcement.

- Continued to partner with local Community Based Organizations to provide training and mentoring, known as Links for Law Enforcement, to potential law enforcement applicants. The training encompasses multi-week sessions geared for a wide variety of targeted demographics. After the sessions, graduates have a better understanding of the entire hiring process, as well as having acquired skills to assist with their ability to be viable law enforcement candidates.

- Continued to expand connections with the community through the Neighborhood Watch program. The PD has established a citywide coordinator for the program, developed a strong partnership with NextDoor.com, and has required that all patrol personnel actively participate in community meetings, neighborhood associations and support the many community events that occur through the year.

- Completed implementation of Crisis Intervention Training (CIT) program. All sworn staff have participated in a 40-hour Police Officers Standards and Training (POST) certified course, widely accepted as the "gold standard," that will increase the likelihood of a positive outcome in responding to calls involving individuals experiencing a crisis. Also, this training will ensure officers meet and exceed state standards for mental health training.

- Continued partnership with CSUS to start the Law Enforcement Candidates Scholar (LECS) program. A select group of CSUS students passed a rigorous application process and began the program. The program involves various

educational and occupational training classes related to law enforcement and working with the community. The initial cohort is expected to complete the program requirements in the spring of 2018 and transition to the police academy in July 2018.

- Completed redeployment of the Problem Oriented Policing (POP) teams throughout the city. The POP teams, which had been extremely successful in both community engagement and enforcement functions, were disbanded during the recession. Existing personnel assigned to other units were repurposed to mitigate the effect on patrol staffing. Although the POP teams are not as robust as when deployed initially, the teams will provide the basic framework of the POP philosophy for city residents and assist patrol in working with the community.

- Expanded deployment of less-than-lethal equipment and improved medical response in the field. The PD leveraged existing resources and replaced outdated equipment to ensure that all patrol vehicles contain at least one less-than-lethal option and a ballistic shield designed to protect against weapons and projectiles. In addition, the PD provided medical kits to all patrol officers that contain the supplies necessary to triage medical emergencies until medical personnel arrive.

- Continued to strive to be a progressive leader among law enforcement agencies in transparency. Transparency encourages inclusion, keeps residents better informed about PD operations, and encourages them to help us keep their community safe. The Department uses a variety of delivery methods including social media, the department website, and face-to-face contact through regular and special meetings with community members.

DEPARTMENT EFFICIENCIES

- Continued to evaluate and implement improvements to the backgrounds process. The PD is collaborating with the Department of Human Resources and the State Commission on Peace Officer Standards and Training (POST) to propose an electronic Police Entry Level Law Enforcement Test (PELLET-B). This computerized test will eventually replace the current paper tests and reduce the wait time for test results. Additionally, the PD is streamlining the background process to have as much of the process conducted during a one-day testing procedure, standardizing hiring paperwork and converting all background and personnel records from hard copy to electronic.

- Completed installation of ShotSpotter in the east, north and south areas of the City. ShotSpotter is a gunfire-detection system able to pinpoint the location of a gunshot. This information is relayed to the Communications Center and all patrol units within the district in less than 60 seconds. The system significantly increases the ability of the Department to respond to gunshots promptly, solve

the crime that has been committed, and recover the firearm. The Department is also using the ShotSpotter notifications to engage neighborhoods impacted by often unreported crimes involving guns.

- Continued to evaluate strategies to enhance security at large scale events. Plans under consideration include acquisition and use of advanced vehicle resistant barricades, the creation of vehicle and pedestrian exclusion zones and increasing deployment of observers in elevated positions. These strategies will address potential vulnerabilities, making large scale events safer for attendees.

- Completed the development and installation of a Real-Time Crime Center (RTCC). The RTCC allows for the centralization of real-time information including Police Observation Device (POD) camera feeds, crime patterns and activity, intelligence data, social media, and maps to share with field officers and detectives during developing situations. Information from the RTCC will be used to assist in emerging critical incidents and large planned and unplanned events. The availability of real-time data analysis will allow for improved decision-making, more efficient and effective investigative follow-up, and crime prevention.

- Continued to expand the use of video technology to prevent and solve crimes. PODs equipped with a combination of surveillance cameras and License Plate Readers (LPRs) are affixed to city street light standards at various locations across the City. The primary goal of these devices is to serve as a highly visible crime deterrent, but recorded video can also be reviewed for potential evidence if a crime occurs.

- Improved the effectiveness of PODs, by implementing Target Alert Service (TAS) in all field mobile data computers and most specialty unit and investigative computers. TAS is a computer application that delivers real-time alerts from the POD's LPR system of stolen vehicles, wanted persons, missing persons, or flagged vehicles related to investigations.

- Received authority to hire ten additional dispatchers to meet the State of California 911 call answer time standards. These positions have resulted in a significant improvement in call answer times and have allowed the Department to meet or exceed the 911 standard of answering 95% of all 911 calls within 15 seconds.

- Fulfilled the State of California 911 wireless routing initiative, by directing all 911 cellular calls directly to the PD 911 Center. This initiative has eliminated the unnecessary transfer delay from routing cellular calls to the California Highway Patrol communications center. This initiative will result in the PD 911 Center experiencing a call load increase of approximately 80,000 911 calls per year. Additionally, direct routing of 911 wireless calls will enable the PD 911 Center to communicate with citizens who are unable to make a voice call to 911. Soon

citizens who are deaf, hearing or speech disabled will be able to send a text message of their emergency to the 911 center.

- Completed the implementation of eCITATION technology. This new technology has automated the citation issuance and routing process using mobile citation devices and automated workflow. Also, this new technology will improve crime analysis measures by providing traffic stop data not previously available.

- Expanded the use of predictive crime analysis using crime pattern data, mapping, and reporting. This information allows the PD to align resources with crime hotspots strategically.

- Deployed the Everbridge Emergency Notification (EEN) System to replace the aging reverse 911 system. EEN is a collaborative effort between the public safety agencies in Sacramento, Yolo, and Placer counties. The system allows incident commanders to efficiently coordinate community notifications through the PD 911 Center or directly from the field during emergency events, which reduces the time necessary to send these notifications.

- Implemented ballistic search device program to streamline the examination of spent firearm shell casings. This device allows the PD to quickly capture images of spent firearm shell casings and search and compare the images to other casings throughout the county. This program has helped bridge the gap between shooting events in the City and County and provides for a more efficient processing of shell casings.

OBJECTIVES FOR FY2018/19

- Build a trusting, collaborative relationship between the community and the PD through:
  - The "Walk in My Shoes" program for Field Training Officers and recruits graduating from the academy;
  - The Academy community engagement program;
  - Transparency by maintaining and enhancing the PD webpage;
  - The release of videos that are of public interest in addition to videos involving officer involved shootings;
  - The implementation of an annual community survey;
  - Continued collaboration with the Sacramento Community Police Review Commission.

- Increase staffing that represents the community by:
  - Continuing the SacPDStrong Bootcamp program;
  - Continuing the CSUS LECS program and expand it to include Sacramento City College and Cosumnes River College;
  - Implementing pre-hire and Community Service Officer Academies;
  - Improving the efficiency and effectiveness of the recruitment, background, and hiring process; and
  - Continuing to refine the police academy instruction and curriculum to ensure all candidates have their best chance at success.

- Implement an implicit bias training program within the department by:
  - Developing a curriculum with the American Leadership Forum (ALF), Sierra Health Foundation, and universities;
  - Developing a "train the trainer" program for department personnel as well as community members; and
  - Providing training for all department personnel and community groups.

- Improve morale within the department by valuing employees and providing the best possible training, resources, and leadership by:
  - Identifying and promoting employee appreciation;
  - Providing mentoring for employees at all levels; and
  - Increasing transparency within the department and community.

BUDGET CHANGES

Division	Description	Fund	Revenue/ Offset Adjustment	Expenditure Change	FTE Change
Office of the Chief and Office of Investigations	Add positions (1.0 FTE Program Analyst, 1.0 FTE Media Production Specialist II, 2.0 FTE Police Records Specialist II) and associated costs to address the increased workload associated with the management and release of BWC video.	General	-	353,292	4.00
Office of Investigations	Add a position (1.0 FTE Program Analyst) to support crime analysis, fully offset by a reduction in services and supplies.	General	(111,272)	111,272	1.00
Office of Operations	Provide funding to continue the expansion of Impact Teams from four days to seven days a week.	General	-	160,000	-
		Total Change: $	(111,272) $	624,564	5.00

CAPITAL IMPROVEMENT PROGRAM (CIP)

IT Critical Infrastructure
One-time funds in the amount of $839,000 were added to the 2018-2023 CIP for mission critical technology infrastructure including data storage, network infrastructure, and backup solutions. This funding will allow the Department to comply with data and video storage requirements, refresh systems necessary to offload in-car camera and computer data, and fund other one-time support costs.

Body Worn Cameras
Funding in the amount of $862,000 for the Department's body worn camera program was added to the 2018-2023 CIP for equipment and data storage.

Department Budget Summary

Police Budget Summary	FY2015/16 Actuals	FY2016/17 Actuals	FY2017/18 Approved	FY2017/18 Amended	FY2018/19 Approved	Change More/(Less) Approved/Amended
Employee Services	136,260,670	142,551,197	144,348,539	144,371,872	161,887,245	17,515,373
Other Services and Supplies	10,220,940	10,190,692	10,481,377	10,468,372	10,629,965	161,593
City Property	575,610	718,915	3,463,743	255,743	3,483,793	3,228,050
City Debt Service	1,683	-	-	-	-	-
Transfers	(453,700)	(350,458)	-	-	-	-
Labor and Supply Offset	(20,735,456)	(22,403,904)	(26,627,313)	(26,650,646)	(28,749,273)	(2,098,627)
Total	**125,869,747**	**130,706,442**	**131,666,346**	**128,445,341**	**147,251,730**	**18,806,389**

Funding Summary by Fund/Special District	FY2015/16 Actuals	FY2016/17 Actuals	FY2017/18 Approved	FY2017/18 Amended	FY2018/19 Approved	Change More/(Less) Approved/Amended
General Fund	125,241,189	130,007,062	131,119,219	127,898,214	146,698,802	18,800,588
Interdepartmental Service	117,423	187,037	-	-	-	-
Risk Mgmt	511,135	512,343	547,127	547,127	552,928	5,801
Total	**125,869,747**	**130,706,442**	**131,666,346**	**128,445,341**	**147,251,730**	**18,806,389**

Division Budget Summary

Police Division Budgets	FY2015/16 Actuals	FY2016/17 Actuals	FY2017/18 Approved	FY2017/18 Amended	FY2018/19 Approved	Change More/(Less) Approved/Amended
Office of Investigations Division	28,947,400	28,176,180	28,802,401	28,779,157	30,275,037	1,495,880
Office of Operations Division	58,581,425	62,390,671	64,434,082	64,631,445	73,864,241	9,232,796
Office of Specialized Services Division	26,905,150	28,218,925	19,224,945	18,882,125	20,958,379	2,076,254
Office of the Chief Division	11,435,772	11,920,666	19,204,918	16,152,614	22,154,072	6,001,458
Total	**125,869,747**	**130,706,442**	**131,666,346**	**128,445,341**	**147,251,730**	**18,806,389**

Staffing Levels

Police Division Budgets	FY2015/16 Actuals	FY2016/17 Actuals	FY2017/18 Approved	FY2017/18 Amended	FY2018/19 Approved	Change More/(Less) Approved/Amended
Office of Investigations Division	247.00	238.00	212.50	209.40	204.50	(4.90)
Office of Operations Division	588.50	604.50	609.50	614.50	621.50	7.00
Office of Specialized Services Division	160.00	161.66	128.66	122.66	120.66	(2.00)
Office of the Chief Division	54.30	54.30	79.80	79.90	87.80	7.90
Total	**1,049.80**	**1,058.46**	**1,030.46**	**1,026.46**	**1,034.46**	**8.00**

PERFORMANCE MEASURES

Department-wide

Key Measure	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Estimate	FY19 Target
Part 1 Crimes Reported per 1,000 Residents	39.2	30.3	38.16	38.8	38

Ranking*	City	Part 1 Crimes Reported per 1,000 Residents
1	San Diego	11.10
2	San Jose	13.86
3	Anaheim	14.79
4	Los Angeles	16.11
5	Long Beach	16.44
6	**Sacramento**	**18.14**
7	Fresno	22.43
8	Bakersfield	22.44
9	San Francisco	35.27
10	Oakland	37.19

*Top ten cities in California by Population - Based off the Preliminary Semiannual Uniform Crime Report (UCR)

Key Measure	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Estimate	FY19 Target
Part 1 Crimes Reported per Sworn FTE Position	31.7	22.6	24.46	28.3	28

Workload Measure Ranking*	City	Part 1 Crimes Reported per Sworn FTE	Sworn FTE per 1,000 Residents
1	Los Angeles	6.12	2.63
2	San Diego	7.83	1.42
3	Long Beach	9.59	1.71
4	**Sacramento**	**11.97**	**1.52**
5	San Jose	13.05	1.06
6	Anaheim	13.14	1.13
7	Fresno	15.01	1.49
8	San Francisco	15.59	2.26
9	Oakland	20.74	1.79
10	Bakersfield	21.04	1.07

*Population based on Semiannual Preliminary UCR Population Data

The measure of crime is an indication of the overall safety in a community. Safe neighborhoods and safe public spaces create a sense of well-being to citizens and visitors. Crime rate comparisons to similarly-sized California cities provide a baseline to measure progress in controlling crime. The universal benchmark of crime is referred to as Part 1 crime. Part 1 crimes are reported to the U.S. Department of Justice as part of the Uniform Crime Reporting (UCR) system and include: Homicide, Rape, Robbery, Aggravated (Felony) Assault, Burglary, Larceny (Theft), Motor Vehicle Theft, and Arson.

Part 1 crime statistics are based off the Preliminary Semiannual Uniform Crime Report (UCR) January through June 2017. Population data is from the U.S. Census Bureau. Sworn FTE data is based off FY 2016/17 Adopted Budgets.

Key Measure	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Estimate	FY19 Target
Percentage sworn SPD employees who are women or minorities	39%	39%	39%	39%	40%
Percentage of new hires into sworn or Hiring Pipeline Program vacancies that are women or minorities	46%	64%	61%	63%	64%

The Department recognizes that a workforce that mirrors the community it serves is important. The Department has developed a four-point plan to specifically increase diversity. The four areas are marketing, recruiting, process improvements and establishment of a Hiring Pipeline Program. The first measure reflects the percentage diversity among all Department employees. Currently, approximately 39 percent of sworn employees are women or minorities. The second measure reflects the percentage of new hires into sworn and Hiring Pipeline vacancies. In FY2017/18, the SPD anticipates continuing to increase the number of women and minority new hires into sworn and Hiring Pipeline vacancies. The 'spike' of diverse hires in FY2015/16 reflects the initial startup of the pipeline program, where a large number of diverse employees were hired in the Student Trainee and Reserve Community Service Officer positions.

Field Services Division

Key Measure	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Estimate	FY19 Target
Key Measure in minutes					
Median response time for priority 2 and 3 calls (mm:ss)	10:54	10:50	11:07	10:54	10:30

The timely arrival of a police officer to a reported crime is vital to prevent injury or death, apprehend suspected criminals, identify witnesses and evidence, and enhance the solvability of the crime. The SPD prioritizes all calls for service with emergency and in-progress crimes given the highest priority. The response time of all calls is tracked by the SPD Communications Center. The projections for the remainder of FY2017/18 and FY2018/19 are based on current trends. The SPD anticipates that response times will be reduced in future years as sworn vacancies are filled and new police officers are trained. Comparable jurisdictional data is not available as each agency uses different criteria and policies governing the definition of priority calls for service.

Key Measure	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Estimate	FY19 Target
Percentage of 911 calls answered within 15 seconds	75%	83%	83%	93%	98%

The faster a call to 911 is answered the faster units can be dispatched and made available at the scene of an emergency. The State standard is answering 95% of all 911 calls within 15 seconds. Call answer times are tracked by the SPD Communications Center. The projection for the remainder of FY2017/18 fiscal year is based on prior month averages. The projection for FY2018/19 is based on past monthly averages and anticipated call volumes. Actual results will vary depending on the call volume and available staffing.