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# Agenda

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City Hall-Council Chamber

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# SUPPLEMENTAL MATERIAL

**For the Meeting of:** January 27, 2015

**Item Number:** Item 9

**Title:** **Police Department Strategies for Community Policing  
(Oral Report)**

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**Description of Change:** Attachment titled "Community Policing Strategies"  
that was not available at the time of publishing.

## **COMMUNITY POLICING STRATEGIES**

### **JANUARY 2015**

On December 16, 2014, the City Council asked the Chief of Police to present to Council the Sacramento Police Department's community policing strategies. The Mayor specifically requested the Chief address four primary areas: Training, Diversity, Accountability, and Community Engagement. In response, the Sacramento Police Department (SPD) has prepared the following Community Policing Strategies report to provide an overview of the various programs and initiatives in place and planned, as well as future opportunities.

#### **OVERVIEW**

Last year, a number of high profile use of force incidents involving members of law enforcement in New York, Missouri and Ohio, among others, garnered a significant amount of public interest. In light of these recent national events, public concern over use of force and law enforcement's relationship with the communities they serve has increased dramatically. The role of law enforcement in society is one built on a foundation of trust. That trusting relationship between law enforcement and the community is developed over time and must be continually fostered in order to be effective. That relationship constitutes the core of the Community Oriented Policing philosophy.

The SPD has promoted and embraced the Community Oriented Policing philosophy since it was conceptualized more than two decades ago. The focus of community policing is not simply to respond to crime, but is an intentional organizational philosophy of preventing crime and resolving community issues. The SPD fundamentally believes we cannot combat crime alone and must rely on community partnerships to make Sacramento a desirable destination to live, work and play.

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## INTRODUCTION

The SPD embraces the vision of “Making Sacramento the Safest Big City in California.” Achieving the department vision is driven by five Core Principles: Protect Our Community, Partnerships, Professionalism, Prevention and Intervention, and Ownership. These principles are woven into the culture of our organization from management through our academy recruits. These principles not only guide our daily activities, but also establish criteria to evaluate new initiatives or program opportunities for the agency. The Core Principles are described below:

**Protect Our Community:** The foundation for SPD employees is to protect and serve our community, and to provide safety to those who live, work, and visit the city of Sacramento. To ensure that we protect our community, we must value and encourage proactive police work, thorough investigations, impartial enforcement of the law, and the removal of the criminal element that threatens the safety of our neighborhoods.

**Partnerships:** Policing our community is not a solitary exercise to be carried out exclusively by SPD employees. The active development of new partnerships, and the engagement and support of existing partnerships within our community is critical to our crime reduction efforts. The formation and development of partnerships build community trust and support, serve as force multipliers and can act as conduits of information between both groups.

**Professionalism:** Professionalism for SPD employees means holding ourselves accountable to stringent standards of performance, behavior, appearance, training/education and service delivery. Our employees must also exhibit honor, integrity, respect, empathy and compassion for others.

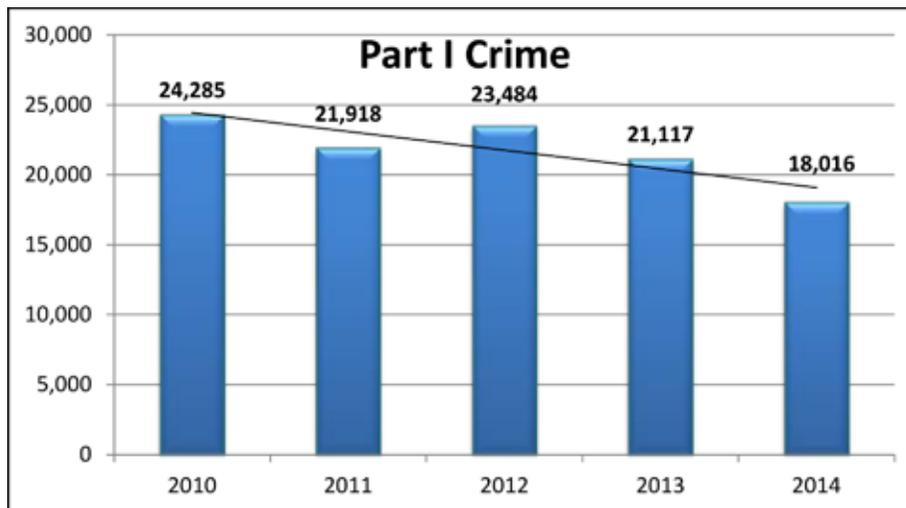
**Prevention and Intervention:** Our success in Making Sacramento the Safest Big City in California will not be measured by the number of arrests we make or the number of citations we issue, but by the measurable absence of crime in our community. The development and expansion of prevention and intervention strategies that actively reduce or eliminate crime, or minimize the potential for crime to occur, will increase our ability to make our community safer.

**Ownership:** To be successful in Making Sacramento the Safest Big City in California, it is important that every individual throughout our entire organization, from top to bottom, be committed to positive change and to taking personal ownership of crime issues, service delivery, and location-specific problems. SPD employees should be so professionally engaged in their areas of responsibility, they have a vested interest in seeing them improve not only in terms of overall safety, but in an improved *quality of life* for residents as well.

### Crime Rates

The SPD reports crime occurring in the city based on the FBI's Uniform Crime Reporting (UCR) standard. UCR data is used in law enforcement administration, operation and management, as well as to track the fluctuations in the level of crime throughout America.

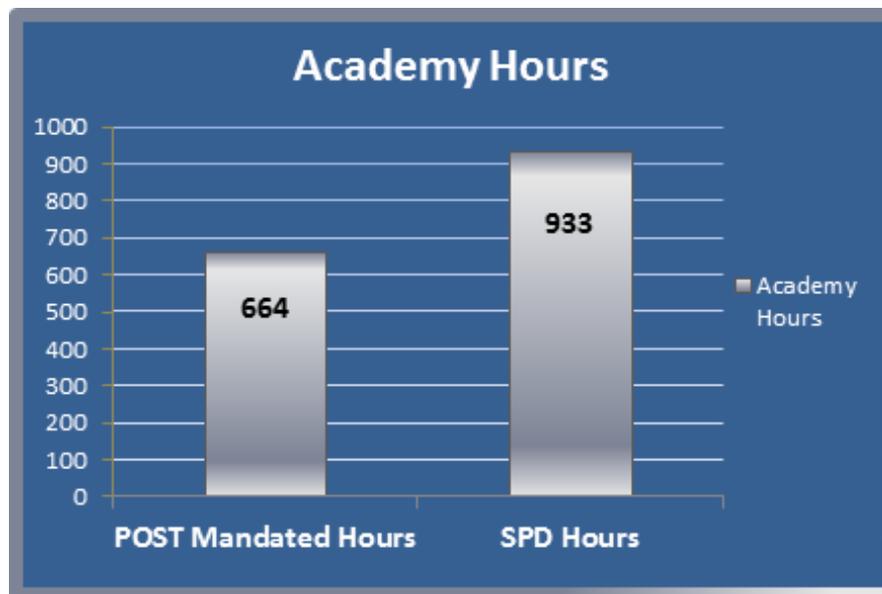
The City of Sacramento has experienced a steady decline in Part 1 crimes over the last five years (Table 1). UCR Part 1 crimes include homicide, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson. In 2013, the national crime rate saw an average decrease of 4.4 percent in violent crime and 4.1 percent in property crime. The City of Sacramento more than doubled that rate of decrease with drops in violent crime of 10.9 percent and in property crime of 9.9 percent. In 2014, we continued to reduce our crime by an additional 14.68 percent. Overall, Sacramento experienced a 23.3 percent decrease of Part 1 crimes in 2014 relative to 2012 totals; this translates to 5,468 fewer victims of serious crime in the city. Additionally, Sacramento's 2014 homicide rates were the lowest they have been since 1973.



## TRAINING

Training is an essential aspect of effective law enforcement. The SPD expands its training beyond the basic police academy topics into areas that emphasize community policing, cultural competencies, and de-escalation techniques. The SPD's officer training exceeds the State's minimum requirements and is a vital element of the high standards expected of and demonstrated by our staff.

### Where are we now?



**Recruit Academy Training** – Currently, the State Commission on Peace Officer Standards and Training (POST) requires 664 hours of training for the Basic Course. The SPD academy allocates a significant number of additional hours, making the total training time at the academy 933 hours. Some of the topics include:

Disputes/De-escalation/Use of Force - During these separate blocks of instruction, the recruits learn how to successfully mediate disputes involving crimes, civil matters, or disturbances in a diverse community. The de-escalation class identifies communication as a powerful tool in mitigating potential use of force situations. Officers are instructed on how non-verbal communication relates to force and the perception the public has towards law enforcement. The use of force component covers the definition of reasonable force, officers' legal authority, limitation, liability, department policy, and intervention techniques.

Cultural Diversity - This class requires recruits to identify and discuss perceptions, stereotypes, prejudices, discrimination, hate crimes, sexual harassment, and most importantly, racial profiling vs. criminal profiling. The students are taught many of the tools necessary to conduct police work in an objective, fair, positive and professional manner when dealing with these matters out in the field.

Racial Profiling - This class covers the legal and conceptual definitions of racial profiling to include state laws, the 4th and 14th Amendments, and current case law. The instruction also covers the obligation of law enforcement officers in preventing, reporting and responding to biased practices by other officers.

Community Oriented Policing – In this course, recruits are educated on the elements of Community Policing, and Crime Prevention Through Environmental Design (CPTED). New officers are instructed on how the community and the police must work together to solve long-term problems.

Cultural Immersion Project - This is a seven-year-old SPD specific program that requires academy recruits to go out in the community and learn about residents of a culture or ethnicity other than their own. The academy recruits interview the community members about their culture, experiences with law enforcement and perceptions of police-community relations. The academy recruits present the information they have gathered in the community to their fellow classmates for discussion.

Persons with Disabilities - In this course recruits are taught the importance of officer safety, public safety, and recognition of behavioral clues, communication, decision making, strategies, and learning to provide excellent service to persons with disabilities, including mental illness. Officers understand they need to have the tools and ability to effectively handle persons who do not fully grasp reality or are experiencing difficult or desperate times in their lives.

Victimology - This class prepares future officers to effectively assist survivors of unexpected trauma, and to actively and compassionately engage victims and witnesses in order to obtain complete statements and more willing cooperation in the pursuit of justice. Recruits are exposed to and interact with guest speakers who have been victims of criminal conduct.

**In-Service Training** – POST requires officers to attend 24 hours of Continued Professional Training (CPT) every two years. The SPD far surpasses that training requirement. In addition to perishable skills training, some examples include:

Racial Profiling - Racial Profiling training is conducted every five years as part of continuing education.

Tools for Tolerance/Museum of Tolerance - Tools for Tolerance training is a one-day, POST-sponsored course provided to law enforcement at the Museum of Tolerance in Los Angeles. To date, SPD has sent 175 employees through the course. The target for 2015 is to send another 75 employees through the course that has been expanded to include a second day focused on building community trust.

Community Relations – This course was taught as a component of CPT. The curriculum focuses on the relationship between law enforcement and members of the community. The course content includes a facilitated discussion on biases, implicit bias, and stereotypes found within law enforcement and the community. The objective of the course is to provide an understanding for officers on ways to better connect with the community in which they serve.

Verbal De-Escalation – This is a course presented every two years during CPT. This training makes use of ‘Presence and Words’ to de-escalate potentially violent situations through verbal techniques. Officers are trained to assess situations and respond accordingly using words of basic respect instead of intimidation, and hand/body gestures that are appropriate in any given situation.

### **Going Forward**

Community-Oriented Policing Training - The Community Oriented Policing training will be a one-day course for all sworn and civilian SPD personnel. The training will focus on Problem Oriented Policing strategies with an emphasis on community engagement and the development of critical thinking skills. An emphasis will be placed on utilizing community and collaboration opportunities as part of the overall problem solving model. SPD core principles and vision will provide the context for all materials covered.

Psychiatric Emergency Response Team (PERT) – PERT provides emergency assessment and referral for individuals with mental illness who come to the attention of Sacramento police through phone calls from community members or in-field law enforcement requests for emergency assistance. PERT pairs licensed mental health

clinicians with uniformed law enforcement officers. Clinicians work out of individual law enforcement divisions and respond in the field with their law enforcement partners. The PERT team evaluates the situation, assesses the individual's mental health condition and needs, and, if appropriate, transports the individual to a hospital or other treatment center, or refers him/her to a community-based resource or treatment facility.

Homeless Outreach Team/IMPACT Team – This team provides outreach and engagement services throughout the city. Team members are the City's initial points of contact with both chronic homeless and chronic inebriates living on the streets. The teams seek out and engage chronically homeless persons and, for those who are willing, place them in appropriate services. Teams work together to assess the homeless person's needs and identify how to help him or her with available resources. Whether their homelessness has been caused by loss of income, psychological problems, substance abuse, lack of job training, or other problems, multiple options are available to assist each person. This approach not only provides short-term help, but also helps develop permanent solutions.

### **Future Opportunities**

Crisis Intervention Training (CIT) – The CIT Awareness class is a one-day course designed to assist dispatchers and first responders with identifying and assisting individuals suffering from mental illness. CIT is designed to promote community solutions to assist individuals with a mental illness. The course will provide an overview of the basic symptomology of mental illnesses, strategies for communicating with sufferers of mental illness, and an awareness of the community resources available. The cost of this training is covered by POST and the goal is for a majority of SPD employees to complete the training by the end of 2015.

Biased-Based Policing Training – This is a one-day training course taught by Fair and Impartial Policing. The course takes an innovative approach to implicit bias and its effects on policing. The course helps students recognize their conscious and implicit biases, and teaches how to implement unbiased behavioral responses. The course has been taught in Baltimore, MD, Berkeley, CA, Durham, NC, and Tucson, AZ, with positive reviews.

Emotional Survival for Law Enforcement - This is a one-day course taught by Dr. Kevin Gilmartin, a behavioral scientist who specializes in law enforcement-related issues. Dr. Gilmartin is the author of the book, "Emotional Survival for Law Enforcement" and speaks to agencies around the country about the emotional and psychological effects of a law enforcement career. The course helps students and family members understand

how the pressures of a law enforcement career affect their lives. It also provides tools to successfully achieve a healthy personal and professional life balance. A healthy employee will logically perform better and treat the community with more compassion.

Use of Force Simulator – The SPD recognizes the importance and responsibility of using any level of force in a judicious manner. Simulators use the latest technology to provide interactive, use of force training in a 180-degree virtual environment. The simulators assist both new and in-service personnel in developing the application of proper tactics, communication and sound judgment in a variety of situations. The simulators can also be used as an opportunity to educate members of the public on the unique challenges in the use of force by law enforcement.

## **DIVERSITY**

The SPD recognizes that a work force that mirrors the diversity in the community they serve is a local, state, and national issue. The SPD has identified a number of options for increasing the diversity of our employees. Many of these options have been in place for years and are in need of revitalization and/or enhancement especially with the resumption of hiring. In this regard, SPD has drafted a Four Point Plan to specifically increase the diversity within our organization. The four focus areas are marketing, recruiting, process improvements, and allocating additional positions. A key component to the success of the Four Point Plan is in recognizing our relationships with community partners and engaging them in our rebuilding efforts. Utilizing those relationships will help place the department in the best position to reflect the community we serve while maintaining the high standards of SPD.

### **Where are we now?**

#### **Hiring**

The SPD has recently implemented changes to the Recruiting Unit, including the addition of a sergeant, hosting recruiting workshops in community-based locations, expanding recruitment efforts outside the Sacramento region, hosting the Run with a Recruiter program, and instituting a pre-hire program that allows new hires to work in the department while waiting to enter the academy. Several of the strategies identified in the Four Point Plan are currently being implemented and others are planned for implementation in 2015. Strategies currently being implemented include:

- Focus-based recruiting efforts such as the recent Bayou Classic in New Orleans, 100 Black Men Program, and the African American Youth and the Law Program
- Targeted recruitment of four-year college and junior college students and athletes
- Targeted recruiting of military veterans
- Expansion of specialty programs such as “Run with a Recruiter”
- Improve the hiring process by eliminating time-intensive steps which delay and obstruct the process, resulting in the loss of viable candidates

**Retention and Development** – Although the SPD is working hard to recruit candidates to expand the diversity of our workforce, retaining and developing the existing workforce is essential to organizational stability and the ability to effectively implement community policing. The SPD also recognizes the best recruiters are the existing SPD staff. A key component of the willingness of staff to recruit is their own job satisfaction which includes opportunities for career growth. To that end, the SPD is taking a multi-phased

approach to ensure opportunities for growth are made available across the organization. The first phase involves implementing a formal mentoring program for sworn and civilian staff. The second phase is to encourage SPD staff to explore and/or shadow other positions within the department in order to cross-train and develop additional skills sets. Other plans for 2015 include a leadership speaker series for managers and supervisors. Employees will also be able to attend existing leadership training courses such as the Sherman Block Supervisors Leadership Institute, Command College, Frontline Leadership Course, and the Administrative Analyst Certification Series. Leadership training will be tracked to ensure development opportunities are made available to all employees.

### **Going forward**

The SPD is working with City Human Resources and POST to review and streamline the recruiting and hiring process. Staff has identified potential remedies in the testing process that may significantly reduce the hiring timeline and allow SPD to remain competitive with other agencies in hiring qualified candidates. Other elements of the process (oral panel, background, physical agility test, etc.) are currently under review and changes are expected to be implemented in 2015. The following provides a list of additional plans underway to address the lack of diversity in the department, and to retain and develop current employees.

#### **Marketing**

- Create a multimedia ad campaign designed to attract a new, diverse pool of candidates
- Aggressively use social media to promote the department and recruitment events
- Implement a focus group to develop and promote a comprehensive marketing strategy
- Revamp the SPD brand

#### **Recruiting**

- Improve accessibility and information provided on SPD website
- Provide focused preparatory tools through a series of six specialized training workshops
- Enhance partnerships with ethnic and faith-based organizations to assist with recruiting
- Conduct an assessment regarding the internal factors that may help encourage our current employees to recruit

### Process Improvements

- Implementation of more personal interaction, mentoring, and feedback during hiring process

### Position Allocation

- Request the following additional classifications/Full Time Employee positions to support the Hiring Pipeline Plan to help transition young adults from the Criminal Justice Academy and Cadet Programs into careers in law enforcement. Details of the Hiring Pipeline are provided in the Future Opportunities section below.
  - Student Trainee
  - Reserve Community Service Officer
  - Limited Term Community Service Officer

### **Future opportunities**

Hiring Pipeline Plan - The SPD has proposed a Hiring Pipeline Plan to help transition young adults from both the Criminal Justice Academy and Cadet Programs into careers in law enforcement. Of the more than 500 students aged 13-18 in the Criminal Justice Academy and Cadet Programs, approximately 74 percent are members of minority ethnic groups, and 55 percent are female. The proposed pipeline staffing needs include a total of 20 FTE positions spread among three classifications: Student Trainee, Reserve Community Service Officer, and Limited Term Community Service Officer. These 20 positions will actually equate to 40 to 60 part-time personnel.

Mentoring Program – The SPD is developing a structured, informal and voluntary mentoring program for leadership development. The program will provide staff with a direct connection to mentors who can offer guidance on work-related matters and counseling towards professional growth. It will incorporate the department's core principles and improve knowledge transfer and overall customer service. In addition, mentoring will make the SPD a more attractive place to work.

Officers Living in the City – SPD was asked to consider options that would encourage officers to live in the city. Other jurisdictions around the nation have used incentive-based programs to encourage residency in the cities where officers work. Some of those programs include low interest home loans, relocation assistance, utility bill savings, tuition reimbursement, stipends, and/or 401/457 retirement plan contribution.

Charter School – The SPD will be working on the creation of a Public Safety Charter school. This school would partner teachers and public safety professionals in an academically challenging curriculum that will prepare students for careers in public

service. A similar proposal was developed several years ago, but did not reach fruition in the midst of staffing and budgetary issues that affected most areas of the City. That initial proposal called for an independently run 6<sup>th</sup> -12<sup>th</sup> grade school that had a goal of 700 students.

## **ACCOUNTABILITY**

The SPD recognizes that in order for police to reduce crime, enhance the quality of life in the community, and effectively serve the public, accountability, for both individual officers and the agency as a whole, is essential. Accountability is achieved not only by requiring high standards of conduct in policing, but also by maintaining a robust accountability and oversight process. For the SPD, this is achieved by the following internal and external methods of review, as well as through measures intended to enhance transparency regarding policing activities.

### **Where are we now?**

#### **Internal Review**

Internal Affairs Division – One lieutenant, three sergeants and two detectives are assigned to investigate complaints of misconduct against department personnel generated from both inside and outside the department. The department can receive complaints on employee conduct in person, by phone, online or from a third party. Complaints against department personnel have been declining steadily since 2009.

Office of Public Safety and Accountability – The Office of Public Safety and Accountability is under the direction, control, and supervision of the City Manager. The Director of this office has broad oversight authority to evaluate the overall quality of employee performance and encourage systemic change in the Police and Fire Departments. The office specifically monitors high profile or serious complaints to conclusion, reviews completed investigations, and advises the City Manager of any deficient investigations. The OPSA Director also has the ability to accept complaints from the public in regard to employee misconduct.

In-Car Camera System – For over a decade, SPD has had cameras inside its patrol vehicles. The Department recently completed the transition to a newer digital system which is installed in all of the marked patrol vehicles. The system not only films the view through the windshield, but also records the backseat area where prisoners sit while transported. Additionally, officers have microphones which audio record encounters with the public.

Use of Force Review Process – The SPD requires that when officers use a reportable level of force, a supervisor must initiate an investigation to ensure the level of force is in compliance with department policy and state law. That investigation is reviewed by the sergeant, two lieutenants and a captain to ensure policy compliance during the incident.

In the event the review determines the use of force was not in compliance with department policy, the matter is either referred to Internal Affairs if misconduct is alleged or to the Training Division if the technique or method was not applied properly and more training is necessary.

Early Warning System – The SPD has an automated internal personnel program that tracks every employee on events such as complaints, use of force incidents, vehicle pursuits and traffic accidents. The computer generates a management notification if an employee is involved in five incidents in a 12-month period. That notification to the employee's division manager will result in a review of all the events to ensure the officer is in fact conducting himself/herself appropriately and no other intervention is needed.

Vehicle Stop Data Forms – The SPD is one of the only agencies voluntarily collecting vehicle stop data for well over a decade. This data has been used for two major racial profiling studies and is still being collected today.

Ride-along program – The Department hosts a ride-along program that allows citizens to complete a shift with a patrol officer and see what officers do in the course of their shifts. The program is well received by residents and prospective applicants.

Year End Reports – The SPD produces an annual report available to the public via the City website. The report provides an overview of the city, department, crime statistics and innovative programs within the department.

<http://www.sacpd.org/inside/annualreport/>

Internal Audits – The SPD conducts regular audits to ensure compliance with policy and procedure. Audits are conducted on a monthly, quarterly, bi-annual and annual basis. Audit subjects include equipment, evidence, expense funds and computer use.

Risk Management - The City of Sacramento's Risk Management Division collects and analyzes vehicle collision, general liability and workers' compensation data for SPD. They ensure compliance with regulatory training requirements and support programs that help reduce risk and promote the safety of citizens and department employees.

### **External Review**

The following agencies provide for an external, unbiased review of the SPD to ensure compliance with City policies, and local, state, and federal laws:

- District Attorney

- FBI
- Department of Justice
- Grand Jury

### **Going Forward**

Center for Police Equity Study - The Center for Police Equity is based out of the University of California, Los Angeles and has received grant funding to study racial profiling and use of force data on a national level. The SPD has agreed to participate in the study and will provide vehicle stop data and use of force information to the group. The results of the three-year study will be part of a national report.

### **Future Opportunities**

Public Safety Ad Hoc Committee - At the December 16, 2014 City Council meeting the Mayor created an Ad Hoc committee on public safety. This committee is comprised of Councilmembers Allen Warren (Chair), Angelique Ashby and Rick Jennings. This committee will meet monthly for a one-year period beginning in January 2015, and will provide quarterly reports to the City Council on matters concerning public safety in the city of Sacramento.

Body Cameras - The Department has begun the first phase of a program to test several different manufacturers of body cameras. This program would supplement the current use of in-car cameras. The product evaluation will include equipment and storage capacity needs, policy implications, and units most appropriate to wear the devices.

## **COMMUNITY ENGAGEMENT**

Effective law enforcement is built on trust between police and the community. In order to build that relationship, SPD understands that community outreach is essential. Sacramento, with its diverse population, and unique social and physical features, presents law enforcement challenges that require creative policing and community engagement strategies. The following is a sample of the programs utilized by the SPD that demonstrate community outreach and engagement:

### **Where are we now**

**Geographic Policing** - Based on the Community Oriented Policing philosophy, Geographic Policing is one of the major initiatives in the SPD's efforts towards "Making Sacramento the Safest Big City in California." Started in 2013, Geographic Policing involves the assignment of officers, sergeants and lieutenants to smaller, more manageable regions of the city. These smaller areas allow officers to develop meaningful connections with residents, businesses, schools and community groups. The goal of these partnerships is to reduce crime, increase communication with residents, and work in partnership on quality of life issues. Managers and officers develop ownership of the issues in their assigned neighborhoods and members of the community have a clear path for communication with the Police Department.

2-Year Patrol Sign-Ups - In an effort to improve the successful implementation of Geographic Policing, the department moved to two-year shift sign-ups instead of the yearly model used for decades. This model has officers, sergeants and lieutenants working in smaller geographical areas for two years, allowing them to more effectively build long-term relationships in the communities they serve.

Area of Responsibility Strategic Plans – As part of the Geographic Policing model, area lieutenants will be developing specific plans with strategies for reducing crime, increasing community outreach and involvement, and improving the quality of life in the city. The plan will include performance measures and metrics to gauge success and/or whether plans need to be refined.

Nextdoor.com Integration - As the SPD began its Geographic Policing transition, it sought out technology solutions that would enable the department to greatly expand its ability to communicate online with city residents. After much research, it was determined that Nextdoor.com was the best available social media platform to advance our community engagement efforts. Nextdoor.com enables law enforcement agencies to send and receive targeted communications to

geographically distinct areas of the city, perfectly supporting our Geographic Policing model. Moreover Nextdoor.com connects neighbors to each other, fostering a sense of community and empowering residents to take responsibility for the safety of their neighborhoods.

In June 2013, SPD launched its partnership with Nextdoor.com through a collaborative media and community outreach plan. Staff traveled to each of the eight City Council districts and held community meetings in which Chief Somers, command staff members, and other department members reached out to the community and asked them to engage with the department on Nextdoor.com and help us in *“Making Sacramento the Safest Big City in California.”* Nextdoor Sacramento has grown from the original 1,550 users to over 26,000 users today. The SPD posts crime and safety information on a daily basis to neighborhoods all over the city allowing those neighbors an open line of communication with their area officers.

Neighborhood Watch Program - In June 2013, as the partnership with Nextdoor.com was launched, SPD also began to rebuild and strengthen its Neighborhood Watch program that had been severely impacted by budget cuts. At that time, we had 180 identified Neighborhood Watch groups. That number has since grown to over 300. In an effort to further engage the community, we began conducting reoccurring neighborhood meetings throughout the city in most of the council districts, featuring a different topic monthly. Training is also available on a variety of public safety-related topics including “Neighborhood Emergency Training” (a FEMA/grant-funded training) and “Crime Prevention Through Environmental Design.” The program focuses on continuing to build Neighborhood Watch groups by police staff attending small Neighborhood Watch start-up meetings, often in homes, to assist groups in starting and sustaining their Neighborhood Watch.

Social Media – In a continued effort to be transparent and advance our ability to effectively communicate with the community, the SPD has a robust social media outreach programs. The SPD participates in a broad spectrum of social media platforms that provides the unique ability to connect and engage with the various ages/demographics that each platform serves. SPD is ranked #3 nationally for its Twitter following for agencies our size as reported by the International Association of Chiefs of Police (IACP) Social Media survey. The SPD has a social media presence on Nextdoor.com, Twitter, Facebook, Instagram, Vines, Pinterest, YouTube, and LinkedIn, with a total reach of over 60,000.

**Youth Programs** – The SPD reinvests a portion of its Asset Forfeiture proceeds to fund numerous youth programs within the community. These programs offer valuable opportunities and resources to help develop our youth into successful, future leaders.

Criminal Justice Academy Program - The Criminal Justice Academies are career technical education programs designed to prepare students for academic and professional success. They increase the graduation and college entrance rates for “at-risk” youth. At four area high schools (John F. Kennedy, Hiram Johnson, Grant Union, and C.K. McClatchy), a lead teacher and an SPD officer work in partnership to facilitate the program which has over 500 students enrolled. The SPD commits four police officers and one sergeant to the program. In addition, students receive extra services like college mentoring, Scholastic Assessment Test preparation courses, leadership camps, and the opportunity to receive college scholarships through the Sacramento Police Foundation.

SPD Youth Cadet Program - The mission of this youth outreach program is to develop young people into productive, responsible citizens through leadership, team building, and hands-on activities while inspiring their pursuit of a law enforcement career. Participants receive real-world training and experience in various aspects of police service such as leadership, critical thinking, communication skills, report writing, and physical fitness. Designed to serve as a pipeline for employment with the SPD, this program aims to enroll 30 young adults, ages 14-20, who exhibit ambition and hard work as they focus on completing a college degree. Four police officers and one sergeant oversee this program as an ancillary duty to their normal assignments.

Adopt-a-School – The goal of this program is to develop and implement a “School Watch” program in our community in the spirit of Geographic Policing, to encourage a safe environment for our kids and provide positive interaction between students, school staff, community members and police officers assigned to the area. Beat officers are assigned individual elementary and middle schools so they can conduct periodic visits to schools and after-school programs to serve as mentors. The intention is to develop meaningful connections with children and schools in our city.

Sacramento Police Activities League – The Sacramento Police Activities League (SacPAL) is a non-profit organization that works in direct partnership with the Police Department to help the underserved youth of Sacramento. Departmental

employees and community volunteers who manage the program strive to instill youth with positive citizenship principles through quality educational, recreational, and civic programs. Over 400 kids participate in activities like the Mountain Bike Team, Rugby, Ski Club, D4 Live (basketball), and an annual Fishing Derby event in the summer. SacPAL is constantly exploring opportunities to help more kids by expanding its programs and activities.

Kops and Kids - The mission of this long-standing, non-profit organization which is run entirely by volunteers in the region, is to enhance the well-being of the youth in our community by mentoring and teaching gang resistance, violence prevention, gun avoidance, and drug deterrence during a week-long summer sports and leadership camp. Each year, approximately 350 children between the ages of 8-12 are given the opportunity to have positive interactions with role models from both the Police and Fire Departments.

School Resource Officers - The Sacramento Police Department contracts with the Sacramento City Unified and Natomas Unified School Districts to provide officers who are assigned to work on the campuses of area schools including: C.K. McClatchy H.S., Rosemont H.S., Luther Burbank H.S., American Legion H.S., Hiram Johnson H.S., Kennedy H.S., Inderkum H.S., Natomas H.S., and Will C. Wood M.S. The SPD provides nine police officers and one sergeant to oversee this program to help promote a safer school environment. In addition to working closely with teachers, students, and parents to solve problems and encourage positive interactions with law enforcement personnel, many of these officers volunteer to coach various sports teams or serve as mentors for at-risk youth, through the Men's Leadership Academy.

### **Other Programs**

Cops & Clergy - The primary goal of the Cops & Clergy Program is the development of trust between the SPD, the clergy and the communities they both serve. This trust is developed and nurtured through relationship building and positive actions. The Cops & Clergy Program continues to grow and develop. The SPD held the inaugural Minister Academy, an 8-week extensive training for pastors and ministers in law enforcement procedures, tactics and policies. Thirty-five pastors/ministers graduated from the first Academy, with a second Academy planned in the spring of 2015. Currently, there are 20 local pastors participating in patrol ride-alongs with Gang Enforcement Team (GET) officers on a bi-weekly basis, contacting at-risk youth and their families.

Volunteers in Policing (VIPS) - The VIPS Program is an integral part of the SPD and has become a strong component of how we provide service to the community. Each year, close to 150 volunteers donate thousands of hours of their personal time to assist with essential investigative, technical, and clerical support services throughout multiple units. VIPS also help staff DUI checkpoints and community events, and assist with crime prevention initiatives in patrol.

Additional Community Groups – In addition to the outreach programs listed above, the SPD has developed relationships, partnerships or board positions with many organizations in our community including Council on American-Islamic Relations, Council of Asian Pacific Islanders Together for Advocacy and Leadership, Lesbian Gay Bisexual Transgendered Questioning Community Center, National Association for the Advancement of Colored People, Chambers of Commerce, Property and Business Improvement Districts, Salvation Army, Sacramento Steps Forward, the Sacramento Police Foundation, and the Boys and Girls Club.

Other Community Outreach - Members of the SPD understand the need to have positive interactions with the community. Many of our employees actively participate in community events outside their normal duties. Some examples include:

- SPD employees volunteered their time to build a deserving family a home in south Sacramento as part of the Habitat for Humanity program.
- A team of patrol officers identified a family in need during the holidays. They took it upon themselves to purchase food and gifts, and arranged for mattress donations from a local business. One officer even donated furniture from his own home to the family.
- School Resource Officer Lilia Vasquez purchased dinner and Kings tickets for deserving students so they would have an opportunity to see a professional sporting event.
- Other holiday-related events include the Salvation Army /News 10 “Angel Tree” Program, Santa Paws and Santa Claus Event, and Salvation Army Bell Ringing.
- A south area patrol sergeant found children riding bikes on the streets without helmets. He stopped and provided them with new helmets and took a moment to talk about safety which built goodwill with the family.
- During the Eastfield Ming Quong Families First and SPD Cops & Clergy Bike Build and Give Away, SPD employees volunteered time to help build bikes for deserving youth.

Sacramento Summer Night Lights (SSNL) - Based on a similar program founded in Los Angeles, SSNL is violence reduction in the form of fun. A product of multi-sector collaboration amongst various stakeholders, SSNL ran for 14 weeks during the summer months in one of the city's highest crime locations. By creating a safe environment, the program fostered community growth and trust resulting in a drastic reduction in violence. The following statistics highlight the program's success: Attendance: 10,000 people in 41 nights over 14 weeks; Crime Indicators: (2013 vs. 2014) Business robberies down 50 percent, Residential burglary down 48 percent, Simple assaults down 100 percent, Grand theft down 51 percent, Homicides = ZERO, down 300 percent; Community Feedback: 98 percent will be back next year, 96 percent indicated SSNL made them feel proud of their neighborhood, 91 percent rated their interaction with on-site police officers either good or excellent, and 90 percent indicated they felt their neighborhood was safer.

Sacramento Police Cares - Sacramento Police Cares is a program affiliated with the Sacramento Police Foundation, founded by a Sacramento Police dispatcher inspired to give after taking a call from an out-of-town family in need. The program allows officers to provide emergency housing and travel assistance to citizens in need.

### **Going Forward**

Second language training for employees – The SPD is inclusive and understands the benefit of communicating in languages that are native to our residents, especially for those for whom English is a second language. The purchase of language training will help employees who desire to learn another language during their off-duty time.

Shot Spotter – The national average for gunshots reported by citizens to police is 15 percent. Shot Spotter is a gunfire detection system able to pinpoint the location of a gunshot. That information is relayed to the Communications Center and all patrol units within the district in less than 60 seconds. This significantly increases the ability of the SPD to respond in a timely manner, solve the crime that has been committed, and recover the firearm. The SPD will use the Shot Spotter notifications as a community outreach opportunity for areas impacted by often unreported crimes involving guns.

### **Future Opportunities**

Re-Open Public Counters – Public Counters at the police sub-stations were closed in Fiscal Year (FY) 2011-12. Currently all city residents who need to conduct business at

the Public Counter must travel to the Hall of Justice at 5770 Freeport Boulevard. Staffing the counters would require the hiring of three Police Records Specialists for each of the three sub-stations.

Bi-lingual Public Safety Community Meetings – The SPD officers will begin presenting some of our public safety meetings in Spanish for better outreach and connection to our Spanish-speaking residents.

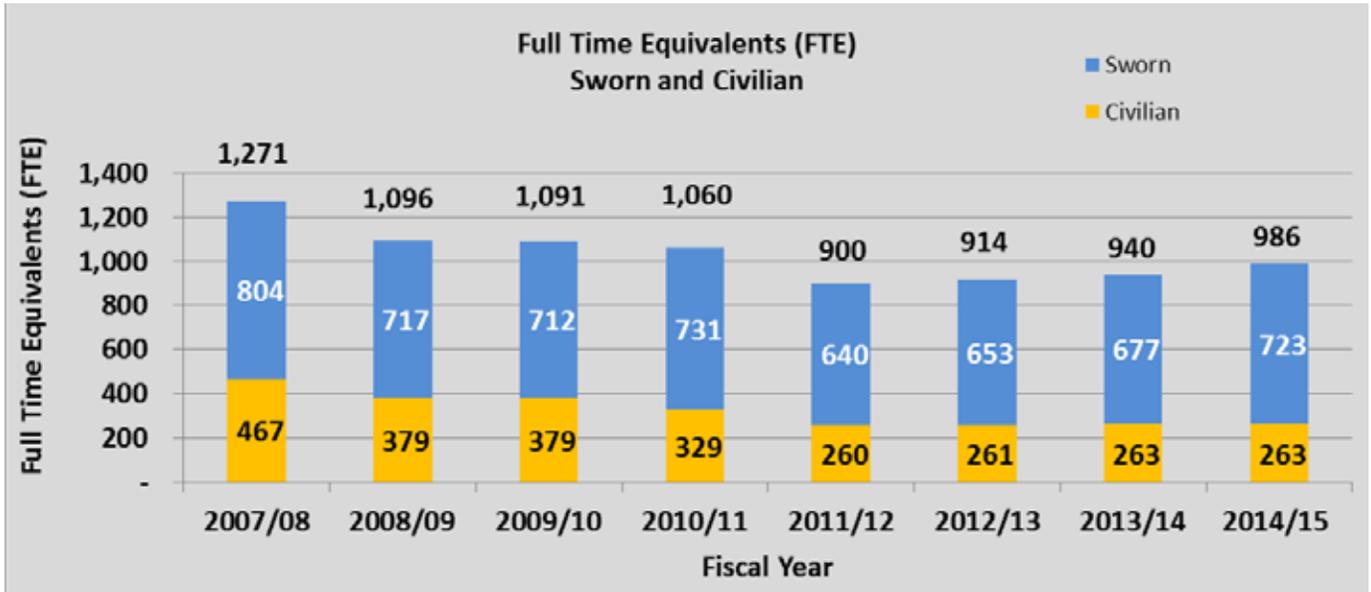
Community Satisfaction Survey – In an effort to measure community satisfaction and obtain feedback on our outreach efforts, the SPD will develop a survey for city residents. The survey would seek to measure opinions on crime, safety, trust, and community engagement. Results will be used to help refine and further develop our area-specific crime prevention and outreach efforts.

Community Oriented Policing/ Neighborhood Watch Facilitator - The number of groups participating in SPD's Neighborhood Watch Program has nearly doubled in size over the last two years. The further expansion of the program would include hiring a Neighborhood Watch Facilitator for each patrol command in order to provide a greater level of outreach and community engagement. This position would not only facilitate the Neighborhood Watch Program, but would help coordinate other police-community activities in that district.

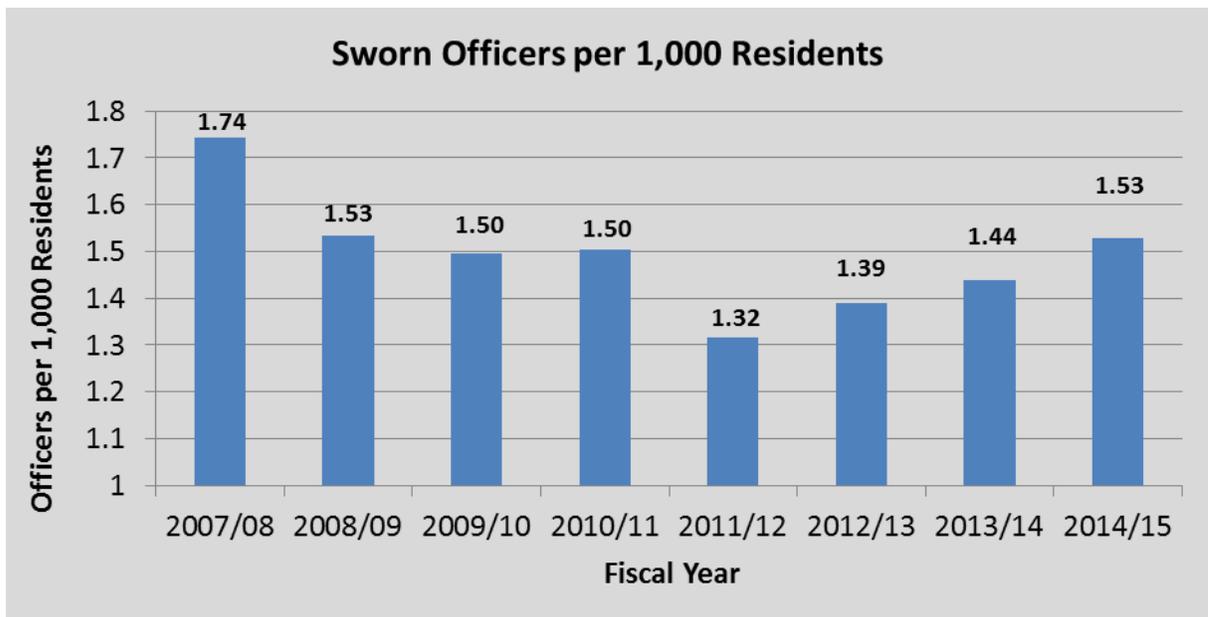
"E" time – A new community outreach method which gives officers dedicated time during their shifts for nothing more than creating positive interactions with the residents, business and visitors to our city.

20 Year Plan: 1,000 Officers by 2035 - The SPD FY2014/15 Budget currently includes funding for 986 Full Time Equivalent (FTE) positions (723 Sworn and 263 Civilian). Sworn staffing levels have increased by 83 positions, from a low of 640 positions in FY2011/12, but are still 81 positions below peak levels attained in FY2007/08.

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There are currently 1.53 sworn officers per 1,000 residents in the city of Sacramento. This ratio has increased by approximately 16 percent since FY2011/12 when sworn staffing ratios reached a low of 1.32 officers per 1,000 residents, but are still below FY2007/08 levels.

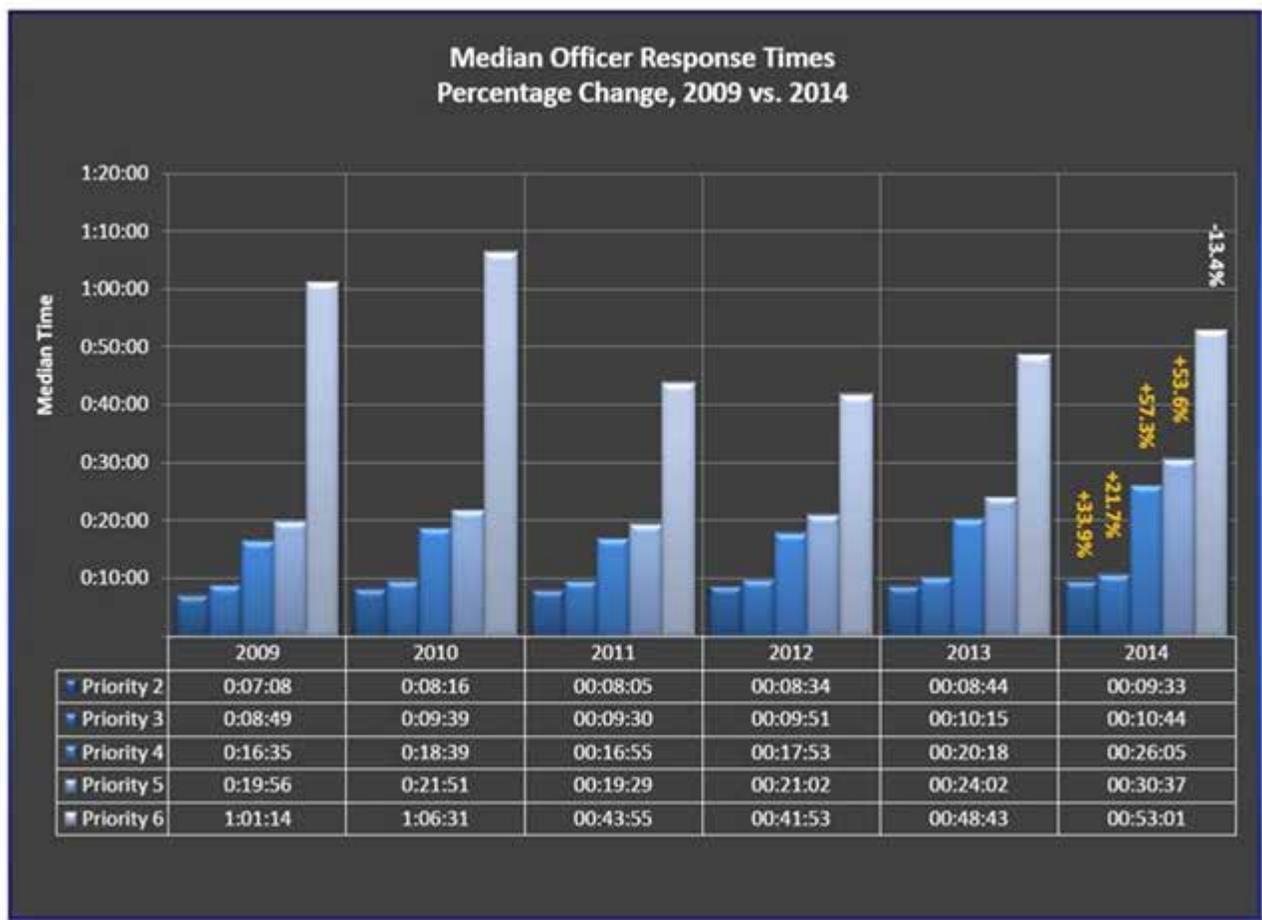


To reach 1,000 officers and a ratio of two officers per 1,000 residents, an additional 277 sworn officer positions would be necessary. Implementing a 20-year plan to reach this goal would require at least an additional 15 officers each year until 2035. At current

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rates, the cost to increase staffing levels by 15 officers is approximately \$1.4 million per year.

Additional sworn staffing levels would greatly reduce response times, increase community engagement, and reduce crime. It would also address critical staffing needs in the city's expanding population areas.



## CONCLUSION

Following is a summary of opportunities in each of the community policing strategy areas:

Areas	Proposal	Full Time Equivalents (FTE)	One Time Cost (\$)	Ongoing Cost (\$)
<b>Training</b>	Crisis Intervention Training (CIT) – Reimbursed by POST	N/A	No Cost	No Cost
	Biased Based Policing Training	N/A	45,000	-
	Emotional Survival for Law Enforcement	N/A	30,000	-
	Use of Force Simulator	N/A	300,000	-
<b>Diversity</b>	<b>Pipeline Hiring Plan</b> - 10.00 Student Trainees, 5.00 Limited Term Community Service Officers, 5.00 Reserve Community Service Officers	20.00	-	1,000,000
	<b>Mentoring Program</b> – In Development	N/A	No Cost	No Cost
	<b>Encouraging Officers to Live in the City</b> – Options to be evaluated	N/A	-	-
<b>Accountability</b>	<b>Public Safety Ad Hoc Committee</b>	N/A	No Cost	No Cost
	<b>Body Cameras (400)</b> - Cameras, Docking Stations, Data Storage, Staff Support, Evaluating Grant Opportunities	2.00 & Reclassification	260,000	603,928
<b>Community Engagement</b>	<b>Re-Opening Public Counters</b> - 3.0 Police Records Specialist at Kinney, Richards and Rooney Substations	9.00	-	684,000
	<b>Bi-Lingual Public Safety Community Meetings</b>	N/A	No Cost	No cost
	<b>Community Satisfactory Survey Community Oriented</b>	N/A	Minimal	-
	<b>Neighborhood Watch Facilitator</b>	3.00	-	225,000
	<b>20 Year Plan: 1,000 Officers (15 Officers per year plus vehicles)</b>	15.00	225,000	1,400,000

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