



Innovation, Transformation and Best Practices at the Sacramento Police Department

Overview

Implicit Bias Training and Research Participation (page 8)

- **Created a Training, Research and Development Division**
- **Stanford University Study of Officer-Community Interactions**
- **UC Berkeley Partnership with the American Leadership Foundation on Implicit Bias Training and Human Centered Design Study.**
- **Human Centered Design (HCD) Project/Study**
- **Washington State University College of Nursing. Lois James, Ph.D.**
- **Center for Policing Equity (CPE)- Dr. Phillip Goff**
- **Crisis Intervention, Implicit Bias, and Procedural Justice Training for All Officers and Supervisors**

Relational Policing: (page 10)

- **SPD Academy School Outreach Program**
- **21st Century Policing and CA Dept. of Justice Best Practice Recommendations**
- **Community Partnership Presentations**
- **VIP Teen Experience**
- **Walk in My Shoes Program**
- **Student Voices/Teen Mental Health Council**
- **Sac City College Pathway Pilot Programs**
- **Criminal Justice Magnet Academies at Grant, Hiram Johnson, John F Kennedy, and C.K. McClatchy High Schools**
- **Day of Service / Peace Walks for graduated recruits**
- **Law Enforcement Candidate Scholars' (LECS) Program at California State University, Sacramento**

- **Links to Law Enforcement**
- **Transformational Policing Classes for Police and Community Members**
- **Walking While Black Screening and Community Discussion**
- **Community Engagement Academy**
- **Expansion of our Mental Health Unit; Innovative placement of a Social Services Administrator to lead and direct the unit.**
- **Formalized a Pipeline Hiring Program to include Cadets, Student Trainees, and Community Service Officers.**

Training: (page 11)

- **Invited the California State Attorney General to conduct an examination of Department Use of Force to include policies and training.**
- **Established a Use of Force Curriculum Review and a Use of Force Committee that includes Community Representatives.**
- **Prohibited the use of techniques that involves a substantial risk of positional asphyxia.**
- **Improved the Department's firearms policy to better ensure the safety of everyone-officers and our community.**
- **Emphasis of a guardian mindset.**
- **Ensured that the training academy staff, and the content of all training initiatives reflect, and embody the Department's mission, core values and policies.**
- **Established a curriculum design committee that reviews and approves all curricula, lesson plans and training materials (including the use of videos).**
- **Examining meaningful ways to incorporate members of local colleges, universities, community-based organizations, and community members into their curriculum, lesson plan, development process and instructional activities.**
- **Established a training committee responsible for assessing the effectiveness of the curricula against current policies, as well as the integration of use of force scenario-based training, guardian philosophy and adult learning theory.**

- **Established clear guidelines for selecting training instructors, with prior performance history being a significant factor in the selection criteria.**
- **Involvement of Subject Matter Experts in the development and discussion on key policies.**
- **Quality control to ensure consistency and high-quality training is delivered to department members by ensuring that Field Training Officers and Training instructors meet regularly.**
- **Ensures the quality and effectiveness of training by evaluating student learning, conducting formal instructor evaluation, and classroom audits.**
- **Use of Force training emphasizes critical decision-making skills, to include providing scenario based training with the use of a Force Option Simulator.**
- **Ensures officers are effectively employing cover, distance, and time tactics to minimize the need for deadly force.**
- **Assessed practices to provide officers with guidance on the discharge of firearms in situations that may endanger bystanders and other officers.**
- **Ensured training prepares officers to encounter and detain individuals in a manner that decreases the need for deadly force applications.**
- **Developed a Pre-Hire and Pre-Academy Program.**

Use of Force Policy: (page 15)

- **SPD's general use of force policy clearly defines and describes to officers when force is and is not authorized.**
- **SPD's use of force policy defines the applicable legal standard of objective reasonableness.**
- **SPD's general policy statement in its use of force policy expressly connects the sanctity of human life with use of force.**
- **SPD's use of force policy defines and explains the requirement that force be used only when necessary.**
- **De-escalation defined and expanded SPD's use of force policy.**
- **SPD's Use of Force policy affirms the importance of proportionality.**

- **Consistent with the core concepts of de-escalation, necessity, and proportionality, SPD expressly requires that officers exhaust all other means reasonably available to them under the circumstances, before using deadly force.**
- **SPD requires that when feasible under the circumstances, officers provide verbal warnings to subjects before using force, whether deadly or less-lethal force.**
- **SPD has adopted and implemented a “Foot Pursuit” policy.**
- **SPD’s use of force policy addresses shooting at or from moving vehicles.**
- **SPD’s use of force prohibits specific types of force that are rarely ever consistent with policy.**
- **SPD requires that all officers carry, and be trained on, less-lethal instruments.**
- **As part of SPD’s 2020 continuing professional training (CPT) officers receive refresher training on all of their less lethal tools.**
- **SPD’s use of force policy and its discharge of firearms policy specifically addresses issues involving exhibiting and pointing firearms.**
- **SPD’s Conducted Energy Device (CED- informally known as a Taser) policy places limits on the number of times it can be used and how it should be used.**
- **SPD’s policy on the use of canines is being updated with enhanced language.**
- **SPD policy clearly articulates its requirement that officers render and/or request medical assistance when necessary following a use of force.**
- **SPD’s body worn camera policy is continuously updated to reflect best practices.**

Accountability: (page 17)

- **Policy ensures that officers report potential misconduct related to force to internal affairs and/or a supervisor.**
- **SPD requires that officers intervene when they observe other officers violating its use of force policy.**
- **SPD developed a general order dedicated to use of force reporting and investigations.**
- **SPD now categorizes reportable use of force into levels (i.e., Level 1, 2, and 3) based on the seriousness of the force and specifies associated roles and responsibilities of involved officers, supervisors, and investigative personnel at each level with respect to reporting and review.**

- **Officers who use reportable force are required to complete a force statement, as do officers who witnessed or were at the scene of a Level 2 or Level 3 use of force.**
- **Established a Use of Force Review Board (UOFRB) charged with reviewing all Level 3 Reportable Uses of Force, all uses of force otherwise investigated by FIT, and any other matters referred to them by internal affairs or the Chief of Police.**
- **SPD policy specifies time frames for the reporting, investigation, and review of reportable use of force.**
- **The SPD Internal Affairs Division investigates every officer-involved shooting, and in custody death, to determine if policies and/or training were violated during an incident.**
- **Detectives who are assigned to conduct investigations of officer-involved shootings receive relevant and specialized training.**
- **SPD standardized its investigative case files to ensure documents are included to facilitate various kinds of reviews following the conclusion of the investigation.**
- **SPD conducts a formal after-action review, which includes supervisors and command staff, following every officer-involved shooting and in custody death.**
- **SPD requires supervisors and chain-of-command to review all use of force cases, including officer-involved shootings and serious uses of force.**
- **SPD revised the policy that outlines its complaint process and requires all personnel to comply with the process or be subject to potential disciplinary action.**
- **The Early Intervention Program has been updated to reflect current best practices**
- **SPD works in partnership with the Office of Public Safety Accountability (OPSA).**

Transparency: (page 19)

- **SPD is working to develop and implement a community outreach plan that includes regularly scheduled and broadly accessible meetings with Sacramento residents.**
- **SPD strives for greater transparency by consistently releasing information regarding use of force and other related topics.**
- **SPD personnel are equipped with Body Worn Cameras and patrol vehicles have In Car Cameras.**
- **SPD releases video within 30 days of an officer involved shooting or death in custody event. Additional video of public interest is also released.**

- **SPD maintains a robust Transparency webpage with policies, press releases, reviews, reports, updates, and policies for easy access by the public.**

Equipment: (page 20)

- **Additional Less Lethal Tools are available to our Officers.**
- **Patrol Vehicles Equipped with Ballistic Shields and Ballistic Doors**
- **All officers are equipped with first aid kits in order to provide emergency medical assistance.**

Additional Information

Implicit Bias Training and Research Participation

- **Created a Training, Research and Development Division**

In October 2018 the Training, Research and Development Division was established to provide the best possible training for SPD employees. Additionally, this division is tasked with researching and identifying best practices throughout the nation. With the adoption of cutting-edge practices, the Department continually seeks to improve to best serve our community. The division is designed to focus on four main area's:

1. **Training Alignment-** Ensure consistency and accountability amongst all three phases of law enforcement training (academy, field training and continued professional training).
2. **Innovative training and tools-** Research national and international best practices, identify innovative training tools and methods, and develop a future oriented training curriculum that prepares SPD employees to effectively serve in today's world.
3. **Professional Development-** Provide the skills, knowledge and training so that SPD employees can achieve and thrive throughout their careers.
4. **Employee health and wellness-**Employee resiliency, physical and emotional health, and financial wellbeing.

- **Stanford University Study of Officer-Community Interactions - Professor Jennifer Eberhardt**

This project is designed to study police-community interactions around critical incidents. With access to footage from the Sacramento Police Department's body-worn cameras, the Stanford research team can use computational linguistic tools to analyze this footage for patterns in police-community interactions, evaluate the impact of critical incidents, and evaluate the efficacy of new trainings and interventions.

- **UC Berkeley Partnership with the American Leadership Foundation (ALF) on Implicit Bias Training and Human Centered Design Study. Bonnie Ferreira, Executive Director**

5 session implicit bias training consisting of:

- **Session 1 – Implicit Bias Mind Science** – Officers will gain a full understanding of implicit bias as a mind science and the impact it has on decision making processes. Officers are equipped with bias interventions that can be utilized in various settings to help combat said bias.
- **Session 2 – History of Race in the U.S.** - Officers gain a full understanding of the ways institutions and policies advantage some groups at the expense of others and the role this has played in race relations in the US and can identify ways in which ways institutions and policies have impacted the community they serve.

- **Session 3 – Strategies for Equity** – Officers gain a thorough understanding of strategies for creating equity in their communities and the communities they serve.
 - **Session 4 – Adaptive Leadership** – Officers understand how policies within institutions can foster bias and will understand ways to increase diversity, equity and inclusion through adapting new policies. Participants understand the definition, challenges and practical application of adaptive leadership.
 - **Session 5 – Targeted Approaches for Community Policing** - Participants understand how to apply materials from session 1-4 to community policing efforts in their districts.
- **Human Centered Design (HCD)**
The Goal of this project/study is to use Human Centered Design to find tools that can help build empathy and trust between the Sacramento Police Department and the community of Meadowview. The premise is that an empathy-based approach using HCD could help people make more mindful choices in their community interactions rather than allow their implicit biases to perpetuate the distrust that has caused past friction in the community. The project will consist of 9 facilitated 3-hour team sessions plus 18 90-minute police and community interviews.
 - **Washington State University College of Nursing. Lois James, Ph.D.**
In response to broad concerns about racially motivated policing, implicit bias training is being implemented in many police departments. Two implicit bias training modalities exist—classroom-based training and simulation-based training. The problem, however, is that our knowledge of training effectiveness is severely limited. Furthermore, no evidence exists for which implicit bias training modality is superior or how long training effects last. To address this critical knowledge gap, SPD will partner with WSU to conduct an experimental evaluation of implicit bias training.

For this evaluation, Sacramento PD patrol officers will be randomly assigned to one of four groups: the first will receive classroom-based implicit bias training, the second will receive simulation-based implicit bias training, the third will receive both types of training, and the fourth will be a no-training control group. Data used to evaluate training will include:

- 1) Fairness in officer decision making (measured by analyzing dash camera footage and audio recordings of police-citizen encounters)
 - 2) Citizen perceptions of police legitimacy (measured by analyzing citizen complaints)
 - 3) Arrestee perceptions of how fairly they were treated by police (measured by survey)
 - 4) Police perceptions of training effectiveness (measured by survey and focus groups)
- **Center for Policing Equity (CPE)- Dr. Phillip Goff**
Research scientists, race and equity experts, data virtuosos, and community trainers, using data as tools to build more fair and just systems. SPD will provide CPE staff with access to requested data, which will be analyzed and evaluated. The next step brings in stakeholders to work backwards and identify unique points that produce inequality. Then we allow the data to guide us. The work is powered by science. We use advanced analytics to diagnose disparities in policing, shed light on police behavior, and answer questions police and communities have asked for years about how to build a healthy relationship. It is a process everyone can trust – even when they don't trust one another.
 - **Crisis Intervention, Implicit Bias, and Procedural Justice Training for All Officers and Supervisors**

All officers have completed 40 hours of CIT training. SPD will continue to hold two annual trainings to ensure training for all officers.

Relational Policing:

- **SPD Academy School Outreach Program**
SPD officers regularly adopt schools in the city, offering specialized programs to elementary and middle school students.
- **21st Century Policing and CA Dept. of Justice Best Practice Recommendations**
The 21st Century Policing Consultants, comprised of distinguished scholars, law enforcement experts and researchers, has reviewed all of the SPD Use of Force policies and will make recommendations based on best practices.
- **Community Partnership Presentations**
Various community organizations such as CASH, Brother to Brother and City of Refuge, speak with recent academy graduates regarding partnerships, interactions and resources.
- **VIP Teen Experience**
An interactive experience designed for teens and community members to participate in, and observe police training, at our Sacramento Police Academy.
- **Walk in My Shoes Program**
A community member and police officer are paired for a day with goals of perspective sharing and discussion to increase understanding and trust between law enforcement and the community it serves.
- **Student Voices/Teen Mental Health Council**
A program involving youth to identify ways to improve mental health help with their peers.
- **Sac City College Pathway Pilot Programs**
A pilot program to increase employment opportunities for local community college students and diversify our Department.
- **Criminal Justice Magnet Academies at Grant, Hiram Johnson, John F Kennedy, and C.K. McClatchy High Schools**
This premier program engages almost 600 students at four area high schools. Students participate in a cohort, taking classes together, learning leadership skills and law enforcement fundamentals.
- **Day of Service / Peace Walks for graduated recruits**
Peace Walks with community members and police take place on Fridays in local neighborhoods. Upon graduation, the Police Academy recruits will spend a day in a neighborhood helping with small acts of service like painting and landscaping.
- **Law Enforcement Candidate Scholars' (LECS) Program at California State University, Sacramento**

A 2-year program for CSUS students offering specialized classes relevant to law enforcement, physical training and test preparation. The goal of the program is to increase graduation rates, career placement, and inclusion in recruitment and hiring.

- **Links to Law Enforcement**

A 6-week program in partnership with Asian Resources Inc., Greater Sacramento Urban League, and La Familia, for candidates interested in pursuing a career in law enforcement. Regional law enforcement agencies host cohorts for those who identify as Asian Pacific Islander, Latino/Hispanic, or African American.

- **Transformational Policing Classes for Police and Community Members**

This two-day class brings members of the community and Department together to examine and discuss key issues relevant to the historical and current law enforcement practices.

- **Walking While Black Screening and Community Discussion**

Officers and community members come together to view and discuss this award-winning film.

- **Community Engagement Academy**

The Academy is designed to engage local community members to improve community relationships and develop trust.

- **Expansion of our Mental Health Unit; Innovative placement of a Social Services Administrator to lead and direct the unit**

We hired a Licensed Clinical Social Worker to oversee our Mental Health Unit and improve mental health outcomes in our community.

- **Formalized a Pipeline Hiring Program to include Cadets, Student Trainees, and Community Service Officers**

The pipeline hiring program offers entry level positions within SPD and a stepped career path to becoming a career employee at SPD.

Training:

- **Invited the California State Attorney General to conduct an examination of Department Use of Force to include policies and training.**

The State Department of Justice in conjunction with 21st Century Policing Consultants are examining SPD policy and training regarding Use of Force and best practices. The first phase of recommendations has been completed and presented to the Department. The State Department of Justice is currently in phase 2 of their review.

- **Established a Use of Force Curriculum Review and a Use of Force Committee that includes Community Representatives.**

Community members and law enforcement subject matter experts collaborate to review curriculum and instruction for the Department as well as review and make recommendations on policy and training regarding the Use of Force.

- **Prohibited the use of techniques that involves a substantial risk of positional asphyxia.**
SPD has changed the way in which we secure resistive individuals during transport. Subjects are transported in a seated, upright position so that torso pressure is released. SPD's 2020 continuing professional training (CPT) trains officers on the new transporting procedure. Additionally, CPT 2020, includes instruction and training on Max Restraints, which by design places a person in a position of recovery. SPD enhanced its first aid training to include identifying the warning signs of excited delirium and strategies to mitigate the associated outcomes.
- **Improved the Departments firearms policy to better ensure the safety of everyone-officers and our community.**
Current firearms training focuses on officers recognizing and understanding the surroundings in which deadly force encounters occur. Scenario based training supports that effort.
- **Emphasis of a guardian mindset.**
“Guardian Mindset” is an underlying theme throughout the academy and department, when we discuss use of force, tactical communications, victimology, scenarios, etc.
- **Ensured that the training academy staff, and the content of all training initiatives, reflect and embody the Department’s mission, core values and policies.**
SPD created a new division (Research, Development and Training) to address recommendations such as this. Leadership will meet with Academy instructors to ensure compliance. SPD Training Division has also developed a formal evaluation form and process of review and storage to evaluate and improve the content and instructors of both Academy and CPT instruction.
- **Established a curriculum design committee that reviews and approves all curricula, lesson plans and training materials (including the use of videos).**
SPD training division instituted a curriculum review committee for use of force training in 2018. The curriculum review committee includes subject matter experts, high ranking command staff and community members. SPD hopes to expand and enhance our efforts in this area. SPD agrees with the recommendation and sees this as a vital part of creating alignment and consistency with department values and goals.
- **Examining meaningful ways to incorporate members of local colleges, universities, community-based organizations, and community members into their curriculum, lesson plan, development process and instructional activities.**
SPD uses experts to help instruct, speak and put together certain classes. DA's, community members, doctors, mental health professionals, etc. all participate in teaching our employees. SPD will continue to look for opportunities to expand our relationship with key stakeholders to add perspective and enhance the training experience for our employees. For

example, a member of the Sacramento Community Police Review Commission observed and evaluated the instruction of LD 20 (Use of Force). Additionally, SPD partners with the Los Rios Community College system for a majority of the current training curriculum. In class development, SPD training staff works hand in hand with Los Rios staff to develop syllabus and the training delivery method. The classes are reviewed, and if approved, certified by a Los Rios Curriculum Committee.

- **Established a training committee responsible for assessing the effectiveness of the curricula against current policies, as well as the integration of use of force scenario-based training, guardian philosophy and adult learning theory.**
SPD currently has a use of force review committee consisting of training staff and managers to identify use of force trends or issues and evaluate the effectiveness of training techniques and tactics. SPD is in the process of formalizing this group and implementing a system of feedback and accountability. In addition to the use of force review committee, SPD has also begun the work of establishing a Training Advisory Committee (TAC), consisting of key personnel within the department and community members. The goal of this committee is to ensure better performance, training, equipment, tactics, techniques, procedures, and outcomes. The establishment of a Training Advisory Committee (TAC) will serve as a guide to the departments strategic training objectives within the department's overall mission, vision and values. The department is in the process of recruiting community members to serve on the committee. The use of force review committee is also charged with updating the TAC with emerging issues or trends that could be improved.
- **Established clear guidelines for selecting training instructors, with prior performance history being a significant factor in the selection criteria.**
The academy utilizes instructors who are subject matter experts (SME's) in the area of instruction, are interested in teaching and have completed the advanced instructor certification course. Performance and discipline are considered when choosing an instructor. The Academy Lieutenant and the Training Lieutenant evaluate the instructional staff for all SPD classes on an annual basis, and ensure that they possess the requisite training, knowledge, skills, and abilities in order to deliver the training to either recruits or sworn officers. SPD will formalize the process further.
- **Involvement of Subject Matter Experts in the development and discussion on key policies.**
Subject matter experts (SME) and instructors are involved in the development and implementation of key policies.
- **Quality control to ensure consistency and high-quality training is delivered to department members by ensuring that Field Training Officers Training Instructors meet regularly.**
SPD began a series of meetings with the FTO's in 2019. These meetings include 4 hours with academy staff to discuss current trends and alignment. SPD recognizes and supports the need to have ongoing dialog regarding use of force between field training officers and use of force instructors. Future Academy/FTO meetings are scheduled for 2020.

- **Ensures the quality and effectiveness of training by evaluating student learning, conducting formal instructor evaluation, and classroom audits.**

Academy recruits provide written evaluations after each class regarding effectiveness of teaching aids/methods, instructor performance and how the class could be improved. Furthermore, SPD committed additional personnel to the training division. The new personnel and alignment will give our training division the capacity to monitor and evaluate all aspects of our training. SPD plans to use all evaluation tools available, to include researching best practices in this space. SPD includes a formal evaluation by students as part of its continued professional training program. Supervisory staff also audit instruction to ensure proper curriculum and delivery.

- **Use of Force training emphasizes critical decision making skills, to include providing scenario based training with the Use of Force Option Simulator.**

Critical decision-making skills are emphasized in the classroom lecture and exercises as part of the use of force learning domain (LD) class. Critical decision making continues to be emphasized in scenario training and testing spanning many LD's throughout the academy. SPD should always search for ways to improve, particularly in the area of force. The new Research, Development, Training division is currently researching and evaluating SPD's use of force training to ensure it aligns with best practices. SPD is currently researching and developing a new "Critical Decision-Making Model" to ensure decisions reflect the mission and values of our organization in addition to other considerations. The CDM will be implemented in 2021. The use of force simulator incorporates real life scenarios to provide officers opportunities to practice use of force decision making in training environments.

- **Ensures its officers are effectively employing cover, distance, and time tactics to minimize the need for deadly force.**

The Research, Development and Training division is currently working to deliver more scenario-based training in the area of deadly force encounters. The 2019 CPT curriculum included 8 hours of scenario-based training related to the elements raised in this recommendation.

- **Assessed practices to provide officers with guidance on the discharge of firearms in situations that may endanger bystanders and other officers.**

These techniques are incorporated within firearm instruction, training and bi-annual qualification for all officers.

- **Ensured training prepares officers to encounter and detain individuals in a manner that decreases the need for deadly force applications.**

The Training, Research and Development Division has established a number of systems and processes that help assess the use of force training provided to SPD personnel. The development and implementation of a new use of force policy supports that effort. SPD training emphasizes guardianship, de-escalation, proportionality, necessity and critical thinking when making decisions. These elements are part of the classroom curriculum, but more importantly are modeled and evaluated throughout the academy as part of scenario-

based training. SPD will continue to evaluate and refine its use of force training to achieve better outcomes.

- **Developed a Pre-Hire and Pre-Academy Program**

The Department is able to offer additional training prior to the formal academy program by hiring employees and introducing them to the values and mission of the Department before they enter the Academy. The Pre-Academy is a formal training program designed to prepare recruits to enter the academy by providing additional skills building in the month prior to the Academy. These programs have been shown to better prepare candidates for success and strengthen the career pathway to full time employment.

Use of Force Policy:

- **SPD's general use of force policy clearly defines and describes to officers when force is and is not authorized.**

The policy has more clearly expressed the concepts of objectively reasonable, proportionality, and de-escalation in the definition section of the policy. These additions are designed to give officers a clear understanding of SPD's philosophy related to use of force as well as guidance on its application.

- **SPD's use of force policy now better defines the applicable legal standard of objective reasonableness.**

The "reasonableness" standard is conveyed many times throughout the document which links the definition and concept to the application of force.

- **SPD's general policy statement in its use of force policy now expressly connects the sanctity of human life with use of force.**

Under "Policy" the sanctity of life is expressed in the opening sentence. It is immediately followed by: "Officers shall only use the amount of force that the officer believes is necessary under the totality of the circumstances". The "policy statement" continues, to include the principles of proportionality, de-escalation and crisis intervention. The design of this section clearly expresses SPD's priorities related to use of force and links the "sanctity of human life" with use of force. This policy language also aligns with the legislative language and intent of AB 392.

- **SPD's use of force policy defines and explains the requirement that force be used only when necessary.**

The policy is built upon the principle that police use of force is grounded in concept of "objective reasonableness" as articulated in GRAHAM v. CONNOR. In addition, the policy includes the following statement under the "policy" section: "Officers shall only use the amount of force that the officer reasonably believes is necessary under the totality of the circumstances". This statement clearly instructs officers to use only the force that is both necessary and reasonable. The reasonableness standard is supported by years of case law that acts as a foundation for officers to build upon. This foundation does not alleviate or diminish the requirement for an officer to use force justly, proportionally and thoughtfully. Rather, it requires an officer to focus on those principles while maintaining the officer's

ability to make good decisions in a dynamic, complex and unknown environment, to keep our community safe.

- **De-escalation defined and expanded SPD's use of force policy.**
De-escalation is a core principle throughout the policy. The term de-escalation is included as part of the "policy" statement.
- **SPD's Use of Force policy affirms the importance of proportionality.**
The policy includes "proportionality" in the "Policy" statement.
- **Consistent with the core concepts of de-escalation, necessity, and proportionality, SPD expressly requires that officers exhaust all other means reasonably available to them under the circumstances, before using deadly force.**
SPD uses a reasonableness standard when applying or evaluating UOF. Phrases like "exhausting all other means", "only necessary" and "last resort" are not consistent with the reasonableness standard as defined by GRAHAM V. CONNER. Creating a different standard that is not based on the "reasonableness" of a particular action has no foundation in the law and may cause officer confusion. The California Legislature has drafted AB392 which supports a standard of "reasonableness" based on the totality of the circumstances. SPD's use of force policy is aligned with that bill.
- **SPD requires that when feasible under the circumstances, officers provide verbal warnings to subjects before using force, whether deadly or less-lethal force.**
- **SPD has adopted and implemented a "Foot Pursuit" policy.**
The policy is designed to make officers and the community safer -by providing guidelines for officers to when they are engaged in foot pursuits.
- **SPD's use of force policy addressed shooting at or from moving vehicles.**
SPD has strengthened the policy language so that officers have a clear understanding of the department's expectations. Shooting at or from moving vehicles is only allowed in narrowly defined circumstances such as when a vehicle is going to be used in a terrorist act.
- **SPD's use of force policy prohibits specific types of force that are rarely ever consistent with policy.**
 1. Against individuals who are not under arrest or detention, except to protect the officer or a community member.
 2. Against individuals who are handcuffed or otherwise restrained, except where the individual is actively resisting, attempting to escape, or poses an imminent threat to the officers, the public, or themselves.
 3. Against individuals for the sole purpose of preventing the exercise of first amendment rights, when a legitimate law enforcement purpose does not exist.
 4. To punish or to retaliate.
 5. To stop a subject from swallowing a substance that is already in their mouth.
- **SPD requires that all officers carry, and be trained on, less-lethal instruments.**
SPD is currently working on developing a training model that provides officers training, more frequently.

- **As part of SPD’s 2020 continuing professional training (CPT) officers receive refresher training on all of their less lethal tools.**
The training is scenario based and includes the tools’ function and policy considerations.
- **SPD’s use of force policy and its discharge of firearms policy better addresses issues involving exhibiting and pointing firearms.**
Nothing prohibits an officer from drawing their firearm for the safety of the officer or others. However, if an officer points a firearm at a person, it will be documented in the appropriate report and/or database.
- **SPD’s Conducted Energy Device (CED-formally known as a Taser) policy places limits on the number of times it can be used and how it should be used.**
Additionally, our policy prohibits the use of a CED (better known as a Taser) on handcuffed subjects.
- **SPD policy on the use of canines is being updated with enhanced language.**
The focus of the new policy will be on “handler control” so that decisions on deployment are made by the officer and not the K-9.
- **SPD policy clearly articulates its requirement that officers render and/or request medical assistance when necessary following a use of force.**
The use of force policy makes it clear in the “policy” section that “officers shall render, if properly trained, or request medical aid as soon as reasonably possible”.
- **SPD’s body worn camera policy is continuously updated to reflect best practices.**
Key policy changes and updates have been made to the Body Worn Camera Policy.

Accountability:

- **Policy ensures that officers report potential misconduct related to force to internal affairs and/or a supervisor.**
SPD added language requiring employees to notify the Internal Affairs Division and employee’s Captain of personnel complaints.
- **SPD requires that officers intervene when they observe other officers violating its use of force policy.**
SPD strives to ensure that all of our community members are treated fairly and ensures that officers intervene when that is not occurring.
- **SPD developed a general order dedicated to use of force reporting and investigations.**
The revised use of force policy includes force reporting and investigation.
- **SPD now categorizes reportable use of force into levels (i.e., Level 1, 2, and 3) based on the seriousness of the force and specifies associated roles and responsibilities of involved officers, supervisors, and investigative personnel at each level with respect to reporting and review.**

Also, non-reportable levels of force are identified and described in the general order. Additionally, our policies specify the reporting, investigation, and review requirements for each level of force, including reporting requirements for the involved and witness officers, the responsibilities of the investigating supervisor, criminal and administrative investigator responsibilities, and review requirements.

- **Officers who use reportable force are required to complete a force statement, as do officers who witnessed or were at the scene of a Level 2 or Level 3 use of force.**
Any reportable use of force requires documentation to include statements from all available sources. Those are part of the police report which is referenced and attached to the Blue Team.
- **Established a Use of Force Review Board (UOFRB) charged with reviewing all Level 3 Reportable Uses of Force, all uses of force otherwise investigated by FIT, and any other matters referred to them by internal affairs or the Chief of Police.**
The UOFRB is scheduled to have its first meeting in June 2020 and will ensure consistency in the application of policy and administrative actions
- **SPD policy specifies time frames for the reporting, investigation, and review of reportable use of force.**
SPD supports the importance of a timely review of use of force investigations.
- **The SPD Internal Affairs Division investigates every officer-involved shooting to determine if policies and/or training were violated during an incident.**
SPD internal affairs investigators respond to all officer involved shooting incidents and take an oversight role in the investigation. In every officer involved shooting, an internal affairs investigation will take place.
- **Detectives who are assigned to conduct investigations of officer-involved shootings receive relevant and specialized training.**
Detectives assigned to the Homicide Unit are the primary investigators for all Officer Involved Shootings or Death in Custody incidents. Detectives assigned to this unit are required, at a minimum, to have attended the following courses approved by the Commission on Peace Officer Standards and Training (POST):
 - POST Basic Investigators Course
 - POST Homicide Investigators Course
 - Interview and Interrogation Course
 - POST Officer Involved Shooting Investigation CourseAdditionally, supervisors always monitor and evaluate officer and witness interviews and provide feedback to the investigator as appropriate.
- **SPD standardized its investigative case files to ensure documents are included to facilitate various kinds of reviews following the conclusion of the investigation.**
The point of a standardized summary at the beginning of the case has been incorporated into more recent cases and will continue in the future. We are also exploring a divider system for print copies of the report to better delineate sections of the report for the reader.
- **SPD conducts a formal after-action review, which includes supervisors and command staff, following every officer-involved shooting and in custody death.**

SPD has always completed a management review after all OIS events. We have recently modified our process to make that review a two-step process. First, within the first 30 days following the incident, management will conduct an after-action review of the event to evaluate any training, equipment, tactics, communication or operational points that need to be addressed immediately. Second, the Department will conduct a full shooting review of the event to address if the actual use of force event was within the policy guidelines of SPD. This second phase will be completed at the end of the criminal investigation.

- **SPD requires supervisors and chain-of-command to review all use of force cases, including officer-involved shootings and serious uses of force.**

SPD has a computer software program that tracks all reportable uses of force. Part of that tracking software incorporates, at a minimum, that each use of force event receives a review by a Sergeant, two Lieutenants and a Captain. More serious uses of force, including officer involved shootings, receive a more intensive review of the event.

- **SPD revised the policy that outlines its complaint process and requires all personnel to comply with the process or be subject to potential disciplinary action.**

The policy establishes a specific intake process that requires all complaints be accepted and forwarded to internal affairs for processing, and internal affairs serves as the repository for all complaints, regardless of origin or level of severity. SPD has established a complaint classification system, that among other things, accounts for the seriousness of the offense. SPD requires internal affairs to assign and review complaint investigations.

- **The Early Intervention Program has been updated to reflect current best practices.**

SPD recognizes the importance of having a meaningful and robust early intervention program to assist in identifying any employee who may be having difficulties.

- **SPD works in partnership with the Office of Public Safety Accountability (OPSA).**

Some procedural changes in notification of complaint receipt and eventual closure have already been implemented by internal affairs and OPSA. A formal memorandum of understanding has been discussed and remains in progress.

Transparency:

- **SPD is working to develop and implement a community outreach plan that includes regularly scheduled and broadly accessible meetings with Sacramento residents.**

The Division of Outreach and Engagement has developed a strategic plan to create opportunities and increase community engagement. The area commands also have regularly scheduled community events and meetings throughout the City. SPD will continue to develop a strategic plan to engage Sacramento residents.

- **SPD strives for greater transparency by consistently releasing information regarding use of force and other related topics.**

Currently, SPD has a transparency page that provides information on officer-involved shooting incidents, death in custody events, vehicle stop data information, policies, the body-worn camera project, public records act information, crisis intervention training and incidents of public interest. SPD will continue to find ways to expand on this page and provide information to the public.

- **SPD personnel are equipped with Body Worn Cameras and patrol vehicles have In Car Cameras.**
The cameras allow for incidents to be recorded and later reviewed for accountability and transparency purposes.
- **SPD releases video within 30 days of an officer involved shooting or in custody death event. Additional videos of public interest are also released.**
- **SPD maintains a robust Transparency webpage with policies, press releases, reviews, reports, updates, and policies for easy access by the public.**

Equipment:

- **Additional Less Lethal Tools are available to our Officers.**
All officers have transitioned their shotguns to solely discharge less lethal flexible baton rounds, and patrol teams now have 40mm exact impact sponge launchers as well as Pepperball launchers. Additionally, all of our officers are equipped with conducted energy devices. These tools are intended to give officers additional less lethal options, and decrease officer involved shootings.
- **Patrol Vehicles Equipped with Ballistic Shields and Ballistic Doors**
The Department is equipping all new patrol cars with ballistic doors and all patrol cars now carry ballistic shields. This safety equipment is designed to help make our officers and the community safer.
- **All officers are equipped with first aid kits in order to provide emergency medical assistance.**