

PERF's Scope of Work for the San Diego Police Department Assessment

Outline of the Scope of Work

In this document, the Police Executive Research Forum (PERF) outlines the approach it will take to review and analyze the San Diego Police Department's (SDPD) policies, procedures, and systems in place *related to* the recruitment, hiring, training, and supervision of officers; and the detection and investigation of misconduct, with a particular focus on selected cases of misconduct. **The goal of this assessment is to help identify how policies and practices may be changed to improve policing and accountability in SDPD and other departments nationwide.** The project will result in a final publication that will capture the lessons learned and will be widely disseminated to advance the practice of community policing in jurisdictions nationwide.

PERF's approach incorporates multiple methodologies for the collection of information, including personal interviews and focus groups (of city officials, police command, union officials and supervisory staff as well as rank-and-file employees); community meetings; collection, review and analysis of available policies, procedures, case files and applicable data; and on-site observations. **Importantly, PERF's approach will be transparent for this initiative, engaging all key internal and external stakeholders.** PERF will work with the COPS Office and SDPD to gather input from diverse community groups and constituencies, to facilitate meetings, and to involve representatives from these groups in our process for developing recommendations.

Following the assessment phase, PERF will summarize the findings and develop recommendations designed to ensure that the department's policies and practices reflect the standards of a professional police agency, including the use of effective recruitment, hiring, and training programs and strategies, and the use of effective early intervention, discipline and accountability systems. PERF will also reach out to other police departments and subject matter experts to discuss best practices in addressing the issues.

PERF will brief the SDPD on the findings and draft recommendations. All final recommendations will be developed in collaboration with the COPS Office and SDPD. PERF will disseminate the final report directly to community stakeholders who were involved in the assessment.

Significance of the Issue

In the last 5 years, the San Diego Police Department has investigated at least 15 officers for criminal misconduct that ranged from off-duty domestic violence and DUI to on-duty sexual assault. This misconduct has impacted community trust. This assessment, its recommendations, and subsequent implementation will help the San Diego Police Department regain the community's confidence and will ultimately make the police department better.

PERF's assessment activities are as follows:

Information Gathering and Community Engagement

- Review of the Department's Policies and Procedures
- Conduct Interviews, Focus-Groups, and Observations
- Conduct Community Meetings and Interviews
- Reach out to Other Departments that have addressed similar issues

Development of Recommendations

- Present Recommendations to SDPD on a Continuous Basis
- Develop/Publicize a Final Publication

Information Gathering and Community Engagement

Review of the Department's Policies and Procedures

PERF will review departmental policies and procedures, as well as the processes in place to detect officer misconduct. The project team will assess the extent to which these are congruent with model practices in law enforcement.

The project team will also review training at all levels of the department (recruit training, field training, and in-service training) to ensure that the appropriate training is being provided, and that it reflects best policing practices and the policy preferences expressed by the agency. This will help the project team to ensure that sufficient training is given as officers advance in their careers and assume new and greater responsibilities.

Conduct Interviews, Focus Groups, and Observations

After the initial document review, PERF will conduct several on-site assessments, meeting with police department officials and other stakeholders to gain insight regarding the culture of SDPD and any issues or concerns in the department.

During these visits, the project team will meet with the following government officials and police employees individually and/or in focus group settings, as appropriate. (Community engagement initiatives will be described in the next section.)

- Citizens' Review Board on Police Practices,
- Police Chief,
- Senior leaders of the SDPD,
- SDPD employees, sworn and civilian, and at all ranks/positions,
- The department's union representative,
- San Diego District Attorney's officials,
- Other San Diego officials and department heads.

PERF will work to ensure that the list of officials to be interviewed is comprehensive. The purpose of these interviews is to understand the history and organizational culture of the SDPD,

to solicit involvement and buy-in from all levels of the department, and to guide the project team in ensuring that our recommendations will reflect the mission, vision and values of the SDPD and its leaders. During the on-site assessment, PERF will also conduct ride-alongs and work-alongs with a variety of department personnel to observe department culture and the implementation of policies, procedures, and training in daily practice.

Community Meetings and Interviews

As an important component this assessment, PERF will work with the ACLU, the Citizens' Review Board, and the SDPD to develop a community stakeholder interview list. PERF will hold community meetings with key stakeholder groups, including:

- Community groups,
- Local government officials,
- Advocacy groups,
- Religious communities,
- Community service providers,
- ACLU of San Diego and Imperial Counties.

During the duration of the assessment, PERF will work with the community to disseminate feedback forms. This will allow community members who are not able to attend meetings or be interviewed to provide comments to PERF either via a paper form or through an email (sandiegopolicestudy@policeforum.org) created specifically for this assessment.

Outreach to Other Departments

PERF will reach out to other agencies that have experience similar issues to identify how policies and practices may be changed to improve policing in SDPD and other departments nationwide.

Development of Recommendations

Based on PERF's assessment strategy described above, along with input and feedback from the community, city leaders, and the SDPD, we will create a series of recommendations to strengthen the department's policies, procedures, and systems to identify and prevent officer misconduct.

Present Recommendations to SDPD on a Continuous Basis

PERF will work closely with the COPS Office and SDPD to identify immediate issues that should be addressed as they are identified in the assessment phase. These findings and recommendations for improvement will be turned over to the police department for their timely consideration.

PERF will also provide SDPD with recommendations and guidance on community education and outreach on the project's activities and findings.

Develop/Publicize a Final Publication

PERF will develop and publicize a final publication. PERF will work with the COPS office and SDPD throughout the assessment to determine the best way of disseminating these findings and recommendations.