



Memorandum

TO: PUBLIC SAFETY, FINANCE &
STRATEGIC SUPPORT
COMMITTEE

FROM: Deanna J. Santana

SUBJECT: SEE BELOW

DATE: October 14, 2009

Approved

Date:

10/14/09

**SUBJECT: ONE YEAR REPORT ON THE POLICE DEPARTMENT'S REVISED
CITIZEN COMPLAINT PROCESS AND IN-CUSTODY DEATH TRAINING
REVIEW PANEL**

REASON FOR SUPPLEMENTAL MEMO

To provide the Public Safety, Finance & Strategic Support Committee with information about the Police Department's proposed work plan to enhance Early Intervention System.

BACKGROUND

The one year evaluation of the revised Citizen Complaint Process makes mention of the Police Department's proposed work plan to enhance Early Intervention System. The Administration wanted to share additional information. Attached please find a brief summary, including a timeframe, for completion of this effort.

Deanna J. Santana
Deputy City Manager

Attachment

ATTACHMENT D

Early Intervention System

The San Jose Police Department (SJPD) has the responsibility and commitment to its workforce and the community to identify and assist members displaying negative conduct and/or performance issues.

In the next year, the SJPD will research other law enforcement agency's early intervention systems as well as conduct meetings with internal and external stakeholders for the purpose of developing a formal early intervention system for the Department. Staff anticipates this effort to take approximately one year to develop with the input phase taking the longest time to allow the different stakeholder groups the opportunity to provide input.

Given the size of the workforce (approximately 1400 sworn officers), intricacies of the staff scheduling policy (shift changes every six months) and the Police Officer Bill of Rights (POBAR) requirements, the Department will need to consider and integrate these issues into a long term planning process.

As part of this effort, the SJPD has started to implement several processes to ensure that its work is properly guided. The following is a top-level summary of the SJPD's approach, including preliminary guiding principles and a framework that will be used for this project:

Guiding Principles – The SJPD has developed the following preliminary guiding principles, which will be used to develop project goals and objectives:

- An Early Intervention System is part of a larger effort to identify and address performance issues early on before they become serious problems that require formal discipline.
- First-line supervisors play an important role by ensuring that officer actions are appropriate, ethical and in-line with Department policies and procedures.
- An Early Intervention System can help improve community relations by promoting police accountability and reducing the number of incidents that tend to alienate the community from a police department.¹

Framework - The SJPD will utilize its network with national and state police agencies, as well as contacts within the fields of law enforcement to benchmark best practices and identify successful Early Intervention Systems. The SJPD will also hold interviews with key internal stakeholders, including SJPD line staff, supervisors and management, as well

¹ Samuel Walker, Stacy Osnick Milligan with and Anna Berke, "Strategies for Intervening with Officer through Early Intervention Systems: A guide for Front-Line Supervisors," U.S. Department of Justice Office of Community Oriented Policing Services, February 2006, http://www.cops.usdoj.gov/files/RIC/Publications/supervisioninterests_lechiefs.pdf

as staff from the City Manager's Office (CMO), Human Resources (HR), Office of Employee Relations (OER), and the City Attorney's Office (CAO).

This project has been divided into the following three phases to ensure the project is completed by October 2010:

Phase 1 (October-January)	Research and analysis of best practices
Phase 2 (February-July)	Conduct interviews with internal and external stakeholders, including line staff, supervisors, management, CMO, HR, OER, CAO, etc.
Phase 3 (July-September)	Early Intervention System development

The SJPD is committed to developing and implementing a formal Early Intervention System that will supplement the existing internal resources and practices. The implementation of an EIS will provide the Department with more comprehensive information to identify trends and patterns and align resources in a responsive manner, while advancing professional standards of accountability within the Department and the community.

The SJPD anticipates completing the research and planning process for developing an EIS within one year.