POLICE DEPARTMENT > EQUITY PLAN

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LETTER FROM THE SANTA ROSA POLICE CHIEF

Dear Employees,

I am excited to share Santa Rosa Police Department's (SRPD or Department) Equity Plan (Plan). The Plan provides a road map for our journey towards embedding workforce diversity, equity, inclusion, belonging (DEIB), and employee well-being in our organizational structures, policies, procedures, practices, and culture.

The Plan results from countless hours of thought partnership, collaboration, input, and feedback by our employees and community members through individual interviews, focus groups, surveys, and group processes.

The Plan represents the consensus decisions of employee work groups to institutionalize and operationalize:

- Workforce diversity
- Inclusive decision-making models that incorporate principles of co-creation and shared leadership
- Centering DEIB as core values for SRPD
- Advancing policies, practices, procedures, and structures that support employee well-being and belonging

In December 2021, the Department convened the Equitable Policing Taskforce (EPT) to develop recommendations to improve DEIB within SRPD. The EPT agreed on a methodology that incorporated concepts of shared leadership, co-creation, and trust and implemented a process grounded by consensus decisions. The methodology and group process contributed to a sense of co-ownership of the Plan that will sustain our joint efforts to implement the strategies outlined in this Plan and ensure that we hold ourselves accountable for the desired outcomes.

The Plan is a continuation of the Department's efforts to improve community relations and engagement and to align DEIB with SRPD's strategic goals and priorities and begins to reimagine SRPD as a place where everyone belongs. The Plan centers employee well-being, collaboration, productivity, retention, and service to residents, and focuses the Department on bridging to the diverse communities of Santa Rosa.

The journey continues.

John Cregan

Police Chief

ACKNOWLEDGEMENTS

The SRPD Equitable Policing Taskforce (EPT) is pleased to present this Equity Plan (Plan) to the Santa Rosa City Council. The EPT acknowledges the commitment of time, innovation, collaboration, and thought partnership that SRPD staff and community members contributed to this Plan.

This Plan could not have been created without the active engagement and collaboration of the following staff and community members.

SELECTION/HIRING AREA OF FOCUS /INTERNAL COMMITTEE MEMBER

NAME	POSITION	DEPARTMENT
ALLISHA FIX	UNIT 14 LABOR UNIT PRESIDENT/ FIELD EVIDENCE TECHNICIAN	POLICE
ARMANDO JAUREGUI	PATROL OFFICER	POLICE
CHRISTOPHER MAHURIN	SERGEANT, PUBLIC INFORMATION OFFICER / LIAISON TO CITY EQUITY TASK FORCE	POLICE
HALEIGH FLECK (LEFT CITY)	ADMINISTRATIVE ANALYST/ SUPERVISOR & PEER SUPPORT TEAM MEMBER	POLICE
JAMES LETASI	DISPATCHER/UNION REP	POLICE
JESSICA VELASQUEZ	SRPD DISPATCH SUPERVISOR	POLICE
JOHN CREGAN	SANTA ROSA CHIEF OF POLICE & NAMI BOARD MEMBER	POLICE
KIRSTYNE LANGE	PRESIDENT OF THE NAACP SANTA ROSA/SONOMA COUNTY BRANCH, NAACP CA/HI REGIONAL CRIMINAL JUSTICE COMMITTEE, MEMBER OF SAVE YOUR SIX, PARTICIPANT ON THE SANTA ROSA MULTI-CULTURAL ROOTS PROJECT, MEMBER - SANTA ROSA COMMUNITY ADVISORY BOARD, BOARD MEMBER - SONOMA COUNTY TOURISM BOARD	COMMUNITY MEMBER
PATRICIA SEFFENS	PATROL SERGEANT AND MORALE COMMITTEE SERGEANT	POLICE
SOCORRO SHIELS (LEFT CITY)	FORMER DIVERSITY, INCLUSION, AND EQUAL EMPLOYMENT OFFICER	HUMAN RESOURCES
TOMMY ISACHSEN	LIEUTENANT IN CHARGE OF DEPARTMENT TRAINING AND POLICY REVIEWS AND HELPING DEVELOP IMPLICIT BIAS TRAINING. FORMER GANG UNIT LEAD SERGEANT AND SRO	POLICE

ACKNOWLEDGEMENTS

RECRUITMENT/COMMUNITY OUTREACH AREA OF FOCUS/ EXTERNAL COMMITTEE MEMBERS

NAME	POSITION	DEPARTMENT
CHANTAVY TORNADO	LOCAL ACTIVIST--FOUNDER OF LOVE AND LIGHT GROUP, SONOMA COUNTY DIRECTOR OF LGBTQ CONNECTION	COMMUNITY MEMBER
GUSTAVO MENDOZA	COMMUNITY OUTREACH SPECIALIST	CITY OF SANTA ROSA VIOLENCE PREVENTION PARTNERSHIP
HONOR JACKSON	NON-PROFIT FOUNDER/LOCAL FAITH LEADER/NAMI BOARD MEMBER	COMMUNITY MEMBER
JEFF WOODS	DETECTIVE, POA PRESIDENT	POLICE
LUIGI VALENCIA	PATROL OFFICER & LMFT, JUSTICE PROGRAM DIRECTOR FOR YOUTH DIVERSION AT SOS COMMUNITY COUNSELING	POLICE & COMMUNITY MENTAL HEALTH PROVIDER
NICK GILLOTTE	DETECTIVE, VIOLENT CRIMES	POLICE
NUBIA PADILLA	EXECUTIVE DIRECTOR OF NONPROFIT HUMANIDAD THERAPY & EDUCATION SERVICES. PARTNER IN INRESPONSE: SANTA ROSA'S MENTAL HEALTH SUPPORT TEAM	COMMUNITY MEMBER
PAM LORENCE	SRPD ADMINISTRATIVE SERVICES OFFICER (ASO)	POLICE
RAINER NAVARRO (RETIRED)	FORMER SANTA ROSA CHIEF OF POLICE	POLICE
SHAWNTEL REECE	CHIEF'S COMMUNITY AMBASSADOR TEAM, COUNTY OF SONOMA JUVENILE PROBATION/ HUMAN SERVICES/ EMPLOYMENT TRAINING COUNSELOR. ACTIVE MEMBER AT GREATER POWERHOUSE CHURCH OF GOD IN CHRIST, NAACP, RITES OF PASSAGE BRIDGE TO THE FUTURE, MULTI-CULTURAL ROOTS PROJECT, BLACKS UNITED, AND RACIAL EQUITY GROUPS WITHIN THE COUNTY.	COMMUNITY MEMBER

EXECUTIVE SUMMARY

With implementation of the recommendations included in this Plan, Santa Rosa Police Department (SRPD or Department) takes a transformative step toward realizing diversity, equity, inclusion, and belonging throughout the Department and in SRPD's interactions with the community.

SRPD'S EQUITABLE POLICING RECOMMENDATIONS ARE:

> **Create a permanent Standing Committee** within the structure of SRPD to review and monitor implementation, assess success, and ensure accountability for Plan recommendations modeled on inclusive representation, shared leadership, and consensus decision-making.

> Implement policies, procedures, practices, structures, and targeted strategies to annually **improve diversity, equity and inclusion in recruitment, selection and hiring.**

> Develop and monitor implementation of targeted strategies to **build a culture of belonging** within SRPD. SRPD will continue to implement wellness strategies and trauma informed care programs to support physical, mental, and emotional health.

> Implement targeted **communication strategies designed to improve transparency, timeliness, and equitable access** to information and resources for all sworn and professional staff.

> Review current policies and monitor changes to policies, procedures, and practices **to advance equitable policing and transparency.**

> Apply values of **equitable access** and **belonging are applied to** policies, practices, procedures, and structures that involve **professional development, mentorship, and promotion of sworn and professional staff.**

> Continue to **track relevant data,** including but not limited to recruitment, selection, hiring, promotion, and retention, as well as community-police relations and complaints and other relevant data.

> Continue creating and deepening significant **collaborations[1] with organizations that support comprehensive wellness services** for students, unsheltered populations, recently incarcerated youth, or gangs and alternatives to incarceration.

> Strive to **increase the use of unallocated time for community policing activities.**

1 See Exhibit D of SRPD partnerships and collaborations

EXECUTIVE SUMMARY

SRPD HAS ESTABLISHED THE FOLLOWING COMMITMENTS AS FOUNDATIONAL TO TRANSFORMATIVE CHANGE CALLED OUT IN THE PLAN:

> Dedication to the principles of diversity, equity, inclusion, and belonging that drive innovation, productivity, employee well-being, improved community relations and trust, and an enhanced sense of belonging for all employees.

> Establishment of universal goals achieved through targeted strategies.

> Reduce isolation and silos by implementing bridging and collaborative strategies within the Department, with other city departments, and with the diverse communities and residents of Santa Rosa.

BACKGROUND

SRPD has been impacted by environmental, social, and cultural events and leadership transitions that shape and inform the recommendations included in this Plan. Those events include the Tubbs fire in 2017, the selection of Chief Ray Navarro in 2019 following a nationwide search, the COVID-19 pandemic, the Glass fire, and Black Lives Matter (BLM) protests in 2020, and the selection of Chief John Cregan in 2022 upon Chief Navarro's retirement.

Much of the last six years, SRPD has been in a reactive mode to events outside its control. The BLM protests of 2020 caused departmental change, oversight, and support. The protests focused the City Council on equity and police use of force, and exposed SRPD mass action response procedural and policy deficiencies. Line staff felt unsupported by the community at that time." The protests focused the City Council on equity and police use of force, and exposed SRPD mass action response procedural and policy deficiencies.

Based on public complaints and SRPD's desire to improve mass action response, the Department initiated an internal investigation, along with an independent investigation by an outside consultant and After-Action Police Report. Based on the investigations, SRPD identified and took corrective actions. Ongoing monitoring is being conducted by an independent police auditor.

Many new policies, procedures and training modules have been developed that are designed to better prepare SRPD to manage large civil unrest demonstrations while centering DEIB. Many initiatives have been launched to bridge perceived divides between SRPD and community members.

In addition to past events and leadership transitions, law enforcement has historically been a white male-dominated profession. Less than 13% of full-time police officers in the United States are women of whom a scant 3% are part of police leadership.[2] In the SRPD, 81% of employees are white, and 70% are male. Gender distribution by bargaining unit reflects that only 9% of police officers are female.[3]

Career pipeline legacies related to friends and family connections to the profession, white male targeted outreach and mentorship, and exclusive hiring practices have also contributed to the lack of
diversity within the Department. As evidenced by the recommendations included in this Plan, SRPD is committed to addressing workforce diversity.

SRPD has made numerous enhancements to community relations and outreach, recruitment and hiring policies and practices, and access to communications. Further, the Department has been working from within the department and within the City to reforge connections of support, appreciation and partnership. This Plan represents another pillar toward building diversity, equity, inclusion, and belonging with SRPD.

2 https://www.usatoday.com/story/news/nation/2021/10/24/percentage-women-state-policing-has-stalled-over-two-decades/6107115001/

3 SRPD demographics, February 8, 2022

APPROACH

TARGETED UNIVERSALISM

The Targeted Universalism (TU) approach was co-conceptualized by Seed co-founder john a. powell and entails establishing universal goals achieved by targeted strategies and processes.

TU recognizes that to accomplish universal goals, we must acknowledge that different groups of people are situated differently within society, structures, and institutions. This difference results from structural and systemic inequities that create different barriers and challenges and thus require different pathways for reaching a goal.

TU directs attention to these various barriers and pathways and suggests structural changes to reach the goal. Strategies are designed to accomplish a goal by considering people's specific situations so they can get what they need when and how they need it while also moving all towards the universal goal.

TU also addresses the polarization caused by only targeted or only universal strategies. Solely universal strategies, such as social security and minimum wage that treat everyone the same fail to recognize how groups are situated differently. These strategies will work for those considered the norm but not those with specific and unique conditions and challenges. Solely universal strategies are often perceived as overly ambitious and inadequate in helping those most in need.

Conversely, solely targeted strategies, such as the American Disabilities Act or Affirmative Action, focus on supporting targeted groups to eliminate disparities but often fail to transform structures and systems. They are sometimes criticized for unfairly helping one group over another and can be viewed as preferential, thus seeding hostility and resentment.

The EPT utilized a TU[4] framework to develop a set of universal recommendations aligned with targeted strategies.

4 https://haasinstitute.berkeley.edu/targeteduniversalism

DATA - DUE DILIGENCE PROCESS

TU is based on measuring differences and understanding how different groups are situated, for example, women within SRPD, relative to a universal goal. Seed conducted a combination of individual interviews, focus group sessions, and surveys to better understand how different groups are situated within SRPD and learn individual and group DEIB perceptions and experiences.

INTERVIEWS AND FOCUS GROUPS

From July to August 2021, Seed interviewed sixteen individuals (16) and conducted three (3) focus group sessions including the voices of a total of twenty-seven (27) participants to learn more about how individuals experience working with and living in community with the SRPD.

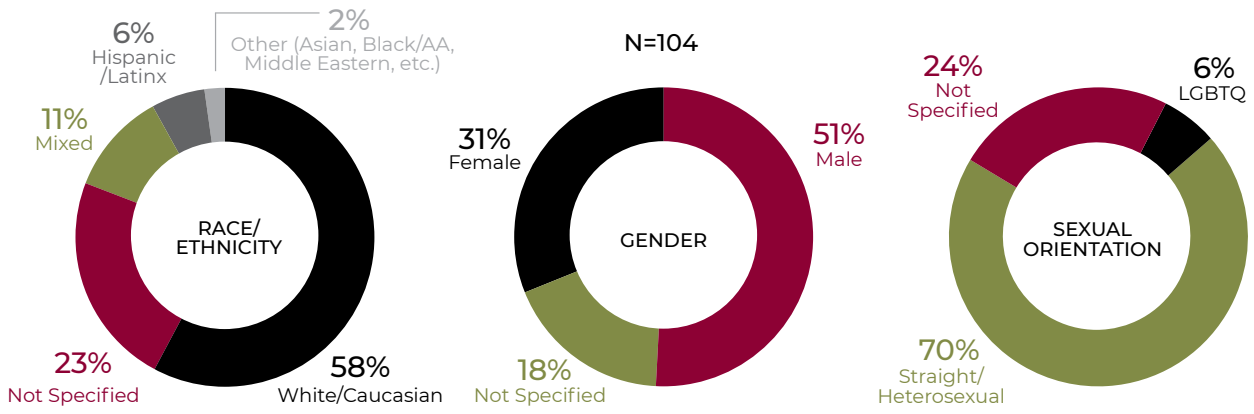
In collaboration with the City's Diversity, Inclusion and Equal Employment Officer (DIEEO), SRPD identified a diverse cross-section of sworn and professional employees, nonprofit and civil rights volunteers/activists, police subject matter experts, and community members to participate in the interview and focus group process..

SURVEYS

Seed conducted an all-staff survey that resulted in 525 responses, of which 104 were SRPD participants. Survey findings informed the identification of DEIB problems and opportunities.

SRPD RESPONDENT PROFILE: DEMOGRAPHICS

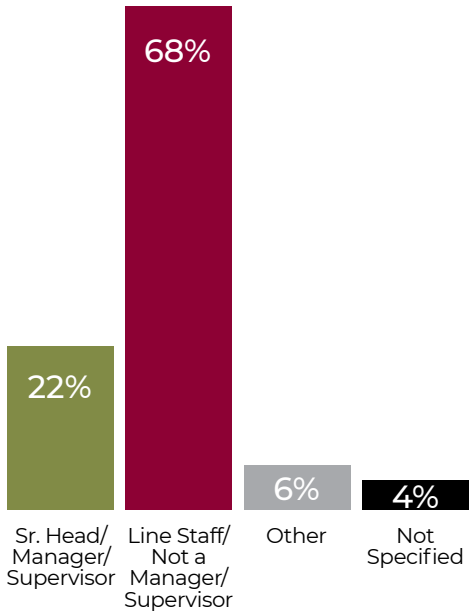
- Nearly 60% White/Caucasian | 6% Hispanic/Latinx | 14% Mixed | Nearly 1/4 did not specify
- Nearly 1/2 are male | 31% Female | 18% Did not specify |6% identify as LGBTQ



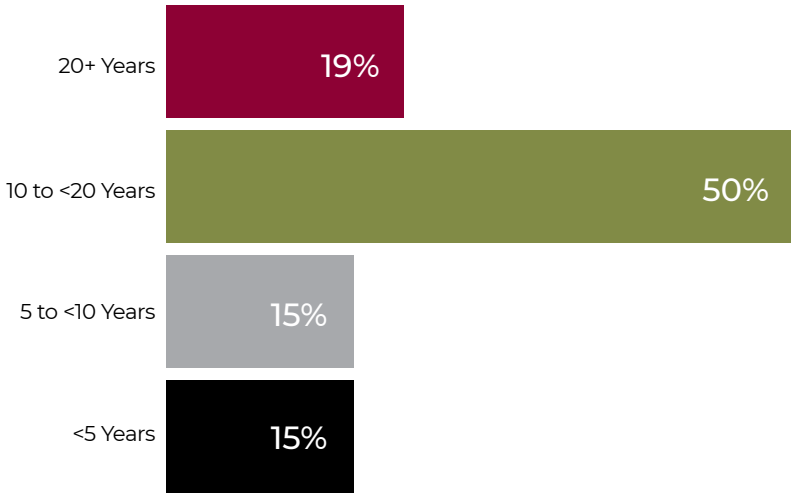
DATA - DUE DILIGENCE PROCESS

SRPD RESPONDENT PROFILE: DEMOGRAPHICS (CONT'D)

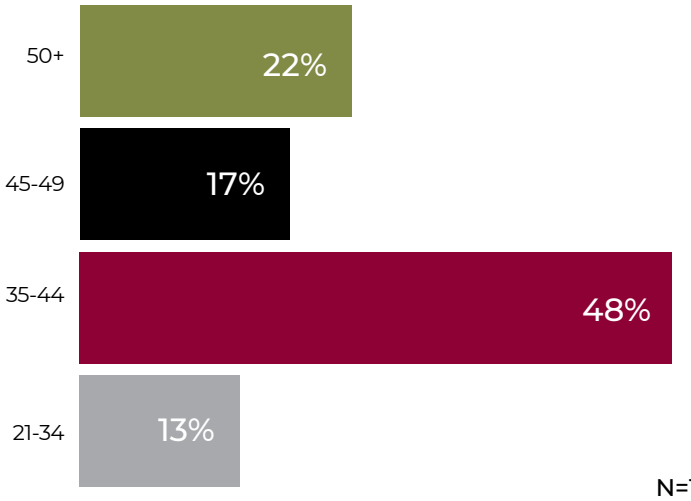
Position Nearly 70% are in Non-managerial/ Non-supervisor roles



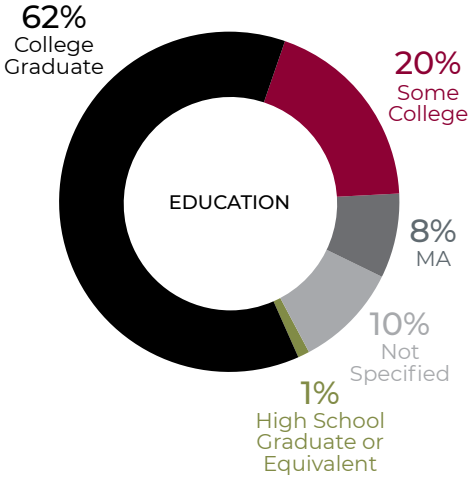
Employment Length Nearly 70% have been at SRPD for more than 10 years



Age Nearly half are 35-44 years, nearly 40% are 45+ years



Education 70% have a college or advanced degree



N=104

DATA - DUE DILIGENCE PROCESS

DOCUMENT REVIEW/BEST PRACTICE RESEARCH

In addition to analyzing due diligence data, Seed reviewed SRPD demographic data, organizational chart, reports by outside consultants, and departmental reports.

Seed also conducted best/next practices research to support EPT participants and Plan recommendations.

DATA FINDINGS

Data findings from Seed's due diligence process, Department data, and employees lived experience informed the EPT's identification of opportunities, challenges and barriers to DEIB.

DUE DILIGENCE THEMES

1 Hiring and Recruitment Fair and Adequate - when it comes to hiring and recruitment, a significant majority of SRPD employees surveyed (77%) believe the evaluation process is fair and equitable, and the Department is doing enough to attract diverse candidates. Many do not think that current hiring and recruitment practices should be changed.

> While many (nearly two-thirds) believe the Department is doing enough to attract/recruit female candidates, significantly fewer believe it is doing enough to attract/recruit Hispanic/Latinx candidates (55%)

> Those who tend to disagree that enough is being done to recruit female and Hispanic/Latinx officers include female, LGBTQ, and some POC staff.

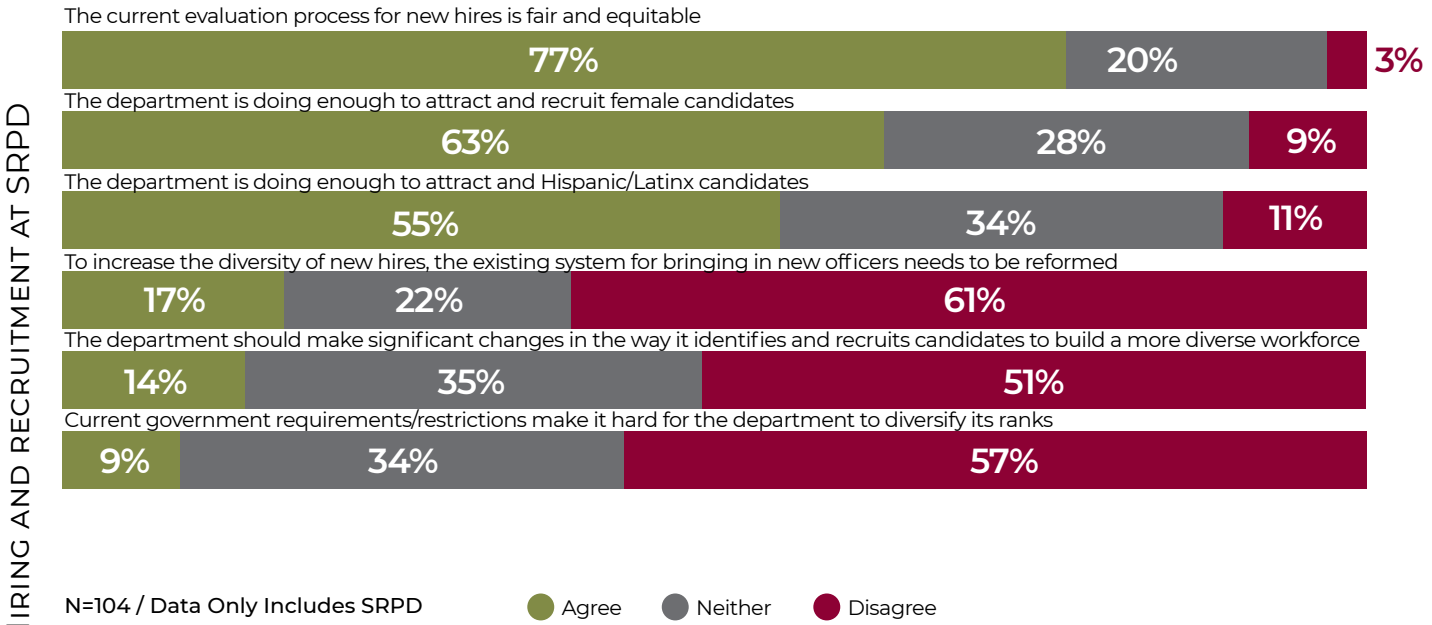
> Similarly, those who tend to agree that current hiring and recruitment practices should change include female and some POC staff.

DUE DILIGENCE THEMES (CONT'D)

P1: Hiring and recruitment at SRPD

> When it comes to hiring and recruiting practices, a significant majority OF SRPD believe the evaluation process is fair and the department is doing enough to attract/recruit female candidates (63%)–though the figure drops to significantly when it comes to attracting/recruiting Hispanic/Latinx candidates (55%)

> A majority of SRPD do not believe the current hiring and recruitement practices should be changed

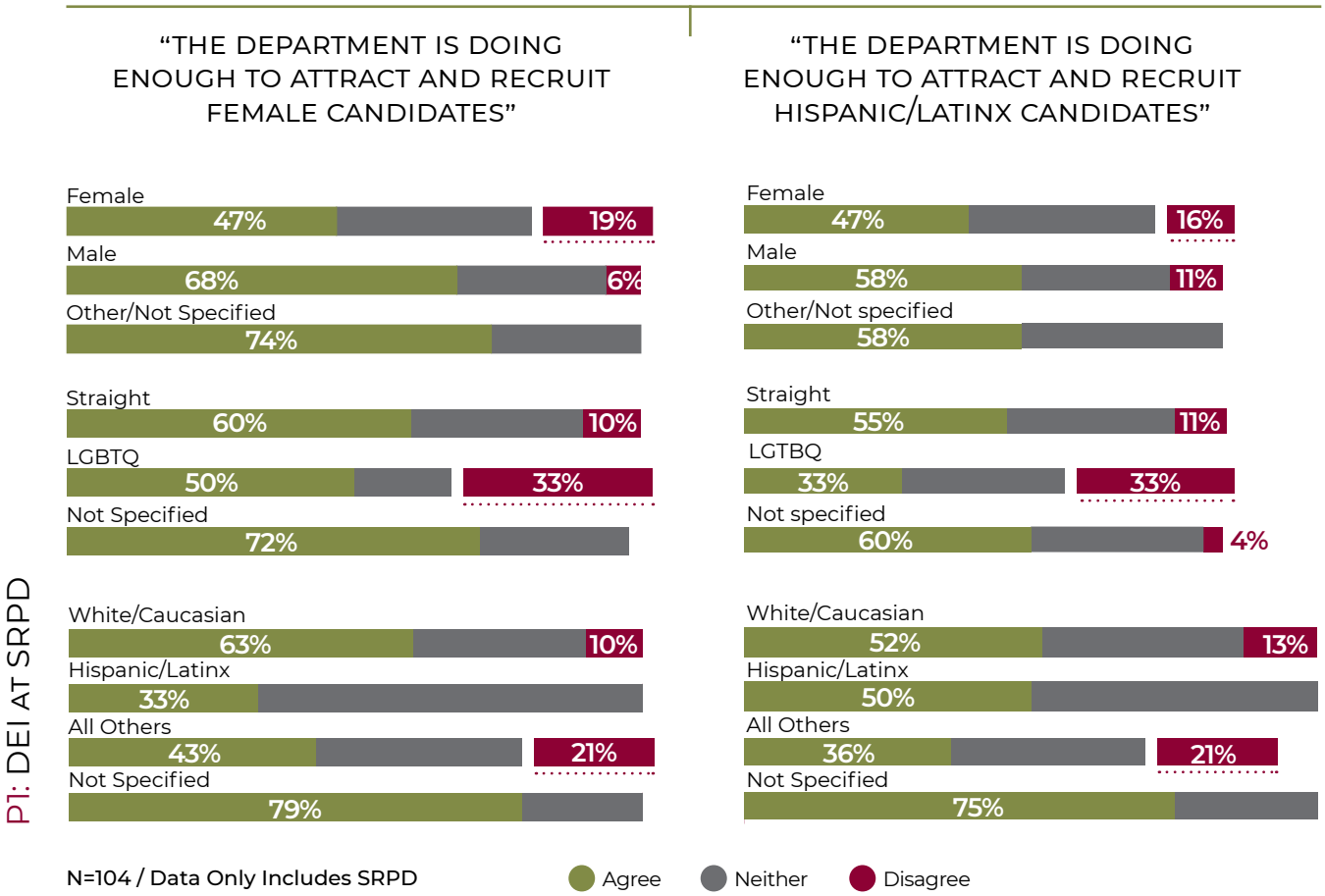


P1: The following statements are based on SRPD's recruitment and hiring practices based on your opinion, observations and perspectives. Please select one response based on the following scale below from '1' to '5' – where '1' is Not At All Satisfied and '5' is Very Satisfied.

DUE DILIGENCE THEMES (CONT'D)

P1: Hiring and recruitment at SRPD - by key demographics

> When it comes to attracting/recruiting Female and Hispanic/Latinx candidates, a higher proportion of LGBTQ, female and other POC members do not believe the department is doing enough.



N=104 / Data Only Includes SRPD

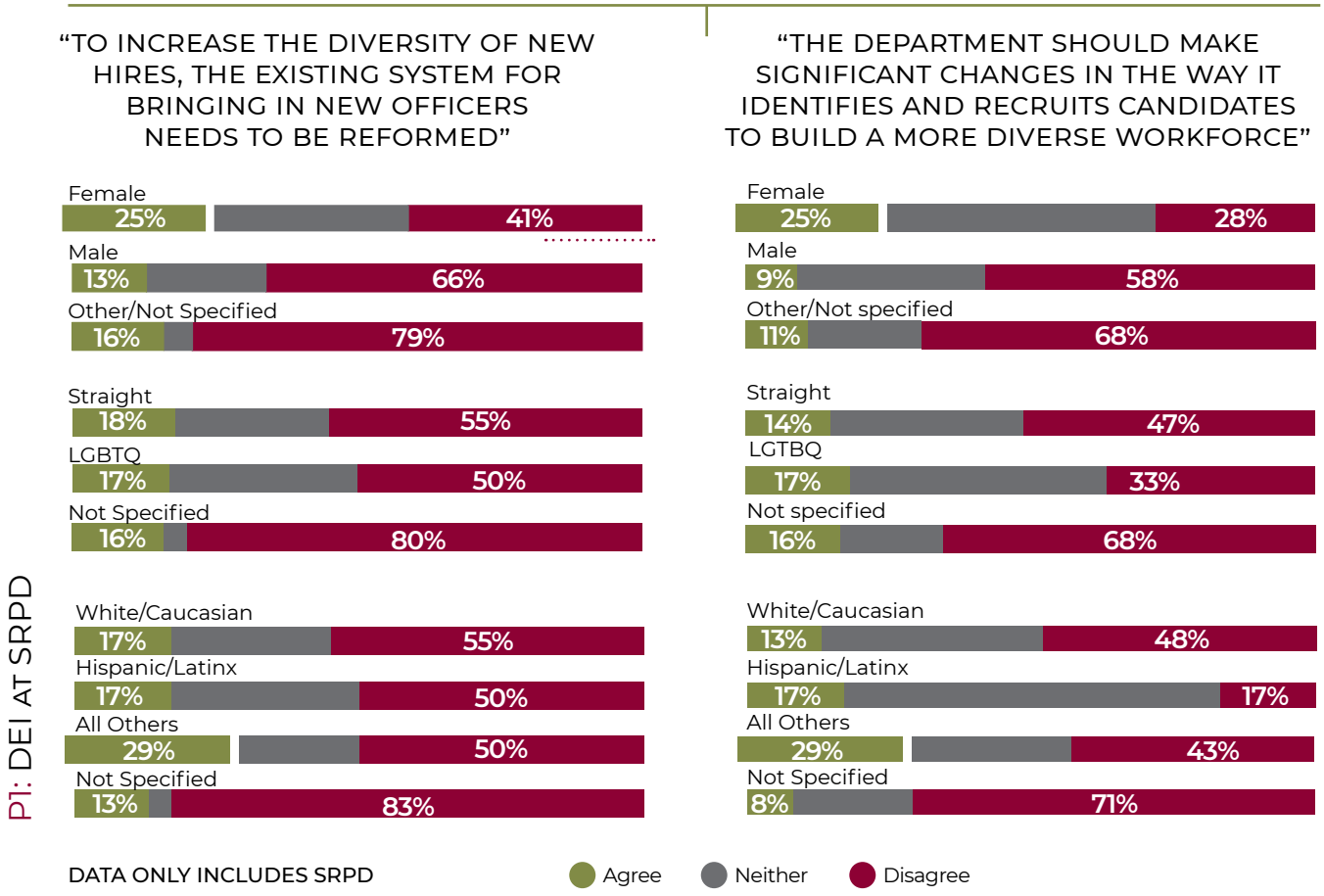
Agree Neither Disagree

P2: Please select one response based on the following scale below from '1' to '5'–where '1' is Not At All Satisfied and '5' is Very Satisfied

DUE DILIGENCE THEMES (CONT'D)

P1: Hiring and recruitment at SRPD - by key demographics

> When it comes to making changes in the system of hiring new officers and recruitment of diverse candidates, one-quarter of female employees agree, while nearly 30% of other POC employees agrees.



P2: Please select one response based on the following scale below from '1' to '5'–where '1' is Not At All Satisfied and '5' is Very Satisfied

2 Appreciate and Support Diversity - most SRPD survey respondents believe those of diverse backgrounds are equally appreciated and supported as everyone else.

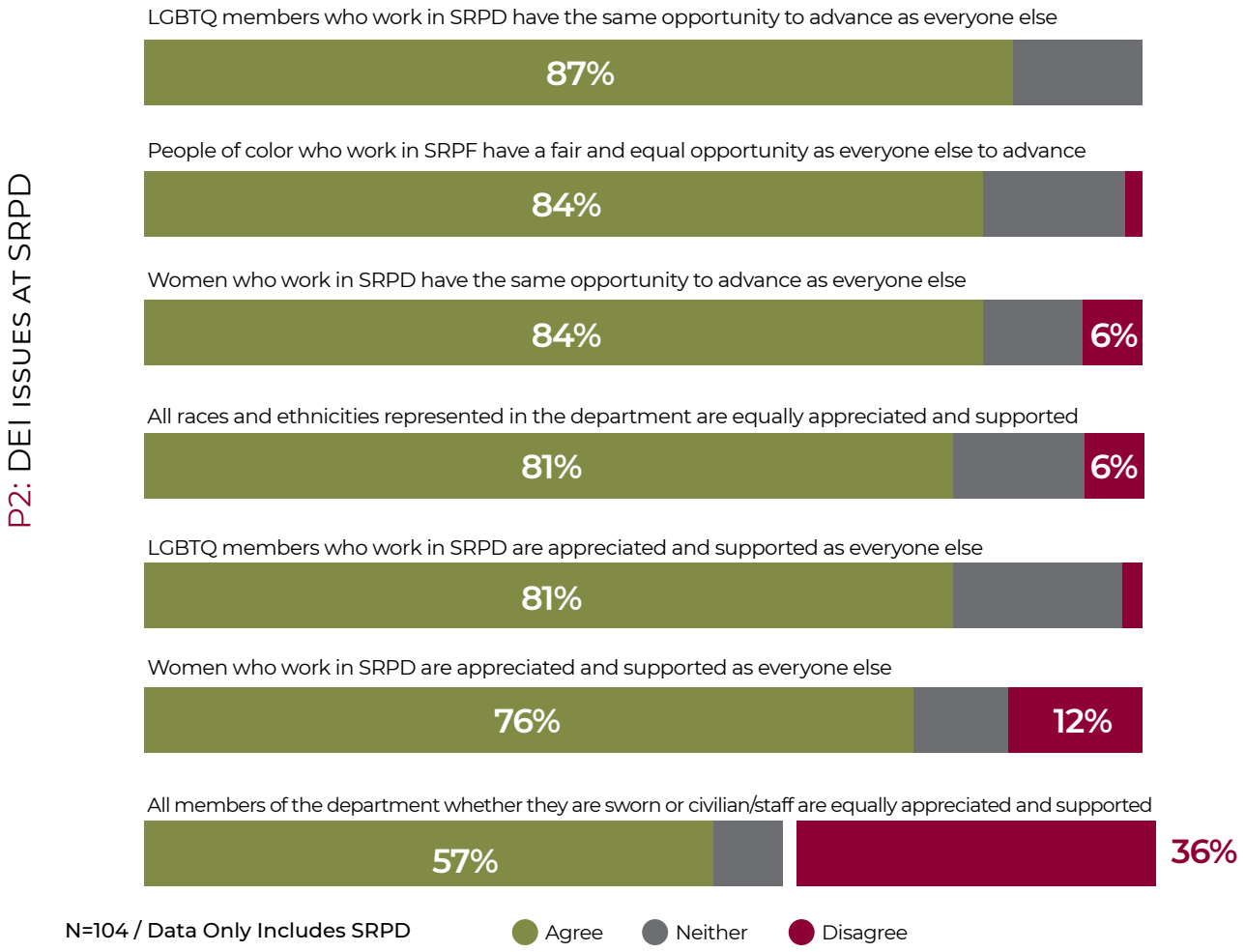
> There is more disagreement about whether sworn vs. civilian staff are equally appreciated/supported—particularly by SRPD female employees and LGBTQ employees

DUE DILIGENCE THEMES (CONT'D)

P2: DEI ISSUES AT SRPD

> The vast majority of SRPD members believe those of diverse backgrounds are equally supported and appreciated as everyone else

> However, over one-third disagree with the idea that sworn vs. civilian staff are equally appreciated/supported



N=104 / Data Only Includes SRPD

F1: The following statements are based on SRPD's recruitment and hiring practices based on your opinion, observations and perspectives. Please select one response based on the following scale below from '1' to '5' – where '1' is Not At All Satisfied and '5' is Very Satisfied.

DATA FINDINGS

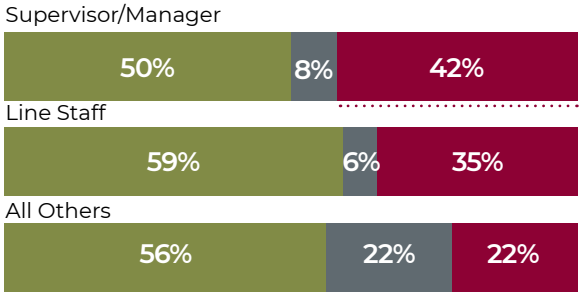
DUE DILIGENCE THEMES (CONT'D)

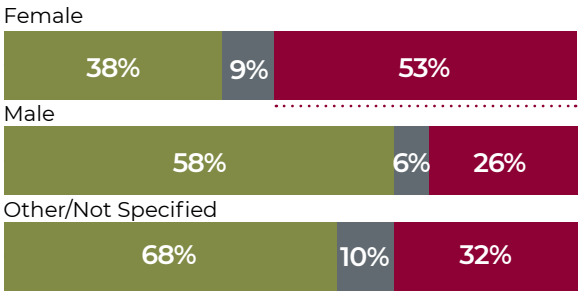
P2: DEI SENTIMENTS AT SRPD - BY KEY DEMOGRAPHICS

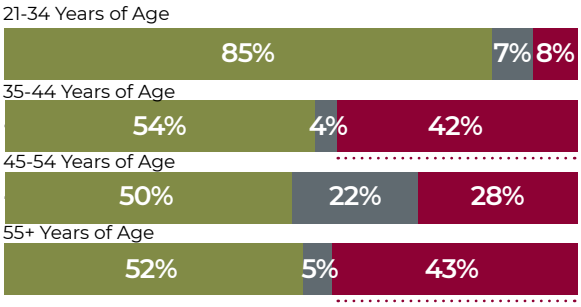
> A majority of SRPD female employees and two-thirds of LGBTQ employees express disagreement with the idea that sworn and civilian staff are equally appreciated and supported

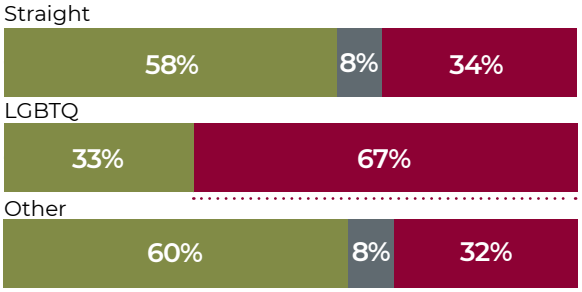
> There is also greater relative disagreement among those who are supervisors, as well as those in the 35-44 and 55+ year age categories

"ALL MEMBERS OF THE DEPARTMENT–WHETHER THEY ARE SWORN OR CIVILIAN STAFF ARE EQUALLY APPRECIATED AND SUPPORTED"





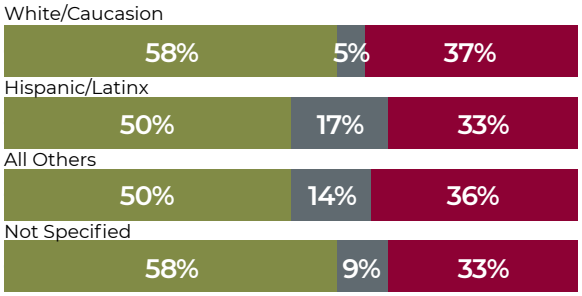




N=74 / Data Only Includes SRPD

F1: The following statements are based on SRPD's recruitment and hiring practices based on your opinion, observations and perspectives. Please select one response based on the following scale below from '1' to '5' – where '1' is Not At All Satisfied and '5' is Very Satisfied.

Agree Neither Disagree



DATA FINDINGS

DUE DILIGENCE THEMES (CONT'D)

P2: DEI SENTIMENTS AT SRPD - BY KEY DEMOGRAPHICS

> In response to the statement that all departments, whether sworn or civilian, are equally appreciated and supported, there were significant variances based on demographic disaggregation.

> Women responded with a large percentage of disagreement at 53%, followed by employees aged 55+, of which 43% disagreed with the statement. In comparison, 42% of respondents identified as Supervisor/Manager, and 42% of respondents aged 35-44 disagreed that all departments are equally appreciated and supported.

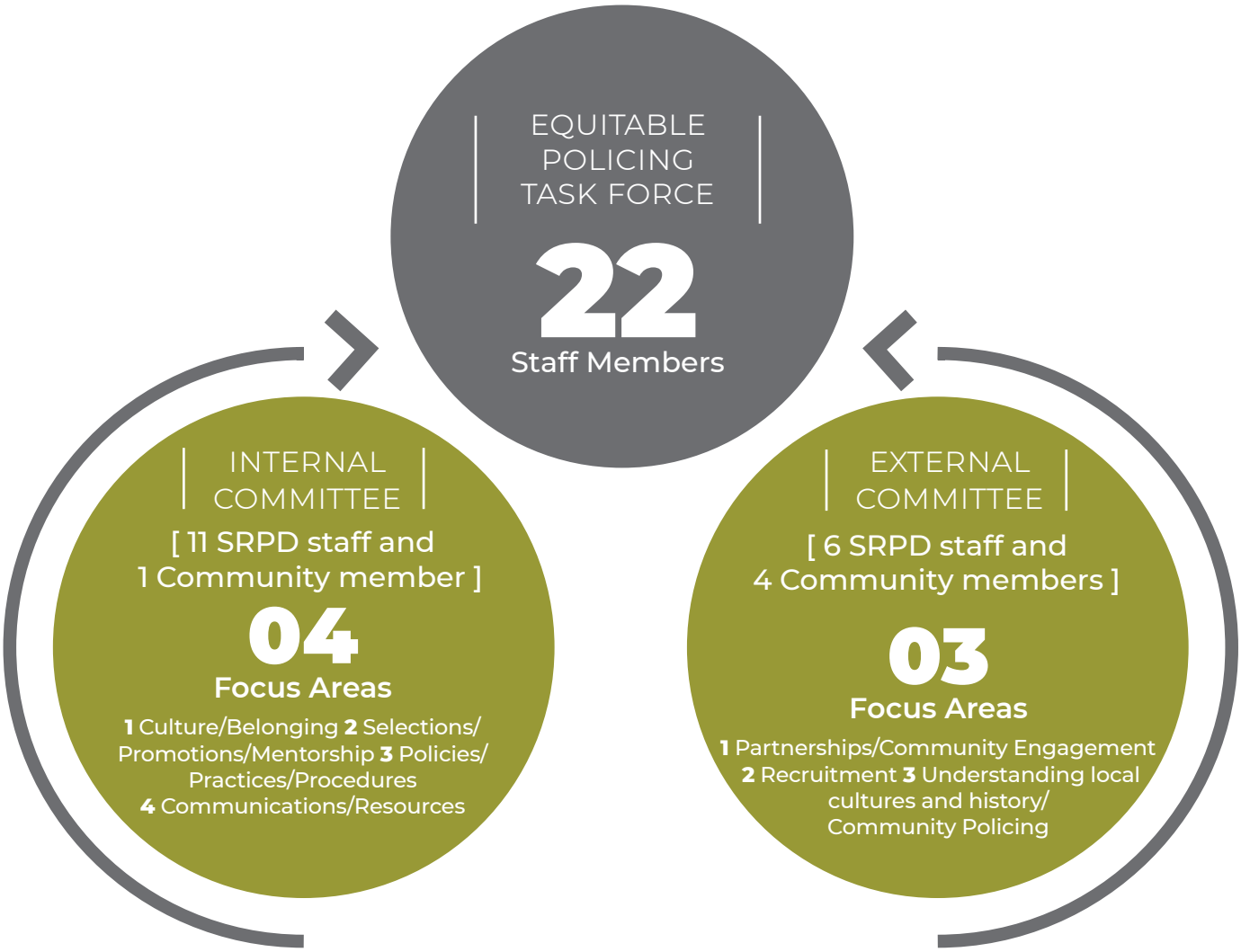
> There is a perceived division between sworn and civilian staff, which causes civilian staff to feel othered.

3 Belonging - SRPD employees, like departments around the country, have a "them vs. us" mentality. The feeling by sworn officers of being othered was heightened during the George Floyd protests and during contract and budget negotiations with the City. Sworn staff are also experiencing the effects of the Department being understaffed, pressures associated with policing, and national narratives calling for police reform. The result is that officers often feel othered, which contributes to the "them vs. us" narrative. Within the department some non-sworn professional staff have felt left out of Department decision-making and sometimes as less valued than sworn staff.

4 Diverse Workforce - The Department has expanded outreach strategies beyond local recruitment through traditional referral channels. SRPD has made significant progress with adapting recruitment, hiring, and onboarding policies, procedures, and practices to attract, hire and retain diverse candidates. Despite the Department's success, SRPD acknowledges that diversifying the workforce continues to be challenging.

5 Culture - SRPD is perceived as having a culture influenced by trauma and isolation due to work, recent events, and national narratives. SRPD culture is based on hierarchical command.

GROUP PROCESS



In December 2021, the EPT was formed by Department leadership, who were guided by the goal of forming a diverse group of sworn and professional staff. SRPD was intentional about ensuring diverse representation on the EPT to include members from different ranks and units, professional staff, employees with various tenures with the Department, and diversity of age, gender, cultural ethnicity, and sexual orientation of the community and staff participants.

The EPT formed two sub-groups, an Internal Committee and External Committee, to generate recommendations for this Plan.

GROUP PROCESS

GROUP PROCESS METHODOLOGY - CONSENSUS DECISION MAKING

The EPT implemented a group process that involved the following:

> Addressing the challenges, barriers, and problems unique to SRPD based on participants lived experiences and the data collected

> Implementing a culture of shared decision-making and co-creation

> Creating a sense of belonging and ownership by participants

The EPT group process was centered on a collaborative learning-exchange, trust among participants, and in the process, staff inclusion, transparency, and consensus decisions. The process also modeled shared leadership and co-ownership.

All decisions and recommendations of the EPT and the two committees were by consensus. Seed facilitated the group process and provided guidance and coaching with crafting recommendations.

The EPT group process was centered on a collaborative learning exchange, trust among participants and in the process, staff inclusion, transparency, and consensus decisions.

All decisions and recommendations of the EPT and the two committees were made by consensus. Seed facilitated the group process and provided guidance and coaching with crafting recommendations.

EPT ENGAGEMENT

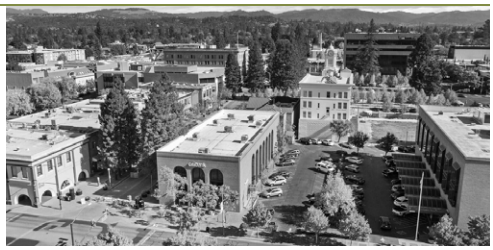
The Internal Committee developed seven (7) recommendations centered on the following focus areas:

> Organizational Structure > Hiring > Culture > Policies & Procedures > Communications > Promotions > Data

The External Committee developed five (5) recommendations centered on the following focus areas:

> Partnerships > Community Relations > Understanding Local Cultures & History > Community Engagement > Recruitment

GROUP PROCESS



EPT ENGAGEMENT (CONT'D)

The EPT convened ten (10) taskforce meetings and sixteen (16) committee meetings, along with countless hours of work in between meetings from December 10, 2021, to April 28, 2022. The EPT developed twelve (12) recommendations, along with strategies for consideration by City Equity Taskforce. Through a process of review of the City Equity Taskforce (CET) considering alignment and overlap across the EPT, CET and the Fire Department's Recruitment/Diversity Taskforce (RDT) recommendations, a Refinement Committee process streamlined these to nine (9) recommendations adopted by the CET on Equitable Policing and shared in depth below (beginning on page twenty).

The EPT committees reviewed and analyzed the data findings based on focus areas, uplifted challenges and opportunities, agreed by consensus on a set of recommendations, rationales for the recommendations and strategies for consideration.

The committees uplifted recommendations to the EPT for discussion, clarification, and consensus decision.

EPT members and other SRPD staff spent a tremendous amount of volunteer time preparing for and participating in meetings, conferring with community leaders and potential partners, and researching best practices of other departments.

Mutual respect and understanding grew between SRPD members with community members. The opportunity to know SRPD participants on more personal and relatable levels lead to stronger connections beyond the meetings.

Data findings from Seed's due diligence process, coupled with employees' and community members' lived experiences, informed the EPT's identification of challenges and barriers to DEIB.

TERMINOLOGY - DEIB TERMS DEFINED

DIVERSITY refers to a broad range of differences and variations in identifying individuals' characteristics, both visible and invisible. Any human dimension used to identify groups of people can be represented in a diverse group. For example, a diverse organization may be comprised of individuals with different and intersecting **inherent** and **acquired** identities.

> Inherent identities: Traits one is born with, such as skin color, gender, sexual orientation, and abilities

> Acquired identities: Traits gained through life experiences such as cultural background, religion, education, citizenship status, and cognitive diversity (political views, perspectives, ideas, etc.)

"EQUITY is **FAIRNESS** and justice achieved through systematically assessing disparities in opportunities, outcomes, and representation and redressing [those] disparities through targeted actions."[5]

INCLUSION is the act of being included, e.g., you are invited to participate according to the rules and norms previously set.

BELONGING means more than just having access or being included; it means having a meaningful voice and participation in co-creation and shared leadership. It involves trust, transparency, and co-ownership. It describes values and practices where no person is left out of the circle of concern.[6]

5 Source Centering equity in collective impact by Sheri Brady, Junious Williams, Mark Kramer, Paul Schmitz, John Kani, https://philanthropynewsdigest.org/columns/ssir-pnd/centering-equity-in-collective-impact
6 https://belonging.berkeley.edu/bridging-belonging

RECOMMENDATIONS

The recommendations included in this Plan were approved by consensus decision of the EPT and the City Equity Taskforce.

GUIDING STATEMENT-STRUCTURE: Improve Santa Rosa Police Department (SRPD) structures to center DEIB initiatives, manage implementation of DEIB recommendations, and monitor and evaluate success of DEIB initiatives.

RECOMMENDATION 1

Creation of a permanent Standing Committee within the structure of SRPD to review and monitor implementation, assess success, and ensure accountability for Plan recommendations modeled on inclusive representation, shared leadership, and consensus decision-making.

RATIONALE FOR RECOMMENDATION

Without institutional structures that support DEIB, transformative change is not sustainable. SRPD's DEIB recommendations may be unsustainable without a departmental structure that supports the work, uplifts its value, monitors success, and provides for accountability.

FINDINGS:

> Among the critical success factors of DE&I is Sustainable Infrastructure – "By making sustainable infrastructure a part of an initiative, organizations ensure that they maintain the ground they gain and march forward from there." (See Exhibit A for critical success factors)

RECOMMENDATIONS

RECOMMENDED STRATEGIES/ACTIONS/CONSIDERATIONS:

Strategies: SRPD establish protocols, norms, governance, representation, and other matters necessary for the formation of a DEIB taskforce incorporating principles of consensus decision-making, co-creation, co-ownership, and trust.

Consideration:

> SRPD lacks a suitable structure to ensure continued development, implementation, and monitoring of DEIB

> Institutionalize policy changes and decision-making processes to avoid a change being dependent on individual leadership.

GUIDING STATEMENT-HIRING: SRPD to continue to improve the diversity of its workforce.

RECOMMENDATION 2

SRPD will implement policies, procedures, practices, structures, and targeted strategies to annually improve diversity, equity and inclusion in recruitment, selection and hiring.

RATIONALE FOR RECOMMENDATION

Diverse workforces increase productivity, contribute to promoting employment opportunities to diverse applicants, and improve community outreach and engagement with diverse communities.

FINDINGS:

> McKinsey & Company found in their 2015 report, "Diversity Matters"[7] that, "... when companies commit themselves to diverse leadership, they are more successful. More diverse companies, we believe, are better able to win top talent and improve their customer orientation, employee satisfaction, and decision making, leading to a virtuous cycle of increasing returns" The report also found that increased diversity improves innovation and enhances organizational image.

7 diversity matters.pdf (mckinsey.com), Vivian Hunt Dennis Layton Sara Prince, February 2, 2015

RECOMMENDATIONS

FINDINGS:

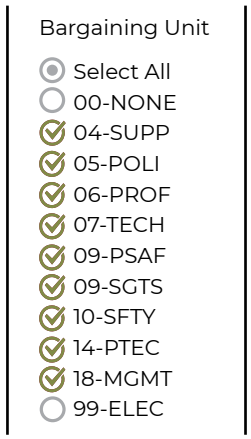
> "Moving the needle on diversity is harder than completing a typical transformation due to barriers like unconscious bias. This makes it even more important that companies have a robust transformation program that explicitly addresses unconscious bias, and that there is visible commitment from the leadership team."[8]

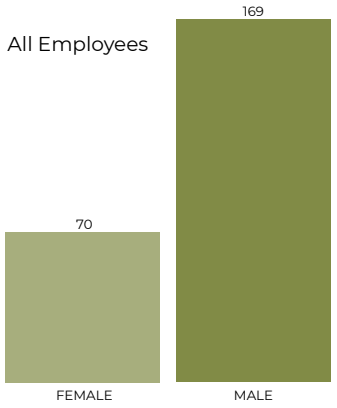
> Evidence shows that job seekers want to join inclusive companies whose workforce is made up of individuals from diverse backgrounds and experiences. By uplifting and celebrating current staff from diverse backgrounds, more candidates will be interested in applying.[9]

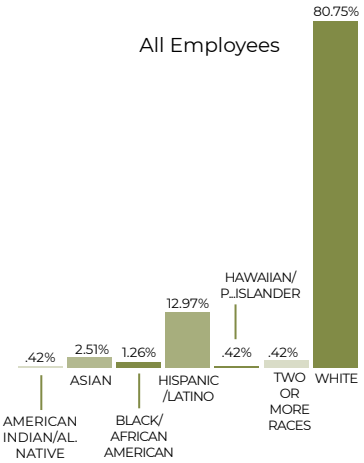
> Workforce diversity continues to be a challenge for SRPD. The chart below reflects current SRPD demographics.[10]

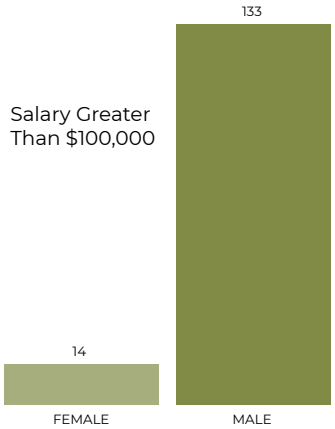
8 Exhibit A and Exhibit B
9 Harvard Business School "Recruiters: Highlight Your Company's Diversity, Not Just Perks and Pay" November 2022 https://hbswk.hbs.edu/item/recruiters-highlight-your-companys-diversity-not-just-perks-and-pay
10 Santa Rosa employee demographic data provided by the City 02-08-2022.

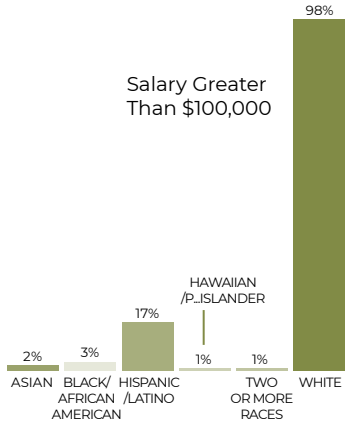
RECOMMENDATIONS

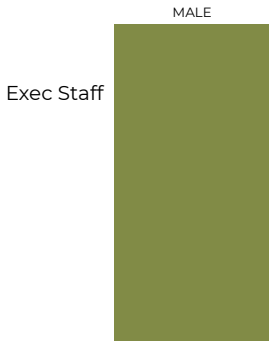


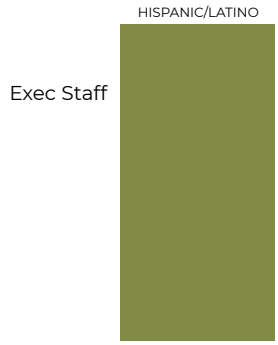








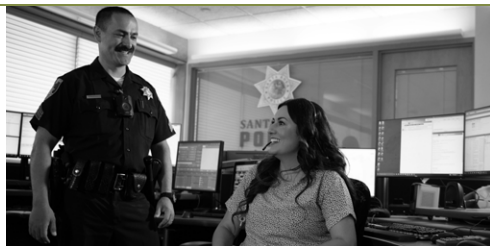




> Data strongly suggests that homogeneity stifles innovation. A 2014 study found that if a market is dominated by any one ethnicity, it tends to make worse decisions[11]

11 Sylvia Ann Hewlett, Melinda Marshall, and Laura Sherbin with Tara Gonsalves, Innovation, Diversity, and Market Growth, Center for Talent Innovation, 2013.

RECOMMENDATIONS



> "Scientists now believe that almost every form of life is involved in some kind of cooperation or mutually beneficial relationship. Why did scientists get this wrong for so long? One reason is that the group of ecologists that were working on this problem were an extremely homogeneous group who, themselves, had only ever experienced a competitive environment."[12]

> Diversity in police force may lead to better treatment of people of color.[13] Researchers at University of Pennsylvania found that Hispanic and Black officers make fewer stops and arrests and use force less that white officers, especially against Black civilians.

> There are community policing benefits from hiring more female officers.[14/15]

RECOMMENDED STRATEGIES/ACTIONS/CONSIDERATIONS[16]:

Strategies:

→ On an annual basis, SRPD engages a Subject Matter Expert to audit and review selection and hiring policies, procedures, practices, and structures to identify any barriers to an equitable and inclusive selection and hiring process.

> Annual review of hiring, looking for disparate impacts. [Note: If women, Latinx, and/or LGBTQ candidates represent 20% of eligible applicants, but none are hired, the review would show deficiencies in the hiring process.]

→ Create an interview policy Standard Operating Procedure (SOP) that includes the interviewers staying the same over the duration of the interview days. At least one person on the panel must know firsthand the interview topic.

→ The written test needs to be updated or removed. It's been the same written test for years.

12 September 2, 2022, interview with Jessica Nordell, a science journalist and speaker, about her book, The End of Bias: A Beginning (Macmillan). https://www.mckinsey.com/featured-insights/mckinsey-on-books/author-talks-how-to-remove-unconscious-bias-from-the-workplace.
13 The role of officer race and gender in police-civilian interactions in Chicago | Science; The Structural Racism Remedies Repository | Othering & Belonging Institute (berkeley.edu)
14 https://www.youtube.com/watch?v=xqe_KFToH50
15 The 30x30 Initiative: "Decades of work from experts on policing, workplace equity, and organizational efficacy has shown that gender diversity greatly benefits organizations. This guide aggregates research on the "why" behind advancing women in policing, as well as the "how."" https://30x30initiative.org/what-works/
16 See Exhibit C – "Key steps for successful diversity programs"

RECOMMENDATIONS

- The "dimensions" used are very subjective. Look at other agencies and see what they are doing to support hiring fairness.

- In addition to its commitment of 30x30 SRPD aiming to have 30% of all new hires that SRPD puts through Basic Policy Academy be women by 2030, the Department aims to deepen the pipeline of women in all departments on a path to leadership. The shallow pipeline for women in SRPD leadership is exacerbated by the tragic loss of well-respected and promotion-bound Detective Marylou Armer[17] to covid in March 2020. With both recently promoted female Lieutenants nearing retirement age there is an ongoing need to develop female talent within the department.

- Customized recruitment campaigns (tailored to different groups)

  > Advertise differently
  > Explore the use of diverse recruiters
  > Attend more community and college events with attendees reflecting on the future hires that SRPD wants to see and educate potential candidates on hiring practices.

- Create explore/cadet program.
- Spreading the word throughout the communities that they are eligible, desirable, and welcome at SRPD.
- Provide in-depth information regarding the process (Demystify process) at events and with videos on social media.
- Increase paid internship program.

Considerations/Questions:

- Current model favors good test takers or good interviewers and doesn't consider quality work and experience.
- Testing methods need to be consistent.
- Need to look more at observed behavior and performance evaluations.
- Essentially read the book and study, and you can pass.
- Consider getting feedback from peers who work with candidates daily (do they show leadership, teamwork, etc.). I think this person would be a great Narcs, or Sgt., which might be a good approach. I work with these folks daily versus someone in Admin who sees if they take good reports, demonstrate leadership on patrol, and show great teamwork.

17 https://www.pressdemocrat.com/article/news/santa-rosa-detective-who-died-of-covid-19-honored-in-private-memorial/

RECOMMENDATIONS

- 360 evaluations have been very negative and not always work-related. It could be counterproductive, but feedback can be more genuine coming from someone who's seen them in action in the field.
- How do you measure if someone is ready to promote? Interview panels need to be consistent and have knowledgeable of people
- Not recruiting equally with same emphasis on civilian as sworn
- There is no way to know a person's bias before they join the force
- Hard to hire civilian staff because background process... get picked up by other city departments.
- Need to evaluate background process to reduce turnaround times and reasons for exclusion.
- Unpack the data - Is hiring process too rigorous? Too long? Too many people with the same contractor? What is our local decision and what can we change?
- Traditional strategies aren't working, aren't reaching a diverse group.
- Potential candidates are self-removing from the pool and not applying.
- 360 evaluations that include only your supervisors (Recommend: suggest speaking to others). Such feedback would be more genuine regarding leadership capabilities. Speak to people who saw me in action in the field.
- With current testing model include "what would you do?" scenarios, which is more interactive. Ability to spout book knowledge is fine but include interactive scenarios.

References/Data:

Rohnert Park has an interactive scenario for promotional testing which is more realistic as to how an officer would actually perform.

> In Rohnert Park promotional testing includes scenario-based analysis.

RECOMMENDATIONS

GUIDING STATEMENT-CULTURE[18]**:** Public safety has a culture influenced by trauma and isolation due to the exposures of the job, recent events, and national narratives.

RECOMMENDATION 3

The Standing Committee will develop and monitor implementation of targeted strategies to build a culture of belonging within SRPD. SRPD will continue to implement wellness strategies and trauma informed care programs to support physical, mental, and emotional health.

"I look forward to building on the established legacy of the Santa Rosa Police Department, making it a place where people want to work and a department that reflects the needs and expectations of our community."

JOHN CREGAN, *POLICE CHIEF*

RATIONALE FOR RECOMMENDATION

Creating opportunities for shared leadership, co-creation, trust building, and co-ownership support belonging cultures.

FINDINGS:

> SRPD Values informed by Guiding Principles that articulate the culture of the Department.

POSITIVE ATTITUDE

LEARNING TESTING

ACCOUNTABILITY

INTEGRITY AND ETHICAL BEHAVIOR

CLEAR DIRECTION

TEAMWORK

COLLABORATION

EXCELLENCE AND QUALITY IN WORK

18 See Exhibit C – Current Implementation of Best Practices

RECOMMENDATIONS

> The McKinsey & Company report "Diversity does not Equal Inclusion"[19] notes that "even where companies are more diverse, many appear as yet unable to cultivate work environments which effectively promote inclusive leadership and accountability among managers, equality and fairness of opportunity, and openness and freedom from bias and discrimination."

> Staff reductions negatively impact police morale.[20] From 2006 to 2020, sworn personnel are down from 190 to 177, a 7% reduction, and professional staff is down from 91 to 77, a 15% decrease. For the same period, Santa Rosa's population increased by 14%, and the number of police calls increased by 5%.[21]

> Line staff does not feel supported by City leadership.[22]

> Turnover in leadership[23] - affects consistent vision, messaging, and sustainability of initiatives.

> Professional staff doesn't feel included.[24] (Covid protocols exacerbated this separation both within the physical spaces of the Department as well as policy differences)

> Based on public criticism of SRPD's response to the protesters, the Department did not feel supported by City Council or City leadership.[25]

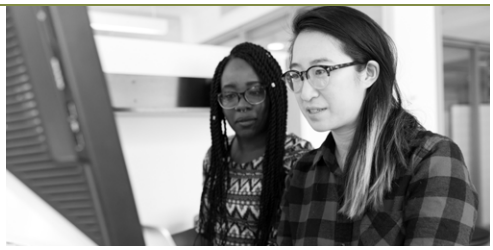
RECOMMENDED STRATEGIES/ACTIONS/CONSIDERATIONS:

Strategies:

- Larger meetings for people to feel included in decisions and changes
- Add to the suggestion of cross section meetings, to include night shift employees.
  > Reinforce collaborative culture and have cross section meetings at least quarterly
- Include dispatchers and records in weekly patrol briefings as a normal part of their workday.

19 McKinsey's New Report Finds That Diversity Does Not Equal Inclusion — Consulting Point
20 SRPD Staffing Report to City Council, January 26, 2021
21 SRPD Staffing Report to City Council, January 26, 2021
22 SRPD interviews
23 https://www.srcity.org/314/Previous-Chiefs-1900s
24 Interviews and focus groups
25 Seed interviews

RECOMMENDATIONS



> Command staff should make civilians an equal priority (go say hi to records/dispatch).

Outside activities for all employees to help foster positivity, general wellbeing, and belonging. their workday.

> More work events.

> Include other depts in afterhours team socializing.

Prioritize professionalism within the Department.

Universal ride along for all staff every few years.

If an employee is not nice or respectful, they need to be held accountable.

Establish an employee complaint system. Not all sworn are being rude to non-sworn, so only those who are doing wrong are held accountable. Not all "sworn".

Supervisors need to stop negative talk and ask for solutions to problems.

Create work groups for certain decisions. .

More command staff participation at briefings and visiting other depts (not always with an agenda).

Continue to create a more positive attitude around Employee Assistance Program

> Include self-care/Employee Assistance Program (EAP)/coping techniques into AOT every few years

> Supervisors could offer EAP/peer support services to those they see in distress.

Put out more social media that police are supported by city staff.

> Support for staff by command staff needs to be done in public, not privately during briefings.

There should be ongoing training on bias and how to mitigate bias.

Reach out to units that don't get much direct contact with command staff, including nightshift, dispatch, records and non-sworn staff. Explore ways to make them feel more included in decision making including invitations to work groups as suggested before.

Considerations/Questions:

One of Chief Cregan's goals – to help members of the Department improve their personal well-being.[26]

There is no way to know a person's bias before they join the force

There is a perceived division between sworn and civilian staff

26 https://www.ksro.com/2022/07/26/john-cregan-sworn-in-as-srpd-chief/

BACKGROUND

- There is general negativity in the dept.
  - Briefings are often negative.
  - Supervisors talking negatively about command staff or the Department in general.
  - Open negative talk about coworkers sworn and civilian in front of others and supervisors
  - Sups should recognize when someone is at a breaking point.
- SRPD culture is based on hierarchical command not belonging.
- We don't have the "buy in" to make positive changes .
- Command staff has forgotten what it's like to be on patrol
  - We don't feel "supported" by the command staff
- How do we show appreciation to staff?
  - Money is the best way to show appreciation when the city fails to keep up with the cost of living or to pay people for exceptional work.
  - Bring back BBQ Day or another social event that will help repair the damage to staff morale or lack of appreciation.
- How do we practice care- what does that look like peer to peer?
- People don't understand other jobs in the Department.
- We don't KNOW the people in other departments.
- Civilian staff often feel they are "looked down" upon or made to feel not as crucial as sworn.
  - Civilians don't feel as valued as sworn.
- In/Out Group exclusion or hostility.
- Include line staff on important decisions that will affect their day-to-day duties.
- Command staff is not held to the same standards as officers.
  - Often are told we are supported by command staff, but then actions don't always align with the message
- Mandatory overtime (often high levels in dispatch) contributes to burnout.
- Staff wishes they had a voice in decisions from command staff.

RECOMMENDATIONS

GUIDING STATEMENT-DATA: Equitable and timely access to information and transparency need to be enhanced to foster belonging within the Department.

RECOMMENDATION 4

> SRPD will implement targeted communication strategies designed to improve transparency, timeliness, and equitable access to information and resources for all sworn and professional staff.

RATIONALE FOR RECOMMENDATION

Transparent and equitable communications are critical to creating a culture of belonging.

FINDINGS:

> All Department employees do not have the same access to information.[27]

RECOMMENDED STRATEGIES/ACTIONS/CONSIDERATIONS:

Strategies:

- Weekly updates by command staff. Add to the suggestion of cross section meetings, to include night shift employees.
- Message board/Teams for immediate notes
- Command staff provides weekly updates to Records and Dispatch.
- Need to build Belonging with better app/communication tool.
- Monthly videos
- Department newsletter
- Sgts attend briefings and discuss ongoing issues.
  - Have Sgts discuss things with teams, but this needs to be consistent. briefings
- Disseminate information during the supervisor's quarterly meetings.

27 Seed interviews

RECOMMENDATIONS

Considerations/Questions :

- Records late to get information - often through the "rumor mill," not from exec staff. meetings, to include night shift employees.
- Dispatch - The night shift doesn't see much of the command staff. They want more in-person connection & communication, e.g., encouraging follow-up questions to emails. Command staff provides weekly updates to Records and
- Not all staff have equal access to internal communications
- Information needs to be relevant to line staff
- We don't want to hear about strategic plans, etc., in person; we want to hear about things that directly affect us, such as quality of life (updating men's locker room), things that can keep us out of trouble, and something that will make the job easier (new equipment or more positions).
- Consider updating staff regarding other divisions (e.g., dispatch is short-staffed, but we have x amount of people in background).

GUIDING STATEMENT-POLICIES AND PROCEDURES: SRPD policies and procedures will be evaluated and revised to comprehensively incorporate recently agreed upon Departmental values of diversity, equity, inclusion, and belonging.

RECOMMENDATION 5

The Standing Committee will periodically review current policies and monitor changes to policies, procedures, and practices to advance equitable policing and transparency.

RATIONALE FOR RECOMMENDATION

Fairness is foundational to equitable policing. Fair and just policies, procedures, and practices support community and equitable policing.

FINDINGS:

See SRPD Policies[28] – Exhibit E

28 https://www.srcity.org/3321/Policies

RECOMMENDATIONS

RECOMMENDED STRATEGIES/ACTIONS/CONSIDERATIONS:

Strategies:

→ Develop mandatory annual training for all members of the Department with an emphasis on leadership

Considerations/Questions

→ We need data to understand how policies are being enforced.

GUIDING STATEMENT-PROMOTIONS, PROFESSIONAL DEVELOPMENT, MENTORSHIP: The Department will work to improve promotional opportunities, mentorship, career development, and special assignments for professional and sworn staff.

RECOMMENDATION 6

The Standing Committee will monitor SRPD's implementation of equitable access and belonging values to promote policies, practices, procedures, and structures that incorporate professional development, mentorship, and promotion of sworn and professional staff.

RATIONALE FOR RECOMMENDATION

Fairness in promotions, access to professional development, and mentorship are key components to belonging, employee retention, and well-being.

RECOMMENDATIONS

FINDINGS:

> The Department identified retention as a weakness in the Department's annual staffing report to the City Council. From 2016 to 2020, disability retirements increased from 1 to 8.[29]

> "Internal and external personnel complaints have decreased from 59 in 2019 to 54 in 2021.[30]

> Supporting the development of multi-lingual staff and supporting Spanish-speaking police officers are essential for communication, community trust building, and creating a sense of belonging for all residents.[31]

RECOMMENDED STRATEGIES/ACTIONS/CONSIDERATIONS:

Strategies:

- SRPD create more promotion, special assignment, and collateral duty opportunities for civilian and sworn staff.
  - > Move some sworn Special Assignment/Collateral Duties to civilian staff.
  - > Research other departments of similar size and look at what special assignments or collateral duties civilian employees hold.
  - > Review growth opportunities for civilian staff and make it a priority.
- Create equitable access to professional development and mentorship opportunities.
- When money is available, Dispatch will need more supervisory positions to manage a growing dispatch center and handle the increased workload.
- Create a management tier above the front-line supervisors but below the division manager. The new tier could handle projects, for example, the continual technology updates and upgrades occurring in dispatch while the supervisors manage the shifts.
- We could also create a "lead" type position where a floor-working dispatcher has some supervisory responsibilities while working on their shift if no supervisor is around or on duty but does not handle significant disciplinary issues.

29 SRPD Staffing Report to City Council, January 26, 2021
30 2021 SRPD Annual Report
31 Interviews

RECOMMENDATIONS

- At some regular/annual interval, review promotional data for disparate impacts and create a corrective action plan. The annual review allows us to know if progress is being made.
- Create a committee to research and develop a new equitable promotional process (not new hires). They would look at 360 evals, peer interviews, how to include the body of work, not just the last few months, top 3 or 5 candidates (not ranked), and scenario-based testing.
- Create pathways to special assignments and promotions and what needs to be accomplished to achieve each position.
- Identify a contact person/mentor to communicate with to overcome promotion hurdles and ensure that the same information is provided to everyone.
- Establish a clear expectation, such as a checklist of what needs to be accomplished to be considered for special assignments/promotions.[33]

Considerations/Questions

- Sworn staff has an abundance of promotion/special assignment/collateral opportunities and civilian staff don't. This creates an underlying feeling of unfairness between sworn and civilians.
- Civilian special assignments should be based on need, not a feeling of unfairness.
- Current mentorship is based on the "shoulder tap" and whom you know, who helps give you ongoing advice about preparing for promotion.
  > All employees should have the chance to be mentored.
  Sups give biased advice to different people based on whom they want to see succeed.
  > Our current promotional process is subjective and historically based on favoritism.
- Too many start projects while trying to promote and then dump them immediately. Where's the accountability and follow-through?
- Expectation that you are already doing the work of the position you want before you test. It might discourage others from applying.
- How do you measure if someone is ready for promotion or a special assignment?
- Supervisors often don't see staff doing their jobs in the same way as coworkers and patrol partners
- Everyone should be viewed as a viable candidate and mentoring anyone expressing interest in promotion.

33 Lt. Jeneane Kucker on Succession Planning, YouTube video

RECOMMENDATIONS

GUIDING STATEMENT-DATA: Without data, it is more difficult to identify barriers, track what works and what does not, and monitor accomplishment of targeted goals.

RECOMMENDATION 7

SRPD will continue to track relevant data, including but not limited to recruitment, selection, hiring, promotion, retention, community-police relations, complaints, and other relevant data. The Standing Committee will develop a data dashboard comprised of critical data necessary to evaluate the SRPD's progress towards diversity, equity, inclusion, and belonging.

RATIONALE FOR RECOMMENDATION

Targeted universalism, like many approaches to equity, is data-driven. Data supports and guides change and support targeted strategies.

FINDINGS:

> SRPD Critical Area of Focus – "Increase Accountability and Transparency – We are in a new era of policing, one where accountability and transparency are not just desired but expected. We will continue improving our transparency measures and increasing accessibility to state-mandated accountability information."[34]

> Assessment and performance measurement are critical to the Targeted Universalism approach in two areas: measuring how the overall population fares relative to the universal goal and conducting a granular assessment of how various subgroups perform relative to the universal goal.[35]

RECOMMENDED STRATEGIES/ACTIONS:

- Create a data pool and data review cycle to look for trends reflecting bias.
- The review periods should probably be three times a year and include community members and a presentation at the public safety subcommittee.
- Implement the Racial and Identity Profiling Act (RIPA) and begin collecting complaint-stop data ahead of the 2023 requirement.
- Establish data and intelligence-based policing techniques

34 https://www.srcity.org/335/Message-From-the-Chief Navarro
35 Targeted Universalism - Policy and Practice, john a. powell, Stephen Menendian, Wendy Ake, May 2019. https://belonging.berkeley.edu/sites/default/files/targeted_universalism_primer.pdf?file=1&force=1

RECOMMENDATIONS

EXTERNAL COMMITTEE RECOMMENDATIONS

GUIDING STATEMENT-PARTNERSHIPS: Community partnerships allow for collaboration and bridging with community organizations.

RECOMMENDATION 8

SRPD will continue creating and deepening significant collaborations with organizations that support comprehensive wellness services for students, the unsheltered population, recently incarcerated youth or gangs and advance alternatives to incarceration.

RATIONALE FOR RECOMMENDATION

Partnerships can support non-violent responses to suspects experiencing mental health issues, criminal justice diversion, and bridging with community organizations.

FINDINGS:

> SRPD Critical Area of Focus – "Increase Community Engagement – Partnership with the community we serve is an essential element of community policing. I plan to increase our involvement in the community, initially by hosting a series of community meetings in each police beat. These sessions will be an opportunity for our neighbors to get to know us a little bit better and share their safety concerns and local issues with us."[36]

36 https://www.srcity.org/335/Message-From-the-Chief Navarro

RECOMMENDATIONS

Strategies:

- inRESPONSE is designed to respond to calls for service with a mental health-first approach. The team is comprised of a licensed mental health clinician, a paramedic, and a homeless outreach specialist, and supported by a wrap-around support service provider.
- While inRESPONSE works in partnership with the Santa Rosa Police Department, the inRESPONSE team is unarmed and best equipped to support and provide mental health resources to individuals and families experiencing a crisis.
- The Police Department works in collaboration with the Homeless Outreach Services Team (HOST). SRPD Downtown Enforcement Team (DET) respond with HOST representatives on a weekly basis to assist with locating homeless individuals who need assistance. Officers make frequent referrals to the HOST employees to help those in need find the necessary resources.
- Develop partnerships that result in police and community representatives going out on calls or afterward on follow-up calls with wrap-around services; (A list of involved members)
- Invite Community groups (NAACP, LBTQ Connect, etc.) to police briefings to share their perspectives and educate staff.
- Develop new response MODEL(S) to different calls for service (e.g., members from the community)
- Strengthen partnerships with community groups to better understand needs and continue the humanization of policing, relationship building, and bridging.
  - Example 1: Trial program with Seneca for youth diversion
  - Example 2: Violence Prevention Partnership working to reestablish the program managed by the city, which brings different service providers and law enforcement branches together.

Considerations:

- How to reduce armed responses and keep the community safe?
- Enforcement vs. prevention/diversion.
- Learn how to integrate partnerships better into the philosophy of SRPD.
- How does SRPD know/respond to generational trauma?
  Utilize new partnerships to bring in the most knowledgeable people to help solve community-wide problems.
- Partnerships should be deep relationships such as IN RESPONSE
  - Example: Catholic Charities and the organizations involved in developing diversion programs.

RECOMMENDATIONS

GUIDING STATEMENT-COMMUNITY POLICING: SRPD will center and uplift the values of equity and belonging with the diverse communities of Santa Rosa and measure, monitor, support, and boost the expectation for the use of unallocated time for community policing activities.

"My goal is to be on the front porches of residents of Roseland and other areas of our community, talking to community members, being there in an area they're comfortable with, and doing a better job of hearing some of those community concerns. Not just hearing them, but actually taking meaningful steps to do something with that constructive criticism."[37]

JOHN CREGAN, *POLICE CHIEF*

RECOMMENDATION 9

SRPD to strive to increase the use of unallocated time for community policing activities.

RATIONALE FOR RECOMMENDATION

Community policing activities have been shown to reduce crime, improve police/community relations, and improve criminal justice diversion.

FINDINGS:

"I felt like [as a police officer] you could be a meaningful part of making a change in your community,"[38]

JOHN CREGAN, *POLICE CHIEF*

> Of the times an officer responded to a call for service (111,990 times in 2020 and 109,377 in 2021), 0.1% of the interactions resulted in the use of force in 2020 compared to 0.2% in 2021, with zero % use of a firearm, and only 6% resulted in an arrest compared to 5% in 2021.[39]

37 https://www.pressdemocrat.com/article/news/santa-rosas-john-cregan-as-new-police-chief-after-nearly-two-months-in-int/
38 https://www.pressdemocrat.com/article/news/santa-rosas-john-cregan-as-new-police-chief-after-nearly-two-months-in-int/
39 SRPD 2020 Annual Report and 2021 Annual Report

RECOMMENDATIONS

FINDINGS: (CONT'D)

> Former Pasadena Police Chief John Perez said, "[The Pasadena PD's three decade-old structure] was created for a different place and a different time. And over the years, we haven't adjusted as quick as we should have to really get to the challenges of the community."[40]

RECOMMENDED STRATEGIES/ACTIONS/CONSIDERATIONS:

Strategies:

- Community Policing strategy - Pasadena PD restructures internal departments to include - Neighborhood Service Section. Chief Perez stated that the Neighborhood Service Section is meant to provide " mission-based services focused on reducing violence, quality of life issues, and homeless-related concerns." (Perez was one of the Center for Public Safety Management staff audit team for SRPD in 2022)
- The section comprises three teams: one focusing on park safety, another on chronic neighborhood issues, and a third specifically for homeless services and outreach.
- Evaluate the use of allocated v. unallocated time.
- Create a mental health officer position, an armed officer with training as a licensed clinical social worker who can respond to calls that inRESPONSE can't.
- Explore SRPD capabilities to attend more events both in uniform (on duty & armed) and non-uniform (off duty).
  > Annual "Beat Meet" for each of the nine beats where community members can directly interact with, ask questions and share stories with SRPD, who will listen, share beat-specific information, and invite community members questions.
- Set community engagement expectations for each assignment/shift (could be evening park, 7-11)
- Create a system of evaluation and accountability that includes all members of the Department and tracks time spent building community relationships

40 Pasadena Star-News, March 8, 2020, by Bradley Bermont

RECOMMENDATIONS

- Create community contacts to personalize law enforcement.
  stated that the Neighborhood Service Section is meant to provide "
- Create a way to build specific and visible bridges between officers and the communities they serve.
  Explore SRPD capabilities to attend more events both in uniform (on duty & armed) and non-uniform (off duty).
- In collaboration with community organizations, SRPD create educational exchanges, safe spaces for police-community dialogue, and other strategies to enhance understanding and belonging.
- Operationalize community policing through internal policies, practices, and procedures.
  - Create policy language that clearly states the expectation of community policing from all officers.
  - Create a way to monitor and incentivize community policing.
  - Provide explicit language for community policing to be included as part of employee evaluations
  - Provide specific training and coaching to support officers' community policing efforts
- Continue the Chief's Community Ambassador Team (C-CAT) – The C-CAT is designed to be a bridge between the community and the Department. It will facilitate and enhance communication and the relationship between the Police Department and the community. The C-CAT will assist in informing the Police Chief of the broader community's concerns and views regarding public safety, thus guiding the focus of law enforcement services.
  - Part of C-CAT's strength is that the members are consulted and asked for advice and input both on community concerns and police policies and practices in development.
  - The question of who is on the C-CAT should be part of its evolution and outreach to community voices that have traditionally been less heard or represented.
- Hire a Community Outreach Specialist
  - Make the job description reflect the need for the position, including a track record of relationships in the community to serve as a liaison.
  - A connector who can gather and facilitate staff, plan events, and build and maintain relationships with organizations and community groups.
  - Create a Full-time outreach specialist position (Community member), so you don't have to pull field evidence technicians or sworn officers off the street or give them OT for this work.

RECOMMENDATIONS

- Create a system of evaluation and accountability that includes all members of the Department and tracks time spent building community relationships
- The EPT created an evolving community calendar.
  - A chance for SRPD employees to be part of the communities they serve, whether on patrol or in their free time to strengthen the connection with the community and humanize law enforcement.
  - Build upon and distribute the calendar.
  - Don't need to create whole new events but SRPD staff attend current events and weave them into the fabric of the community.
- Designate officers' time (e.g., 10%) to community events.
- Establish community contacts to personalize law enforcement.
- Develop ways to build specific and visible bridges between officers and the communities they serve.
- In collaboration with community organizations, SRPD create educational exchanges, safe spaces for police-community dialogue, and other strategies to enhance understanding and belonging.
- The Police Department, in collaboration with the Office of Community Engagement, participated in eighteen listening sessions with members of the BIPOC community. The meetings were held between July 2020 and December 2020. The goal was for SRPD to engage with the community while listening to concerns and ideas for meaningful change. The listening sessions helped further reviews and changes to policies and the adaptation of new trainings.
- Education of all cultures
- Regularly scheduled town hall meetings (meeting of leaders) and community listening sessions
- Establish regular beat-centered opportunities for information exchange reinforcing to the public that public safety requires partnership and collaboration between SRPD and the community
- Support cultural celebrations
- Identify ways to have ongoing conversations/trainings regarding local cultural competency.
  - "Portraits of Sonoma" multicultural roots project.

RECOMMENDATIONS

Considerations/Questions

- Community policing activities may require additional staff to handle police calls and community events and use of unallocated time for community policing tasks.
- Community relations may require rethinking criteria for promotions.
- Create a way to build specific and visible bridges between officers and the community they serve both by race, ethnicity, and location.
- Department does not have compensation, evaluation, or scheduling policies that support police personnel conducting community outreach and building community relationships.
- Promote the expectation for community connection
- Can this position also be a rung on the ladder for civilian staff?
- A pathway for the police department into that community.
- No central place Police can go to see what's happening in the community.
- Humanize officers; connection with community (i.e., name basis).
- Who will monitor success and recommend alternative strategies if community relations and trust do not improve?
- What are the best practices for understanding local cultures and history?
- How to work with people when they have challenging situations. Is it intersecting conversations?

ADDITIONAL CONSIDERATIONS

IMPACT OF STEREOTYPES

Entire demographic groups can face disadvantage when the traits they are believed to share do not align with the expectations of their environment or desired profession.

For example, the strong association between being a man and being a police officer, a scientist, or a business leader makes it difficult for people to picture a woman succeeding in these professions (McClean et al. 2017).

"This is because the set of traits perceived to be essential for success (the professional prototype) is better aligned with the set of traits that are stereotypically associated with men than the set of traits that are stereotypically associated with women (Heilman 1983, Eagly and Karau 2002). As a result, women in these professions often face chronic skepticism and undervaluation. This skepticism inevitably leads to further underrepresentation, perpetuating income disparities (Lips 2013, Bureau of Labor Statistics 2015) and undermining women's potential contributions to those professions (Herring 2009, Ely and Meyerson 2010, Galinsky et al. 2015)."[41]

Another impact of stereotypes is "The persistent scrutiny and being under a microscope —and any mistakes being really, really held against you and proof of the assumption of incompetence... is absolutely pervasive," said Corrinne Bendersky.[42] In numerous interviews with women and people of color, interviewees confirm the perception of being under more scrutiny and having to deal with assumptions of incompetence.[43]

Police Chief Kathy Lester points out that for municipal police departments, a vast majority of calls require good communication skills. She notes that research indicates that women use less force, are better at handling domestic violence and sexual assault crimes, and have better communication skills—and exceed in many other situations that require not brawn and bravado but compassion and care. Chief Lester points out that such traits are more stereotypically associated with women.[44] Bendersky and Danbold call consideration of traits of underrepresented groups *"balancing prototypes."*

By theorizing about the content and malleability of category prototypes, Bendersky and Danbold argue that because prototypes are generally weighted in favor of historically dominant groups (e.g., men), the disadvantage this causes nondominant or underrepresented groups (e.g., women) can be reduced by balancing these prototypes.[45] Balancing prototypes also applies to stereotypes typically associated with people of color.

41 "Balancing Professional Prototypes Increases the Valuation of Women in Male-Dominated Professions", Organization Science, Felix Danbold and Corrinne Bendersky, November 2019
42 Corrinne Bendersky, a UCLA professor who researches diversity, equity and inclusion in firefighting, S.F. Examiner, September 13, 2021, Jessica Wolfrom
43 Seed client interviews
44 https://www.youtube.com/watch?v=xqe_KFToH50
45 "Balancing Professional Prototypes Increases the Valuation of Women in Male-Dominated Professions", Organization Science, Felix Danbold and Corrinne Bendersky, November 2019

ADDITIONAL CONSIDERATIONS

IMPLEMENTATION – SUCCESS FACTORS

As SRPD continues its implementation of the Plan and associated strategies, the following factors are important to take into consideration:

1 **Incorporate and detail** DEIB metrics and success indicators, along with an implementation timeline, and budget implications.

2 **Command leadership invests** in understanding the Plan and buying in and taking ownership of DEIB recommendations.

3 **Institutionalizing** balancing prototypes to support belonging for all employees.

4 **Department and city-wide support** and resources for the Standing Committee.

5 **Investment** in a culture of belonging.

MEASURE O[46] AND MEASURE H

On July 26, the City Council unanimously placed a measure on the November 8, 2022, ballot to renew the existing local 1/4 cent sales tax that provides dedicated public safety and violence prevention funding. Over 73% of voters approved Measure H on the Santa Rosa City ballot renewing the public safety sales tax for 20 years, expected to raise $10 million annually in the November 2022 election. Currently, over twenty-five firefighter, paramedic, and police personnel positions are funded by this expiring public safety sales tax. Additionally, Measure O has funded more than 400,000 hours of youth and family mental health, public health, gang prevention, and social services each year.

These funds have allowed the SRPD to provide increased patrol services, respond to local emergencies, and conduct enhanced traffic enforcement. Additionally, these funds have contributed to an increased presence in the downtown area with a substation in the transit mall.

Measure H's passing supports continuing public safety services, youth programs, and violence and fire prevention initiatives in Santa Rosa.

46 Public Safety and Violence Prevention Funding Measure | Santa Rosa, CA (srcity.org)

ADDITIONAL CONSIDERATIONS

OFFICER WELLNESS

Police officers face the risk of trauma caused by the unique demands of the job, as well as local environmental factors, such as fires, the pandemic, and earthquakes. SRPD officers also experience morale issues caused by staffing challenges; Black Lives Matter protests, national narratives calling for police reform, especially defunding police movements, and a perceived lack of support from city leadership.

Job stress and low morale have contributed to increased disability leave, colleagues facing mental health crises, the loss of fellow officers due to covid illness, on the job injury and other resignations, and early retirements, exacerbating staffing challenges. Based on a survey conducted by the Police Executive Research Forum in May 2021, Police agencies reported an overall 18% increase in the resignation rate in 2020-21 compared to 2019-20. Among all responding police departments, there was a 45% increase in the retirement rate.[47]

To address the challenges of retaining sworn officers, police departments have begun allocating more resources to officer wellness, including post-traumatic stress management efforts.

47 https://www.policeforum.org/workforcesurveyjune2021

CONCLUSION

The recommendations included in this Plan uniquely position SRPD to integrate enhanced equity and build a culture of belonging.

The Department's commitment to sustainable change, informed by the awareness that transformation happens over time and requires patience and perseverance, underpins all the DEIB recommendations and strategies included in this Plan. There is a great deal to be optimistic about in this proactive plan to bring department staff, city staff, and the whole community together to continually improve public safety in ways that align with the values of staff, city, and community.

This Plan represents a continuation of SRPD's journey toward Equity and Belonging for all and is supported by department-wide interest in achieving Plan outcomes.

EXHIBIT A

LESSONS FROM BEHAVIORAL ECONOMICS AND SOCIAL PSYCHOLOGY[48]

Recent developments in behavioral economics and social psychology help explain why diversity is lacking in organizations and what methods can be used to increase it.

1 Underlying reasons for bias

A body of research in cognitive psychology and behavioral economics over the past 40 years has established that human behavior is heavily influenced by subconscious, instinctive, and emotional "System 1" responses rather than being under the exclusive control of rational, deliberate "System 2" thinking. As a result, behavior and attitudes in the workplace are influenced by an array of cognitive biases that affect decision-making. The most relevant for diversity are:

> **Implicit stereotypes (sometimes called "subconscious bias")** are the association of groups of people with certain traits or activities, such as men with science and mathematics and women with arts and languages. Without our awareness, these associations can powerfully influence decisions such as which candidate to hire.

> **Outgroup homogeneity bias:** the tendency for an individual to think that the group of people they belong to (their "ingroup") is more diverse. In contrast, their "outgroup" is more homogeneous, with members who appear alike or even interchangeable.

48 diversity matters.pdf (mckinsey.com), Vivian Hunt Dennis Layton Sara Prince, February 2, 2015

EXHIBIT B

TECHNIQUES FOR OVERCOMING BIAS[49]

Behavioral insights can be harnessed to increase diversity in three main ways: by training and educating people to reduce personal biases, by changing organizational processes to take bias out of decision-making, and by incorporating behavioral principles in the design of programs and communications to spur action.

Educating and training people to reduce personal biases Key success factors for raising awareness and building capability include:

> Tailoring delivery to the audience. For example, one engineering company used a computer simulation to show how a systematic 1 percent bias against women in performance evaluation scores caused women to be underrepresented in top positions.

> Getting people to experience bias personally. At Google, for instance, staff are encouraged to take a test that measures biases.

> Reminding people about biases at key moments, such as before reviews

> Helping people to focus on differences to reduce homogeneity bias and stereotyping. In one experiment, French students discriminated against potential employers who were Arabs but stopped doing so if asked to describe the differences between their photos.

> Fostering empathy training and taking the side of the target group—a practice proven to reduce prejudice and discrimination. Simply asking, "How would I feel in this situation?" can be enough to have a positive effect.

49 diversity matters.pdf (mckinsey.com), Vivian Hunt Dennis Layton Sara Prince, February 2, 2015

EXHIBIT C

KEY STEPS FOR SUCCESSFUL DIVERSITY PROGRAMS[50]

As SRPD continues its implementation of the Plan and associated strategies, the following factors are important to take into consideration:

1 Define a Clear Value Proposition

> Create a clear value proposition for having a diverse and inclusive culture.

> Set a few clear targets (not quotas) that balance complexity with cohesiveness. Define a clear value proposition

2 Establish a fact base

> Understand the current situation regarding statistics and mindsets and learn from external best practices. Understand root causes and underlying mindsets

3 Create targeted initiatives

> Differentiate initiatives by diversity group, for example, gender initiatives do not always resonate with other minorities. Lead from the top

4 Define the governance model

> Define the rollout strategy for all initiatives. Launch 1-2 highly visible flagship projects at the beginning of the effort. Monitor rigorously

5 Build Inclusion

> Continuously address potential mindset barriers through systematic change management. Link diversity to other change management efforts

50 SOURCE: Scott Keller and Colin Price, Beyond Performance: How great organizations build ultimate competitive advantage, Wiley, 201

EXHIBIT D

INDIVIDUAL PARTNERSHIPS

- CHOPS Teen Club
- Social Advocates for Youth (SAY)
- 4 C's
- NAMI
- Rincon Valley Little League
- Roseland School District
- Youth Sports leagues in Windsor and Petaluma
- Faith-Based Communities
- Boy Scouts
- Community Corrections Partnerships
- Downtown Sub-Committee
- Empire Soccer Club
- Face 2 Face
- Family Justice Center
- Foster Parent
- Law Enforcement Chaplaincy Service
- Leadership Santa Rosa
- No One Dies Alone
- Parkside Elementary
- Paws as Loving Support (PALS)
- Redwood Empire Food Bank
- Redwood Police Activities League
- Santa Rosa Police Foundation
- Senior Advocacy Services
- Sonoma County 4H
- Sonoma County Alliance
- Sonoma County Health Action Council
- Sonoma County Humane Society
- Special Olympics Verity
- Wed. Night Market Executive Board
- Windsor High School Boosters
- YWCA Sonoma County Officers

VIOLENCE PREVENTION PARTNERSHIPS

Faith-Based

- Feathervine - Faith-Based Community
- Living Roots – Faith Base

School Districts

- Santa Rosa City Schools
- Roseland School District
- Mark West School District
- Sonoma County Office of Education
- Bennett Valley Union School District
- Rincon Valley Union School District

Community-Based Organizations

- First 5 Sonoma County
- California Cities Violence Prevention Network
- Boys and Girls Club of Central Sonoma County
- Social Advocates for Youth
- John Jordan Foundation
- Chop's Teen Club
- Community Child Care Council (4C's)
- United Way of the Wine County
- CA Collaborative for Educational Excellence
- Sonoma County Law Enforcement Chaplain
- Community Action Partnership
- Santa Rosa Chamber of Commerce

Health

- St. Joseph Health
- Santa Rosa Community Health Centers

Government

- Sonoma County Department of Health Services
- Santa Rosa City Council
- Sonoma County Board of Supervisors
- Congressman Mike Thompson's Office

Public Safety

- Santa Rosa Police Department
- Sonoma County Probation
- Sonoma County District Attorney's Office
- Sonoma County Public Defender's Office
- Santa Rosa Junior College District Police
- Sonoma Police Department

43 diversity matters.pdf (mckinsey.com), Vivian Hunt Dennis Layton Sara Prince, February 2, 2015

EXHIBIT E

SRPD POLICIES

Banned Carotid Restraint:

SRPD's existing policy does not authorize the use of chokeholds or bar arm restraints. As of June 9, 2020, we no longer allow the use of Carotid Restraint.

Require De-escalation:

SRPD existing training includes de-escalation techniques to reduce the use of force during encounters. We incorporate ongoing de-escalation in our Firearms training, Force Options Simulator, Tactical Communication, Taser, and Defensive Tactics. We strive for de-escalation in the field whenever possible, only using force as necessary. **Policy 300**

Use of Force Continuum:

SRPD existing policy divides the use of force into low, medium, and high levels. Officers shall use only the amount of force that reasonably appears necessary given the facts and totality of the circumstances known to or perceived by the officer at the time of the event to accomplish a legitimate law enforcement purpose (Penal Code 835a). Our training outlines factors used to determine the reasonableness of force, such as the age of the individual, disability, the seriousness of the crime, mental state, intoxication, and proximity of weapons. Officers provide verbal commands and warnings when possible before using force. When force is used, medical attention is immediately sought out for subjects with any injury or complaints of pain or discomfort. Our ultimate objective for every encounter is voluntary compliance and to avoid or minimize injury when applying reasonable force. **Policy 300.5**

Requires Warning Before Shooting:

Per 835 PC, officers will, when reasonable, identify themselves as an officer and warn before use of force, including firing a weapon. This warning is incorporated into our ongoing firearms training.

Restricts Shooting at Moving Vehicles:

We do not allow shooting at movingvehicles unless it is in defense of life. This training is part of our ongoing firearms training. **Policy 312.7**

44 https://kgdiversity.com/critical-success-factors/

EXHIBIT E (CONT'D)

Exhausts All Other Means Before Shooting:

The use of force is a critical concern and serious responsibility. Deadly force will only be used when necessary, and employees understand and respect the value of all human life and dignity without prejudice.
Officers are entrusted to use well-reasoned discretion to determine the appropriate use of force and are trained in a variety of less-lethal tools and tactics. **Policies 306, 308, 309**

Duty to Intercede:

Our existing policy reads, "Any officer present and observing another officer using force that is clearly beyond that which is objectively reasonable under the circumstances shall, when in a position to do so, intercede to prevent the use of unreasonable force. An officer who observes another employee use force that exceeds the degree of force permitted by law should promptly report these observations to a supervisor." We are all informal leaders and should work to support each other and hold each other accountable so that we learn and correct our behavior in all aspects of our career. **Policy 300.7**

Requires Comprehensive Reporting:

All incidents involving the use of force are documented. Officers are required to immediately report the use of force to a supervisor and required to document the use of force in a report. The supervisor then conducts a Use of Force investigation, which is reviewed by the chain of command. Our Department utilizes IAPro, our Internal Affairs software, to track the use of force incidents. **(Policy 300.8)** The Department reports the required information to the Department of Justice. We also meet transparency and reporting mandates per California Law SB 1421 and AB 748. SRPD posts information required to be released by law on our transparency page.