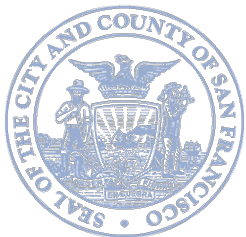


COLLABORATIVE REFORM INITIATIVE

STATUS UPDATE

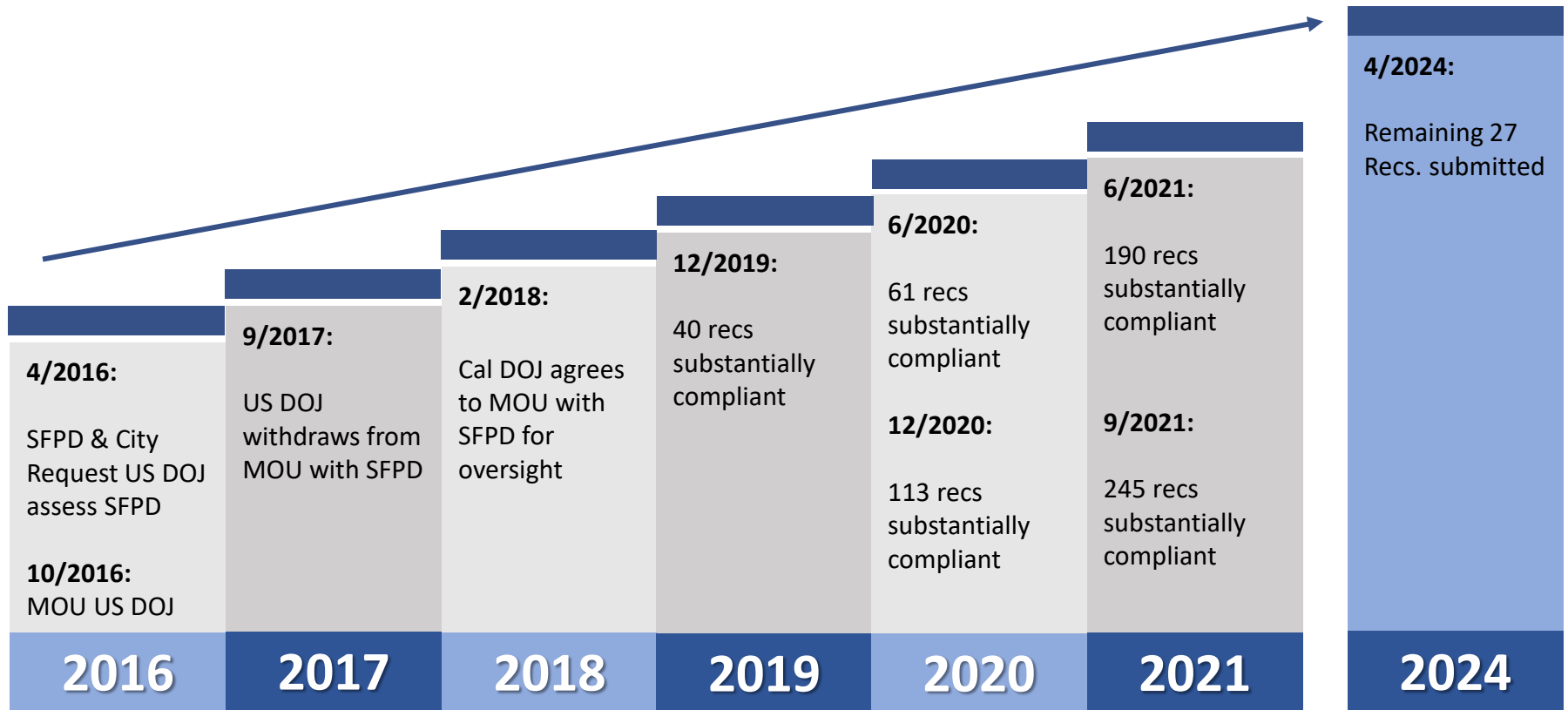


SAN FRANCISCO POLICE DEPARTMENT
CITY & COUNTY OF SAN FRANCISCO

July 16, 2024



TRANSFORMING POLICING



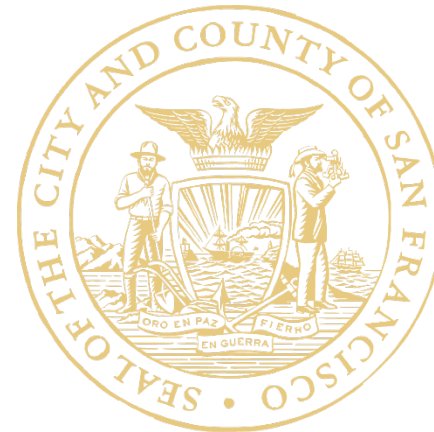
TRANSFORMING POLICING

Voluntary Process

- **Phase I:** Initial work begins and the establishment of PSPP to manage CRI
- **Phase II:** Assignment of Executive Sponsors and established protocols and process
- **Phase III:** Increased engagement with Cal DOJ, and Jensen Hughes. Identification and adaptation to challenges.
- **Phase III+:** Increased completion cadence, and reorganization of remaining recommendations.

Phase Timeline

- Phase I: 9/17/18 - 12/21/18
- Phase II: 12/22/18 - 8/22/19
- Phase III: 8/23/19 - 9/14/21
- Phase III+: 9/15/21 - 4/1/24



COLLABORATIVE PARTNERSHIP

Main Partners

- SFPD
- Jensen Hughes
- DPA
- Police Commission
- California DOJ
- US DOJ



Supporting Partners

- Community Members
- Human Rights Commission
- Public Defenders Office
- SF Bar Association
- Center for Policing Equity (CPE)
- SF Controller's Office
- SFPOA
- Faith-based groups
- Mayor's Office



Collaborative Reform Initiative Status by Category

CA Department of Justice CRI Phase 3 Results

Category	Recommendations	Substantially Complete	External Review	External Validation	In Progress
Accountability	68	61	3	4	0
Bias	54	47	6	1	0
Community Policing	60	54	0	6	0
Recruitment, Hiring & Personnel	32	32	0	0	0
Use of Force	58	51	6	1	0
Total	272	245	15	12	0

All 272 recommendations have been submitted



POLICE REFORM HIGHLIGHTS

USE OF FORCE HIGHLIGHTS

Use of Force Policy, National Model

- Policy development, training and data review to ensure accuracy and consistency
 - Codified OIS Town Hall Meeting
 - Creation of FTFO to identify lessons learned and gaps through incident review.
 - UOF and investigative standards
 - Codified after action debriefs and reviews



BIAS HIGHLIGHTS

Bias-Free Policing Strategic Plan:

- Updated DGO 5.17 & 11.07
- Created the Bias-Free Policing Strategic Plan
- Partnered with DHR for anti-bias training assessment and strategy

Community Engagement:

- Launched quarterly outreach campaigns
- Bi-annual community meetings with District Station Captains
- Updated bias-free policing page on the SFPD website

Investigation and Accountability:

- Developed policy for investigating bias-related complaints
- Media Relations Unit publishes annual reports on internal affairs
- Routine review of stop data to identify disparities

Anti-Bias Training:

- Incorporated regular anti-bias training programs (Principled Policing, BiasSync, Sojourn)
- Strategy to address anti-bias training needs

Technology and Reporting:

- Introduced Management Dashboard System via Benchmark technology
- Risk Management Division provides quarterly reports to the Police Commission

COMMUNITY POLICING HIGHLIGHTS

SFPD Strategic Plan, 1.0:

- Launched comprehensive strategic plan to guide department initiatives.

Department-Wide Training:

- Implemented Procedural Justice and BiasSync training programs across the department.

Community Engagement Division:

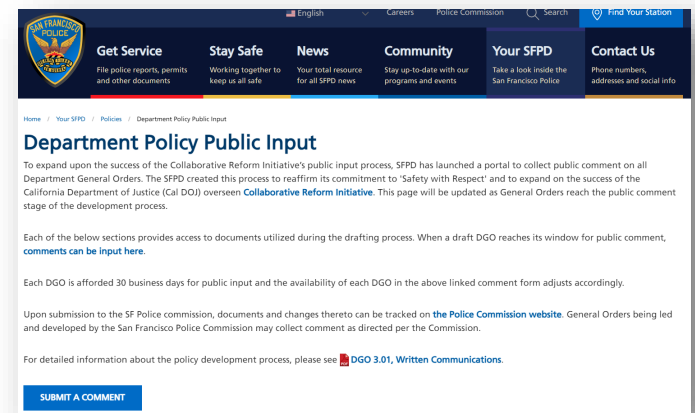
- Established a dedicated division to enhance community policing and engagement.

Technology and Budget Prioritization:

- Developed a strategic plan for technology use and budget prioritization.

Annual Community Policing Plan:

- Instituted an annual plan with policy mandates for data collection, feedback, and tracking community engagement activities.



ACCOUNTABILITY HIGHLIGHTS

SFPD Strategic Plan, 1.0:

- Comprehensive strategic plan guiding department initiatives.

Department-Wide Training:

- Procedural Justice and BiasSync training programs implemented across the department.

Community Engagement Division:

- Established a dedicated division to enhance community policing and engagement.

Technology and Budget Prioritization:

- Developed a strategic plan for technology use and budget prioritization.

Accountability and Reporting:

- Publicly posted annual report on discipline cases.
- Formalized tracking system of cases.
- Mandated quarterly meetings with the Department of Police Accountability.
- Established electronic tracking of acknowledgment of department directives.

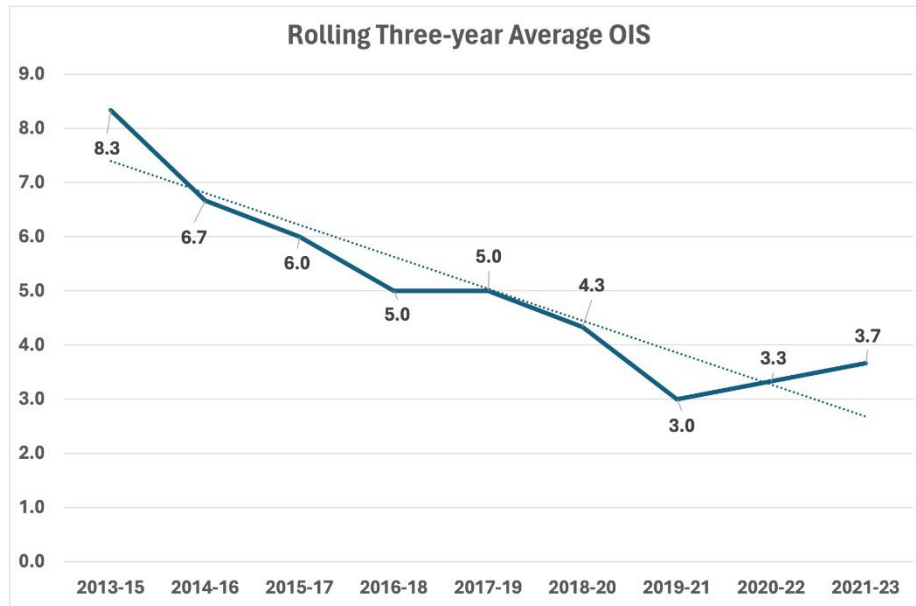


RECRUITMENT, HIRING, PERSONNEL PRACTICES HIGHLIGHTS

- Collaboration with Department of Human Resources
- SFPD can now identify hiring and promotional trends relating to demographics
- Decreased failure rate at the police academy
- 21st Century Policing knowledge is now measured for promotions
- Consolidated background unit and recruitment under the same command
- Increased training hours at the basic police academy



DATA RESULTS & HIGHLIGHTS



- Decline in UoF from 2017-2021 is 64%
- Decline in pointing of a firearm from 2017-2021 was 79%.

DATA RESULTS & HIGHLIGHTS

- **Increased diversity in hiring and recruitment** – Black, Asian, Hispanic, and American Indian recruits entering the academy increased from 52% in 2016 to **81%** in 2023.
- **Reduction in Officer Involved Shootings** – Officer-involved shootings have decreased by **50%** in the 7 years since the beginning of the Department of Justice review compared with the 7 years leading up to it.
- **Increased Transparency** – The SFPD holds town hall meetings and releases body-worn camera footage within 10 days of an officer-involved shooting incident.
- **Enhanced De-escalation Training** – The SFPD expanded de-escalation training for officers, including adopting Critical Mindset training, emphasizing planning and coordination to resolve potentially high-risk situations safely. Around 99% of officers are trained on the 10-hour Crisis Intervention Training course.

FUTURE OF REFORM

1. Strategic Planning and Accountability

- **SFPD Strategic Plan, 1.0:** Launched comprehensive strategic plan to guide department initiatives.
- **Public Reporting and Accountability:** Publicly posted annual report on discipline cases and department demographics.
- **Collaboration with External Bodies:** Continued partnership with Police Commission and Department of Police Accountability.
- **Ongoing Sustainability Efforts:** Ensuring the sustainability of reforms and initiatives.

2. Training and Community Engagement

- **Department-Wide Training:** Implemented Procedural Justice and BiasSync training programs across the department; increased training hours at the basic police academy.
- **Community Engagement Division:** Established a dedicated division to enhance community policing and engagement.
- **Community Collaboration Efforts:** Ongoing efforts to collaborate with the community and enhance trust.

FUTURE OF REFORM

3. Technology and Process Improvement

- Technology and Budget Prioritization:** Developed a strategic plan for technology use and budget prioritization.
- Tracking and Reporting Systems:** Established electronic tracking of acknowledgment of department directives; formalized tracking system of cases.
- Professional Standards and Ongoing Monitoring:** Professional Standards and Policing Unit ongoing tracking of recommendations from Jensen & Hughes and CA DOJ Final Report.

Questions?



CRI UPDATE

Project Management Plans

USE OF FORCE

Project Plan # 1

20.1
20.2
20.3

Project Plan # 2

20.4
21.1
22.1

COMMUNITY POLICING

Project Plan # 3

26.1
48.1
48.2

MANAGEMENT DASHBOARD

Project Plan # 4

28.1
28.4
28.5
30.3
30.4
35.3
79.1
79.2
79.3

ACCOUNTABILITY

Project Plan # 5

69.2
69.3

Independent Recommendations

USE OF FORCE

1.1

COMMUNITY POLICING

39.1	40.6
40.2	41.1

ACCOUNTABILITY

55.2
68.1

CRI PROJECT PLANS

PROJECTS

**Use of Force
Data Collection &
Tracking**

**Community Policing
Advisory Forums**

**Management
Dashboard**

Accountability

OBJECTIVE

- Records Management System (RMS)
- Arrest and use of force data collection & comparison
- Use of Force data analysis

- Re-establish Chief's Community Advisory Forum in line with best practices

- Performance Evaluations
- Supervisorial resources to inform coaching and development of personnel, including data showing outcomes by demographics

- Internal procedural justice
- Discipline Review Board
- Internal Affairs Quarterly Tracking Report
- Integrate the Office of Equity and Inclusion (OEI)



USE OF FORCE DATA COLLECTION & TRACKING

Six Recommendations

Project Plan#1: 20.1 / 20.2 / 20.3

Project Plan#2: 20.4 / 21.1 / 22.1

CRI Objectives

- Electronic collection of use of force and arrest data
- Quarterly audits of this data
- Coordinate with research partner (Center for Policing Equity, DPA, City Controller's Office)
- Collect / Analyze arrest data to identify patterns and trends
- Improve use of force and arrest data collection

Achieved Through

- Electronic collection of data integrated into records management system
- Analysis of arrest data
- Collection of additional data points through newest policy
- Analysis of new UOF data

Impact

- Update training to improve use of force outcomes
- Improved data quality to support scientific analysis
- Reduction in pointing of firearms through CMCR training

COMMUNITY POLICING & COMMUNITY ADVISORY FORUMS

Three Recommendations

Project Plan #3: 26.1 / 48.1 / 48.2

CRI Objectives

- Reinvigorate Chief's Community Advisory Forums (CCPAF)
- Ensure marginalized communities are part of CCPAF and all other Community Police Advisory Groups
- Allow diverse communities to engage in problem solving for issues affecting their groups and have input into SFPD policies and tracking on issues raised

Achieved Through

- Transparent public application process for CCPAF membership with outreach to all community groups
- Regular quarterly CCPAF meetings have occurred since November and are scheduled through the remainder of 2024
- CCPAF feedback is collected through pre and post meeting surveys
- An SFPD Policy discussion is included on every agenda
- Tracking of feedback is occurring in the CED electronic platform

Impact

- CCPAF was re-established and includes a diverse membership from marginalized communities
- CCPAF members are engaged in problem solving for their communities and are addressing challenges to improve safety for residents, visitors, and communities across the city.
- CCPAF members are providing meaningful input on policies and programs as demonstrated in agendas & surveys already received
- Regular feedback in CED electronic platform will inform the 2024 Annual Report

MANAGEMENT DASHBOARD

Nine Recommendations

Project Plan #4: 28.1 / 28.4 / 28.5 / 30.3 / 30.4 / 35.3 / 79.1 / 79.2 / 79.3

CRI Objectives

- Develop and implement a data dashboard to integrate workload data into Performance Evaluations. Ensure that they are completed, formally, for all members twice (2) a year.
- Supervisors will use these data and other indicators to inform a review of assigned work and community interactions to coach officers, to improve or affirm work performance, and address disparate treatment of any specific community.
- Articulate in policy that Performance Evaluations will be considered, among other factors, during the promotional process.

Achieved Through

- Update and improvement of performance evaluation process and information provision.
- Develop metrics and expected results in order to identify unusual data.
- Training of supervisors as to what to look for and resulting proper actions.
- Data collection and analysis.

Impact

- Will enable department to improve understanding officer discretion
- Automated and real time information for supervisors to draw from
- Electronic Performance evaluations to be included with promotional considerations



ACCOUNTABILITY

Two Recommendations

Project Plan #5: 69.2 / 69.3

CRI Objectives

- Establish committee to identify data to examine fair and impartial discipline
- Ensure committee examines the discipline data quarterly to identify trends or potential biases in discipline outcomes imposed on Officers.

Achieved Through

- Utilize Discipline Review Board (DRB) as committee
- Adding the Office of Equity & Inclusion (OEI) unit as oversight component
- Establishing methodology that guides OIE Unit
- OEI to collaborate with SFPD Internal Affairs analyst to identify metrics, capture data.
- Generate quarterly report surrounding discipline outcomes and any identified potential bias from those outcomes
- OEI presents findings to DRB quarterly with corrective recommendations

Impact

- Internal Affairs given more resources
- Internal procedural Justice is emphasized
- More efficient internal affairs investigations to ensure compliance with existing laws

SEVEN INDEPENDENT RECOMMENDATIONS

PROJECT

OBJECTIVE

IMPACT

Accountability (Rec. 55.2)

Develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.

- Increased transparency
- Internal and external publication of Internal Affairs complaints
- Inclusion of employee demographics

Community Policing (Rec. 39.1 & 40.2)

Utilize strategy 1.0 as a foundation for all department-wide strategic planning efforts

- Increased collaboration with community and city agencies
- Used as the framework for multiple dept strategic plans

Community Policing (Rec. 40.6)

Establish external review committees and meetings in alignment with DGO 1.08 (Community Policing)

- Established review and development process for community policing practices
- Captain level peer-to-peer training
- Inclusion of 21st Century Policing discussions in all Captain's Annual Plans

SEVEN INDEPENDENT RECOMMENDATIONS

(cont.)

PROJECT

OBJECTIVE

IMPACT

Community Policing Rec. 41.1

Update Community Policing & Problem-Solving manual based on best practices

- Manual now in-line with best practices, strategy 1.0, 21st Century Policing philosophy, and Principles of Procedural Justice

Use of Force Rec. 1.1

- Review and understand the reasons for the disparate use of deadly force.
- Evaluation of updated policies based on recommendations from external entities review of department operations.

- Increased transparency through QADR report
- Elevated scenario-based training throughout the department
- Policy change-higher threshold for officers to draw firearms

Accountability Rec. 68.1

- Improved technological Capacity
- Easily accessible format
- Provide management with real-time information

- 99% of department reporting now automated
- Used to take 2 weeks and 4 analysts for 1 report
- Now 50 reports can be generated in minutes