



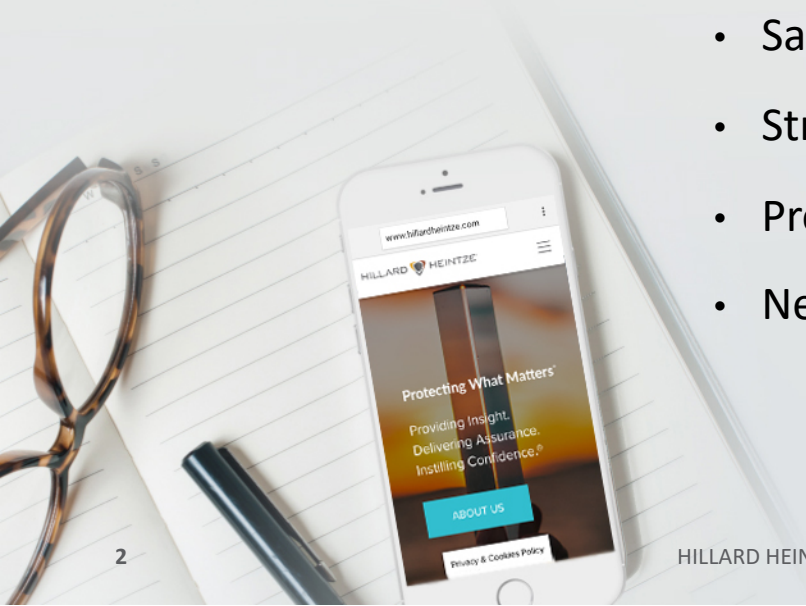
PRESENTATION TO THE BOARD OF SUPERVISORS

Status of Collaborative Reform in San Francisco

October 22, 2019

AGENDA

- About Hillard Heintze
- San Francisco and Collaborative Reform
- Strategy
- Progress Update
- Next Steps





ABOUT HILLARD HEINTZE

- Hillard Heintze is one of this nation's foremost strategic risk management firms specializing in independent ethics, integrity and oversight services – with a special focus on federal, state and local law enforcement agencies including police departments, sheriff departments and internal affairs bureaus.
- Sole private contractor selected by the USDOJ to advise and engage on collaborative reform across the country.



SAN FRANCISCO AND COLLABORATIVE REFORM

Roadmap for implementing reform

- Current work is rooted in the original report, An Assessment of the San Francisco Police Department published October 12, 2016
- 94 findings and 272 recommendations
- Goal - to achieve model policing practices and enhance partnerships in San Francisco



SAN FRANCISCO AND COLLABORATIVE REFORM

A shift in focus and priority

- **USDOJ ceased** technical assistance on **September 15, 2017**
- The new Collaborative Reform Initiative (CRI), was agreed to on **February 5, 2018** with the signed agreement of the California Department of Justice and the San Francisco Police Department
- Work under this **current phase** began on **June 1, 2018**



SAN FRANCISCO AND COLLABORATIVE REFORM

Reform context

- Locally driven
- Collaborative approach
- Resource-constrained
- Time-bound



OPERATIONAL STRATEGY

Task stakeholders

- SFPD
- CalDOJ
- Police Commission
- Hillard Heintze



OPERATIONAL STRATEGY

Establish priorities

- Use of force, bias, community policing, accountability and personnel practices
- Executive working groups
- Executive sponsors

A large, dark, textured sign for the San Francisco Police Department. The words "SAN FRANCISCO" are on the top line and "POLICE DEPARTMENT" are on the bottom line, both in large, white, sans-serif capital letters. The sign is mounted on a wall in front of a modern building with large glass windows. A small white logo is visible in the top right corner of the image.

SAN FRANCISCO
POLICE DEPARTMENT



OPERATIONAL STRATEGY

Leverage administrative support and function

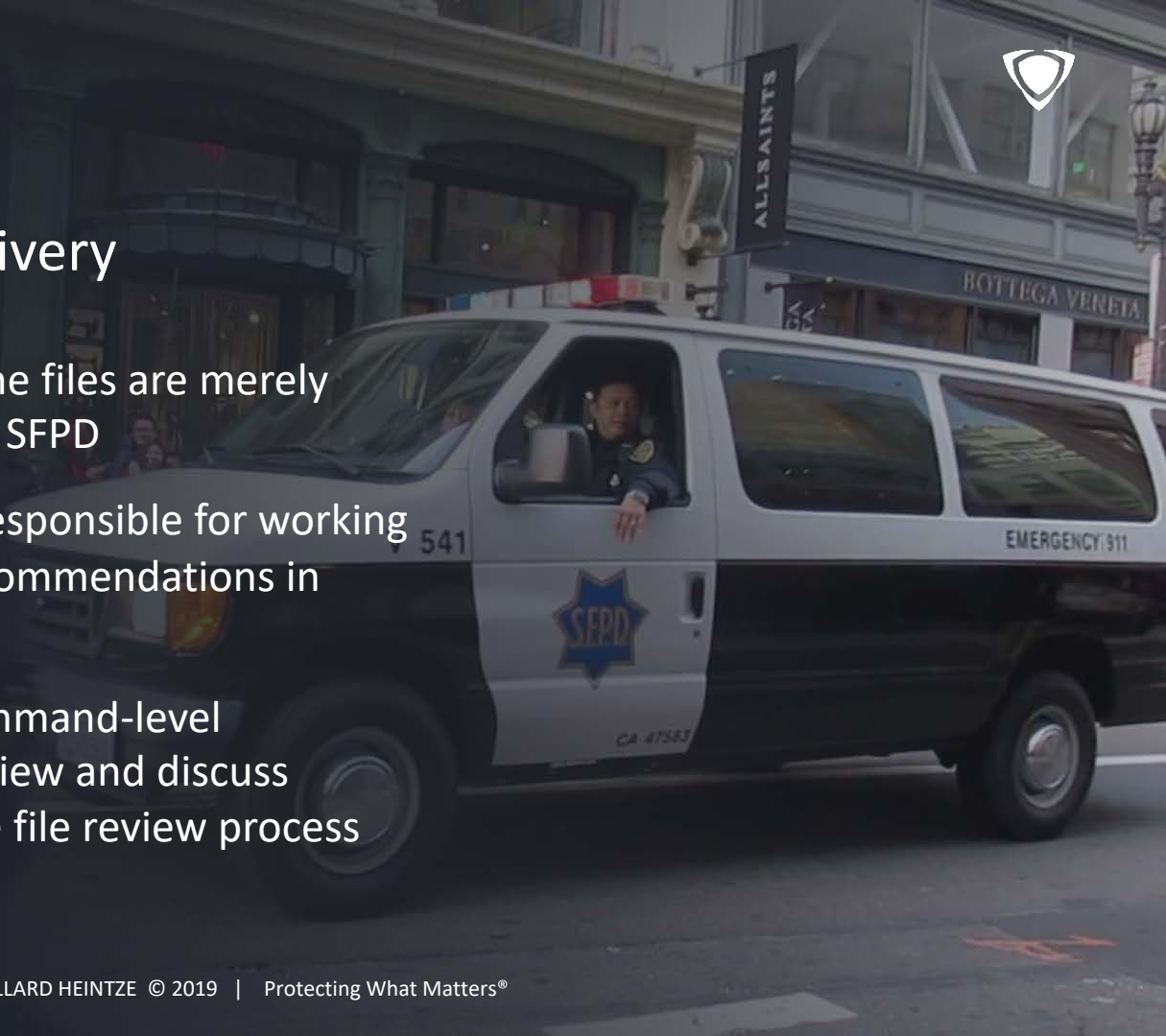
- Internal review and oversight sits with the Professional Standards and Principled Policing Unit
- Assistant Case Managers work with the Executive Sponsors to document the operational actions
- Files are proof of substantial compliance by the SFPD



OPERATIONAL STRATEGY

Ensure operational delivery

- CRI happens in the field – the files are merely reporting the actions of the SFPD
- Each Executive Sponsor is responsible for working with and facilitating the recommendations in their area
- Chief Scott has initiated command-level meetings, as a group, to review and discuss reform efforts as part of the file review process



PROGRESS UPDATE

Hillard Heintze contracted on June 1, 2018

- Phase 1 Report delivered on April 1, 2019
 - Posted on SFPD website
 - Focus on Use of Force and Baseline Standards
- Phase 2 Report expected mid-December 2019
 - Progression of reform



CRI Process

- SFPD completes the work required under the recommendation
- PSPP documents the work according to mutually agreed compliance measures
- Hillard Heintze provides technical support and review of the file
- Once approved by Hillard Heintze, SFPD sends to CalDOJ
- If CalDOJ in agreement, the file is determined to be substantially compliant
- If CalDOJ has questions, Hillard Heintze works to address concerns to achieve substantially compliant

NEXT STEPS

- Phase 3 now in progress
- Ongoing technical assistance
- Shift to institutional ownership



QUESTIONS AND DISCUSSION



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