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Rhetoric vs. reality: SFPD's investment in police brutality

February 29, 2016

by *Jeremy Miller*

The day was balmy but chilled, slightly windy but still. The street was bustling but with people that were displaced, tourists perhaps or residents bewildered. We were all pulled in the same direction towards an artificial city.



A FELLOW PROTESTER MOVES TO PROTECT DEJA CALDWELL AFTER OFFICER JOSHUA CABILLO SHOVED HER. HE WAS PART OF THE WALL OF COPS BARRING JUSTICE FOR MARIO WOODS MARCHERS FROM ENTERING SUPER BOWL CITY. – PHOTO: PAUL CHINN, SF CHRONICLE

Sometime around midday a small crowd of about 50 souls, all ages, genders and races, crowded the main street marching towards the artificial city flanked on all sides by nearly three times our number in police. These were not just uniformed cops but overtime-paid “urban warriors,” complete with riot helmets, CPC vests, batons, service firearms, bean bag guns, assault rifles and god knows what else.

From behind, a disembodied voice (no one turned to look) identifying herself as police repeatedly declared that this was an unlawful march and if we did not return to the sidewalk or disperse immediately, we would be subject to arrest. Finally, a riot line was set up when we arrived within a couple blocks of the artificial city.

Our real grievances might have been enough truth to make the artificial city vanish – and the money people couldn't have that happen. The mayor had made them a promise. They and their people would be protected.

With hand-me-down military spec, scowls and a cynical disregard for the marchers, these paramilitaries with stars were ready for anything. They were completely equipped for killers.

Does this sound like a scene from a dystopic novel or movie? That is how it felt being there. Unfortunately, for those of us who live here, it is all too real. The street: Market Street. The city: San Francisco. The time: eight days before Super Bowl.

WITH HAND-ME-DOWN MILITARY SPEC, SCOWLS AND A CYNICAL DISREGARD FOR THE MARCHERS, THESE PARAMILITARIES WITH STARS WERE READY FOR ANYTHING. THEY WERE COMPLETELY EQUIPPED FOR KILLERS.

At the San Francisco Police Commission meeting of Feb. 10, 2016, Police Chief Greg Suhr, describing this and other confrontations resulting from the Dec. 2 lynching of Mario Woods as well as the imposition of virtual martial law due to San Francisco's hosting of Super Bowl 50, bragged to the cameras: "We worked with the demonstrations to facilitate so that people could be heard."

This permissive language was handed down at the same time as new draft General Orders employing the same subterfuge. The revised Use of Force policy (DGO 5.01) begins: "The San Francisco Police Department's highest priority is safeguarding the sanctity of all human life. Officers shall demonstrate this principle in their daily interactions with the community they are sworn to serve. The Department is committed to using thoughtful communication, and de-escalation principles before resorting to the use of force, whenever practical."

The idea is to stage a public relations coup and expose that, after all, the whole problem (with police terror) is a lack of clarification about orders and a few bad cops, RIGHT?

POLICE CHIEF GREG SUHR, DESCRIBING CONFRONTATIONS RESULTING FROM THE DEC. 2 LYNCHING OF MARIO WOODS AS WELL AS THE IMPOSITION OF VIRTUAL MARTIAL LAW DUE TO SAN FRANCISCO'S HOSTING OF SUPER BOWL 50, BRAGGED TO THE CAMERAS: "WE WORKED WITH THE DEMONSTRATIONS TO FACILITATE SO THAT PEOPLE COULD BE HEARD."

"Occasionally words must serve to veil the facts. But let this happen in such a way that no one becomes aware of it; or, if it should be noticed, excuses must be at hand to be produced immediately," said Niccolo Machiavelli.

So let us look at the facts: For 14 weeks – that Police Commission meeting was Week 12 – there have been consistent protests over the police killing of Mario Woods. In fact, the demonstration described at the outset of this article was called by the Justice for Mario Woods Coalition and reiterated their three demands: the firing of Chief Greg Suhr; charging the officers – Winson Seto, Antonio Santos, Charles August, Nicholas Cuevas and Scott Phillips – with murder for the shooting death of Woods; and an independent investigation.

At the time of this writing, none of the three demands has been complied with by authorities having jurisdiction. Going back to the question of what the SFPD does and does not permit may help us understand why.

As an active participant in the majority of these public protest actions, I can attest to the fact that the SFPD has been more lenient than normal in terms of prosecuting arrests. But people should not be deceived by this observation. In fact, there still have been several illegitimate arrests, but what has been more common is rank and file provocation.

Multiple protesters have been physically assaulted by officers bristling at the criticism of their department. One such assault occurred on Jan. 30, 2016, during the march towards Super Bowl City. The person assaulted was Deja Caldwell, a strong young woman who dared to voice opposition to police violence. In her own words:

“What is the real role of SFPD? To serve and protect? I’ve experienced otherwise. On the weekend before Super Bowl 50 in downtown San Francisco, Officer Joshua Cabillo aggressively put his hands on me. It was a peaceful protest and I sensed the hatred in his eyes.

“I ask myself this question: Who do you call on the police when the police are harming you instead of protecting you? I don’t feel like Cabillo is fit to ‘protect and serve’ our community. The power given to him was placed in the wrong hands and he must be stopped.”

MULTIPLE PROTESTERS HAVE BEEN PHYSICALLY ASSAULTED BY OFFICERS BRISTLING AT THE CRITICISM OF THEIR DEPARTMENT.

Deja is physically uninjured by the assault, but the event of it at a non-violent protest against police terror raises concerns and questions about current police rhetoric. What happened to “thoughtful communication, and de-escalation principles?” Who is Officer Joshua Cabillo anyway?

As it turns out, we know exactly who Officer Cabillo is. To add insult to injury, not only did Officer Cabillo unnecessarily assault a woman who was protesting police killing, but in fact he is a killer cop himself from a different department!

On June 5, 2012, while working as a South San Francisco police officer, Joshua Cabillo brutalized, restrained and eventually shot to death 15-year-old Derrick Gaines, who had just been hanging out with friends after going to MacDonalds. It was the beginning of summer vacation. Derrick had just attempted to call his great aunt to pick him up.

“ON THE WEEKEND BEFORE SUPER BOWL 50 IN DOWNTOWN SAN FRANCISCO, OFFICER JOSHUA CABILLO AGGRESSIVELY PUT HIS HANDS ON ME. IT WAS A PEACEFUL PROTEST AND I SENSED THE HATRED IN HIS EYES,” SAYS PROTESTER DEJA CALDWELL. NOT ONLY DID OFFICER CABILLO UNNECESSARILY ASSAULT A WOMAN WHO WAS PROTESTING POLICE KILLING, BUT IN FACT HE IS A KILLER COP HIMSELF FROM A DIFFERENT DEPARTMENT! ON JUNE 5, 2012, WHILE WORKING AS A SOUTH SAN FRANCISCO POLICE OFFICER, JOSHUA CABILLO BRUTALIZED, RESTRAINED AND EVENTUALLY SHOT TO DEATH 15-YEAR-OLD DERRICK GAINES. WE KNOW THAT OFFICER CABILLO IS A CHILD KILLER WITH A LONG RECORD OF ABUSE, YET SFPD HIRED HIM.

Derrick was then subjected to a scenario that many young Black and Brown boys and men are. He was profiled by the police. He got scared. Remember, he was only 15 YEARS OLD! In his great aunt Dolores Piper’s words, as originally reported in Worker’s World:

“Derrick backed off and started to run. The police officer, Joshua Cabillo, hit Derrick on the head with his gun; then they struggled on the ground. Derrick was carrying an old gun, which didn’t have a firing pin. It was an old collector-type gun and not visible inside his clothing. It skidded out to the side, after he had been knocked down. Then the cop pointed his gun to [Gaines’] throat and shot him point blank. Witnesses say [Gaines’] gun wasn’t near enough to have been a threat.”

Although Cabillo was perfunctorily cleared of any allegations of wrongdoing by the District Attorney’s Office within a few months of the murder – something that occurs frequently in San Francisco as well – this did not stop the eventuality of an out of court wrongful death settlement with Derrick’s mother, nor did it confuse those of us who know Derrick’s family or who have paid

attention to the details of the case.

We know that Officer Cabillo is a child killer. What's worse is that Officer Cabillo has a record of abuse that precedes Derrick's murder and has now continued three and a half years later unabated. Officer Cabillo was also a defendant in a lawsuit resulting from a "probation search" on a man, Sean Joseph Penna, which occurred on Nov. 17, 2011.



THIS IS YOUNG DERRICK GAINES AND HIS MOTHER, RACHEL GUIDO RED. AT 15, HE WAS EXECUTED BY OFFICER JOSHUA CABILLO, THEN WITH THE SOUTH SAN FRANCISCO PD, CURRENTLY EMPLOYED BY SFPD UNDER CHIEF GREG SUHR.

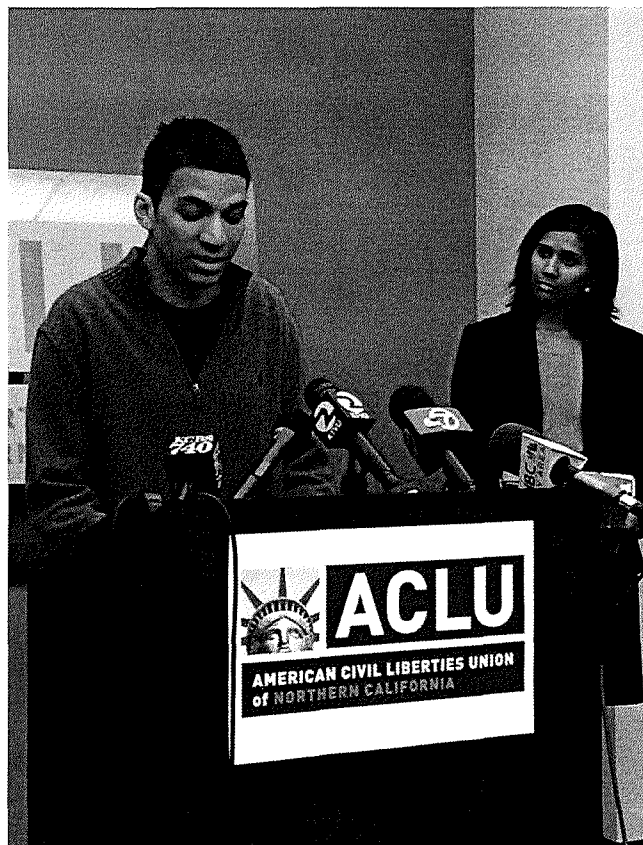
The man was not actually on probation at the time, but was detained in his home by Officer Cabillo and his partner, Officer Pfarr. According to the suit, in their subsequent search of the house they compelled Penna to give them the combination of a safe from which they removed \$1,000 cash, a diamond ring, a diamond pendent, certificates of title for two vehicles, spare keys and several passports. This information was not recorded on the police report and alleged to be stolen by the officers. For more on this case, see "Probation search leads to lawsuit" in the Dec. 27, 2012, San Mateo Daily Journal.

In addition to murder and allegations of burglary – these are the cases that turn up in the legal record – we have many anecdotal references about Cabillo's brutality. Here is one from a social media thread (I preserved the grammar errors for integrity):

"He worked for SSFPD and would tell my friends 'Ima kill you one day watch.' My freshman year I was called in the office because the school accused me of selling weed. Cabillo goes to South San Francisco High School to investigate. He takes me in a room and gets in my face, it's just me and him in the room [and] he tells me, "You're a bitch ass fucking punk. I hate the kids in your side of the city." I was raised in (the east side of South City). He then says, "I'm gonna arrest your bitch ass one fucking day." He got mad cause he had nothing on me and they couldn't find anything on me. I was only 15 at the time."

What is clear is that Officer Cabillo's abusive tendencies have been far too regular to escape the notice of the community, and thus could not have possibly escaped the notice of the South San Francisco Police Department or the San Francisco Police Department.

OFFICER CABILLO'S ABUSIVE TENDENCIES HAVE BEEN FAR TOO REGULAR TO ESCAPE THE NOTICE OF THE COMMUNITY, AND THUS COULD NOT HAVE POSSIBLY ESCAPED THE NOTICE OF THE SOUTH SAN FRANCISCO POLICE DEPARTMENT OR THE SAN FRANCISCO POLICE DEPARTMENT.



TRAVIS HALL, A 23-YEAR-OLD COLLEGE STUDENT WHO WAS BRUTALLY BEATEN BY OFFICER JOSHUA CABILLO AND TWO OTHER SFPD OFFICERS “JUST BECAUSE I’M BLACK” ON APRIL 10, 2015, SPEAKS TO THE PRESS ON SEPT. 9, 2015, WHEN THE ACLU FILED A LAWSUIT ON HIS BEHALF. – PHOTO: DOUG SOVERN, TWITTER

Why then would this obviously violent and out of control cop be allowed to transfer to the SFPD? How do we interpret such a move other than that somewhere in the command structure of the SFPD such violent and unaccountable behavior is considered an asset? Cabillo’s hit parade continued in San Francisco.

Currently the ACLU of Northern California has an ongoing federal civil rights lawsuit for the unlawful search, beating, and arrest of Travis Hall, a 23-year-old Black college student on April 10, 2015, by none other than Officer Joshua Cabillo and two other officers! The suit alleges that Hall was being dropped off at his South of Market home after music practice when he was approached and questioned by plainclothes officers.

Allegedly he was thrown to the curb facedown, slammed on the concrete, punched, had his arm twisted severely and his pants pulled down. Hall suffered multiple injuries as well as emotional trauma that continues to this day. In his own words:

“The officers who assaulted me were unprofessional and their behavior was downright malicious. Not all police officers do terrible things, but the ones who assaulted me unfortunately cast an ugly

shadow on the rest of the SFPD with whom they share the uniform.

“The experience I endured at the hands of the officers on the scene that evening was dehumanizing and permanently scarred me in multiple ways. I was violently beaten and forced to stay up all night in jail with no explanation, and had to wait hours to call my family. This incident affected my physical well-being, my mental well-being and my work.

“Sadly, this is not the first incident of these same individuals harassing and terrorizing innocent citizens in the community. I am very disappointed with the reprehensible actions of these officers who are supposed to be protecting the community, ironically, from the very same type of criminal behavior they themselves engaged in. The people whose job it is to enforce the law fairly with no bias should not be immune to it and therefore the officers who assaulted me must be held accountable.”

CURRENTLY THE ACLU OF NORTHERN CALIFORNIA HAS AN ONGOING FEDERAL CIVIL RIGHTS LAWSUIT FOR THE UNLAWFUL SEARCH, BEATING, AND ARREST OF TRAVIS HALL, A 23-YEAR-OLD BLACK COLLEGE STUDENT ON APRIL 10, 2015, BY NONE OTHER THAN OFFICER JOSHUA CABILLO AND TWO OTHER OFFICERS!

Now what you may be asking yourselves at this point in time is whether or not we are just dealing with a few rogue cops. A cursory look at Cabillo's two partners in crime can shed light on this. The first officer implicated is Sgt. Anthony Montoya.

Montoya was suspended for 30 days by the San Francisco Police Commission in 2000 for neglect of duty regarding his cover-up of a beating of a handcuffed suspect on May 11, 1997. In this case a man, Leandro Lezcano, was arrested and while handcuffed in the back seat of the squad car was beaten by Officer Edgar Gonzalez.

Montoya and his rookie partner, Officer Edward Clark, were the ones who initiated the detention. Clark, who resigned in 1997, came out as a whistleblower and alleged that Montoya had told him to form a "human shield" so no one could witness the beating and afterwards told Clark to write a false police report deleting anything to do with the beating. Montoya was also named in a lawsuit from a 2000 case that was eventually dismissed in 2007.

But Montoya is not only a corrupt and brutal cop; he also happens to be vice president of the San Francisco Police Officers Association! In this capacity he has consistently supported the most brutal cops, such as in 2004 when he nominated Jason Sawyer to be representative of CPC Tactical Co., the same Jason Sawyer who a decade later would be known as one of the killers of Alex Nieto.

Or take his very telling commentary on the racist text message scandal that has recently roiled the department. In response he told the press, "This is a very noble profession these men and women have chosen. This was a very small fraction of the department that's involved in this." Feel like you are in an echo chamber yet?

BUT MONTOYA IS NOT ONLY A CORRUPT AND BRUTAL COP; HE ALSO HAPPENS TO BE VICE PRESIDENT OF THE SAN FRANCISCO POLICE OFFICERS ASSOCIATION!

The last officer involved in Hall's beating was a rookie cop with only two years on the force. Her name is Officer Giselle Talkoff. Apparently this rookie needed to prove herself to the other two brutal veterans. Or maybe they were just teaching the next generation of abusive cops.

Like former POA President Gary Delagnes and Chief Greg Suhr, Giselle went to high school at the elite St. Ignatius College Preparatory School. If you visit the St. Ignatius website under the section "About Us," you are presented with this quote, attributed to Rev. Pedro Arrupe, S.J., former superior general of the Society of Jesus, or Jesuits:

"Today our prime educational objective must be to form men and women for others ... people who cannot even conceive of love of God which does not include love for the least of their neighbors; people convinced that love of God which does not issue in justice for human beings is a farce."

Of course, going back to the freshly revised Direct General Orders concerning Use of Force, we are reminded that "The Department is committed to using thoughtful communication and de-escalation principles before resorting to the use of force, whenever practical."

So maybe the SFPD has just determined that little things like justice, or compassion for fellow human beings, or not being violently criminal towards the public they are sworn to serve are simply impractical when following the dictates of protecting capitalism and an utterly corrupt mayor. Maybe based on this ethic it is sensible to hire known killers from other cities to assault your neighbors.

But we operate on a different ethic. In this ethic, our companions, family members and neighbors live unmolested by abusive police. In this ethic, murderers face consequences regardless of their uniform or rank. In this ethic the people are sovereign and our public servants are beholden to our will.

So we continue to march with courage and principle, without any need or desire for facilitation or sanction from those who permit state brutality to go unanswered. We march directed, bewildered, towards an artificial city based on greed and violence. Hopefully, like Super Bowl City, this artificial city will disappear, a relic of the past, to be replaced by a city where the truth of justice and the actual sanctity of human life obliterates a racist, classist and murderous pragmatism.

WE CONTINUE TO MARCH WITH COURAGE AND PRINCIPLE, WITHOUT ANY NEED OR DESIRE FOR FACILITATION OR SANCTION FROM THOSE WHO PERMIT STATE BRUTALITY TO GO UNANSWERED.

Until then we stick to our demands: Fire Chief Suhr! We demand an independent investigation into the lynching of Mario Woods! Prohibit employing cops with known abusive and murderous records! Jail and charge all killer cops with murder! Free the land! And our declaration of identity: ALL POWER TO THE PEOPLE!

Jeremy Miller is co-director of the Idriss Stelley Foundation, part of the POOR Magazine family, member of the San Francisco No-Taser Task Force and a graduate of San Francisco State University. He can be reached at djasik87.9@gmail.com.

SAN FRANCISCO PUBLIC DEFENDER

JEFF ADACHI – PUBLIC DEFENDER
MATT GONZALEZ – CHIEF ATTORNEY



DEMARRIS R. EVANS - RACIAL JUSTICE COMMITTEE CHAIRPERSON
REBECCA YOUNG - RACIAL JUSTICE COMMITTEE CO-CHAIRPERSON

November 14, 2016

Ronald L. Davis
Director
Office of Community Oriented Policing Services
U.S. Department of Justice
145 N Street NE
Washington, DC 20530

Cc: Mayor Ed Lee San Francisco City and County
Interim Chief Tony Chaplin, San Francisco Police Department

Re: Public Comment on the COPS Assessment of SFPD from the Racial Justice
Committee of the San Francisco Public Defender's Office

RECEIVED
SAN FRANCISCO
NOV 15 PM 4:37

Dear Ronald Davis, Mayor Lee and Interim Chief Chaplin,

We write to provide feedback regarding the Community Oriented Policing Services Assessment of the San Francisco Police Department. We hope that our feedback will be considered in the process of implementing the recommendations made in the Assessment. We also provide these comments as areas of concern from the community and stakeholders invested in the reform of the San Francisco Police Department.

Firstly, we would like to commend the Police Department and the Mayor Lee for cooperating in the Collaborative Reform Initiative for Technical Assistance process. Further, we would like to commend the Office of Community Oriented Policing for producing a very comprehensive, thorough and extensive analysis and report.

We do not dispute findings in the COPS Assessment. However, we would like to emphasize certain areas that we found deficient. We would also like to highlight areas of the COPS analysis and recommendations that confirm recommendations and specific

Demarris R. Evans, Esq.
555 Seventh Street, 2nd Floor
San Francisco, CA 94103
P: 415.553.9350
F: 415.276.2363
E: demarris.evans@sfgov.org

Adult Division - HOJ
555 Seventh Street, 2nd Floor
San Francisco, CA 94103
P: 415.553.1671
F: 415.553.9810
www.sfpublishedefender.org

Juvenile Division - YGC
375 Woodside Avenue, Rm. 111
San Francisco, CA 94127
P: 415.753.7601
F: 415.566.3030

Clean Slate
P: 415.553.9337
www.sfpublishedefender.org/services

Community Justice Center
P: 415.202.2832
F: 415.563.8506

Bayview Magic
P: 415.558.2428
www.bayviewmagic.org

MoMagic
P: 415.567.0400
www.momagic.org

demands that our committee submitted in both our 10 Point Plan which was released in March 2015 and our Demand Letter submitted to the Board of Supervisors in early 2016.

Excerpts from our 10 Point Plan are listed below and compared with some of the findings contained in the COPS Assessment.

RACIAL JUSTICE COMMITTEE PLAN FOR POLICE REFORM

1. Officers must have a minimum 24 hours of training on implicit bias and its effects, including perspectives of people of color unlawfully detained while walking or driving. Classes must include the impact of implicit bias on officer decision-making in the field. Additionally, officers must participate in periodic cultural competency training and education throughout their career.
2. All Field Training Officers' performance must be reviewed annually for any documented history of racial bias, excessive force, unlawful search and seizure and false reports, to determine if they are fit to train other officers.

These first two points of our plan are echoed in Findings 27, 73, 79 and 80 of the COPS Report which found that the SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training the trainers session.

The SFPD and especially the Police Officers Association have an "old boy" culture that is resistant to change. The POA is especially obstructionist when it comes to implementing evidence based change regarding racial bias. The POA must embrace 21st century policing practice or the SFPD will not grow into a force that serves and protects the public. The POA currently exists to serve and protect its own members even when this is contrary to best practices for serving the public.

3. The Police Department must make every effort to assign positions in black and brown communities to those officers who live in the communities they are patrolling. The City should provide financial incentives to officers who choose to live in the communities they are policing.

This point is reflected in Findings 81, 89, which indicate that despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate candidates from its hiring pool.

We believe that recruiters and decision makers on new hires should be officers from underserved communities, I.e., African American and Latino Officers. The current

system provides retired police officers too much power in selecting new hires. The retired officers tend to recommend candidates that fit into their ideas of an outdated and antiquated police force. Recruitment efforts of the SFPD should be better scrutinized by stake holders like the Police Commission, the District Attorney's office and the Public Defender's office.

4. All officers, including plainclothes, shall be equipped with body cameras, which must be on and operating while the officer is on duty. A willful failure to turn on the equipment shall subject the officer to disciplinary action. Police officer contact with civilians which is not recorded may be deemed unreasonable by the courts and/or the Office of Citizen Complaints.

We acknowledge Mayor Lee and SFPD Interim Chief Chaplin for moving forward expeditiously with the body camera policy and highlight the need to enforce discipline proceedings for failure to comply with department policy requiring the use of the cameras.

5. Whenever a shooting of a civilian by a police officer occurs, an independent investigation shall be conducted by an agency outside the SF Police Department and the SF District Attorney's Office. Prosecutions of officer-involved shootings shall proceed by way of complaint rather than by grand jury indictment. The Police Department must maintain "use of force" logs to document each instance in which a police officer draws and discharges a firearm whether or not it results in injury. These logs must be made publicly accessible on a reasonable basis, not less than quarterly.

The significance of this point is discussed in further detail below with respect to the COPS assessment that SFPD does not employ sufficient data collection procedures.

6. A youth representative shall be appointed to the San Francisco Police Commission.

7. Officers shall not detain, search or arrest children at school in the absence of an imminent threat of danger. In the absence of such a threat, the officer's conduct may be deemed unreasonable by the courts and/or the Office of Citizen Complaints.

8. Officers shall not detain, search or arrest children under 16 in the absence of an imminent threat of danger without having a parent or guardian present. Where such threat has not been established, the officer's actions may be deemed unreasonable by the courts and/or the Office of Citizen Complaints.

9. Officers who encounter individuals exhibiting mental health issues, or in psychiatric crisis, (unless there is an imminent threat of danger) must contact a supervisor or a member of the Department's Crisis Intervention Unit before using deadly force or force that may result in serious injury.

10. SFPD will agree to provide statistics in the form of quarterly reports to the Mayor and the Board of Supervisors on:

a. The number of traffic stops, detentions and stop and frisks of African Americans, Latinos, Asian Americans, Native Americans and Caucasians;

b. Traffic/stops, detentions and stop and frisks of African Americans, Latinos, Asian Americans, Native Americans and Caucasians which did not result in a citation or arrest;

c. Arrests for resisting arrest, or threatening an executive officer (PC 69) and battery on a police officer (PC 243(c)) for African Americans, Latinos, Asian Americans, Native Americans and Caucasians.

The report of each incident shall include the date of police-citizen contact, the ethnicity of the arrestee and the officer(s), the location of the police contact, whether the arrest resulted in the filing of a traffic or criminal complaint and if so, charges alleged by the officer.

This point also highlights the crucial inherent shortcomings of the SFPD with respect to sufficient data collection procedures.

Our Demands to the Board of Supervisors include the following:

1. Create an **independent** Office of Citizens Complaints with funding that is completely independent of the police department/Police Commission funding and is a separate line item in the City's budget;
2. Demand that the Police Commission create a separate division of Internal Affairs devoted exclusively to addressing and rooting out bigotry, as well as institutional racism, within the police department;
3. Make a formal request to both the California Attorney General's Office and the Federal Department of Justice, Civil Rights Division, calling for an investigation into the police department for violation of the civil rights of African Americans and Latino Americans.

This efficacy of the first demand is set forth in Findings 29 and 64, which indicate that allegations of biased policing by community members have not been sustained in more than three years by the OCC.

The Office of Citizens Complaints must be independent. They should have their own funding line in the annual budget. The OCC is beholden to the SFPD for their funding. This is a clear conflict of interest. The public has no confidence in the OCC. The integrity of the OCC will not exist if it is not an independent entity. The findings of the OCC should be reported to the State Attorney General's office and the Mayor. The OCC must be given enough resources by the city to fulfill their duty. The OCC needs more staff, more investigators and better training. The SFPD cannot competently police themselves.

In addition to the 2nd demand, we believe that prosecutions of officers should be handled by a specially appointed prosecutor. The relationship between the police department and the District Attorney's office is too close and intertwined to yield unbiased results in investigation and determinations regarding the prosecution of officers for criminal misconduct.

The demands to the Board of Supervisors and the 10 Point Plan were based on a history of corruption and scandal within and by the police department which have established a pervasive pattern of civil rights abuse and violation based on race. Including, but not limited to the following specific incidents:

Henry Hotel corruption scandal

Text message scandal 1 (Ian Furminger, et al)

Sergeant Leonard Broberg (Gang Unit) tape

Text message scandal 2 (Lai)

Several separate killings of unarmed men and women of color without any consequences to the officers other than a paid vacation

The most recent killings appear to completely ignore the pending Department General Orders requiring the use of de-escalation techniques.

We co-chair the San Francisco Public Defender's Office Racial Justice Committee. The Racial Justice Committee (RJC) was formed in December of 2013. In November 2014, the RJC drafted a 10 Point Police Department Reform Plan to address the glaring disparities in the criminal justice system between the treatment of our clients in African-American and Latino communities and those clients who are Caucasian.

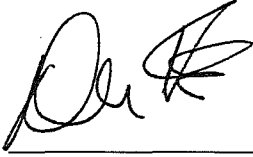
We believe that the points set out in this Public Comment outline our ongoing commitment to address racial disparity in the criminal justice system in San Francisco.

With respect to the COPS assessment, we would like to emphasize a few key areas:

- (1) It is revealing that the report fails to provide strong scientific analysis which could yield useful specific conclusions regarding the association of race or ethnicity and the use of force because of limitations in the manner in which use of force and arrest data were collected by SFPD. **Finding 20.** This is extremely disappointing, although it highlights a significant need for improvement. The Racial Justice Committee's mission is to address the very disparities which after over a year of analysis this report is unable to confirm. In order for SFPD to be held accountable, it must improve in this area. In fact, we believe this is the most important area of improvement necessary in order to address the community concerns of biased and unfair policing.
- (2) We agree with the recommendation that SFPD identify a research partner to refine and evaluate data collection in many areas, including, but not limited to, use of force, training effectiveness, and hiring and recruitment.
- (3) We would also like to emphasize the role of the Police Officer's Association in hampering efforts to advance reform within the SFPD. **Finding 3** indicates that the Use of Force policy which was collaboratively evaluated among the SFPD, Police Commission and community stakeholders, has still not been implemented because of collective bargaining practices.
 - a. The POA also has consistently included divisive and regressive rhetoric in its publications and in community meetings. In a social media post, the POA referred to certain officers as rats and/or snitches who had reported racist and bigoted observations to command staff. This type of response is exactly what promotes and maintains a culture within the SFPD that protects officers who engage in racism and bigotry instead of getting them the appropriate training, or discipline needed. Otherwise, trends of racist enforcement and treatment continue to exist.
 - b. The POA has also included parodies in its publications that undermine the Black Lives Matter movement. This type of rhetoric is also extremely divisive and indicates to the community that it does not value a movement to end racial violence which results in the unnecessary killing of black people and other people of color.

We appreciate your time and attention to this important matter and look forward to assisting you in any way we can to accomplish these goals.

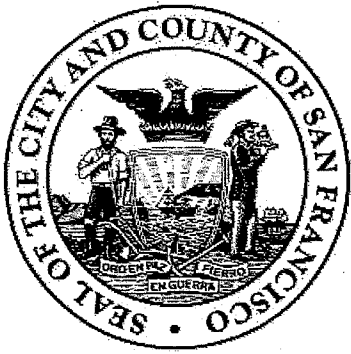
Very truly yours,



Demarris R. Evans
Chair, Racial Justice Committee



Rebecca S. Young
Co-Chair, Racial Justice Committee



Board of Supervisors

Police Commission

**San Francisco
Police Department**

November 15, 2016



Department of Justice - CRI/TA - Reform Update

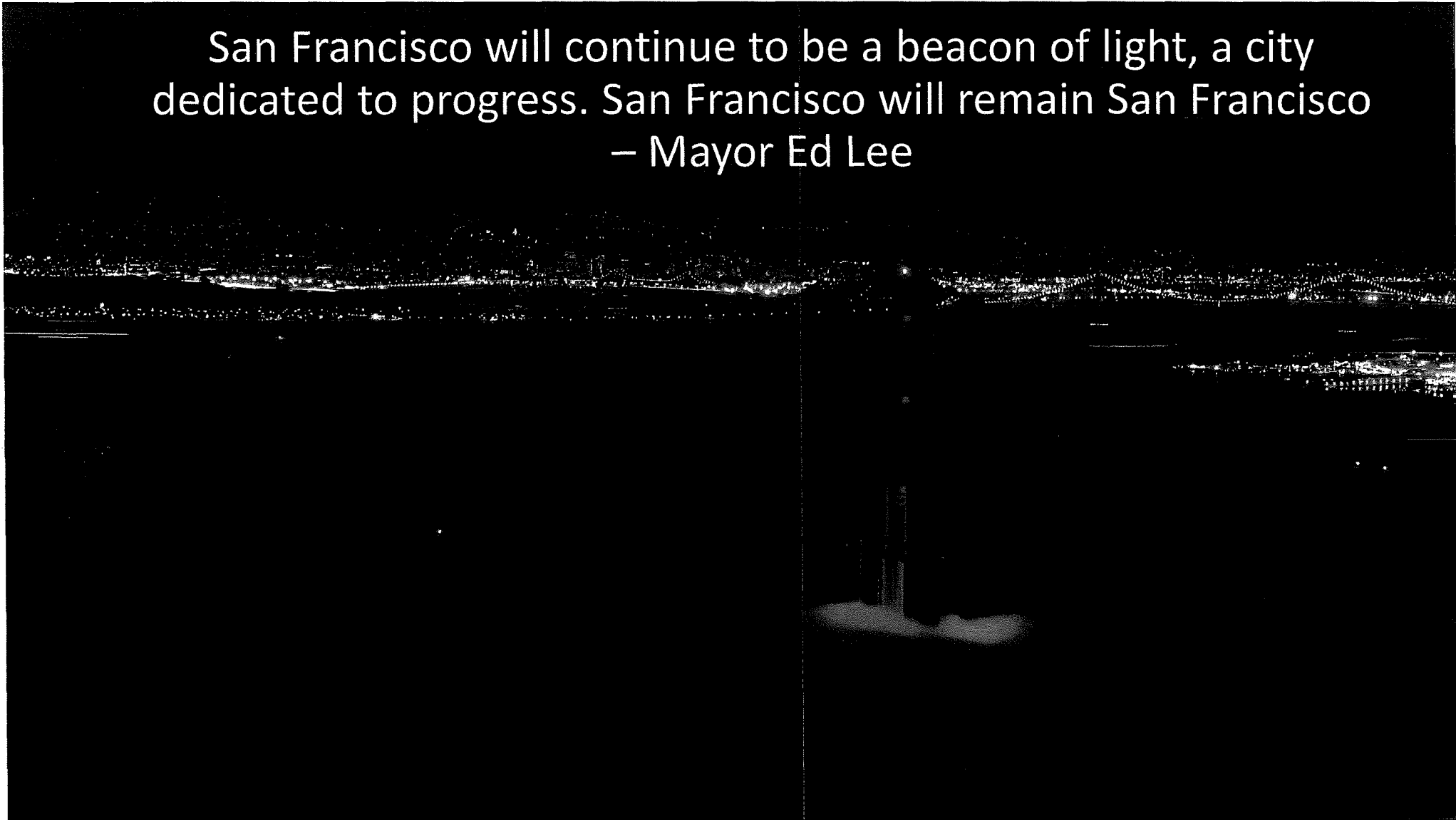
NOVEMBER 15, 2016

BOARD OF SUPERVISORS & POLICE COMMISSION

ACTING CHIEF OF POLICE TONEY CHAPLIN

CAPTAIN MICHAEL CONNOLLY, MS

San Francisco will continue to be a beacon of light, a city
dedicated to progress. San Francisco will remain San Francisco
– Mayor Ed Lee





Agenda



- Pre-DOJ report actions
- DOJ Report Summary
- Strategic Level Planning & Guidance
- Operational Structure and Planning
- Plans to Operations transition
- Verification process
- Status



Where we came from



San Francisco Police Department Department Bulletins Issued 2014 - 2016														
Year	DOJ Category	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	Total
2014	Use of Force	3	0	2	2	0	1	0	0	1	0	0	0	9
	Bias	0	0	1	0	0	0	0	1	0	0	0	0	2
	Community Policing	3	3	2	5	4	1	1	1	0	1	1	1	23
	Accountability	8	7	4	2	0	1	0	1	2	2	1	10	38
	Recruitment, Hiring and Personnel Practices	7	7	12	5	2	5	3	7	3	7	6	2	66
2015	Use of Force	0	1	1	1	0	1	0	0	1	0	1	1	7
	Bias	1	0	0	0	0	1	2	0	0	1	0	1	6
	Community Policing	2	2	9	4	0	0	1	0	3	1	1	0	23
	Accountability	1	2	5	13	11	1	4	5	2	4	7	3	58
	Recruitment, Hiring and Personnel Practices	6	4	12	1	2	9	7	8	6	8	9	6	78
2016	Use of Force	0	1	1	0	0	1	1	0	0	2	0	0	6
	Bias	0	1	0	1	1	0	1	0	0	0	0	0	4
	Community Policing	1	0	0	0	1	1	0	0	1	1	0	0	5
	Accountability	1	1	2	0	0	2	1	3	10	8	9	0	37
	Recruitment, Hiring and Personnel Practices	2	0	0	0	0	0	1	5	5	10	1	0	24

While the Department issued over 300 Bulletins over the last 3 years – the DOJ report provided us a gap analysis as to what is, or is not, being done according to best practices, and serves as a roadmap for implementation



Examples



Department Bulletins (DB's) are orders and policy issued by the Chief of Police and distributed Department wide. These Bulletins supplement or amend Department General Orders when the DGO becomes inaccurate or outdated. (DGO 3.01, sec II)

- DB 14-155: Harassment-Free workplace policy issued 06/02/14
- DB 15-255: Pointing of Firearms (re-classified to a use of force), issued 12/11/15
- DB 15-249: Not On My Watch Pledge issued 12/03/15



Police Reform Update



Training and Teams

- C.I.T. program development and implementation now under the authority of the Field Operations Bureau
- Discussions continue with Mental Health Working Group
- Department General Order in final stages of adoption
- \$100k included in FY2016-17 budget for trainers and supplies
- 602 active CIT trained personnel
- All new hires receive CIT training
- DPH Crisis Intervention Specialty Team announced October 4, 2016 to assist in CIT interventions





Use of Force Reforms & De-escalation

Person in crisis- High Profile C.I.T Incidents

Tenderloin District – July 6th

- Officers respond to Jones St. and McAllister St. following a report of a man with a gun.
- Officers locate a man in-crisis armed with a revolver in his waistband, yelling “shoot me” multiple times.
- After a four hour standoff with Hostage Negotiators, the subject was taken into custody by SFPD without shots being fired.
- Subject was transported to hospital. Loaded firearm and ammunition recovered.





Use of Force Reforms & De-escalation

Person in crisis– High Profile C.I.T Incidents

Ingleside District– July 26th

- Subject in-crisis fired rifle into neighbor's yard
- Subject was despondent and in-crisis due to recent loss of mother and brother.
- In possession of over 50 firearms, including assault rifles
- C.I.T. officers secured scene, initiated time and distance, opened communication, emphasized de-escalation, and negotiated a peaceful surrender.



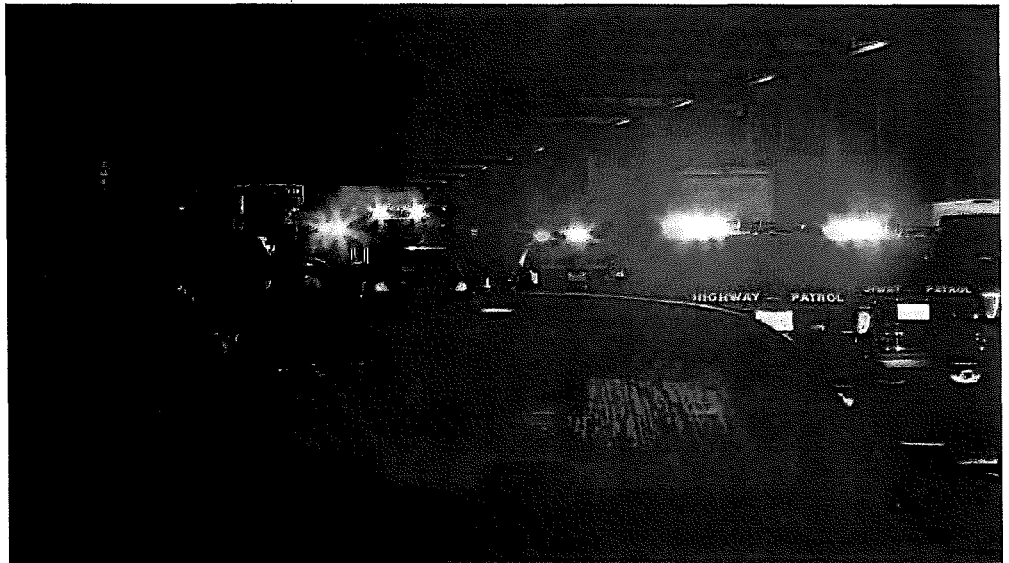


Use of Force Reforms & De-escalation

Person in crisis– High Profile C.I.T Incidents

Bay Bridge – September 9th

- Male and female involved in an altercation in the vicinity of the Bay Bridge. Male fled after biting the female subject. The male subject ran onto the Bay Bridge and attempted to avoid the CHP.
- After attempts by CHP to place him into custody subject climbed over the bridge railing and onto the catwalk where produced a knife and placed it against his throat, stating that he wanted to die.
- SFPD hostage negotiators responded and took over scene, where time, distance, and de-escalation techniques were deployed.
- Incident was resolved peacefully at 0530 hours where the male subject was booked at County Jail for aggravated assault, false imprisonment, and mental health detention.





Use of Force Reforms & De-escalation

Person in crisis- High Profile C.I.T Incidents

Northern District – August 29th

- Male subject in-crisis in possession of 58 firearms
- Subject fired multiple times into the wall and floor of his home, endangering neighbors and residents.
- Responding officers safely detained subject, completed investigation, initiated 5150 detention, and referred case to SVU



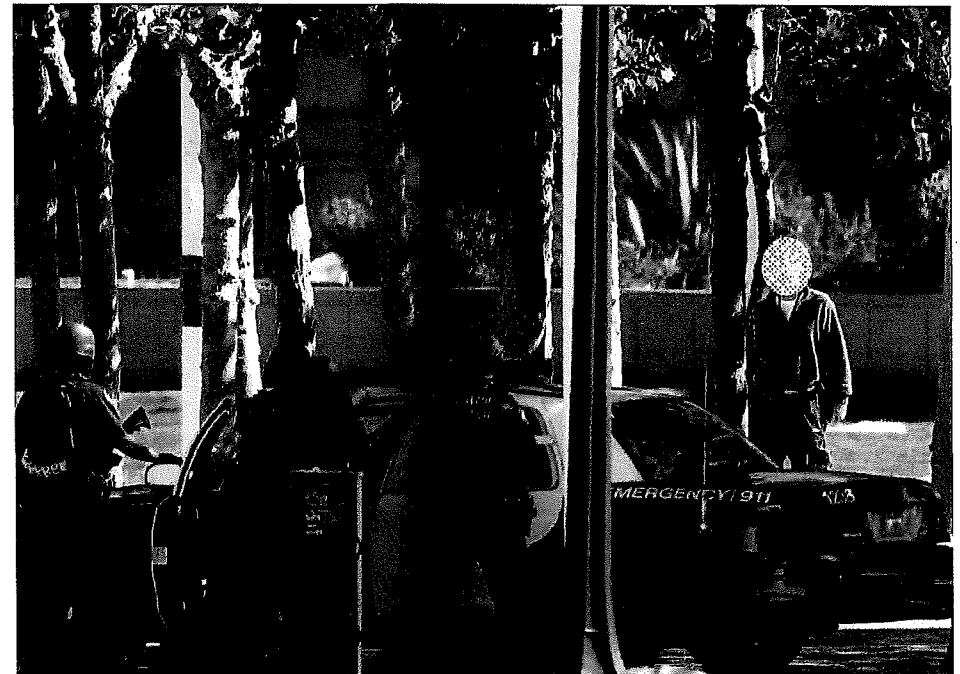


Use of Force Reforms & De-escalation

Person in crisis- High Profile C.I.T Incidents

Northern District - September 24th

- San Francisco Police Department responded to a person in crisis near the Civic Center Plaza. The subject stated that he was armed with a firearm and wanted the police to shoot him.
- After an approximately seven hour standoff, the subject surrendered and was taken into custody without further incident.
- Subject was taken to the hospital for a mental health evaluation. Officers located a firearm which was ultimately determined to be an air-soft pistol.



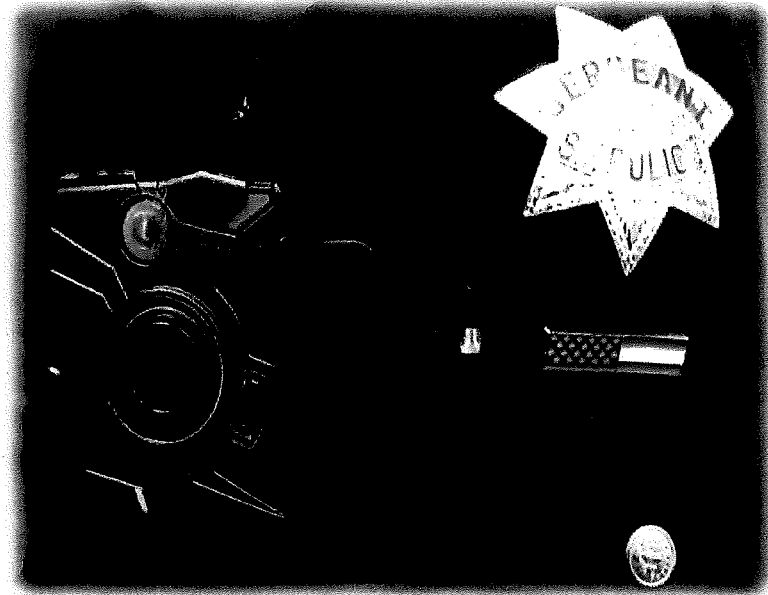


Accountability

Body Camera Unit



- 9 of 10 stations trained and cameras deployed – 988 Officers.
- Final station scheduled for the week of November 14th, 2016
 - Central Station
- All ten stations will be equipped by November 18th
- Admin and support units scheduled for completion by the end of January 2017.
- The SFPD is one of the 67 major Departments across the country deploying body cameras.





Use of Force



- DB 15-142 issued June 17, 2015 mandates all radio cars carry an Extended Range Impact Weapon (ERIW)
- DB 15-255 issued December 11, 2015 policy makes pointing of a firearm a reportable use-of-force incident
- February 8, 2016 new Bi-Annual Force Options Training curriculum is implemented
- Training emphasizes increasing time and distance to allow for situations to de-escalate, and the sanctity of human life.





Hostage/Crisis Negotiators Team (H/CNT)



34 Active Negotiators

Call Outs

- 2013: 25 call-outs
- 2014: 34 call-outs
- 2015: 50 call-outs
- 2016: 75 call outs (50% increase from prior year)
- Total since 2013: 184 call-outs

Overall Success Rate: 99.5 %

Declared Critical Incident Resolution: 100%
In response to Calls for Service

No Shots Fired: 100%

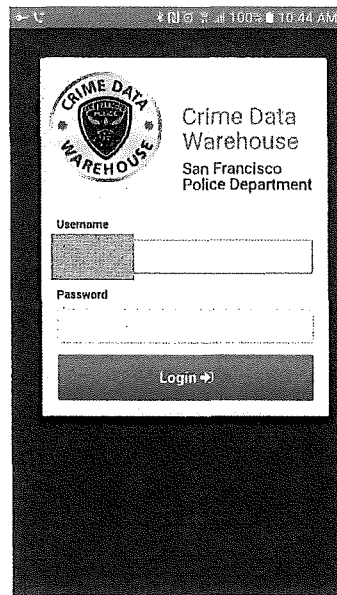




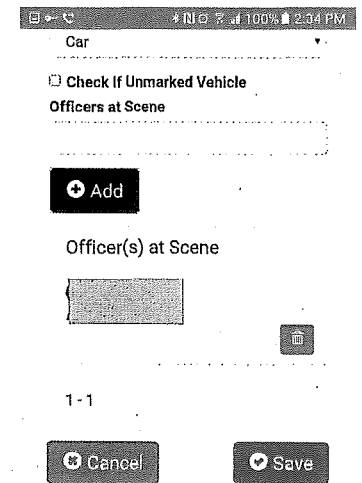
Data Collection




- SFPD has begun beta testing an upgraded demographic collection form in accordance with both State and Local legislation that predated the DOJ report.
- By creating an digital point of entry (from a previous manual system), future data sets will be automated, easier to analyze and will speed (and eventually automate) reporting requirements. (AB953/Admin 96.A)
- CA DOJ is looking at the Department's collection practices and plan moving forward as a State wide best practice.



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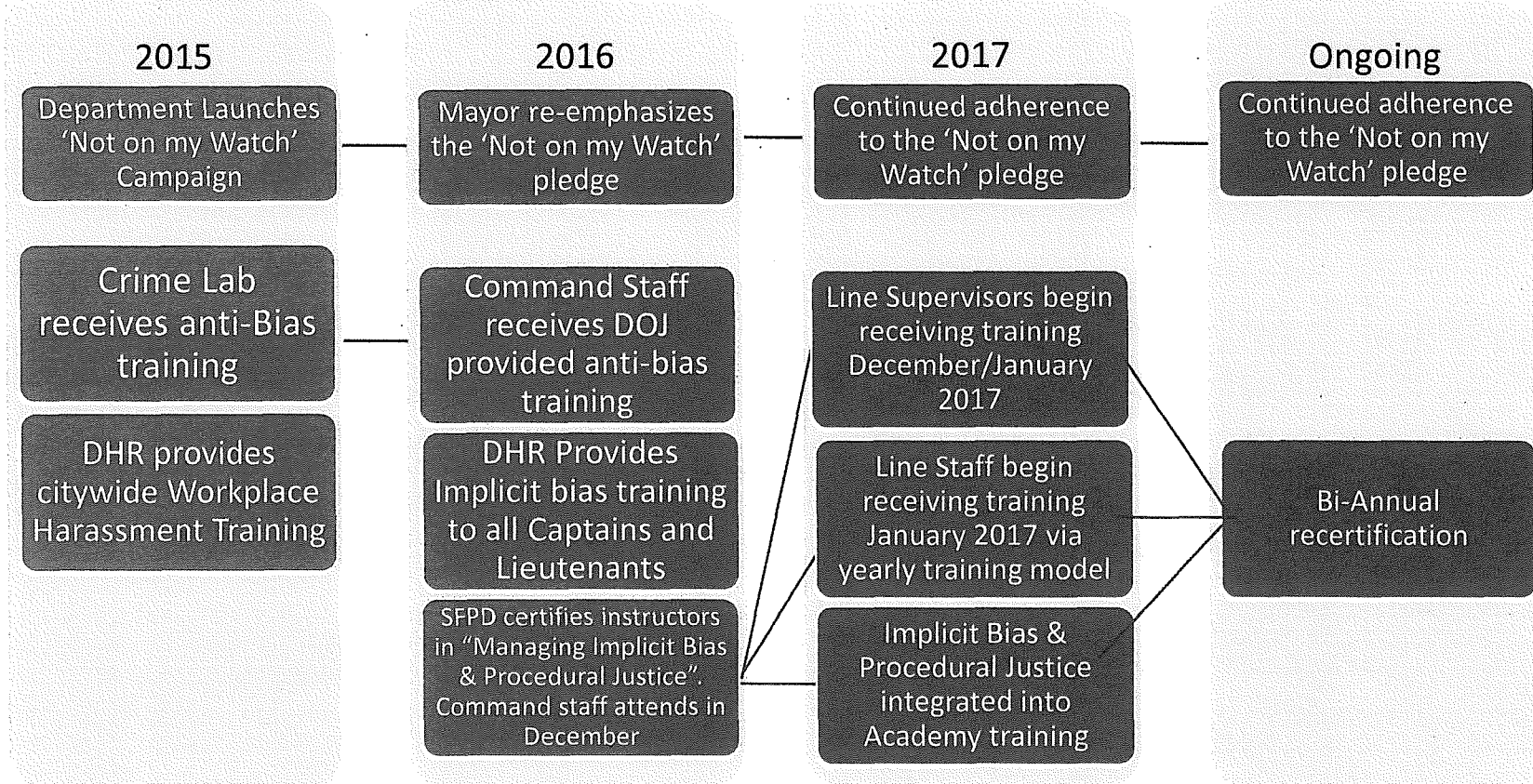


Addressing Bias Through Training

- “...there is no evidence that explicit bias is widespread [in the department]. On the contrary, the [DOJ] team observed a law enforcement agency that for the most part showed genuine compassion, caring and professionalism toward the people of San Francisco.” DOJ Report, pp.63
- The Department is exploring options with academic institutions for an external, data driven analysis of the effects of reform initiatives within the SFPD and the impact upon the communities we serve.



Addressing Bias Through Training





The US Department of Justice Report

COLLABORATIVE
REFORM INITIATIVE

An Assessment of the San
Francisco Police Department

OCTOBER 2016



COPS
Community Oriented Policing Services
U.S. Department of Justice



Areas of analysis



- Use of force policies and practices
 - Policies, practices, and training to address issues of bias in policing
 - Community policing strategies and protocols
 - Policies and practices regarding complaint and disciplinary processes
 - Recruitment, hiring, and personnel practices
-
- **A total of 94 findings and 272 associated recommendations were generated by the DOJ**



At the highest level...



- Challenges requiring a **shift in mindset and culture** bolstered by cohesive management and strong leadership:
 - “Law enforcement should adopt a guardian mindset.” (pg. 96)

- A need for **regular and consistent data capture**, aligned across departments and agencies:
 - “As relates specifically to discipline, both SFPD and OCC use different information technology systems and collection practices for complaint data, investigations and reporting ... Better data collection and management would also improve the transparency of the SFPD’s practices for its employees and the community, particularly as it relates to accountability” (pg. 152)

- More **robust and agile approach to training** (and subsequent compliance) taking into consideration the changing nature and SF’s unique environment:
 - “SFPD does not provide sufficient training, supervision support, and guidance when releasing Department Bulletins” (Finding 74)



Strategic Level Planning and Guidance



Mayor Ed Lee and Acting Chief Toney Chaplin receive the Collaborative Review Report from COPS Director Ron Davis, 12 October, 2016.



Executive Steering Group



* Or designee

Duties & Responsibilities:

- Provide broad guidance and direction
- Receive updates from Executive Sponsors
- Oversee resource management
- Coordinate the citywide response



Strategic Post DOJ report planning



DOJ Report Issued
October 2016

Plan

- DOJ Report analysis
- Conceptual Design (the plan to plan) & Strategic Planning Guidance
- Prioritization & Objectives Integration

Prepare

- Responsible party (Executive Sponsor) identification
- Framework & organizing principles generated
- Example work products and guidance developed

Today

Execute

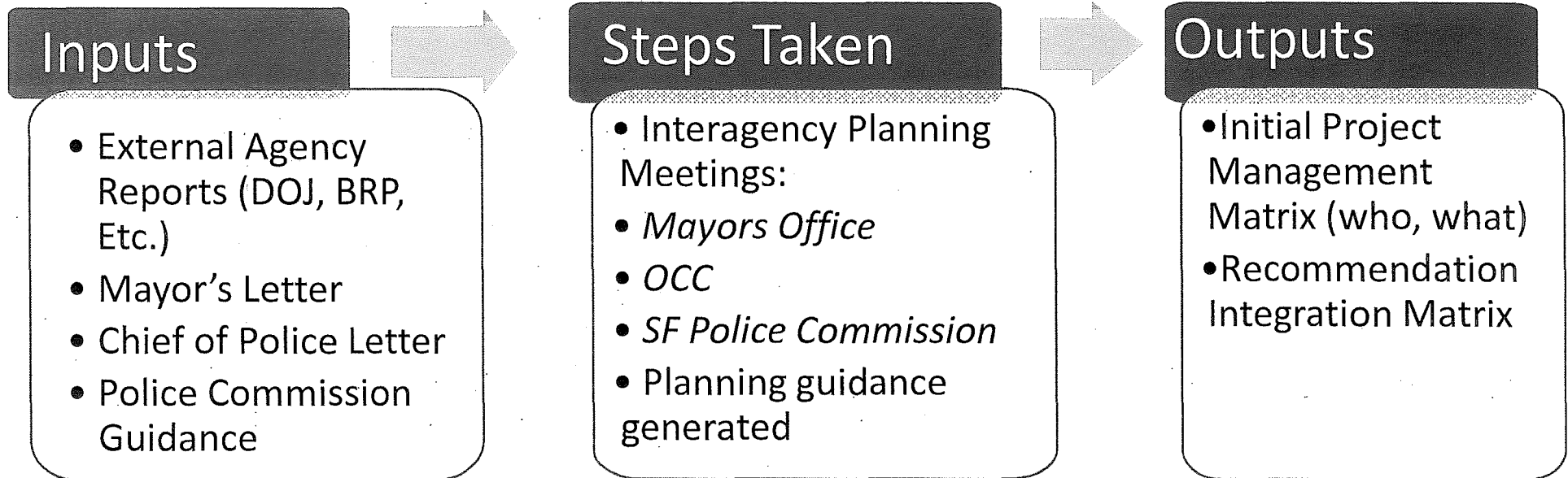
- Tasks issued to Exec Sponsors
- Deployment of bureau working groups
- Community & stakeholder integration

Assess

- In-progress reports to PSPP per set priorities, or;
- Objective complete packet is passed for external audit



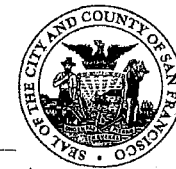
Strategic Planning Guidance Process



This process generated guidance around both initial **task grouping** and initial **reporting timelines** and **guides additional detailed planning**.



Strategic Planning Guidance Outputs



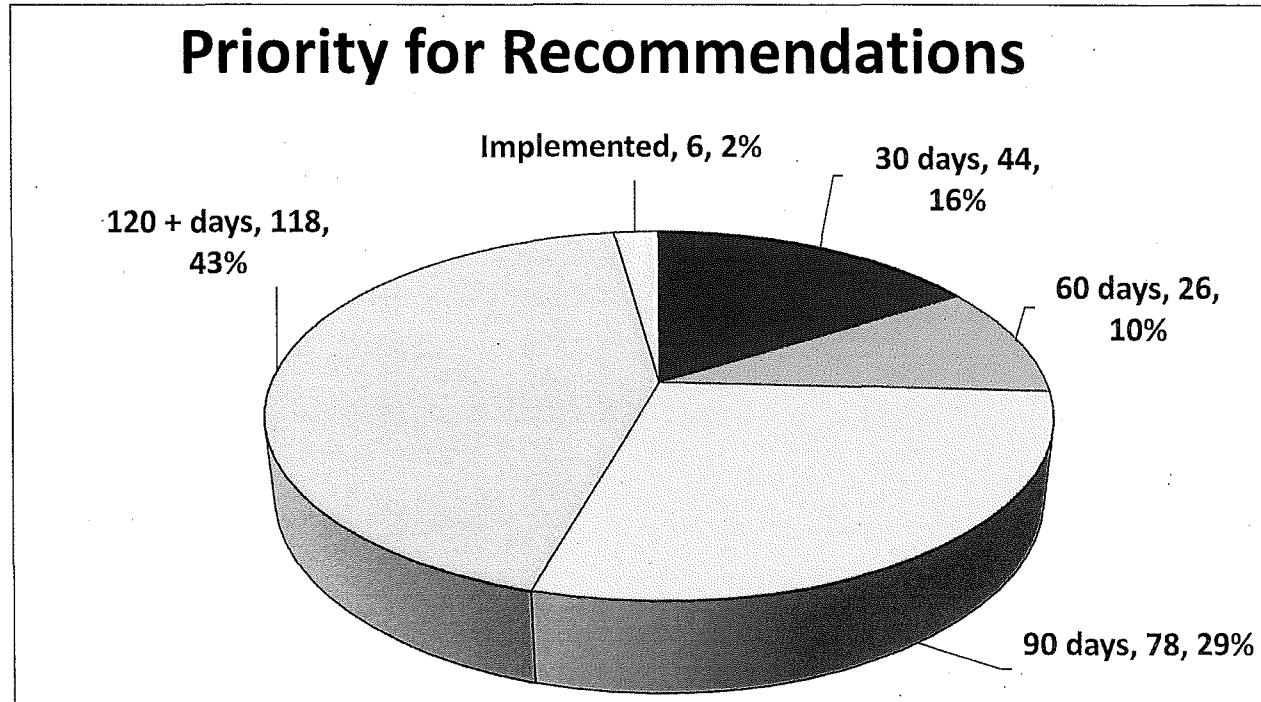
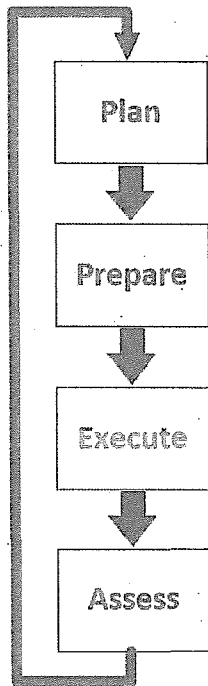
The Recommendation Integration matrix lists all recommendations given to the department in the context of the DOJ report's recommendations

Department of Justice Review Objectives	DOJ/DOFS Collaborative Reform Initiative	Practitioner's Risk Forces on 21st Century Policing	Blue Ribbon Panel	Criminal Justice Task Force SFBA Association	Office of Children's Complainants	Child Grand Jury Fatal OIS	Child Grand Jury Abuse Registry	Child Grand Jury SP's Crime Lab	Child Grand Jury Homeless/Health & Housing	Child Grand Jury SF County Jail
Objective 1. Assess the SFPD's use of force policies and practices as they relate to training, implementation, reporting, supervision, and oversight and accountability to ensure adherence to policy and fair and impartial use of force decisions.	1.1, 2.1, 3.1, 3.2, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.1, 5.2, 6.1, 6.2, 6.3, 7.1, 7.2, 7.3, 8.1, 8.2, 8.3, 9.1, 9.2, 9.3, 9.4, 10.1, 10.2, 11.1, 11.2, 11.3, 11.4, 11.5, 12.1, 12.2, 12.3, 13.1, 14.1, 14.2, 14.3, 15.1, 15.2, 16.1, 16.2, 17.1, 18.1, 18.2, 18.3, 19.1, 19.2, 19.3, 20.1, 20.2, 20.3, 20.4, 21.1, 22.1, 22.2, 22.3	2.6	15, 30, 31, 32, 33, 34, 35, 36, 37, 38, 40, 41, 42, 43, 44		1, 3, 4, 5	R1.R2.A.R2.B, R2.A.R2.B.R4, R3.R4.R1.R2.B, R1.A.R1.B, R1.A.R2.B, R1.A.R1.B, R1.C.				
Objective 2. Assess the SFPD's policies and operational practices to determine if there is biased policing with a specific focus on people of color, people with mental illness, the LGBTQ community, and the homeless.	2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 2.11, 2.12, 2.13, 2.14, 2.15, 2.16, 2.17, 2.18, 2.19, 2.20, 2.21, 2.22, 2.23, 2.24, 2.25, 2.26, 2.27, 2.28, 2.29, 2.30, 2.31, 2.32, 2.33, 2.34, 2.35, 2.36, 2.37, 2.38, 2.39, 2.40, 2.41, 2.42, 2.43, 2.44, 2.45, 2.46, 2.47, 2.48, 2.49, 2.50, 2.51, 2.52, 2.53, 2.54, 2.55, 2.56, 2.57, 2.58, 2.59, 2.60, 2.61, 2.62, 2.63, 2.64, 2.65, 2.66, 2.67, 2.68, 2.69, 2.70, 2.71, 2.72, 2.73, 2.74, 2.75, 2.76, 2.77, 2.78, 2.79, 2.80, 2.81, 2.82, 2.83, 2.84, 2.85, 2.86, 2.87, 2.88, 2.89, 2.90, 2.91, 2.92, 2.93, 2.94, 2.95, 2.96, 2.97, 2.98, 2.99, 3.00, 3.01, 3.02, 3.03, 3.04, 3.05, 3.06, 3.07, 3.08, 3.09, 3.10, 3.11, 3.12, 3.13, 3.14, 3.15, 3.16, 3.17, 3.18, 3.19, 3.20, 3.21, 3.22, 3.23, 3.24, 3.25, 3.26, 3.27, 3.28, 3.29, 3.30, 3.31, 3.32, 3.33, 3.34, 3.35, 3.36, 3.37, 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Initial Report Priorities

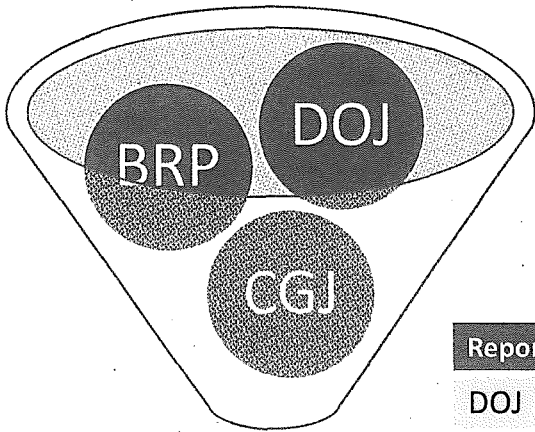
18 Month Time Frame



The Department assesses 44 recommendations that are of the highest priority, and have mandated a 30 day report to PSPPB.



Objective Integration Concept



Report	# of Recs
DOJ	272
BRP	81
21 st C. Policing	47
CJTF Bar Assn	8
OCC Response	19
Civil Grand Jury (x5)	52
Total	479

■ By identifying substantively similar objectives, the department can address more than just the 272 DOJ recommendations over the next 18 months, for example:

- DOJ Recommendation 72.2 *“All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD’s website.”*
- Blue Ribbon Panel #3 *“The SFPD should make all departmental bulletins publicly available online.”*



COPS Report Recommendations



Department of Justice CRI-TA



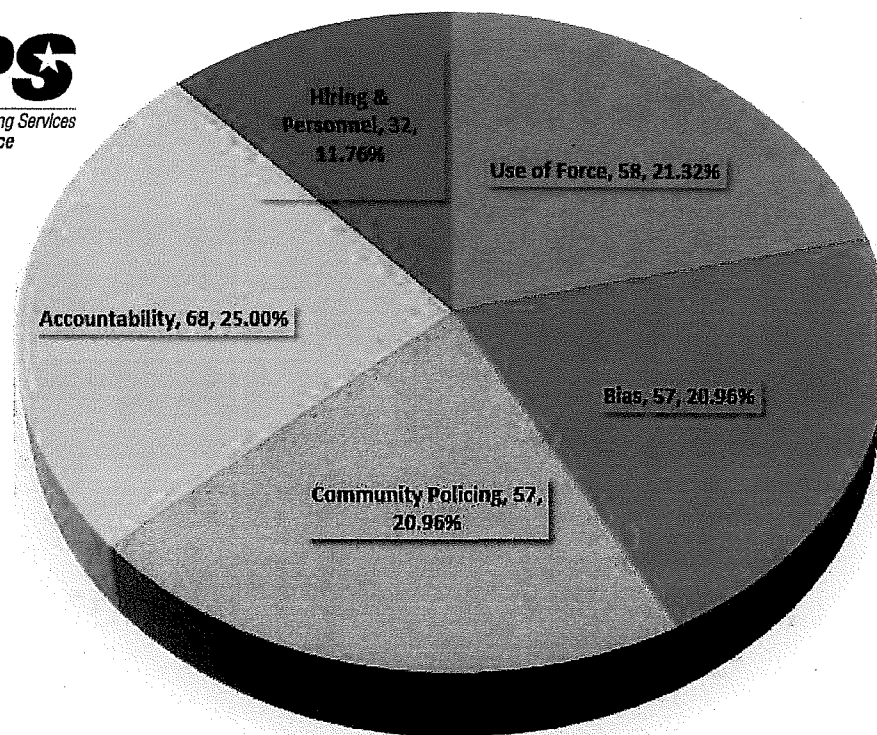
COPS
Community Oriented Policing Services
U.S. Department of Justice

-272 Recommendations

-Breakdown:

1. Use of Force: 58 / 15 BRP / 16 CGJ
2. Bias: 57 / 19 BRP
3. Community Policing: 57 / 3 CGJ
4. Accountability: 57 / 6 BRP
5. Hiring & Personnel: 32 / 22 BRP

DOJ CRI Recommendation Breakdown

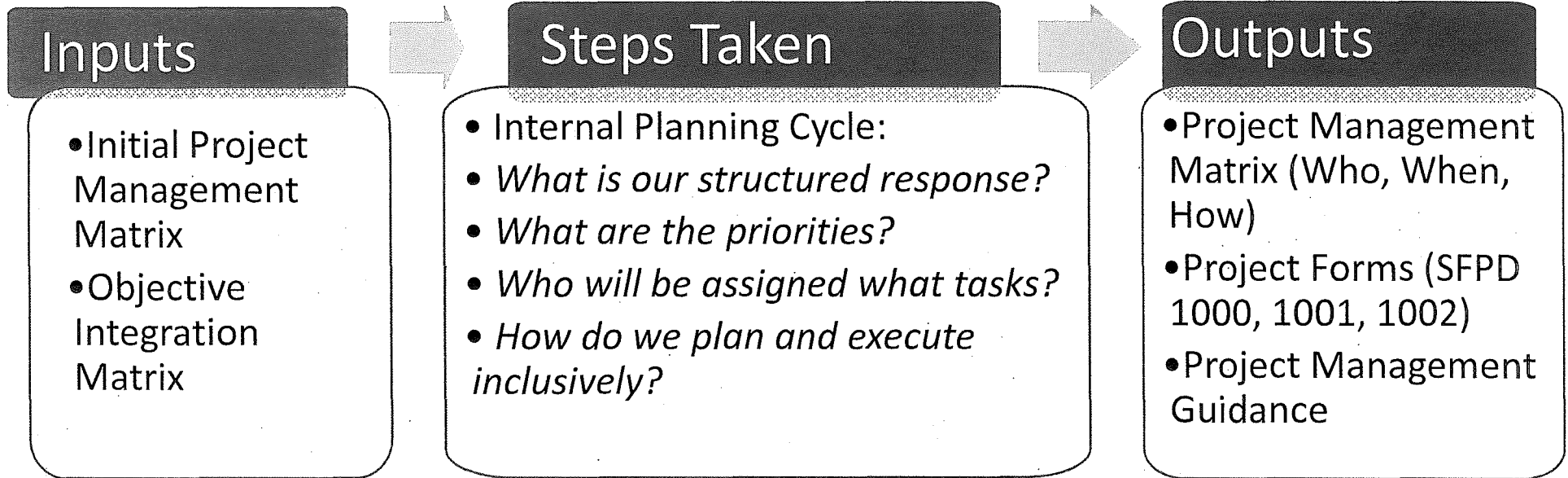




Operational Structure and Planning



Operational Guidance Process



This process generated products that assign **who will execute, prioritized tasks** to be completed first, and **planning guidance** and a **structured process** for more detailed planning.



Operational Guidance Process

Objective Number & Title	Concept	Rec #	Recommendations	Policy, Process and/or Procedure	Priority	Status	Impact	Bureau	Executive Sponsor
1- Use of Force	Leadership/ Management Culture	1.1	SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to: <ul style="list-style-type: none"> Partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those involving persons of color. Develop and enhance relationships in those communities most impacted by deadly officer involved shootings and monitor trends in calls for service and 	Policy, Process & Procedure	120+ days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
1- Use of Force	Doctrine/ Policy Development	2.1	SFPD must work with the City and County of San Francisco to develop a process that provides for timely, transparent, and factual outcomes for officer-involved shooting incidents.	Policy, Process & Procedure	90 days	Pending Assignment	High	Chief of Staff	Hector Sainez, Deputy Chief
1- Use of Force	Leadership/ Management Culture	3.1	The Police Commission, SFPD leadership, and elected officials should work quickly and proactively to ensure that the Department is ready to issue these use of force policies and procedures to all Department employees immediately	Process & Procedure		In Progress	High	Professional Standards	Michael Connolly, Captain
1- Use of Force	Leadership/ Management Culture	3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder group and conduct an after-action review of the meet and confer process to identify ways to improve input and expedite the process in the future for other policy development.	Process & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
1- Use of Force	IT/Data Business Processes	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1- Use of Force	IT/Data Business Processes	4.2	In developing an electronic report system, SFPD must review current practice regarding reporting use of force, including reporting on level of resistance by the individual, level and escalation of control tactics used by the officer, and	Process	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1- Use of Force	Doctrine/ Policy	4.3	In the interim, SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require it be	Policy	90 days	Pending Assignment	Low	Chief of Staff	Hector Sainez, Deputy Chief
1- Use of Force	Doctrine/ Policy	4.4	To facilitate the implementation of Recommendation 4.3, a training bulletin describing the form, its purpose, and how to accurately complete it should	Process & Procedure	90 days	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
1- Use of Force	IT/Data Business Processes	4.5	The SFPD should continue the manual entry of use of force data until the electronic use of force report is operational. To ensure consistency and accuracy in the data, this entry should be conducted in a single unit rather than multiple	Process & Procedure	implemented	Pending Assignment	Low	Chief of Staff	Hector Sainez, Deputy Chief
1- Use of Force	Leadership/ Management	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief

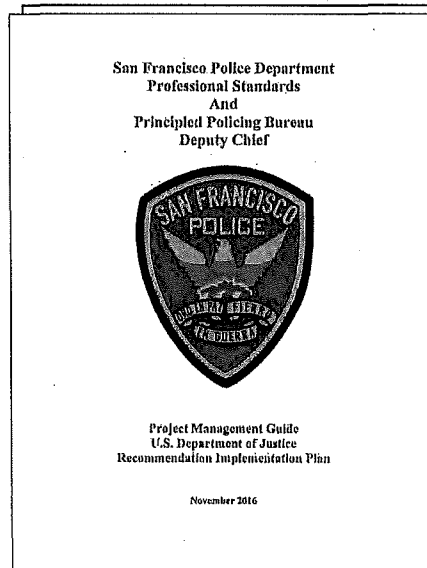
The next iteration of the Project Management Matrix provides **who** the executive sponsor for the recommendation is and **when** the first report back to PSPP is due



Reporting Format & Instructions



- The Project Management Guide gives Executive Sponsors and Project Managers guidance on **how to plan** to implement recommendations.
- Implementation forms **standardize work product** between bureaus and simplify execution



Collaborative Reform Initiative Assignment

You have been assigned the following recommended implementation. Please review the enclosed Collaboration Packet. Determine the correct policy as it relates to the recommended or proposed implementation; provide an implementation schedule for the new policy.

Recommendation ID: [Field]

Recommendation: [Field]

Assigned Date: [Field] **Date Due to:** [Field]

Executive Sponsor: [Field] **Prepared by:** [Field]

Bureau Assigned: [Field] **Priority:** [Field]

Project Manager: [Field]

Team Members:
General
Research Analyst
Business Analyst
Tech Support

Stakeholders:
Mayor's Office
Board of Supervisors
Police Commission
City Agencies
Community Groups
Others

**San Francisco Police Department
Professional Standards & Principled Policing Bureau
Department of Justice Compliance**

Initial Recommendation Status Report

Owner: [Field] **Date Issued:** [Field]

Task Number: [Field] **Item:** [Field]

Assigned To Project Manager: [Field] **Supervisor:** [Field]

Prepared by: [Field] **HOAC:** [Field]

Priority: [Field] **Waste:** [Field]

Reserved For Executive Sponsor Only

Notes:

DOJ Objective: [Field]

DOJ Recommendation: [Field]

Purpose:

Policy:

William D. White, D.D.G.O. Dept. Manual Bureau Code

Suspension Documentation: (I.e. existing Domestic Peace Implementation, training & records flow in process)

Project Management Work Sheet

I. Managers:
• Project Manager: [Field]
• Assistant Project Manager: [Field]

II. Team Members:
• General Members:
• Research Analyst:
• Business Analyst:
• Technology Support:

III. Internal Stakeholders:
• External Stakeholders:

IV. External Stakeholders:

V. Scheduled Meetings (Please list dates):
Month: [Field]

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

VI. Tracking Agenda:

Activity	Assigned to	Due Date

Page 1 of 1

SPFD-Nov-16-11



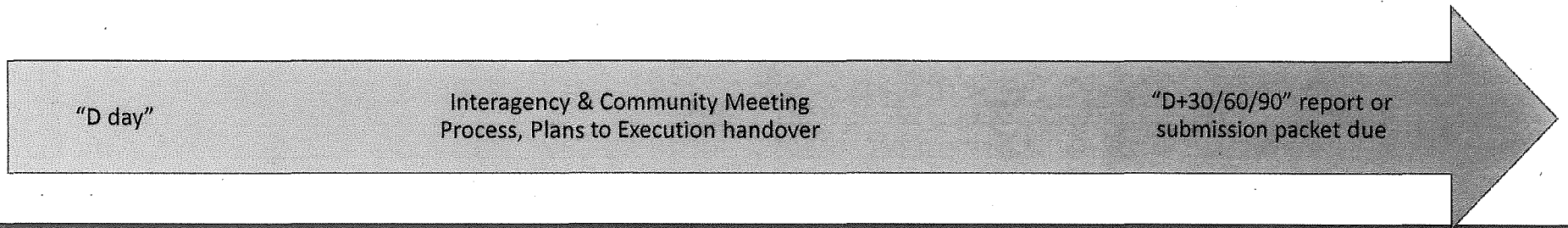
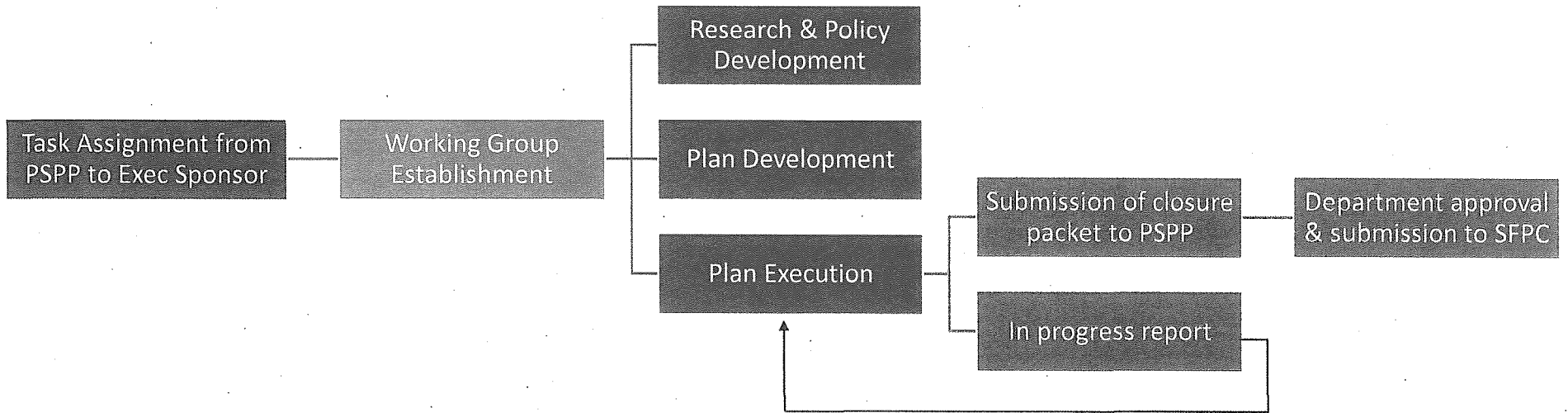
Plans to Operations transition



Mayor Lee and Acting Chief Toney Chaplin address SFPD Academy recruits on the deployment of Body Worn Cameras

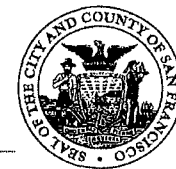


Execution Flow Chart





Status



- All 272 DOJ recommendations have been assigned to Executive Sponsors as of November 4th, 2016.
- Initial reports for the 44 highest priority recommendations are due to PSPPB on December 5th, 2016.
- Six recommendations are tentatively reported complete, pending verification packet submission to PSPP and command approval.

Questions?



I CAN CONFIRM OUR UNWAVERING COMMITMENT TO REAL COLLABORATIVE REFORM WHICH WILL BE BUILT ON THE MOST CURRENT POLICING POLICIES AND PRACTICES, FOSTERING AN ENVIRONMENT OF TRUST AND STRONG RELATIONSHIPS WITH OUR COMMUNITIES. –ACTING CHIEF TONEY CHAPLIN



EDWIN M. LEE
MAYOR

CITY AND COUNTY OF SAN FRANCISCO
POLICE DEPARTMENT
HEADQUARTERS
1245 3RD Street
San Francisco, California 94158



TONEY D. CHAPLIN
INTERIM CHIEF OF POLICE

SFPD Reform Timeline

June 17, 2015 — ERIW Policies Update

DB 15-142, Extended Range Impact Weapon (ERIW)

Required all radio cars to sign out an ERIW

Range began distributing additional ERIWs to stations the week of June 22

December 2015 & January 2016 – Community Meetings

Mayor Lee, SFPD and SF Police Commission conduct community meetings to receive critical community-based feedback on policing and violence prevention strategies.

December 3, 2015 — “Not on My Watch”

SFPD launched a “Not On My Watch” campaign aimed at addressing potential bigotry and intolerance.

December 7, 2015 — Use of Force

Mayor Lee directs the Police Commission to review all policies related to Use of Force, including the San Francisco Police Department General Order: Use of Force (5.01, Rev. 10/04/1995).

December 11, 2015 — Pointing of Firearm

SFPD issued a policy making the pointing of a firearm a reportable use-of-force incident. (DB 15-255)

January 20, 2016 — Use of Force DGO

San Francisco Police Department forms working group to draft update to Department General Order 5.01, Use of Force.

January 21, 2016 – Mayor Lee’s US Department of Justice Request

Mayor Lee requested Attorney General Loretta Lynch for a Department of Justice investigation of the SFPD’s use of force and training policies and the circumstances of Mario Woods.

January 27, 2016 — Community Meetings

Community Input Process for the SFPD Use of Force Policy completes four sessions.

January 27, 2016 — Less Lethal Equipment

New policy requiring officers to carry 36” baton, riot helmets, and gloves in their patrol vehicles to be prepared for immediate deployment.

February 8, 2016 — New Force Options Training

New Bi-Annual Force Options Training curriculum is implemented.

February 12, 2016 – Professional Standards & Policing Bureau

DB 16-019 establishes the Professional Standards and Principled Policing Bureau.

February 22, 2016 — Police Reforms

Mayor Lee announced a comprehensive package of police reforms, including policy and budget proposals from Police Commission and Former SFPD Chief Greg Suhr, incorporating community stakeholder input.

March 5, 2016 — Use of Force Options

Updated DGO 5.01 by issuing a department bulletin which required the reporting of a physical control as a use of force when the person is injured or claims to be injured. Re-emphasized the supervisor's responsibility to respond to the scene.

May 2016 — Data & Transparency

City staff traveled to Washington, DC to for meetings with senior Obama Administration officials regarding data and transparency. The Police Department enrolled in President Obama's Police Data Initiative to enhance transparency, identify disparities, and build community trust through open data. The Police Department developed a dashboard to monitor the implementation of all eligible recommendations in President Obama's Task Force on 21st Century Policing report through a bi-annual status report.

May 10, 2016 — Police Reform Budget

Mayor Lee proposed budget for the next two fiscal years includes \$20 million reform package for violence prevention programming, instituting police reforms, and oversight through the Office of Citizens Complaints (OCC).

April 28, 2016 — “Not On My Watch”

Mayor Lee directs a letter to the SFPD Police Officers to uphold at all times the “Not On My Watch” pledge.

May 31, 2016 — Body Cameras

Mayor Lee announced the agreement made between the SFPD and San Francisco Police Officers Association (SFPOA) on the use and deployment of body worn cameras.

June 1, 2016 — Police Reform Budget & Body Cameras

Mayor Lee submits final budget with \$20 million police reforms.
Police Commission adopts the body worn camera policy. SFPD launches pilot program for officer use of body worn cameras.

June 7, 2016 — Use of Firearms Policy Updates

DB 16-082, Reminder DGO 5.02 Use of Firearms: Discharge of firearm at operator or occupant of moving vehicles. Reissue of 14-014.

Emphasized that members are prohibited from discharging their firearms at the operator or occupant of a moving vehicle except under very narrow circumstances.

June 23, 2016 — New Use of Force Policy Approved

SFPD revised Use of Force Policy were unanimously adopted by the Police Commission, which is currently in the final phase of approval.

July 11, 2016 — Blue Ribbon Panel

Blue Ribbon panel releases recommendations for police reforms.

July 18, 2016 — Body Cameras

SFPD expands program for officer use of body worn cameras.

July 21, 2016 — Use of Force Department Bulletin

DB 16-112, Principles to Consider Regarding the Use and Application of Force. The key principles of the final draft of DGO 5.01 were issued in a DB.

July 26, 2016 — Use of Force Reporting

The Police Department issued the first report on use of force and arrests mandated by Admin. Code Sec. Chapter 96A.

July 28, 2016 — Response by Crisis Intervention Trained Officer

Policy re-issued policy to re-emphasize the utilization of CIT principles

August 19, 2016 — Body Camera Deployment

Bayview is first station to have body cameras rolled out to all officers

September 14, 2016 — Funding for Closing of Unresolved Officer-Involved Shooting

Cases Mayor Ed Lee approves additional funding for the District Attorney George Gascón to close previously unresolved police use of force cases.

October 4, 2016 — Mental Health Partnership with SFPD

Mayor Ed Lee announces that San Francisco will deploy licensed mental health professionals to the scene of police encounters with troubled individuals as part of a partnership between the Department of Public Health and the San Francisco Police Department.

January 2017 (est.) — Body Camera Full Deployment

Estimated time for all sworn officers to be equipped with body worn cameras.



Collaborative Reform Initiative
Goals and Objectives
All Plans

Department of Justice Review Objectives	DOJ/COPS Collaborative Reform Initiative	President's Task Force on 21st Century Policing	Blue Ribbon Panel	Criminal Justice Task Force SF Bar Association	Office of Citizen's Complaints	Civil Grand Jury Fatal OIS	Civil Grand Jury Auto Burglary	Civil Grand Jury SF's Crime Lab	Civil Grand Jury Homeless Health & Housing	Civil Grand Jury SF County Jail	Total
Objective 1. Assess the SFPD's use of force policies and practices as they relate to training, implementation, reporting, supervision, and oversight and accountability to ensure adherence to policy and fair and impartial use of force decisions.	1.1, 2.1, 3.1, 3.2, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.1, 5.2, 6.1, 6.2, 6.3, 7.1, 7.2, 7.3, 8.1, 8.2, 8.3, 9.1, 9.2, 9.3, 9.4, 10.1, 10.2, 11.1, 11.2, 11.3, 11.4, 12.1, 12.2, 12.3, 13.1, 14.1, 14.2, 14.3, 15.1, 15.2, 16.1, 16.2, 17.1, 18.1, 18.2, 18.3, 19.1, 19.2, 19.3, 20.1, 20.2, 20.3, 20.4, 21.1, 22.1, 23.1, 23.2	2.2,	15, 30, 31, 32, 33, 34, 35, 36, 37, 38, 40, 41, 42, 43, 44		2, 3, 4, 5	R.1, R.2.A, R.2.B, R.3.A, R.3.B, R.4, R.9, R.10.A, R.10.B, R.11.A, R.11.B, R.12.A, R.12.B, R.13.A, R.13.B, R.13.C,					100
Objective 2. Assess the SFPD's policies and operational practices to determine if there is biased policing with a specific focus on people of color, people with mental illness, the LGBTQ community, and the homeless.	24.1, 24.2, 24.3, 24.4, 24.5, 24.6, 25.1, 25.2, 25.3, 25.4, 26.1, 26.2, 26.3, 26.4, 27.1, 27.2, 27.3, 27.4, 27.5, 27.6, 27.7, 28.1, 28.2, 28.3, 28.4, 28.5, 28.6, 28.7, 29.1, 29.2, 29.3, 29.4, 30.1, 30.2, 30.3, 30.4, 30.5, 30.6, 31.1, 32.1, 32.2, 33.1, 34.1, 34.2, 34.3, 35.1, 35.2, 35.3, 35.4, 36.1, 36.2, 36.3, 37.1, 37.2, 38.1, 38.2, 38.3	2.4, 2.6, 2.12, 2.13,	5, 6, 7, 8, 9, 11, 13, 14, 22, 26, 39, 72, 73,	1	6, 7, 17				R.A.2, R.A.3, R.A.4		78
Objective 3. Assess the community policing, procedural justice, and community engagement protocols and practices across the SFPD in light of national and best practices.	39.1, 39.2, 39.3, 39.4, 39.5, 39.6, 39.7, 39.8, 39.9, 40.1, 40.2, 40.3, 40.4, 40.5, 40.6, 40.7, 40.8, 41.1, 41.2, 42.1, 42.2, 42.3, 42.4, 43.1, 43.2, 43.3, 43.4, 44.1, 44.2, 44.3, 44.4, 45.1, 45.2, 45.3, 46.1, 46.2, 46.3, 46.4, 46.5, 47.1, 47.2, 47.3, 48.1, 48.2, 49.1, 49.2, 49.3, 50.1, 50.2, 51.1, 51.2, 52.1, 52.2, 52.3, 53.1, 54.1, 54.2	1.1, 1.2, 1.5, 1.6, 1.7, 1.9, 2.1, 2.7, 2.9, 2.10, 2.11, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.2,	4, 24, 76	1.1, 1.2, 2, 3, 4	1, 10, 11, 12, 13, 16, 18, 19		R.E.1,				117
Objective 4. Assess whether the accountability, oversight policies, and practices related to community complaints and their investigation comport with national standards and best practices.	55.1, 55.2, 56.1, 56.2, 56.3, 56.4, 56.5, 56.6, 57.1, 57.2, 57.3, 57.4, 58.1, 59.1, 60.1, 60.2, 60.3, 61.1, 61.2, 62.1, 63.1, 63.2, 63.3, 64.1, 64.2, 64.3, 64.4, 64.5, 65.1, 65.2, 66.1, 66.2, 66.3, 67.1, 67.2, 68.1, 68.2, 68.3, 69.1, 69.2, 69.3, 70.1, 70.2, 70.3, 70.4, 71.1, 71.2, 72.1, 72.2, 72.3, 73.1, 73.2, 74.1, 74.2, 75.1, 75.2, 75.3, 76.1, 76.2, 77.1, 77.2, 78.1, 79.1, 79.2, 79.3, 80.1, 80.2, 80.3	1.3, 2.3, 2.8,	2, 3, 10, 16, 17, 18	3, 4	8, 14, 15						106
Objective 5. Analyze recruitment, hiring, and personnel practices to evaluate diversity efforts in the SFPD to determine adherence with national standards and best practices	81.1, 81.2, 81.3, 82.1, 82.2, 83.1, 83.2, 84.1, 84.2, 85.1, 85.2, 85.3, 85.4, 86.1, 86.2, 87.1, 87.2, 88.1, 88.2, 88.3, 88.4, 89.1, 90.1, 90.2, 91.1, 91.2, 91.3, 92.1, 92.2, 93.1, 94.1, 94.2	1.4, 1.8, 2.5, 5.3, 6.2, 6.3, 6.6	23, 25, 27, 28, 45, 46, 47, 48, 49, 50, 51, 52, 53, 59, 60, 61, 63, 64, 65, 66, 77, 78								42
Totals	272 Total DOJ Rec's.		57 Rec's Intersect with DOJ Report								443
Staffing, Equipment, Training, and Technology, Policy Practices			19, 20, 21(BWC), 70, 71, 74, 75, 79, 80, 81 (Compstat)		9		R.A.1., R.B.1., R.D.1., R.F.3.	R.A.3, R.A.4., R.B.1., R.B.2., R.B.3., R.C.1., R.C.2., R.C.3., R.D.2., R.D.3., R.E.1., R.E.2.,			21
Outside Agency Collaboration		3.2	2.14, 2.15, 3.1, 3.3, 3.4, 3.6, 3.7, 5.1, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10, 5.11, 5.12, 5.13, 6.1, 6.3, 6.5, 6.7, 6.8, 7.1, 7.2, 7.3				R.A.3., R.E.2., R.E.4.,	R.F.2., R.F.3., R.I.1.		R.A.1B	9
Crime Reduction Strategies							R.A.4., R.A.5., R.B.2., R.B.3., R.D.2., R.D.3., R.D.4.,				4
Total Recommendations:	272	47	81	8	19	16	12	20	3	1	479



FOR IMMEDIATE RELEASE:

Wednesday, October 12, 2016

Contact: San Francisco Mayor's Office of Communications, 415-554-6131

***** STATEMENT *****

**MAYOR LEE ON THE RELEASE OF THE U.S. DEPARTMENT OF JUSTICE
COLLABORATIVE REVIEW REPORT REGARDING
THE SAN FRANCISCO POLICE DEPARTMENT**

Mayor Edwin M. Lee issued this statement today:

"I want to first thank the United States Department of Justice COPS Director, Ron Davis and your staff for completing this important report. I also want to thank the hundreds of community members who met with DOJ staff to give input. And I especially want to acknowledge the men and women of the San Francisco Police Department, who voluntarily worked with the DOJ in good faith, for the betterment of their Department.

Like many cities across the nation, San Francisco is working to rebuild trust between law enforcement and communities. As we do this, we always put the sanctity of life at the center of our focus.

This COPS review process began after I called United States Attorney General Loretta Lynch to come assess our Police Department. We threw open the doors and invited transparency and accountability. Today, we have the results of their review, including 94 findings and 272 recommendations.

I'm proud to report that the San Francisco Police Department will accept and implement every, single recommendation. We must restore trust, and these measures are important steps forward.

We also recognized that we had to take immediate action. In the past ten months, we have worked hard to put reforms in place. Through community feedback and in meetings with rank and file officers, we identified steps we could take -- right away -- to rebuild trust, to make our department better.

The DOJ's report acknowledges the dozens of reforms already in place regarding Use of Force and Time and Distance. As you heard, DOJ gives the Police credit for implementing body cameras, and department-wide trainings on crisis intervention and implicit bias.

We have made progress, but there is still a lot of work to do.

I am directing the leadership of SFPD and the Police Commission to implement these reforms as soon as possible, and with one specific goal: Fair and just policing that treats everyone the same and places the sanctity of life above all else.

The problems we have in our City won't be solved overnight. But my administration is committed – I am committed – to seeing this through. While some reforms may take longer than others, so much important work is already underway, or near completion.

We have new department rules about how force can be used and how it should be reported.

We have a new behavioral health crisis intervention program to resolve potentially violent situations.

We have body cameras on officers.

But let me be clear, we still have more work to do. And we are committed to improving the way our police department works.

To the people of San Francisco, I say: This does not end with the release of a report. DOJ has provided us a roadmap forward, which we promise to honor.

Again, I thank everyone who worked so hard to make this report thorough and accurate: DOJ staff, the Police Department, the Police Commission, and members of San Francisco's diverse communities.”

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EDWIN M. LEE
MAYOR

POLICE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

HEADQUARTERS
1245 3RD STREET
SAN FRANCISCO, CALIFORNIA 94158



TONEY D. CHAPLIN
ACTING CHIEF OF POLICE

October 12, 2016

To the Members of the San Francisco Police Department:

On Wednesday, October 12, 2016, the United States Department of Justice Community Oriented Policing Services (COPS) released its Collaborative Reform Initiative (CRI) assessment of the San Francisco Police Department. This independent review was a six-month process in which the CRI-team thoroughly reviewed five key areas integral to building and maintaining trust with the communities we serve.

I would like to personally share my thoughts on not only the outcome of this assessment and where we go from here, but also our Department's response to recent events - and how we continue to provide excellent service treating every person with respect, dignity, and fairness.

First, this assessment took an in-depth look at policies and practices in many areas of our Department, identifying 94 findings and providing 272 recommendations. Going into this process, we understood there would be areas where we needed improvement, and this report has shown that. And it would be remiss of me not to mention that the CRI-team found many areas in which our Department excels, especially our willingness to always do better.

Over the next 18 months, the Department will continue to work with the CRI-team to implement these recommendations. We will work diligently to address these areas with a focus on providing fair and unbiased policing while protecting our community, with an emphasis on increasing transparency and accountability by embracing the principles of 21st Century Policing.

This assessment is our roadmap, our strategy, to becoming the leading law enforcement agency in the country. We already know how to police our city, which is evident in a lower crime index which we achieved through well-planned prevention and enforcement techniques. But this is our chance to take our residents, visitors, and business communities by the hand to work together to find long-term solutions to improve the quality of life in all of our neighborhoods. By doing so, we will give those we serve a voice and they will be our partners in this journey to building a strong 21st Century Police Department.

This past year has not been easy for any of us - not in this Department nor in this country. This climate has overshadowed our many accomplishments. Yet we continue to do our jobs each and every day because we are sworn to protect those we serve.

I would like to take a moment to recognize the men and women of this Department, the sworn and non-sworn members, who continue to work hard every day. We are in a profession that is under tremendous stress, uncertainty, and scrutiny.

As law enforcement officers, each of you do what others view as heroic, but we see it is our job, our responsibility. You *still* run in when others run out. You continue to bring hope to the hopeless, comfort to those in need. You are *still* the street-level guardians of justice on the streets 24/7. You are the finest.

How do we know this? What is the measurement of our strength? The numbers don't lie:

- 20,000 The number of encounters with persons in mental health crisis in the past five years.
- 19,997..... The number of those encounters that ended without deadly force.
- 140 The number of saves for our all-volunteer Hostage Negotiation Team.
- 14 The number of officers being honored for using crisis intervention techniques that saved lives this year.
- Growing The number of armed stand-offs that have been resolved without the loss of life.

But, the most important number of all is **ONE**.

We must come together as *one*. Work as one. And with one voice; demonstrate our resilience and embody our highest of ideals.

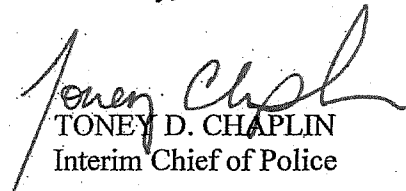
The ideals of trust and legitimacy should be strong, not only within the community, but within our Department, because divided we cannot stand. The ideal of defending and protecting our great Constitution, which grants rights to *all* people, at *all* times, without exception, is a priority. The ideal of leaving our prejudices and biases at home and transforming ourselves to embody the noblest of character, whether in uniform or not. These concepts can only be accomplished together.

In this collaboration with the DOJ, we identified several areas where we excel within American Policing. We also identified areas where we can do better or reinvent. It is only human to be wary when faced with criticism and outside review. I ask each of you to embrace this assessment, this roadmap, as a challenge to improve. Read it, digest it, ask questions about it, and strive to live it.

We already have made changes to several policy areas including the use of force, implemented the body worn camera program, and developed an encompassing curriculum in procedural justice and implicit bias. We will continue to build on this progress with the assistance of the Department of Justice, internal and external stakeholders and agencies, and, most importantly, our community. Our resolve will only get stronger in the years to come, and we will truly be the model of 21st Century Policing.

I am proud of the San Francisco Police Department and honored to work alongside each of members. Our profession is undergoing the greatest change in its history. This period is also be a new beginning. Together we will grow, advance, and strengthen our bond with the community. Join me in rising to this challenge. We can do this together by continuing to develop, adopt and embrace the best practices in American law enforcement.

Sincerely,


TONEY D. CHAPLIN
Interim Chief of Police

mc/cf



**2016 DOJ/COPS
COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS RESPONSE**

DRAFT

Objective Number & Title	Concept	Rec #	Recommendations	Policy, Process and/or Procedure	Priority	Status	Impact	Bureau	Executive Sponsor
1 - Use of Force	Leadership/ Management Culture	3.1	The Police Commission, SFPD leadership, and elected officials should work quickly and proactively to ensure that the Department is ready to issue these use of force policies and procedures to all Department employees immediately following the collective bargaining meet and confer process. The process should not be drawn out, because the goal should be immediate implementation once the process has been completed.	Process & Procedure	30 days	In Progress	High	Professional Standards	Michael Connolly, Captain
1 - Use of Force	Doctrine/ Policy Development	8.1	The SFPD should immediately require supervisors to respond to events in which officers use force instruments or cause injury, regardless of whether there is a complaint of injury by the individual. This will allow the Department to gain greater oversight of its use of force.	Policy, Process & Procedure	30 days	In Progress	High	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	Leadership/ Management Culture	8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	Policy	30 days	In Progress	High	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	9.2	Until the Department of Emergency Management protocol is established, when activating the protocols for notification following an officer-involved shooting incident, the Operations Center should notify representatives of IAD, the District Attorney's Office, and OCC, with no lag time occurring in any of the notifications. The Operations Center log for notifications should be included as part of the investigation report case file to accurately and fully depict notifications.	Process & Procedure	30 days	In Progress	Medium	Special Operations	Mikail Ali, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	9.3	All notified responders should be required to notify the Department of Emergency management of the time of their arrival. This will create a comprehensive permanent record of the time of notifications and responses of the units to the scene.	Policy	30 days	In Progress	High	Special Operations	Mikail Ali, Deputy Chief
1 - Use of Force	Community Policing	13.1	The practice of hosting a town hall meeting in the community shortly after the incident should continue with a focus on only releasing known facts.	Process	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	Community Policing	14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	Process	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	Community Policing	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	Process	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	Doctrine/ Policy Development	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	Policy	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	Doctrine/ Policy Development	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	Process	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	IT/Data Business Processes	20.2	The SFPD needs to audit arrest data and use of force data monthly to ensure proper recording of use of force incidents related to arrest incidents. An audit of these data should occur immediately upon publication of this report and monthly thereafter.	Process & Procedure	30 days	In Progress	Low	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	23.1	The SFPD should immediately implement this provision of the draft policy.	Process & Procedure	30 days	In Progress	Low	Chief's Office	Toney Chaplin, Interim Chief
2 - Bias	Doctrine/ Policy Development	24.1	The SFPD should immediately implement the bias audit as recommended by the U.S. Department of Justice COPS Office on May 5, 2016 (see appendix K).	Policy & Procedure	30 days	In Progress	Medium	Chief of Staff	Hector Sainez, Deputy Chief



**2016 DOJ/COPS
COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS RESPONSE**

DRAFT

Objective Number & Title	Concept	Rec #	Recommendations	Policy, Process and/or Procedure	Priority	Status	Impact	Bureau	Executive Sponsor
2 - Bias	Doctrine/ Policy Development	24.3	The SFPD should immediately establish a policy and practice for ongoing audit of electronic communication devices to determine whether they are being used to communicate bias.	Policy, Process & Procedure	30 days	In Progress	Medium	Chief of Staff	Hector Sainez, Deputy Chief
2 - Bias	Doctrine/ Policy Development	24.4	The SFPD should implement a policy and a Department General Order stipulating that there is no right to privacy in any use of department-owned equipment or facilities.	Policy & Procedure	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
2 - Bias	Doctrine/ Policy Development	24.5	The SFPD should require all members to acknowledge appropriate use standards for electronic communications. This should be a signed acknowledgement, retained in the personnel file of the member, and department personnel should receive an alert reminding them of appropriate use whenever they sign onto SFPD systems.	Policy, Process & Procedure	30 days	In Progress	Low	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Doctrine/ Policy Development	25.1	The SFPD should immediately update Department General Order 5.17 – Policy Prohibiting Biased Policing (effective May 4, 2011) and Department General Order 11.07 – Discrimination and Harassment (effective May 6, 2009) to reflect its current initiatives and align with best practices.	Policy	30 days	In Progress	Low	Professional Standards	Michael Connolly, Captain
2 - Bias	Doctrine/ Policy Development	25.4	As part of its overall strategy, the SFPD should assess its needs for anti-bias programs across the organization, such as gender bias in sexual assault investigations.	Process	30 days	In Progress	Medium	Professional Standards	Michael Connolly, Captain
2 - Bias	Doctrine/ Policy Development	26.2	The SFPD should more clearly describe its anti-bias policies and practices for reporting police misconduct and its commitment to ensuring that policing in San Francisco will be bias-free.	Process & Procedure	30 days	In Progress	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Community Policing	26.3	The SFPD should implement an immediate public education campaign on the policies and procedures for reporting misconduct as centered on anti-bias and the initiatives underway.	Policy & Procedure	30 days	In Progress	High	Chief of Staff	Hector Sainez, Deputy Chief
2 - Bias	Training	27.2	The SFPD should begin anti-bias and cultural competency training of department members immediately and should not await the outcome of the training needs assessment. All officers should complete implicit bias training and cultural competency training, which should include the following topics: <ul style="list-style-type: none"> · Implicit bias awareness and skills for promoting bias-free policing · The definition of cultural competence · Disparate treatment, prejudice, and related terms and their application in law enforcement · The history of various cultures and underrepresented groups in society · Self-assessment of cultural competency and strategies for enhancing one's proficiency in this area · Culturally proficient leadership and law enforcement in communities 	Process & Procedure	30 days	In Progress	High	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Leadership/ Management Culture	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	Process	30 days	In Progress	Medium	Chief's Office	Toney Chaplin, Interim Chief
2 - Bias	Training	28.3	The SFPD should establish routine, ongoing roll-call training requirements for supervisors on key leadership issues, including their role in promoting fair and impartial policing.	Process & Procedure	30 days	In Progress	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Leadership/ Management Culture	28.4	The SFPD needs to engage in early identification of and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.	Process & Procedure	30 days	In Progress	Medium	Chief of Staff	Hector Sainez, Deputy Chief
2 - Bias	Training	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	Process	30 days	In Progress	Medium	Administration	Denise Schmitt, Deputy Chief



**2016 DOJ/COPS
COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS RESPONSE**

DRAFT

Objective Number & Title	Concept	Rec #	Recommendations	Policy, Process and/or Procedure	Priority	Status	Impact	Bureau	Executive Sponsor
2 - Bias	Doctrine/ Policy Development	28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	Policy	30 days	In Progress	Medium	Chief's Office	Toney Chaplin, Interim Chief
2 - Bias	Leadership/ Management Culture	28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	Process & Procedure	30 days	In Progress	Medium	Chief's Office	Toney Chaplin, Interim Chief
2 - Bias	IT/Data Business Processes	31.1	The SFPD needs to analyze the data and look for trends and patterns over time to reduce the racial and ethnic disparities in post-stop outcomes.	Policy	30 days	In Progress	High	Field Operations	Michael Redmond, Deputy Chief
2 - Bias	IT/Data Business Processes	32.1	As stated in finding 31, the SFPD should complete recommendations 31.1.	Procedure	30 days	In Progress	High	Field Operations	Michael Redmond, Deputy Chief
2 - Bias	IT/Data Business Processes	34.2	The SFPD should mandate the collection of stop report data on any stop or detention of a pedestrian or person riding a nonmotorized conveyance, such as a bicycle, skateboard, or scooter. This should begin immediately and not wait until AB 953 requires such action in April 2019.	Policy	30 days	In Progress	Low	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	34.3	The SFPD should consider expanding the functionality of the E-585 traffic stop incident report data collection system to include data collection for all pedestrian and nonmotorized conveyances.	Process	30 days	In Progress	Low	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	35.4	The SFPD should continue participating in the White House Police Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative. Finding 36	Procedure	30 days	In Progress	Medium	Chief's Office	Toney Chaplin, Interim Chief
2 - Bias	Community Policing	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	Process	30 days	In Progress	High	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Doctrine/ Policy Development	44.2	The chief of police should empower the deputy chief of the Professional Standards and Principled Policing Bureau to create a strategy and plan to implement, with urgency, the Final Report of the President's Task Force on 21st Century Task Force recommendations contained in Pillar Four and the recommendations in the CRI-TA assessment.	Policy, Process & Procedure	30 days	In Progress	High	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Doctrine/ Policy Development	44.3	The SFPD should adequately resource the Professional Standards and Principled Policing Bureau to reflect the diversity of the community it serves and the officers of the SFPD in order to effectively coordinate community policing efforts throughout the city.	Process & Procedure	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
3 - Community Policing	Doctrine/ Policy Development	50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	Policy	30 days	In Progress	Medium	Chief's Office	Toney Chaplin, Interim Chief
3 - Community Policing	Leadership/ Management Culture	50.2	The SFPD should encourage supervisors and captains to continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings.	Process	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	59.1	Members, including investigators, of the IA Administrative Unit and IA Criminal Investigations Unit should meet regularly to discuss processes, practices, and the flow of assigned cases to ensure that administrative violations are timely and properly addressed.	Process & Procedure	30 days	In Progress	Medium	Chief of Staff	Hector Sainez, Deputy Chief
4 - Accountability	Leadership/ Management Culture	60.3	Supervisors should be held accountable for ensuring timely transfer of cases to SFPD Internal Affairs Administrative Investigations from SFPD Internal Affairs Criminal Investigations when appropriate.	Policy	30 days	In Progress	Medium	Chief of Staff	Hector Sainez, Deputy Chief



**2016 DOJ/COPS
COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS RESPONSE**

DRAFT

Objective Number & Title	Concept	Rec #	Recommendations	Policy, Process and/or Procedure	Priority	Status	Impact	Bureau	Executive Sponsor
4 - Accountability	Doctrine/ Policy Development	66.2	The SFPD should make it mandatory for the Professional Standards and Principled Policing Bureau to review the Sparks Report and direct action where appropriate.	Policy	30 days	In Progress	Low	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	68.2	Supervisors and officers who fail to properly collect and enter information must be held accountable through discipline. Absent proper collection of data, little to no analysis can occur.	Policy & Procedure	30 days	In Progress	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	75.3	The Written Directives Unit should be sufficiently staffed with personnel and resources to enable the unit to function as the project managers for Department General Orders at the direction of the Police Commission.	Process	30 days	In Progress	High	Chief's Office	Toney Chaplin, Interim Chief
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	Process	30 days	In Progress	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	88.4	The SFPD should continually audit and review each phase of the hiring process to ensure there are no unintended consequences that limit the advancement of its diversity goals.	Process	30 days	In Progress	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Leadership/ Management Culture	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	Process & Procedure	60 days	Pending Assignment	Medium	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	10.1	The SFPD should establish a formal protocol to ensure that a representative of the Homicide Detail provides OCC and District Attorney's Office investigators a timely briefing about the facts of the case and to make arrangements for a formal walk-through or gain investigative access to the incident scene as soon as possible. The highest-ranking officer on the scene should be responsible for ensuring compliance with this recommendation.	Policy, Process & Procedure	60 days	Pending Assignment	Medium	Field Operations	Michael Redmond, Deputy Chief
1 - Use of Force	Community Policing	14.1	The SFPD should develop an ongoing communication strategy for officer involved shootings.	Policy & Procedure	60 days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
2 - Bias	Doctrine/ Policy Development	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	Procedure	60 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
2 - Bias	Training	25.2	Upon meeting recommendation 25.1, SFPD leadership should release a roll-call video explaining the Department General Orders and reinforcing that a bias-free department is a priority.	Process	60 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief



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2 - Bias	Training	25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to <ul style="list-style-type: none"> · be informed by the preliminary action planning that was initiated during the command-level training in Fair and Impartial Policing, which addressed policy, recruitment, and hiring; training; leadership, supervision, and accountability; operations; measurement; and outreach to diverse communities; · update policies prohibiting biased policing to include specific discipline outcomes for failure to follow policy; · continue to expand recruitment and hiring from diverse communities (see recommendation 84.2); · partner with the communities and stakeholders in San Francisco on anti-bias outreach (see recommendation 26.1); · improve data collection and analysis to facilitate greater knowledge and transparency around policing practices in the SFPD; · expand its focus on initiatives relating to anti-bias and fully implement existing programs as part of the overall bias strategy, including the existing Not on My Watch program aimed at engaging officers and the community on addressing issues of bias. 	Policy, Process & Procedure	60 days	Pending Assignment	High	Professional Standards	Michael Connolly, Captain
2 - Bias	Training	27.7	The SFPD should implement Force Options Training in a manner that reduces the impact of demographics on split-second use of force decisions and should ensure that in-service officers receive this training at least annually.	Process & Procedure	60 days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Training	29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: <ul style="list-style-type: none"> · How to identify biased police practices when reviewing investigatory stop, arrest, and use of force data · How to respond to a complaint of biased police practices, including conducting a preliminary investigation of the complaint in order to preserve key evidence and potential witnesses · How to evaluate complaints of improper pedestrian stops for potential biased police practices 	Process & Procedure	60 days	Pending Assignment	Medium	Chief of Staff	Hector Sainez, Deputy Chief
2 - Bias	Doctrine/ Policy Development	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	Policy	60 days	Pending Assignment	Medium	Chief of Staff	Hector Sainez, Deputy Chief
2 - Bias	IT/Data Business Processes	30.4	Until the data are electronic, supervisors should be provided with monthly paper reports regarding the E-585 traffic stop incident report activity of officers under their command.	Process & Procedure	60 days	Pending Assignment	Low	Special Operations	Mikail Ali, Deputy Chief
2 - Bias	Community Policing	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	Process	60 days	Pending Assignment	Medium	Field Operations	Michael Redmond, Deputy Chief
2 - Bias	Community Policing	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	Process	60 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Community Policing	40.3	As part of its plan, the SFPD should consider the role of the beat and its place within its priorities. Prioritizing beat-aligned policing would require some realignment of dispatch priorities and directed patrol.	Process	60 days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
3 - Community Policing	Community Policing	40.4	The SFPD should evaluate whether implementation of foot patrol and bicycle patrol would bridge the trust gap and effectively solve crime problems in San Francisco's communities.	Process & Procedure	60 days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief



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3 - Community Policing	Community Policing	43.4	The SFPD needs to reach out to members of activist groups and those groups who are not fully supportive of the department to seek to develop areas of mutual concern and work towards trust building and resolution of shared issues.	Process & Procedure	60 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	55.1	The SFPD should expand its current reporting process on complaints, discipline, and officer-involved shootings to identify ways to create better transparency for the community regarding officer misconduct.	Process & Procedure	60 days	Pending Assignment	Medium	Chief of Staff	Hector Sainez, Deputy Chief
4 - Accountability	Leadership/ Management Culture	57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	Policy	60 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	Training	57.3	The SFPD should ensure that all personnel are trained and educated on the public complaint process and the location for the appropriate forms.	Process & Procedure	60 days	Pending Assignment	Medium	Field Operations	Michael Redmond, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	57.4	The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.	Process & Procedure	60 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	58.1	The SFPD should establish a record system for ensuring that complaints received at a district station are forwarded properly and in a timely matter to the OCC. E-mail and fax should be considered for ensuring delivery and creating a record.	Policy, Process & Procedure	60 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	64.2	The SFPD should immediately accept OCC's recommendation, as reported in the First Quarter 2016 Sparks' Report, to convene quarterly meetings between OCC staff and SFPD staff.	Policy, Process & Procedure	60 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	Process	60 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	Process	60 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	Policy	60 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92.2	The SFPD needs to require this assessment report as reading for all promotions.	Policy	60 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	Process	60 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	2.1	SFPD must work with the City and County of San Francisco to develop a process that provides for timely, transparent, and factual outcomes for officer-involved shooting incidents.	Policy, Process & Procedure	90 days	Pending Assignment	High	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	IT/Data Business Processes	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	IT/Data Business Processes	4.2	In developing an electronic report system, SFPD must review current practice regarding reporting use of force, including reporting on level of resistance by the individual, level and escalation of control tactics used by the officer, and sequencing of the individual's resistance and control by the officer.	Process	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief



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1 - Use of Force	Doctrine/ Policy Development	4.3	In the interim, SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require it be completed for every use of force incident. The assessment team identified this report to be a good start to a robust reporting system for use of force incidents in SFPD. The SFPD should eliminate the use of force log (SFPD 128) rev. 0316).	Policy	90 days	Pending Assignment	Low	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	4.4	To facilitate the implementation of Recommendation 4.3, a training bulletin describing the form, its purpose, and how to accurately complete it should accompany the form introduction. The bulletin should be implemented within 90 days of the issuance of this report.	Process & Procedure	90 days	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
1 - Use of Force	Leadership/ Management Culture	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	8.3	Supervisors should be required to document their actions regarding the investigation of the use of force incident within the incident report. As recommended in this section (Recommendation 3.2), a stand-alone use of force report should be developed, and when completed, should contain a section for supervisory actions relative to the incident and signature.	Policy	90 days	Pending Assignment	Low	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	11.4	Officer-involved shooting events need to be reviewed in a more timely fashion as it relates to policy, training, and procedures. The FDRB should review incidents at the conclusion of the IAD investigation rather than waiting for the District Attorney's letter of declination for charging of an officer-involved shooting incident, which can take up to two years.	Process & Procedure	90 days	Pending Assignment	Low	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	Policy	90 days	Pending Assignment	Medium	Field Operations	Michael Redmond, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	18.2	The SFPD should create an on-scene checklist for use of force incidents.	Process	90 days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	Policy, Process & Procedure	90 days	Pending Assignment	Low	Field Operations	Michael Redmond, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Field Operations	Michael Redmond, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	19.2	The SFPD needs to create a template for all officer-involved shooting files. This template should detail report structure and handling of evidence. SFPD should refer to Officer-Involved Shootings: A Guide for Law Enforcement Leaders.	Process	90 days	Pending Assignment	Low	Field Operations	Michael Redmond, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	23.2	The FDRB should be tasked with review of all prior officer-involved shooting and discharge incidents in which firearms are discharged at a moving vehicle to <ul style="list-style-type: none"> · evaluate and identify commonalities with recommendations for policy and training as a result of the review; · oversee training and policy development aimed at eliminating the need for such actions; · report to the Police Commission about the outcomes of the review and the actions taken to overcome those situations that contribute to such incidents. 	Policy, Process & Procedure	90 days	Pending Assignment	Low	Field Operations	Michael Redmond, Deputy Chief



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2 - Bias	Community Policing	26.1	The Chief's Advisory Forum should be re-invigorated and allow for diverse communities to have meaningful input into bias training, policies, and the SFPD's other anti-bias programming. The chief should ensure that marginalized communities are given a meaningful opportunity to be a part of the Advisory Forum.	Process & Procedure	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
2 - Bias	Training	27.1	The SFPD should develop a training plan based on a training needs assessment specific to the delivery of anti-bias training as part of an ongoing strategic approach to addressing bias in the SFPD.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Leadership/ Management Culture	27.4	To ensure first-line supervisors understand the key role they play in addressing bias, supervisor training should include coaching, mentoring, and direct engagement with problem officers.	Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Doctrine/ Policy Development	28.1	The SFPD should investigate complaints of bias transparently and openly and recognize its potential impact upon the larger group of officers who do not hold such views and upon the affected communities of San Francisco. To address these concerns, the department should <ul style="list-style-type: none"> · identify specific roles and responsibilities for supervision of officers regarding biased behavior; · analyze E-585 traffic stop incident report data and enforcement actions with a lens for possible bias or disparate treatment and require supervisors to review these analyses; · identify intervention mechanisms beyond discipline to deal with potentially biased behaviors. 	Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Doctrine/ Policy Development	29.1	The SFPD and OCC should establish shared protocols for investigating bias that do not relying solely on witness statements, given that bias incidents are often reported as one-on-one occurrences.	Policy	90 days	Pending Assignment	Medium	Chief of Staff	Hector Sainez, Deputy Chief
2 - Bias	Community Policing	29.4	SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation. This is an opportunity to bring police and community members together to foster an improved understanding of police practices and community perceptions. Because bias complaints are rooted in perception and often difficult to sustain, mediation provides for a timelier, more transparent, and potentially more procedurally just resolution for the community member who lodged the complaint.	Process & Procedure	90 days	Pending Assignment	Low	Airport	Kenwade Lee, Commander
2 - Bias	Training	30.5	SFPD supervisors must be trained (pursuant to recommendation 27.1) to review and assess E-585 traffic stop incident report data for disparate outcomes, particularly in relation to peer groups within the unit.	Process & Procedure	90 days	Pending Assignment	Low	Special Operations	Mikail Ali, Deputy Chief
2 - Bias	Training	32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	Process	90 days	Pending Assignment	High	Airport	Kenwade Lee, Commander
2 - Bias	IT/Data Business Processes	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.	Process	90 days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	35.3	SFPD leadership should make a concerted effort to focus on data collection and to create systems and analysis protocols that will inform supervisors where incidents of potential bias or disparate treatment occur or where patterns in officer behavior exist that warrant further examination or monitoring.	Policy	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief



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2 - Bias	IT/Data Business Processes	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	Process & Procedure	90 days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Doctrine/ Policy Development	36.2	The SFPD should incorporate ongoing review and audit of anti-bias programs into a quarterly report that includes promising practices and lessons learned.	Process & Procedure	90 days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Community Policing	39.1	The SFPD needs to develop a comprehensive organizational strategic plan with supporting plans for the key reform areas identified within this report specifically directed at community policing, bias, and maintaining diversity within the department.	Policy	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Community Policing	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	Process	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Community Policing	39.3	The SFPD should establish a Strategic Planning Steering Committee composed of representatives from the community and various sections of the department within 90 days of the issuance of this report. This committee should collaborate to develop policies and strategies for policing communities and neighborhoods disproportionately affected by crime and for deploying resources that aim to reduce crime by improving relationships and increasing community engagement.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Community Policing	40.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Doctrine/ Policy Development	40.6	The SFPD should develop and implement a community policing practices review and development process within 90 days of the issuance of this report so SFPD units can collaborate regarding community policing efforts.	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Community Policing	41.2	The SFPD should work with the Police Commission to draft a new community policing order that reflects the priorities, goals, and actions of the department.	Policy	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Community Policing	42.1	The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.	Process & Procedure	90 days	Pending Assignment	Low	Field Operations	Michael Redmond, Deputy Chief
3 - Community Policing	Community Policing	42.2	The SFPD should create an overall structure to manage the department's approach to community policing driven by a committee of senior leaders and district captains.	Policy	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Leadership/ Management Culture	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	Process & Procedure	90 days	Pending Assignment	Low	Field Operations	Michael Redmond, Deputy Chief
3 - Community Policing	Doctrine/ Policy Development	44.1	The chief of police should give the deputy chief of Professional Standards and Principled Policing Bureau the responsibility of advancing community policing throughout the entire department and the communities of San Francisco.	Policy	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
3 - Community Policing	Doctrine/ Policy Development	44.4	The SFPD, through the Principle Policing and Professional Standards Bureau, should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross-organizational goals and community policing plans and outcomes. These meetings should be supported by routine electronic engagement through a shared platform for sharing information.	Process & Procedure	90 days	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain



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3 - Community Policing	Community Policing	48.1	The chief's community forum groups—African American, Arab American, Asian Pacific Islander, Business, Hispanic, Interfaith, LGBT, Young Adults, Youth, and Youth Providers—need to be re-established and structured to engage in problem solving and action regarding issues affecting the groups they represent.	Process & Procedure	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Training	51.1	The SFPD should provide procedural justice and explicit and implicit bias training to all department personnel including civilian staff. This training should become a permanent part of the Academy's curriculum and should be reviewed with each officer during the department's annual officer training sessions.	Policy & Procedure	90 days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Training	51.2	The SFPD should engage in peer-to-peer training exchanges for exposure to other departments' training curricula to identify areas for potential improvement. Areas of focus should include de-escalation training, use of force training with a focus on the sanctity of life, impartial policing, and procedural justice.	Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Community Policing	56.2	The SFPD should allocate appropriate staff and resources to enhance community outreach initiatives and to incorporate customer service protocols for periodic follow-up and status communications with complainants for the duration of their open cases.	Process	90 days	Pending Assignment	High	Chief of Staff	Hector Sainez, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	60.1	The SFPD and OCC should jointly develop a case tracking system with sufficient security protections to assure independence that would identify each open investigation, where it is assigned, and the date the case expires for the purposes of compliance with California Government Code Section 3304(d)1, which requires the completion of an administrative investigation into misconduct within one year of the agency discovery.	Policy & Procedure	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Leadership/ Management Culture	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	Policy	90 days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Leadership/ Management Culture	63.2	The SFPD should continue to implement the tenets of procedural justice and ensure training include instruction on the importance of the IAD's functions to the integrity of the department and connection to the community.	Process	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Leadership/ Management Culture	63.3	SFPD leadership should demonstrate its support of the IAD's role and responsibility within the department and provide recognition and support for good investigative practices.	Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	64.1	The SFPD should convene a joint review process within 90 days of the issuance of this report, co-chaired by OCC and SFPD senior staff, to evaluate existing complaint and disciplinary processes, policies, and liaison relationships to enhance trust and legitimacy around these issues.	Process & Procedure	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Leadership/ Management Culture	64.3	The SFPD should seek to improve interagency communications and identify ways of improving collaboration on investigative practices to ensure timely conclusion of investigations, shared information on prior complaints and finding of misconduct, and appropriate entry of discipline, designed to improve the overall discipline system that holds officers to account.	Process & Procedure	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	64.4	The SFPD should work with OCC to develop standards within 120 days of the issuance of this report regarding timeliness of complaint investigations, and consistency of investigative findings and practices to ensure progressive discipline is appropriately recommended.	Policy	90 days	Pending Assignment	Low	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	64.5	The SFPD should engage with OCC to ensure that the classification for complaints and their findings are reported consistently between the two agencies to ensure better transparency.	Process & Procedure	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief



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4 - Accountability	IT/Data Business Processes	65.1	The SFPD should develop a department-internal priority to regularly review and analyze OCC complaint reporting to identify priorities for intervention in terms of workforce culture, training, policy clarification, or leadership development.	Policy, Process & Procedure	90 days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	IT/Data Business Processes	65.2	The SFPD should raise district captains' awareness of this information by requiring IAD to present a trends analysis report of OCC case activity, emerging issues, and concerns at CompStat meetings every quarter.	Process & Procedure	90 days	Pending Assignment	High	Chief of Staff	Hector Sainez, Deputy Chief
4 - Accountability	IT/Data Business Processes	66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations	Procedure	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	IT/Data Business Processes	67.2	Supervisors should be provided with quarterly reports that integrate individual actions, as is currently reported by the Early Intervention Systems Unit, with aggregated information that provides complaint and misconduct data trends for the watch, district, and city.	Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	69.2	The SFPD should task a committee to review internal discipline on a quarterly basis to assure the fairness and impartiality of the process overall and particularly to ensure that there is not bias in determination and application of discipline. This analysis should be multi-levelled to include aggregate data, trend analysis, and outcome impact on officer demographics including prior discipline and adherence to the discipline matrix.	Process & Procedure	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	Process & Procedure	90 days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	71.2	The SFPD should develop a general order review matrix predicated upon area of risk, operational need, and public concern to allow for timely update and review of prioritized orders.	Process	90 days	Pending Assignment	High	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	72.1	The SFPD should present all Department Bulletins that substantively change or countermand a Department General Order to the Police Commission before implementation and publish them on their website after approval is received.	Process & Procedure	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	IT/Data Business Processes	72.2	All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD's website.	Procedure	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	Process & Procedure	90 days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	Process	90 days	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
4 - Accountability	IT/Data Business Processes	77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	Process	90 days	Pending Assignment	Medium	Airport	Kenwade Lee, Commander
4 - Accountability	IT/Data Business Processes	77.2	The SFPD should develop an auditing plan and schedule for both routine and risk audits within 90 days of issuance of this report. Staffing, resources, and training need to be allocated to the process to ensure an active and robust auditing schedule.	Process & Procedure	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief



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4 - Accountability	Doctrine/ Policy Development	80.1	The SFPD should create a policy governing the reporting of criminal activity and administrative misconduct uncovered during any type of covert investigation. Such policies will prepare the department for complex legal situations with multijurisdictional responsibilities for either criminal or administrative investigations into officer conduct.	Policy	90 days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	80.2	Clear communication protocols, responsibilities, and roles need to be established among the key partners responsible for investigations into criminal conduct and address administrative misconduct by officers.	Policy, Process & Procedure	90 days	Pending Assignment	High	Chief of Staff	Hector Sainez, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	80.3	The SFPD should develop clear and defined policies and protocols to address reporting and confidentiality requirements for officers investigating criminal activity and administrative misconduct of other police officers uncovered during any type of investigation.	Policy, Process & Procedure	90 days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	82.1	The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.	Process	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	82.2	The SFPD should consider creating information boards and "applicant only" websites and providing ongoing updates and department information to applicants during the hiring process.	Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85.3	The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.	Process	90 days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85.4	The SFPD should explore approaches to measure or validate the effectiveness of their recruitment outreach and events. The SFPD could do a community satisfaction survey or conduct GIS analysis to see whether all communities have access to these events.	Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	87.1	The Background Investigation Unit should continue the process of developing and implementing performance measures to evaluate the unit's investigators in terms of outcomes such as length of investigations, timeliness of investigations, numbers of contacts with the applicant, consistency of investigative approach, and hiring recommendations.	Process	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	Process	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	88.1	The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.	Process	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Training	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	Process & Procedure	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Training	88.3	The SFPD should evaluate whether orientation for recruits has positively impacted disproportionate termination rates related to Emergency Vehicle Operations Training failure. If not, the SFPD should identify other strategies to assist recruits.	Process	90 days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief



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5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	89.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a comprehensive diversity strategic plan that articulates the department's vision and commitment to organization-wide diversity initiatives including recruiting, hiring, and retaining a diverse and high-performing workforce. For this recommendation, the diversity strategic plan should <ul style="list-style-type: none"> · identify specific diversity recruiting priorities that are informed by empirical data that identify areas of underrepresentation; · identify specific recruiting activities and targets for diversity recruiting emphasis; · establish specific responsibilities for implementing and supporting action items for diversity program staff; · establish performance measures to track progress, solidify commitment, and ensure accountability across the organization for diversity in all ranks and units. 	Policy, Process & Procedure	90 days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	90.2	The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.	Process	90 days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	Process & Procedure	90 days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	91.3	The SFPD should ensure that there is diversity on the panel that oversees promotions and should consider adding community members or outside observers (or both) to the panel.	Process	90 days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Leadership/ Management Culture	1.1	SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to: <ul style="list-style-type: none"> • Partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those involving persons of color. • Develop and enhance relationships in those communities most impacted by deadly officer involved shootings and monitor trends in calls for service and community complaints to ensure appropriate police interaction occurs as a matter of routine police engagement. • Provide ongoing training for officers throughout the Department on how to assess and engage in encounters involving conflict with a potential for use of force with a goal of minimizing the level of force needed to successfully and safely resolve such incidents. 	Policy, Process & Procedure	120+ days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Leadership/ Management Culture	3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder group and conduct an after-action review of the meet and confer process to identify ways to improve input and expedite the process in the future for other policy development.	Process & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
1 - Use of Force	Training	4.7	The SFPD should assign the Training and Education Division to synthesize the issues emerging from the use of force reports and create announcements for roll call on emerging trends. The announcements can include scenarios from incidents that were troubling or complicated in some way and encourage officers to discuss with one another in advance about how they would communicate and approach such situations.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Training	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	Policy, Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief



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1 - Use of Force	Training	6.1	The Training and Education Division should adopt and implement a formal Learning Needs Assessment model that identifies and prioritizes training needs, and should subsequently design and present them in the most effective and efficient ways possible.	Policy, Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Training	6.2	To support policies mandated through recent Department Bulletins, as well as to ensure implementation of best practices and policies outlined in the Final Report of the President's Task Force of 21st Century Policing, The SFPD's Training and Education Division should prepare training on the following topics at minimum: <ul style="list-style-type: none"> • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response 	Process	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	IT/Data Business Processes	6.3	SFPD training records should be fully automated and training data easily accessible.	Process	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	7.1	The SFPD must develop a policy on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. The policy should also dictate the proper handling of the baton, and the policy should dictate when it's appropriate to use a two-hand stance and when a one-hand approach is needed.	Policy	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Training	7.2	The SFPD must develop training on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. Once developed, the training should be deployed to all officers.	Policy, Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Training	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.	Policy	120+ days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	9.1	The SFPD should work with the Department of Emergency Management to provide it with primary responsibility for timely notification to all stakeholders on the call-out list used immediately after an officer-involved shooting incident.	Policy	120+ days	Pending Assignment	Medium	Special Operations	Mikail Ali, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	Process & Procedure	120+ days	Pending Assignment	Low	Special Operations	Mikail Ali, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	10.2	The SFPD should work with its accountability partners the OCC and the District Attorney's Office in officer-involved shootings to develop a formal training program in which representatives of the District Attorney's Office, SFPD Homicide Detail, and the OCC engage in regular training regarding best practices for investigating such cases. This training should be developed and implemented within 120 days of the issuance of this report.	Policy, Process & Procedure	120+ days	Pending Assignment	Low	Field Operations	Michael Redmond, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	11.1	SFPD should update the Department General Order 3.10— Firearm Discharge Review Board to require written evaluation of policy, training, and tactical considerations of discharge incidents, specifically identifying whether the incident was influenced by a failure of policy, training, or tactics and should include recommendations for addressing any issues identified.	Policy	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Training	11.2	SFPD should update existing programs and develop training to address policy gaps and lessons learned. The Training and Education Division should work with the FDRB and Homicide Detail to create a presentation to inform Department personnel about key issues that contribute for officer discharge incidents and to help mitigate the need for firearm discharge incidents.	Policy, Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief



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1 - Use of Force	Doctrine/ Policy Development	11.3	The SFPD should update the DGO to ensure that the FDRB is staffed with the training and education division representative as an advisory member to ensure an appropriate focus on development of responsive training protocols.	Policy	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	12.1	SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: <ul style="list-style-type: none"> • Ensure that dispatchers are notified at the beginning of each shift which units have CIT trained officers assigned so they are appropriately dispatched to calls for persons with mental health disabilities. • Develop protocols to ensure that mental health crisis calls for service are answered by intake personnel at the Department of Emergency Management and the information is appropriately relayed to field personnel. 	Policy, Process & Procedure	120+ days	Pending Assignment	Medium	Field Operations	Michael Redmond, Deputy Chief
1 - Use of Force	Doctrine/ Policy Development	12.2	SFPD should ensure an appropriate distribution of CIT trained personnel across all shifts in all districts.	Process	120+ days	Pending Assignment	Low	Field Operations	Michael Redmond, Deputy Chief
1 - Use of Force	Training	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	Policy	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	Community Policing	15.1	The SFPD needs to create outreach materials related to educating the public and the media on use of force and officer-involved shooting investigations and protocols. These materials should be disseminated widely through the various community engagement events and district station meetings.	Process & Procedure	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	Community Policing	15.2	The SFPD should host town hall presentations to educate the public and the media on use of force and officer-involved shooting investigations and protocols.	Process	120+ days	Pending Assignment	Low	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	Community Policing	16.1	Working with all key stakeholders and community members, the SFPD and the Police Commission should make an informed decision based on expectations, sentiment, and information from top experts in the country.	Process	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	Doctrine/ Policy Development	16.2	The City and County of San Francisco should strongly consider deploying ECWs.	Policy	120+ days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
1 - Use of Force	IT/Data Business Processes	20.1	The SFPD needs to develop reliable electronic in-custody arrest data. It needs to ensure that these arrest data accurately reflect the incident number from the event, and the number should be cross-referenced on both the booking card and the use of force reporting form.	Policy & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	IT/Data Business Processes	20.3	The SFPD needs to advocate for better coordination with the San Francisco Sheriff's Department to ensure that the recording of SFPD arrest data is accurate and corresponds with SFPD incident report and arrest data.	Policy	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	IT/Data Business Processes	20.4	The SFPD should identify a research partner to further refine its use of force data collection and to explore the data findings of this report to identify appropriate data for measurement and to determine causal factors.	Policy	120+ days	Pending Assignment	Medium	Chief of Staff	Hector Sainez, Deputy Chief
1 - Use of Force	IT/Data Business Processes	21.1	The SFPD should continue to collect and analyze use of force data to identify patterns and trends over time consistent with recommendations in finding 20.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	IT/Data Business Processes	22.1	The SFPD needs to improve data collection on use of force so that further analysis can be conducted to better understand this finding.	Process	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Doctrine/ Policy Development	24.6	The SFPD should report twice a year to the Police Commission on the outcome of these audits, including the number completed, the number and types of devices audited, the findings of the audit, and the personnel outcomes where biased language or other conduct violations are discovered.	Procedure	120+ days	Pending Assignment	Low	Chief's Office	Toney Chaplin, Interim Chief



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2 - Bias	Community Policing	26.4	The SFPD should work with the Police Commission to convene a community focus group to obtain input on the policies and practices as they are being developed.	Process	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
2 - Bias	Training	27.3	Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training delivery.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Training	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	27.6	The SFPD should measure the efficacy of such training through careful data collection and analysis practices, ideally in partnership with an academic researcher.	Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	30.1	The SFPD should develop a plan to conduct further review and analysis of traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities. The plan should be developed within 180 days of the issuance of this report.	Policy, Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	30.2	Upon completion of recommendation 30.1, the SFPD should implement the plan to review and analyze traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities.	Process	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	30.3	The SFPD should provide supervisors with the results of timely data analyses regarding the E-585 traffic stop incident report activity of their officers that allow them to identify and proactively intervene when outlier officers are identified.	Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	30.6	The SFPD should implement the data collection recommendations regarding improving traffic stop data provided in appendix F. The timing of the implementation needs to be identified in the technology plan.	Policy	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data. Finding 34	Policy	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Doctrine/ Policy Development	35.1	The SFPD should adopt new policies and procedures for collecting traffic and pedestrian stop data, public complaints, and enforcement actions. Information for these events should be recorded accurately.	Policy	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
2 - Bias	IT/Data Business Processes	35.2	The SFPD should analyze its existing technology capacity and develop a strategic plan for how data are identified, collected, and used to advance sound management practices.	Process & Procedure	120+ days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
2 - Bias	Doctrine/ Policy Development	36.3	The SFPD should review all of its policies, procedures, manuals, training curricula, forms, and other materials to eliminate the use of archaic or biased language. For example, the SFPD should review the use of the word "citizen" in policies and forms, such as the Citizen Complaint Form (SFPD/OCC 293). This assessment should be completed within 120 days of the issuance of this report.	Process	120+ days	Pending Assignment	Low	Airport	Kenwade Lee, Commander
2 - Bias	Doctrine/ Policy Development	37.1	The SFPD should establish policy that specifically governs when and how Field Interview cards are completed. This should be accomplished within 180 days of the issuance of this report.	Policy	120+ days	Pending Assignment	Low	Airport	Kenwade Lee, Commander



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2 - Bias	IT/Data Business Processes	37.2	The SFPD needs to reassess its use, storage, and collection of Field Interview cards to ensure data retention and collection are in accord with legal requirements. Annual audit of Field Interview cards should be part of the data retention practices.	Process & Procedure	120+ days	Pending Assignment	High	Airport	Kenwade Lee, Commander
3 - Community Policing	Training	39.4	A training needs analysis must be conducted to support the training requirements recommended in this assessment. The SFPD must conduct an analysis of the needs across the organization, identify the benchmark for training, and develop a prioritized training plan based on the needs analysis. This will require solid support from the Office of the Chief of Police and the command staff if it is to succeed in strengthening the content, quality, and timeliness of the department's training. This should be completed within nine months of the issuance of this report.	Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	39.5	A technology needs analysis must be conducted on how to address the technology gaps identified in this assessment. Organizational needs should be identified, and a structured plan supported by budget forecasting should be in place to address the development of the IT enterprise for the SFPD. Existing systems should be integrated to ensure full value of the data already in place in the SFPD and that IT systems and practices remain up to date. The SFPD must analyze and expound its information technology capabilities that provide the right management information to drive key decisions on officer misconduct and overall employee performance.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	39.6	The SFPD must conduct a gap analysis comparing the current state of the department's information gathering, analyzing, and sharing assets and capabilities with the established modern best practices. This should be completed within six months of the issuance of this report.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	39.7	The SFPD must conduct a portfolio management assessment to identify opportunities for consolidating platform and product offerings, providing enterprise solutions across the organization instead of silos or one-off product sets. This should be completed within six months of the issuance of this report.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	39.8	The SFPD must create a five-year technology initiative roadmap to facilitate migrating current platforms to the modern state architecture. This should be completed within 12 months of the issuance of this report.	Policy	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	39.9	The SFPD must establish clear life-cycle management policies and procedures for enterprise application maintenance, support, and replacement strategies for sustaining improved data collection, analysis, and dissemination technologies. This should be completed within 12 months of the issuance of this report.	Policy	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief



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3 - Community Policing	Doctrine/ Policy Development	40.2	As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a strategic plan within six months of the issuance of this report that clearly defines the following: <ul style="list-style-type: none"> The department's vision, mission, and values statements. Once these statements are in place, the committee should establish agency-wide objectives and individual goals as the guiding principles that codify the SFPD's collective beliefs. The department's strategic framework for the planning process. This framework will ensure that the process results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions. The department's strategy to engage the community, obtain community input, and develop support for the plan and its success. The department's strategy to drive the plan down to the officer level by creating objectives that allow for individual goals that contribute to the overall plan. The department's measurement processes for individual performance and participation towards accomplishing departmental goals. 	Process & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	IT/Data Business Processes	40.5	The SFPD should develop specific measurable goals for community policing engagement within six months of the issuance of this report and ensure these measurements are incorporated into the department's CompStat processes.	Process & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Doctrine/ Policy Development	40.7	The SFPD should develop strategic partnerships on key community issues such as homelessness and organizational transparency to work in a collaborative environment to problem solve and develop co-produced plans to address the issues.	Policy, Process & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Community Policing	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	Procedure	120+ days	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Community Policing	41.1	The SFPD should work with the newly convened Strategic Planning Steering Committee (recommendation 40.2) to draft a new community policing and problem solving manual for SFPD members within 12 months of the issuance of this report	Process & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	IT/Data Business Processes	42.4	The SFPD should provide information technology support to districts to help develop newsletters that are easily populated and more professional in appearance. Creating a uniform newsletter architecture and consistent format that allows for easy data and content uploading would create efficiencies and help develop a greater sense of community.	Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Community Policing	43.3	The SFPD should consider reinvigorating its community police academy program to educate the community about the department's policing practices. The training should range from basic police orientation to ride-alongs with district police officers.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Community Policing	45.1	The SFPD should expand community policing programs throughout the entire agency and ensure each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty.	Process & Procedure	120+ days	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Training	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	Process	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief



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3 - Community Policing	Community Policing	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	Policy	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstating Form 509 or other such instruments to allow for consistency in data collection and reporting.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	46.2	The SFPD should regularly assess existing community engagement programs to ensure effectiveness in a framework predicated upon sound measurement practices. Assessments should include input from participants and trusted community partners.	Process & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Doctrine/ Policy Development	46.3	The SFPD should establish formal mechanisms to measure and support information sharing and the development of shared good practice among SFPD members, particularly district captains.	Policy	120+ days	Pending Assignment	High	Professional Standards	Michael Connolly, Captain
3 - Community Policing	IT/Data Business Processes	46.4	The SFPD should create a feedback mechanism for community engagement events to determine efficacy, replicability, and depth of relationship with community partners. A community survey could be one feedback mechanism.	Policy & Procedure	120+ days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	46.5	The SFPD should publish and post any community survey results.	Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	47.1	The department should conduct periodic surveys to measure whether the SFPD is providing fair and impartial treatment to all residents and to identify gaps in service (see recommendation 46.5).	Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	47.2	The department should create easy points of access for community feedback and input, such as providing "community feedback" or "talk to your captain" links on its website and social media pages.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Community Policing	47.3	The role of the Director of Community Engagement should be aligned with organizational communication and outreach to enhance overall messaging and community awareness of the SFPD's community policing initiatives and ongoing programs.	Policy	120+ days	Pending Assignment	Medium	Chief of Staff	Hector Sainez, Deputy Chief
3 - Community Policing	IT/Data Business Processes	48.2	The department needs to develop an annual reporting and measurement process of the issues raised at the forum and the progress made by the group in resolving them.	Policy, Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Training	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Training	49.2	Consideration should be given to using Field Training Officers to help develop and deliver training in the field regarding key community policing concepts as a way to augment and expand the training currently provided at the Training Academy.	Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Training	49.3	The SFPD's training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Doctrine/ Policy Development	52.1	The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community.	Process & Procedure	120+ days	Pending Assignment	Medium	Airport	Kenwade Lee, Commander



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Objective Number & Title	Concept	Rec #	Recommendations	Policy, Process and/or Procedure	Priority	Status	Impact	Bureau	Executive Sponsor
3 - Community Policing	Doctrine/ Policy Development	52.2	The SFPD should engage with the City and County of San Francisco to conduct joint strategic planning with all of its appropriate federal, state, and local partners to clearly define roles, responsibilities, and goals in continuing to address the issue of homelessness and ensure a more consistent and coordinated response to the needs of this growing segment of the city's population	Policy, Process & Procedure	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
3 - Community Policing	IT/Data Business Processes	52.3	The SFPD should engage in data collection and analysis to measure the effectiveness of strategies aimed at all community policing issues, particularly its response to the homeless community. The analysis should be part of an ongoing review and publication and reflect the commitment to greater transparency and community engagement.	Process & Procedure	120+ days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	IT/Data Business Processes	53.1	Performance evaluations should include officers' behaviors and efforts to meet the SFPD's community policing goals of community engagement, positive police-community interaction, and problem resolution. Establishing consistent performance evaluations is covered under recommendation 79.1.	Policy & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Leadership/ Management Culture	54.1	The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
3 - Community Policing	Leadership/ Management Culture	54.2	The SFPD should implement department-wide recognition for an officer of the month as one way to begin to advance a culture of guardianship and reward good community policing practices.	Policy	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	IT/Data Business Processes	55.2	Consistent with the current practice on Early Intervention System data, the SFPD should develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.	Process & Procedure	120+ days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	56.1	The SFPD should work with the OCC and Police Commission to minimize obstacles to transparency as allowed by law to improve communications to complainants and the public regarding investigation status, timeliness, disposition, and outcome.	Policy	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Community Policing	56.3	The SFPD should work with the OCC to facilitate the same actions and outreach to the community as best suits the independence of the OCC.	Policy	120+ days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Community Policing	56.4	The SFPD should ensure that the OCC public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials should be designed to educate the public about confidentiality limitations on sharing investigative information to inform residents of the type of feedback they may reasonably expect, and they should be provided in multiple languages.	Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Community Policing	56.5	The SFPD should work with the OCC and the Police Commission to conduct community workshops on the complaint process and the roles and responsibilities of each agency relative to the overall process within nine months of the issuance of this report.	Policy, Process & Procedure	120+ days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	56.6	The SFPD should encourage the OCC and IAD to identify obstacles that interfere with optimal complaints investigations and accountability, with a goal of implementing changes to better support their intended missions.	Process & Procedure	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	57.1	The SFPD needs to update its policies and educate personnel to appropriately recognize the importance of the first interaction between police personnel and members of the public who have complaints against the police.	Policy, Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief



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4 - Accountability	Doctrine/ Policy Development	60.2	The SFPD and OCC should establish an investigative protocol within 120 days of the issuance of this report that allocates specific time parameters for accomplishing investigative responsibilities and transfer of cases if criminal allegations are made against SFPD officers.	Policy & Procedure	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	61.1	The SFPD should develop a Standard Operating Procedures Manual detailing the scope of responsibility for all functions within the IAD. Standard operating procedures should provide guidance and advice on conflict reduction, whether internal or external to the SFPD.	Policy, Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	61.2	The SFPD must establish clear responsibilities and timelines for the progression of administrative investigations, and supervisors should be held to account for ensuring compliance.	Policy	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	62.1	The SFPD needs to establish standard operating procedures for maintaining file separation and containment of criminal investigations. This is critical to ensuring that officers' rights are protected and that criminal investigations can be fully investigated.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	66.3	The SFPD should provide twice-yearly reports to the Police Commission regarding actions resulting from the Sparks Report, including whether the OCC recommendation is supported and a timeline for implementation or correction to existing practice and policy.	Process & Procedure	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	IT/Data Business Processes	68.1	As part of its technological capacity improvement strategy, the SFPD should develop a plan to advance its capacity to digest information it currently possesses in a consistent, easily accessible format such as a template containing key data points including officer performance indicators and crime indicators that could provide management with real-time information to inform their practice.	Policy, Process & Procedure	120+ days	Pending Assignment	High	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	IT/Data Business Processes	68.3	The SFPD should increase transparency by collecting and providing data, policies, and procedures to the public in multiple languages relevant to the local community through official SFPD website and municipal open data portals.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	69.1	SFPD leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. The Police Commission, OCC, IAD, and POA leadership should be partners in this process. Albeit conclusions are drawn from a small sample, the assessment team is concerned that in review of some investigations, the officers who received discipline were primarily ethnic or racial minorities or women. In an organization where very few officers received suspensions for misconduct, this discrepancy stood out.	Process & Procedure	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	69.3	The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.	Procedure	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief



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Objective Number & Title	Concept	Rec #	Recommendations	Policy, Process and/or Procedure	Priority	Status	Impact	Bureau	Executive Sponsor
4 - Accountability	Doctrine/ Policy Development	70.1	The SFPD should work with the Police Commission to develop a nimble process for reviewing and approving existing and new Department General Orders that supports policing operations with codified, transparent policies.	Policy	120+ days	Pending Assignment	High	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	70.2	The SFPD should commit to updating all Department General Orders in alignment with current laws and statutes, community expectations, and national best practices every three years.	Policy, Process & Procedure	120+ days	Pending Assignment	High	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	70.3	Prior to promulgation of policies and procedures, the SFPD should ensure that comments are sought from members and units most affected by any practice, policy, or procedure during the initial stages of development.	Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	Process & Procedure	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	72.3	The SFPD should limit the use of Department Bulletins to short-term direction and eliminate the authority to continue a Department Bulletin after two years.	Policy	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	Training	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	75.1	The SFPD should task the Principled Policing and Professional Standards Bureau with overall responsibility for development, maintenance, training, and implementation planning for Department General Orders.	Policy	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	75.2	The Written Directives Unit should be tasked to work with subject matter experts from OCC and the Police Commission to ensure policies are adopted in a timely manner and appropriately updated.	Policy	120+ days	Pending Assignment	Medium	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	78.1	The SFPD should consider partnering with local academic institutions to evaluate its reform program, particularly as it seeks to implement the recommendations in this report.	Process	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	79.1	The SFPD should adopt a policy and implement the practice of completing regular performance evaluations of all department employees tailored to goals and objectives, job functions, and desired behavior and performance indicators.	Policy & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	Doctrine/ Policy Development	79.2	SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.	Process & Procedure	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
4 - Accountability	Doctrine/ Policy Development	79.3	The SFPD should use performance evaluations as an evaluation factor in promotions.	Process	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	Process & Procedure	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief



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Objective Number & Title	Concept	Rec #	Recommendations	Policy, Process and/or Procedure	Priority	Status	Impact	Bureau	Executive Sponsor
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81.3	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as <ul style="list-style-type: none"> recruitment sources for applicants who are hired and not hired; whether applicants are the result of personal referral, Internet, career center, print media, job fair, community or other outreach event, school career center, radio, television, outplacement service, or social media; passage rate by gender, race, and ethnicity for each major selection hurdle including written test, physical abilities, oral interview, polygraph, psychological assessment, hiring panel, and medical; selection rates by race, gender, and national origin; attrition rates by race, gender, national origin, and phase in training. 	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Training	83.1	The SFPD should work with City HR to reinstitute a valid PAT that is aligned with current policing and state POST requirements within 180 days of this report.	Policy	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Training	83.2	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84.1	The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically used toward recruiting and hiring goals.	Policy	120+ days	Pending Assignment	Low	Chief's Office	Toney Chaplin, Interim Chief
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84.2	The SFPD should establish a recruiting and hiring committee to continuously improve and streamline processes for applicants. The process should be as user-friendly as possible.	Policy	120+ days	Pending Assignment	Low	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	85.1	The SFPD should continue supporting and overseeing this initiative and ensure the Recruitment Unit continues to implement best practices for recruitment, training, and outreach to improve diversity and cultural and linguistic responsiveness of the SFPD.	Process & Procedure	120+ days	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	86.1	The SFPD should staff the Background Investigation Unit with full-time investigative personnel who have the required training and requisite experience and who are invested in the area of investigations.	Process	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	90.1	The SFPD should regularly and systematically capture and report the demographic composition of its supervisory, management, and senior leadership ranks to establish an ongoing mechanism to conduct comparative analyses against the overall workforce composition.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	91.1	The SFPD should increase the level of transparency of the promotion process and should clearly outline the qualifications required to advance for promotion.	Process	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	93.1	The SFPD and the Police Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to <ul style="list-style-type: none"> serve on department panels and committees; help address issues of bias as part of the department's ongoing training by bringing forth their experience and perspective; work as community ambassadors for community members or as recruiters for hiring; address areas of institutional practices that could be considered biased. 	Process	120+ days	Pending Assignment	Medium	Chief's Office	Toney Chaplin, Interim Chief



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5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94.1	The SFPD should identify its data needs for personnel and human resource analysis, including organizational diversity, succession and forecasting, training records, and separation data. The collection of data should allow the agency to conduct a barrier analysis.	Process & Procedure	120+ days	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
1 - Use of Force	IT/Data Business Processes	4.5	The SFPD should continue the manual entry of use of force data until the electronic use of force report is operational. To ensure consistency and accuracy in the data, this entry should be conducted in a single unit rather than multiple units.	Process & Procedure	Implemented	Pending Assignment	Low	Chief of Staff	Hector Sainez, Deputy Chief
3 - Community Policing	Community Policing	43.1	The SFPD should continue to actively support the programs aimed at community engagement, including Coffee with a Cop, the San Francisco Police Activities League, San Francisco Safety Awareness for Everyone, and The Garden Project.	Process & Procedure	Implemented	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
3 - Community Policing	Community Policing	43.2	The SFPD should expand its partnership with and further support neighborhood organizations that work to provide art, sports, educational, and leadership development opportunities for young people in the community.	Process & Procedure	Implemented	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
4 - Accountability	Doctrine/ Policy Development	73.1	The SFPD should develop a mechanism by which to track when a Department General Order or Department Bulletin has been accessed and acknowledged by a SFPD member.	Process & Procedure	Implemented	Pending Assignment	Low	Professional Standards	Michael Connolly, Captain
4 - Accountability	IT/Data Business Processes	76.1	Department General Orders and Department Bulletins should be stored in a searchable digital central repository for ease of access by officers and for administrative purposes.	Process	Implemented	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief
4 - Accountability	IT/Data Business Processes	76.2	The SFPD should provide department members access to an online electronic system for Department General Orders and Department Bulletins to provide timely updates, cross-referencing, and reporting and monitoring capabilities for managers.	Process	Implemented	Pending Assignment	Medium	Administration	Denise Schmitt, Deputy Chief

L. Julius M. Turman
Direct Phone: +1 415 659 4740
Email: jturman@reedsmith.com

Reed Smith LLP
101 Second Street
Suite 1800
San Francisco, CA 94105-3659
Tel +1 415 543 8700
Fax +1 415 391 8269
reedsmith.com

November 11, 2016

VIA US MAIL

Honorable London Breed
President and Member of the Board of
Supervisors, District 5
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable Eric Mar
Member of the Board of Supervisors, District 1
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable Mark Farrell
Member of the Board of Supervisors, District 2
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable Aaron Peskin
Member of the Board of Supervisors, District 3
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable Katy Tang
Member of the Board of Supervisors, District 4
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable Jane Kim
Member of the Board of Supervisors, District 6
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable Norman Yee
Member of the Board of Supervisors, District 7
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable Scott Wiener
Member of the Board of Supervisors, District 8
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable David Campos
Member of the Board of Supervisors, District 9
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable Malia Cohen
Member of the Board of Supervisors, District 10
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

Honorable John Avalos
Member of the Board of Supervisors, District 11
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, Ca. 94102-4689

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Re: November 15, 2016 Joint Meeting of the Board of Supervisors and the Police Commission

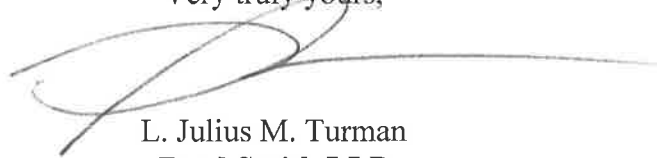
Dear Honorable Supervisors:

I am in receipt of a notice that the Board of Supervisors will hold a joint meeting with the Police Commission on November 15, 2016 regarding any updates to the reform measures recommended by the Department of Justice (COPS), the Blue Ribbon Panel, the Civil Grand Juries, and the Bar Association of San Francisco. Unfortunately, I have a previous work commitment that will take me out of state from November 15th – 17th. I apologize that I am unable to attend the joint session.

As Vice President of the Police Commission, I take these recommendations seriously and have been actively engaged in putting together the structures and the mechanisms to comply with each and every recommendation. As a Board of Supervisors appointee, I also take my obligation to report back to you as equally important. To this end, I will make myself available to meet one-on-one or in a group setting with any of you who require meeting with me on these issues.

Again, I apologize that I will be absent.

Very truly yours,



L. Julius M. Turman
Reed Smith LLP

LT:lw

CC: Angela Calvillo, Clerk of the Board
Suzy Loftus, President of the Police Commission