

A close-up photograph of a dark blue San Francisco Police uniform. The focus is on the shoulder patches. On the right shoulder, there is a large, shield-shaped patch with a blue background and a yellow border. The patch features the words "SAN FRANCISCO" and "POLICE" in yellow, arched lettering at the top. Below this is a yellow eagle with its wings spread, perched on a red and yellow flower. At the bottom of the patch is a yellow banner with the Spanish motto "ORO EN PAZ FIERRO EN GUERRA" in black letters. On the left shoulder, a smaller, silver-colored patch is visible, also featuring the words "SAN FRANCISCO" and "POLICE".

PRESENTATION TO THE BOARD OF SUPERVISORS

Collaborative Reform in San Francisco

The Path to Sustainability

October 2, 2023

An aerial view of a city skyline at dusk, featuring a river in the foreground and numerous skyscrapers. The sky is a mix of orange and blue, suggesting sunset or sunrise. The city buildings are silhouetted against the light sky, with some windows still lit. The river flows through the center of the city, with a few boats visible. The overall scene is a dense urban landscape.

ABOUT JENSEN HUGHES

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

Reform Foundation

- The U.S. DOJ Collaborative Reform Initiative published *An Assessment of the San Francisco Police Department*, on **October 12, 2016**
 - **94 findings and 272 recommendations**
- Goal - to guide reform efforts to achieve model policing practices and enhance community partnerships in San Francisco

SAN FRANCISCO AND COLLABORATIVE REFORM

Strategic Reform Initiatives:

- Use of force
- Bias in policing
- Community oriented policing
- Organizational Accountability
- Personnel practices



COLLABORATIVE REFORM - CURRENT STATE

- CADOJ Oversight
- Jensen Hughes monitor and report
- Three Reports tracking progress
 - Final Report delivered February 2022
 - Key outcome – improved policy, practice and training for use of force

A photograph of a dark, textured wall with large, white, three-dimensional letters spelling out "SAN FRANCISCO" on the top line and "POLICE DEPARTMENT" on the bottom line. The wall is part of a modern building with large glass windows in the background.

SAN FRANCISCO
POLICE DEPARTMENT

Current Reform Focus

- Work under the current reform program began September 2022
- Five projects plans with delivery timelines concluding April 2024
- Sustainability review for completed recommendations
- Independent monitoring, review, and reporting on the Department's ongoing transformation



Use of Force – Two Project Plans (1&2)

Reccs 20.1, 20.2, 20.3, 20.4, 21.2, 22.1

- Data reconciliation and ongoing analysis
- Further enforces the commitment to use of force proportionate necessary

Sustainability

Model Policy and Practices

- Disengagement policy
- Field Tactics Force Options Unit (FTFO)



Project Plan 3 – *Community Policing and Management Dashboard*

Reccs 26.1, 40.6, 48.1, 48.2, 28.1, 28.4, 28.5, 30.3, 30.4, 35.3, 68.1, 79.1, 79.2, and 79.3

Management Dashboard

- Officer actions and engagement will be visible and transparent to managers
- Focus on training, coaching and mentoring
- Forward vision, unique to SFPD

COLLABORATIVE REFORM AND SUSTAINABILITY

Progress

- Project Plans
- Management Dashboard
- Operational
- Sustainability

Challenges

- Resourcing
- IT Completion
- Timeline
- Policy Development



SAN FRANCISCO AND COLLABORATIVE REFORM

San Francisco Distinction

- Internally driven and owned
- Collaborative approach
- External Oversight – CADOJ
- Organizational Investment

QUESTIONS?



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