

# COLLABORATIVE REFORM INITIATIVE

STATUS UPDATE



SAN FRANCISCO POLICE DEPARTMENT  
CITY & COUNTY OF SAN FRANCISCO

May 6<sup>th</sup>, 2025



# AN OVERVIEW OF SFPD REFORM

In 2016, the City of San Francisco and the San Francisco Police Department (SFPD) asked the U.S. Department of Justice for a voluntary, top-to-bottom review of the SFPD's practices. The U.S. DOJ's COPS office (for "Community Oriented Policing Services") released a comprehensive assessment of the SFPD. In total, the U.S. DOJ made 94 findings and 272 recommendations for improvement.

In 2017, the U.S. Attorney General ended the U.S. DOJ's participation in collaborative reform partnerships.

In 2018, the SFPD reinvented the transformative program as a voluntary state-level collaboration. The SFPD partnered with the California Department of Justice together with Jensen Hughes (formerly Hillard Heintze), a leading global change management consultancy, to implement the 272 recommendations and nearly 1,000 associated compliance measures.

In January 2025, the California Department of Justice announced that the SFPD was in substantial compliance with its Collaborative Reform Initiative agreement with the state.



# COLLABORATIVE PARTNERSHIP

## Main Partners

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

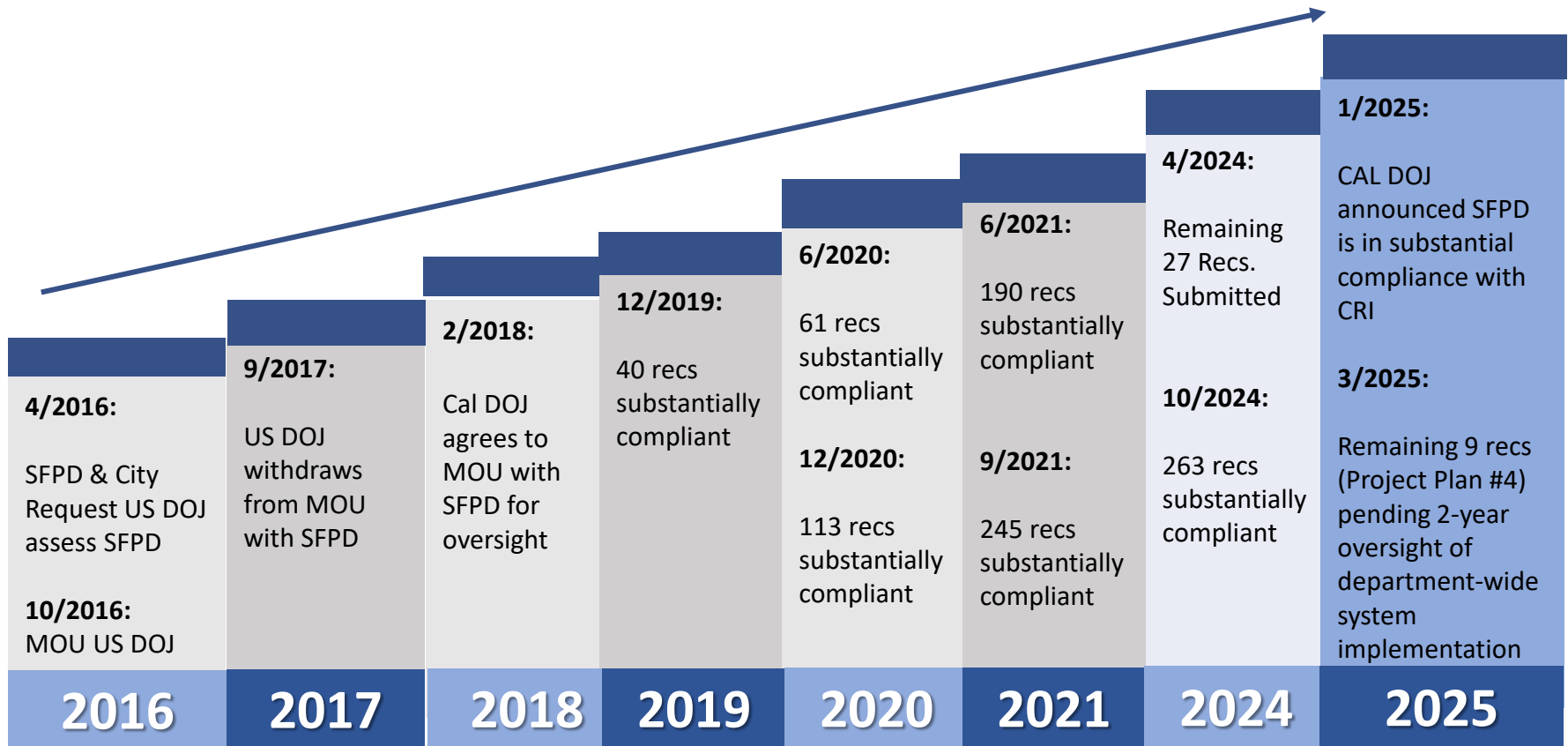


## Supporting Partners

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



# TRANSFORMING POLICING



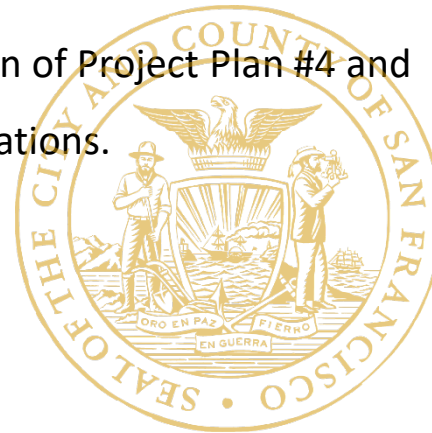
# PHASE TIMELINE

## Voluntary Process

- **Phase I:** Initial work begins and the establishment of PSPP to manage CRI
- **Phase II:** Assignment of Executive Sponsors and established protocols and process
- **Phase III:** Increased engagement with Cal DOJ, and Jensen Hughes. Identification and adaptation to challenges.
- **Phase III+:** Increased completion cadence, and reorganization of remaining recommendations.
- **Sustainability:** Ongoing process to ensure completion of Project Plan #4 and sustainability of substantially complaint recommendations.

## Phase Timeline

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



# Collaborative Reform Initiative

## Status by Category

### CA Department of Justice CRI Phase 3 Results

Category	Recommendations	Substantially Complete	External Review	External Validation	In Progress
Accountability	68	65	0	0	3
Bias	54	48	0	0	6
Community Policing	60	60	0	0	0
Recruitment, Hiring & Personnel	32	32	0	0	0
Use of Force	58	58	0	0	0
<b>Total</b>	<b>272</b>	<b>263</b>	<b>0</b>	<b>0</b>	<b>9</b>

*All 272 recommendations have been submitted*



# PROJECT PLAN 4: MANAGEMENT DASHBOARD

## Nine Recommendations

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

### CRI Objectives

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

### Achieved Through

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

### Impact

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



# POLICE REFORM HIGHLIGHTS





# USE OF FORCE HIGHLIGHTS

## Use of Force Policy, National Model

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



# BIAS HIGHLIGHTS

## **Bias-Free Policing Strategic Plan:**

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

## **Community Engagement:**

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

## **Investigation and Accountability:**

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

## **Anti-Bias Training:**

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

## **Technology and Reporting:**

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



# COMMUNITY POLICING HIGHLIGHTS

## **SFPD Strategic Plan, 1.0:**

- Launched comprehensive strategic plan to guide department initiatives.

## **SFPD Community Policing Strategic Plan:**

- Developed the vision and values that define community policing in San Francisco, and the goals, objectives and metrics to implement that vision.

## **Department-Wide Training:**

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

## **Community Engagement Division:**

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

## **Annual Community Policing Plans:**

- Instituted requirement that all stations and units create an annual plan with policy mandates for data collection, feedback, and tracking community engagement activities.



# ACCOUNTABILITY HIGHLIGHTS

## **Department-Wide Training:**

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

## **Community Engagement Division:**

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

## **Technology and Budget Prioritization:**

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

## **Accountability and Reporting:**

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

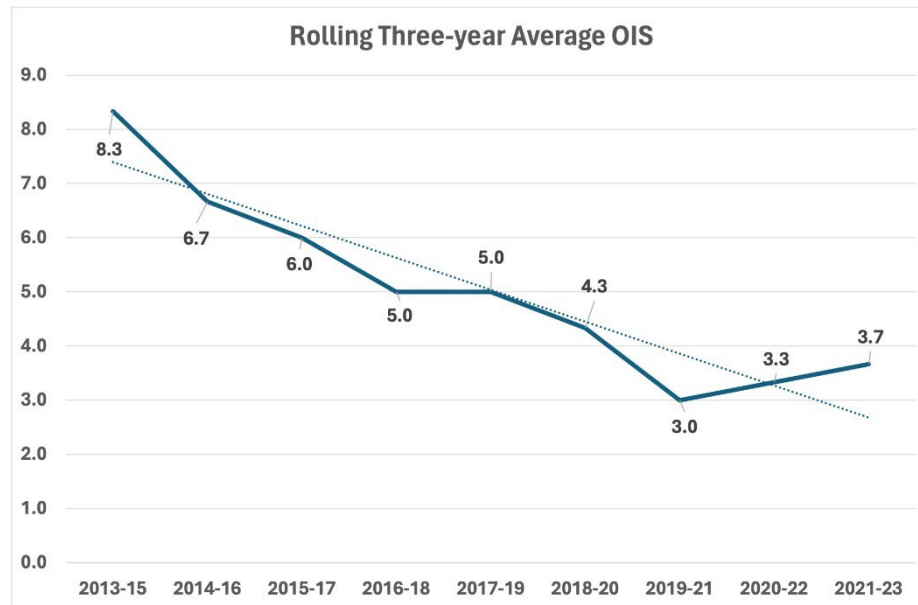


# RECRUITMENT, HIRING, PERSONNEL PRACTICES HIGHLIGHTS

- Collaboration with Department of Human Resources
- SFPD can now identify hiring and promotional trends relating to demographics
- Decreased failure rate at the police academy by supportive training to help recruits succeed.
- 21<sup>st</sup> Century Policing knowledge is now measured for promotions
- Consolidated background unit and recruitment under the same command
- Increased training hours at the basic police academy
- Improved recruiting practices to include significant outreach and improved support practices to help candidates transition to employment with the SFPD.



# DATA RESULTS & HIGHLIGHTS



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



# DATA RESULTS & HIGHLIGHTS

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



# COLLABORATIVE REFORM INITIATIVE: FINAL REPORT

Cal DOJ credits the SFPD for voluntarily undertaking reform and inviting government oversight. Importantly, SFPD's proactive efforts have resulted in positive policing outcomes that should be recognized.

The SFPD Succeeded in achieving substantial compliance with 96.7% of the recommendations. Given this accomplishment, Cal DOJ found the SFPD has obtained overall substantial compliance.

## **Impact on Reform:**

- SFPD's overall use of force and use of force rate involving every racial group has declined between 2017-2023.
- The yearly average of shootings is down nearly 50% when comparing the number of shootings in 2018, (the year SFPD signed its MOU with Cal DOJ) through the present, to the number of shootings between 2011-2017.
- Analysis of SFPD's use of force statistics continues to show racial disparities, but the rate that force is used against Black individuals has significantly declined more than the rate of force involving all other races.

[SFPD\\_CollaborativeReformInitiativeFinalReport\\_20250115.pdf](#)





# FUTURE OF REFORM

## 1. Strategic Planning and Accountability

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

## 2. Training and Community Engagement

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



# FUTURE OF REFORM

## 3. Technology and Process Improvement

- Technology and Budget Prioritization:** Developed a strategic plan for technology use and budget prioritization.
- Tracking and Reporting Systems:** Established electronic tracking of acknowledgment of department directives; formalized tracking system of cases.
- Professional Standards and Ongoing Monitoring:**
  - The Professional Standards and Principled Policing Unit (PSPPU) continues work on Project Plan #4 recommendations and is charged with sustainability of the substantially compliant recommendations.
  - The Staff Inspections Unit, under PSPPU, continues to conduct audits related to sustainability and reform.
  - The BAT team, under PSPPU, is assisting with stop data entry compliance in anticipation of launching the Management Dashboard.



# NEXT STEPS FOR CRI

## **Sustainability:**

SFPD recognizes that reform is an ongoing process and will remain sustainable through implementation of the following practices:

- Development of mechanisms for regular review of best practices for improvements in policing practices.
- Demonstration of continuous improvement and commitment to meet industry best practices by remaining sustainable with all substantially compliant recommendations.
- Examination of future department goals and assessment of appropriate structure, role and tasking for the continued internal oversight of policing practices.
- Continued review of practices for transparency, professionalism and accountability.



# NEXT STEPS FOR CRI

## Management Dashboard:

- In part, this project has been completed based on the implementation of the technology needed to support the project plan goals and the future management vision of the SFPD.
  - SFPD is in the testing phase of the electronic performance appraisal system to better inform supervisors of employee performance and to track completion of performance appraisals.
  - SFPD is in the developmental phase for the data dashboard to better inform supervisors of stops.
- The Dashboard will inform the consistent and transparent evaluation of employee performance and the routine management and oversight of officer activity, including stops.
- The Dashboard will provide increased data collection on how law enforcement engages with members of the public.



# Questions?

