



**2016 COLLABORATIVE REFORM INITIATIVE
IN PROGRESS RECOMMENDATIONS
TRACKING MATRIX
Status as of 05.19.21**

| Objective Number & Title | Concept | Finding # | Findings | Rec # | Recommendations | Priority | Status | Substantial Compliance Date | Bureau | Executive Sponsor | Findings Manager | Project Manager |
|--------------------------|--------------------------------|-----------|---|-------|---|-----------|-------------|-----------------------------|----------------|-------------------------|-------------------|---|
| 1 - Use of Force | Leadership/ Management Culture | 1 | The majority of deadly use of force incidents by SFPD involved persons of color. | 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. | Low | In Progress | | Chief of Staff | Cmdr. Robert O'Sullivan | Lt. Eric Altorfer | Sgt. James Tacchini |
| 1 - Use of Force | IT/Data Business Processes | 20 | The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis. Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests. | 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. | Low | In Progress | | Chief of Staff | Cmdr. Robert O'Sullivan | Lt. Eric Altorfer | Gordon Brussow, Manager |
| 1 - Use of Force | IT/Data Business Processes | 20 | The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis. Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests. | 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. | Immediate | In Progress | | Chief of Staff | Cmdr. Robert O'Sullivan | Lt. Eric Altorfer | Sgt. Stacy Youngblood & William Sanson-Mosier |
| 1 - Use of Force | IT/Data Business Processes | 20 | The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis. Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests. | 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. | Low | In Progress | | Chief of Staff | Cmdr. Robert O'Sullivan | Lt. Eric Altorfer | Gordon Brussow, Manager |
| 1 - Use of Force | IT/Data Business Processes | 20 | The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis. Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests. | 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. | Low | In Progress | | Chief of Staff | Cmdr. Robert O'Sullivan | Lt. Eric Altorfer | Sgt. Stacy Youngblood |
| 1 - Use of Force | IT/Data Business Processes | 21 | Community members' race or ethnicity was not significantly associated with the severity of force used or injury arising from an officer's use of force. | 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. | Low | In Progress | | Chief of Staff | Cmdr. Robert O'Sullivan | Lt. Eric Altorfer | Sgt. Stacy Youngblood |
| 1 - Use of Force | IT/Data Business Processes | 22 | When only minority officers were involved in a use of force incident, the severity of force used and the injuries sustained by community members increased. | 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. | Low | In Progress | | Chief of Staff | Cmdr. Robert O'Sullivan | Lt. Eric Altorfer | Sgt. Stacy Youngblood |



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| 3 - Community Policing | Community Policing | 39 | The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services. | 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. | Medium | In Progress | | Community Engagement Division | Cmdr. Daryl Fong | Sgt. Ryan Crockett | Jason Cunningham, Program Manager |
| 3 - Community Policing | Doctrine/ Policy Development | 40 | The SFPD does not formalize community engagement in support of community policing practices. The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities. | 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. | High | In Progress | | Community Engagement Division | Cmdr. Daryl Fong | Sgt. Ryan Crockett | Jason Cunningham, Program Manager |
| 3 - Community Policing | Community Policing | 41 | The SFPD's community policing order Department General Order 1.08 – Community Policing (effective 9/28/11) and its Community Policing and Problem Solving manual are out of date and no longer relevant. These overarching directives do not sufficiently reflect the vision, plan, or goals of the SFPD with regard to community policing. They need to be updated and maintained as living documents that guide the community policing activities of the organization. | 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 | Low | In Progress | | Community Engagement Division | Cmdr. Daryl Fong | Sgt. Ryan Crockett | Lt. Raymond Cruz |
| 3 - Community Policing | Community Policing | 48 | The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities. | 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. | Medium | In Progress | | Community Engagement Division | Cmdr. Daryl Fong | Sgt. Ryan Crockett | Derick Brown, Sr. Advisor |
| 3 - Community Policing | IT/Data Business Processes | 48 | The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities. | 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. | Low | In Progress | | Community Engagement Division | Cmdr. Daryl Fong | Sgt. Ryan Crockett | Derick Brown, Sr. Advisor |
| 4 - Accountability | IT/Data Business Processes | 55 | The SFPD is not transparent around officer discipline practices. During the community listening sessions and interviews with community members, there was a consistently stated belief, especially in the African American and Hispanic communities, that officers are not held accountable for misconduct. | 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. | Low | In Progress | | Administration | Cmdr. Denise Flaherty | Sgt. Frank Pereira | Lt. Andrew Cox |
| 4 - Accountability | IT/Data Business Processes | 68 | The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability. The technology in the SFPD requires significant updating. However, poor data collection practices, including lack of supervisory review and accountability for improperly completed reports and form sets, contributes to the poor data environment. | 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. | Low | In Progress | | Administration | Cmdr. Denise Flaherty | Sgt. Frank Pereira | William Sanson-Mosier, Acting Director |



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| 4 - Accountability | Doctrine/ Policy Development | 69 | The SFPD does not consistently apply the principles of procedural justice. | 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. | Medium | In Progress | | Administration | Cmdr. Denise Flaherty | Sgt. Frank Pereira | Lt. Angela Wilhelm |
| 4 - Accountability | Doctrine/ Policy Development | 69 | The SFPD does not consistently apply the principles of procedural justice. | 69.3 | The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories. | Low | In Progress | | Administration | Cmdr. Denise Flaherty | Ofc. Lauren Nelson | Phil Lohaus |
| 4 - Accountability | Doctrine/ Policy Development | 79 | Evaluation of employee performance is not an institutionalized practice in the SFPD. SFPD personnel interviewed did not recall having or conducting a performance evaluation within the department. | 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. | Low | In Progress | | Administration | Cmdr. Denise Flaherty | Sgt. Frank Pereira | Lt. Robert Kobold |
| 4 - Accountability | Doctrine/ Policy Development | 79 | Evaluation of employee performance is not an institutionalized practice in the SFPD. SFPD personnel interviewed did not recall having or conducting a performance evaluation within the department. | 79.2 | SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year. | Low | In Progress | | Administration | Cmdr. Denise Flaherty | Sgt. Frank Pereira | Lt. Robert Kobold |
| 4 - Accountability | Doctrine/ Policy Development | 79 | Evaluation of employee performance is not an institutionalized practice in the SFPD. SFPD personnel interviewed did not recall having or conducting a performance evaluation within the department. | 79.3 | The SFPD should use performance evaluations as an evaluation factor in promotions. | Low | In Progress | | Administration | Cmdr. Denise Flaherty | Sgt. Frank Pereira | Lt. Robert Kobold |