

Collaborative Reform Initiative

May 2021 Update



CITY & COUNTY OF SAN FRANCISCO

Police Department

May 25, 2021

Collaborative Reform Initiative

In 2016 USDOJ assessed the Department and provided 272 recommendations for improvement, focused on the following categories:

- Accountability
- Bias
- Community Policing
- Recruitment, Hiring & Personnel Practices
- Use of Force

COLLABORATIVE REFORM INITIATIVE

An Assessment of the San
Francisco Police Department

OCTOBER 2016



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



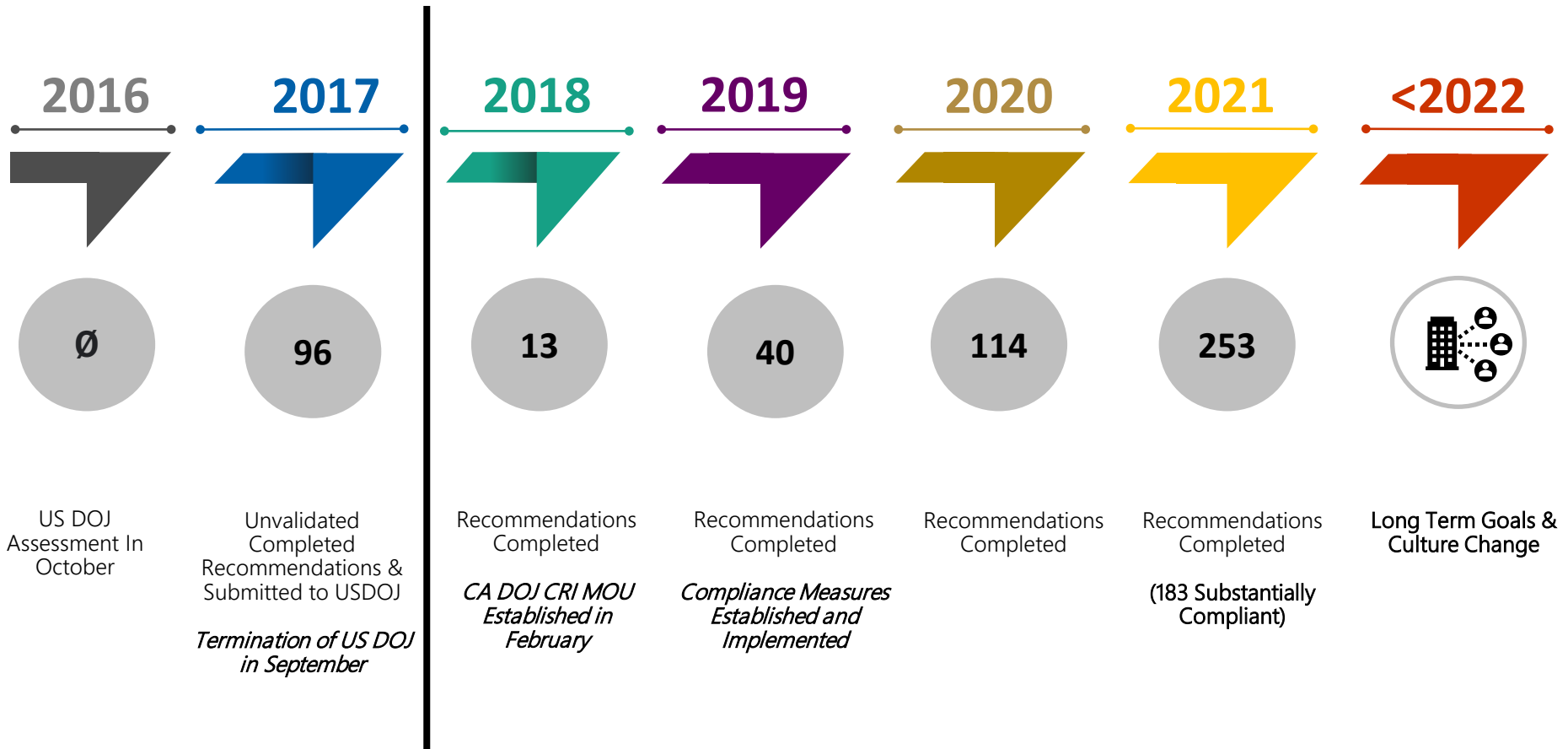
Roadmap for Police Reforms

In June 2020, Mayor London Breed announced her vision to fundamentally change the nature of policing. Her vision focused on four priorities:

- Demilitarization of the Police
- End of the Use of Police as a Response to Non-Criminal Activity
- Address Police Bias and Strengthen Accountability
- Redirect Funding for Racial Equity

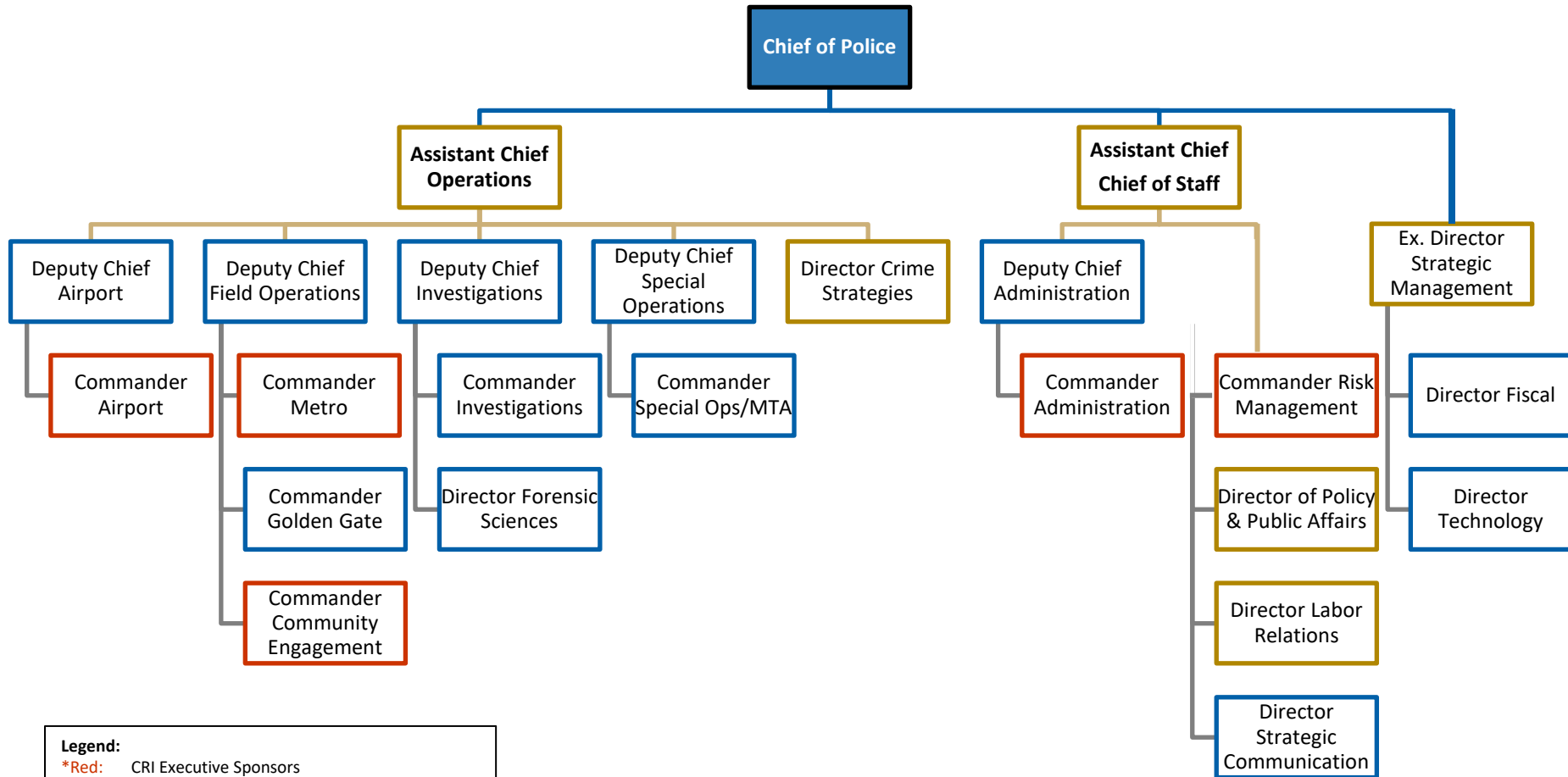


Collaborative Reform Initiative Progress



SFPD Organizational Structure

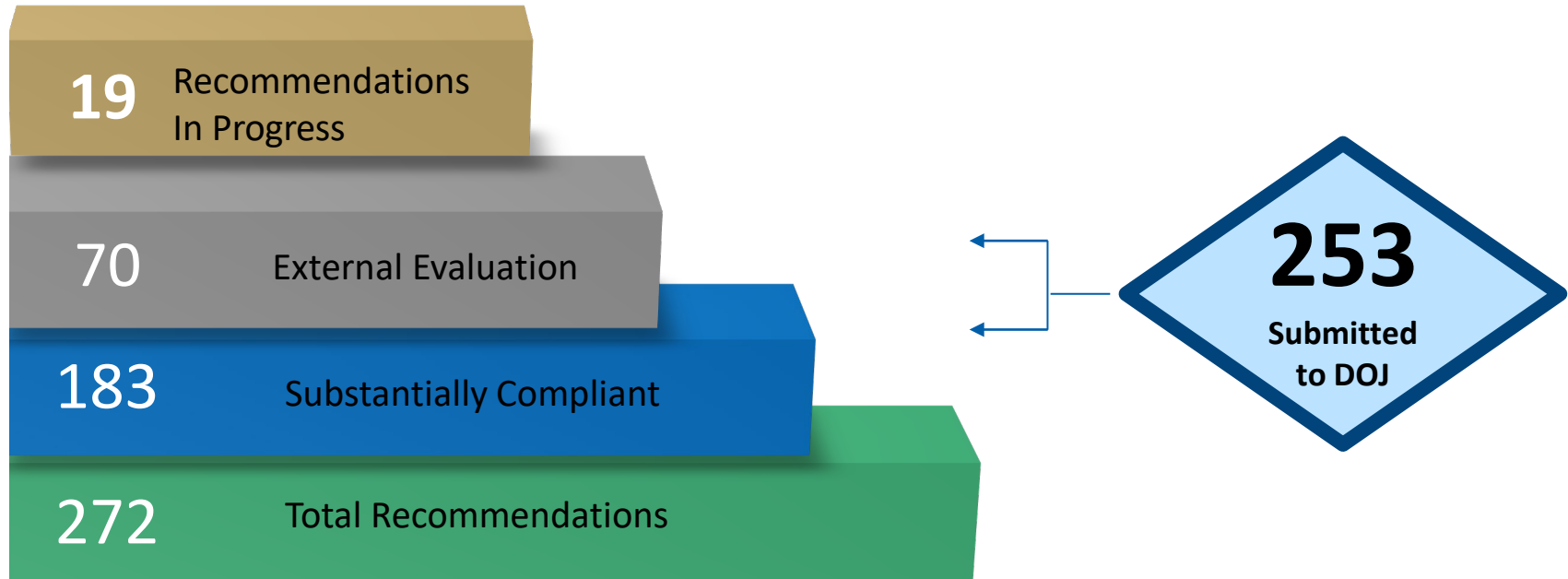
Commitment to Reform



Legend:

- *Red: CRI Executive Sponsors
- *Yellow: Additional Reform Command Staff Changes
- *Blue: Historical SFPD Command Staff Positions

CRI Progress Through May 20, 2021



Recommendations & Compliance Measures

In order to ensure adherence and sustainability of recommendations, compliance measures were created in partnership with CA DOJ. Each recommendation varies in the number of compliance measures required to be met.

Compliance Measures require documentation of:

- Planning
- Establishing a policy
- Review
- Implementation & Continuous Improvement



2021 Collaborative Reform Initiative

Categorical Results

CA Department of Justice CRI Results

Category	Recommendations	Substantially Completed	External Evaluation	In Progress
Accountability	68	50	11	7
Bias	54	25	29	0
Community Policing	60	41	14	5
Recruitment, Hiring & Personnel	32	23	9	0
Use of Force	58	44	7	7
Total	272	183	70	19

2021 CRI Compliance Measures & Results

CA DOJ Categories	Compliance Measures		
	Met	Total	Percentages
Accountability	200	226	88%
Bias	206	206	100%
Community Policing	195	221	88%
Recruitment, Hiring and Personnel	123	123	100%
Use of Force	188	219	86%
Total	912	995	92%



**Organizational System & Culture Changes
2016-2021**

Community Policing Reform Outcomes

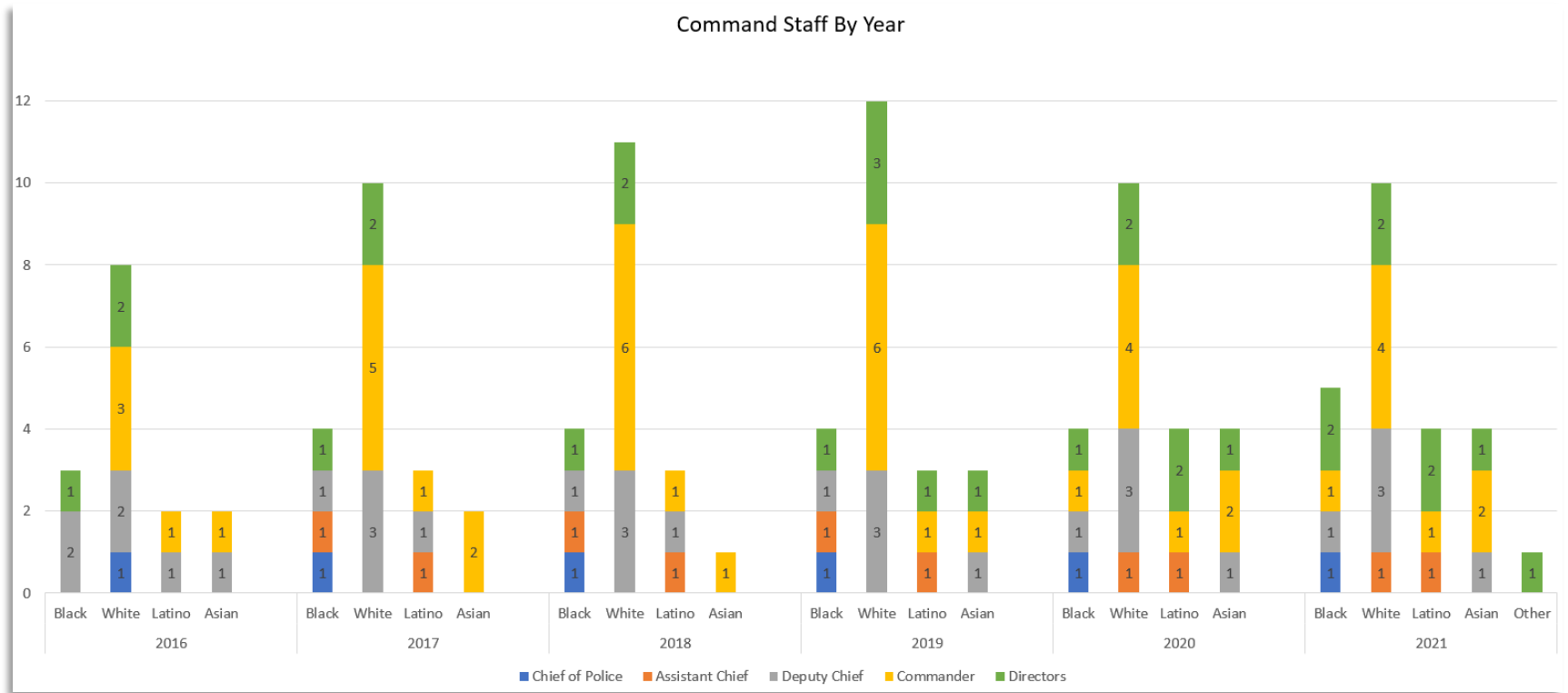
The Community Policing Strategic Plan was developed in partnership with the San Francisco community and city agencies to clearly define SFPD's community policing vision, values, goals, and objectives. This vision was implemented and codified into policy in the revision of Department General Order 1.08 Community Policing.

- Vision, values and goals for community policing throughout department
- Community advisory forums
- Data collection and analysis plan
- Survey platform for community feedback
- Advancing guardianship through awards

DGO 1.08 requires:

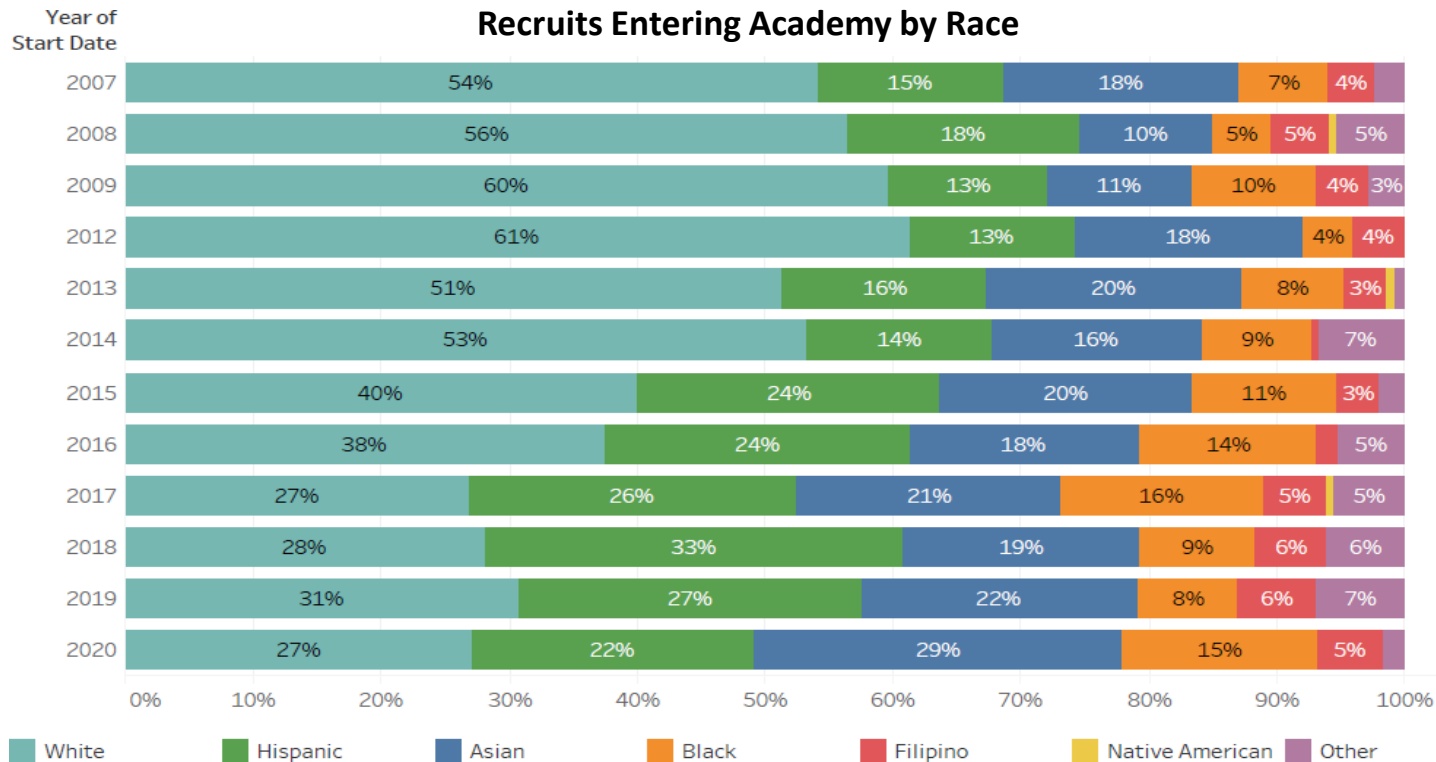
- Tracking and analysis of community policing data
- Creating oversight committees for review
- Working in partnership with the community to identify and problem-solve local challenges

Recruitment, Hiring & Personnel Practices Reform Outcomes



Per DOJ Recommendations, SFPD provides the public ongoing information about their command staff structure to conduct a comparison analysis against the overall workforce composition.

Recruitment, Hiring & Personnel Practices Reform Outcomes



DOJ recommendations called for an aggressive recruitment strategy to attract candidates from typically underrepresented communities to better reflect the city's makeup.

Training & Reform Outcomes

The department is invested in training officers and ensure we build a 21st century police department. Trainings recommended by the California Department of Justice and Hillard Heintz have been institutionalized within the department. Beyond the training provided regularly, officers and professional staff are required to take a series of trainings.

These trainings include:

- Bias Trainings
- Crisis Intervention Training (CIT)
- Critical Mindset Coordinate Response (CMCR)
- Use of Force Trainings



Accountability Reform Outcomes

Recommendations focused on improving disciplinary processes to ensure organizational and individual accountability.

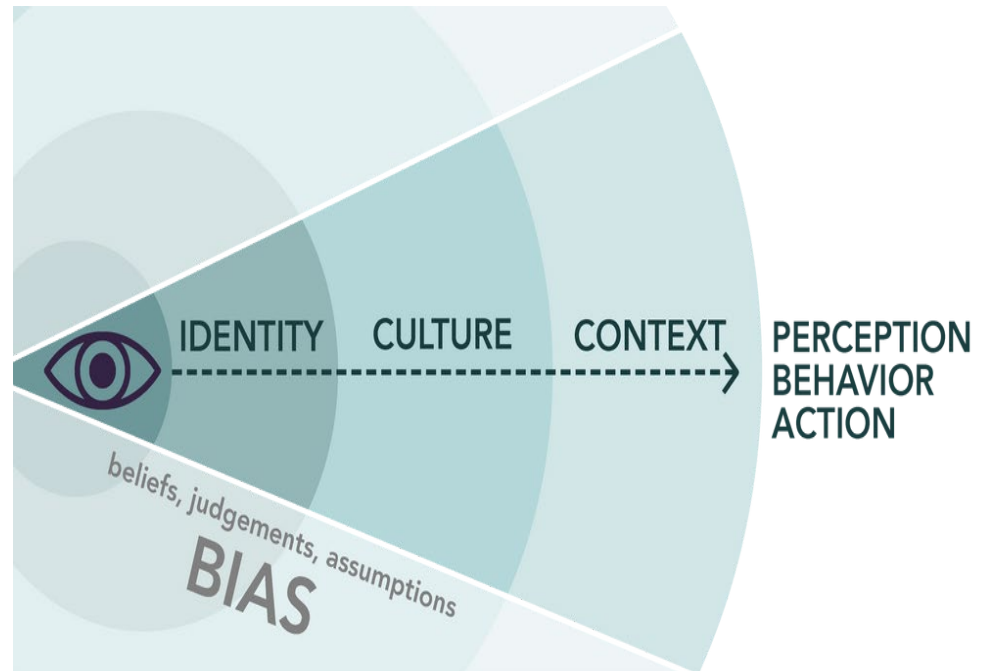
- Reviewing and adjusting policies on an ongoing and frequent basis.
- Enhance and codify partnership with the Department of Police Accountability (DPA).
- Strengthen Station Captain awareness of complaint trends in their districts.
- Discipline penalty guide and department disciplinary process.



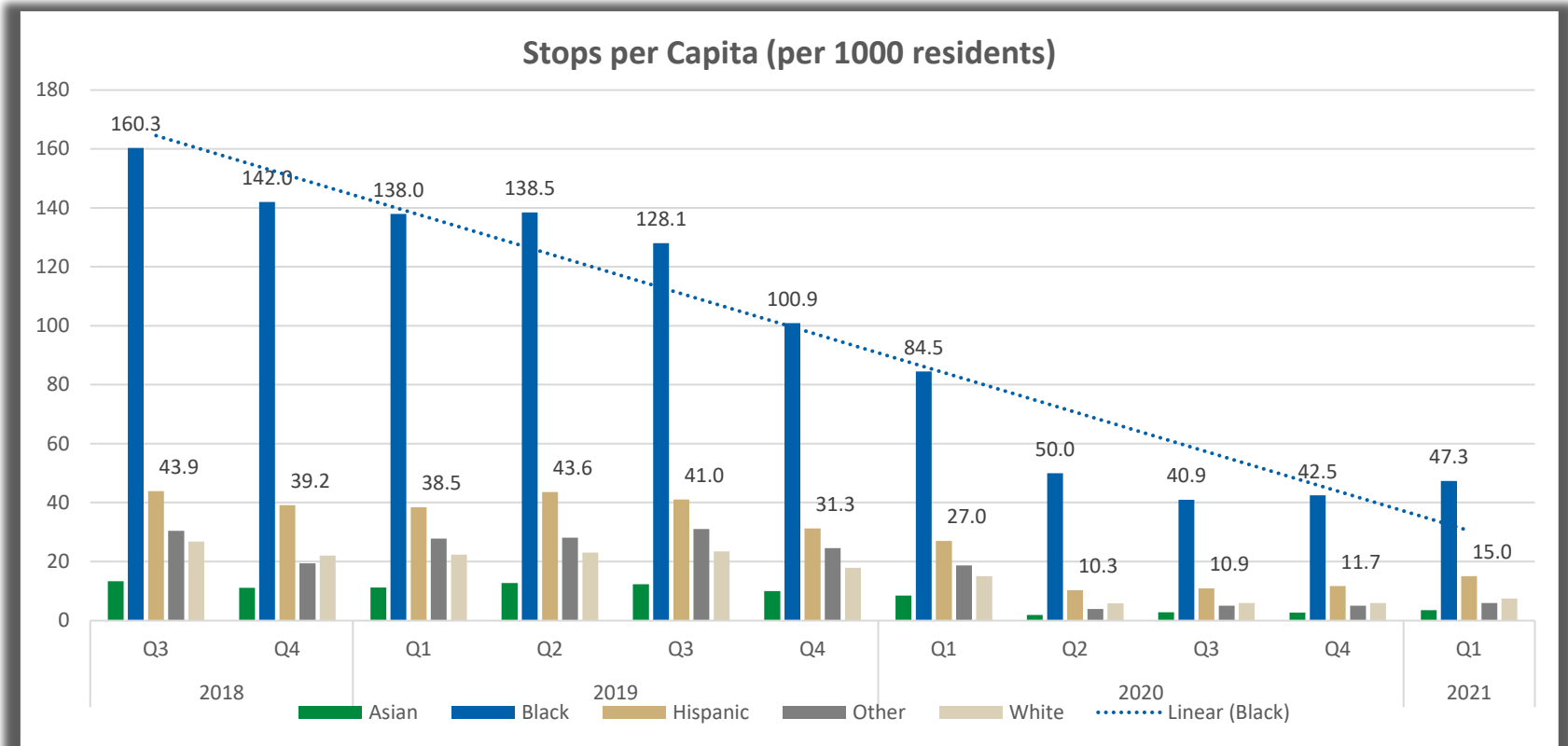
Bias Reform Outcomes

SFPD continues to update specific policies, provide training, and conduct data reviews to be more equitable.

- 5.03: Investigative Detentions
- 5.17: Bias-Free Policing including Bias by Proxy
- 11.07: Prohibiting, Discrimination, Harassment and Retaliation
- Bias-Free Policing Strategic Plan
- Developing and launching a Disparities Review System (DRS)
- Implicit Bias Training

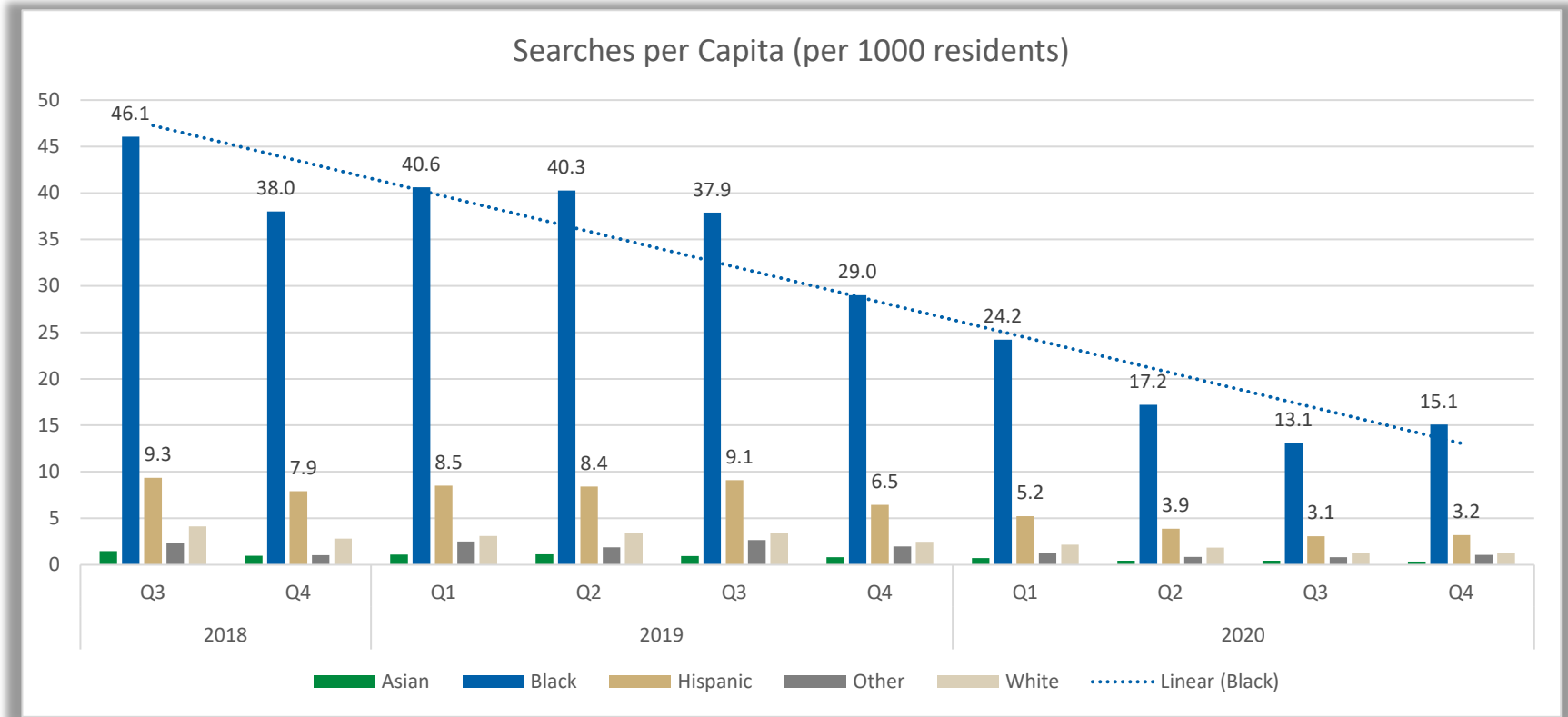


Bias Reform Outcomes



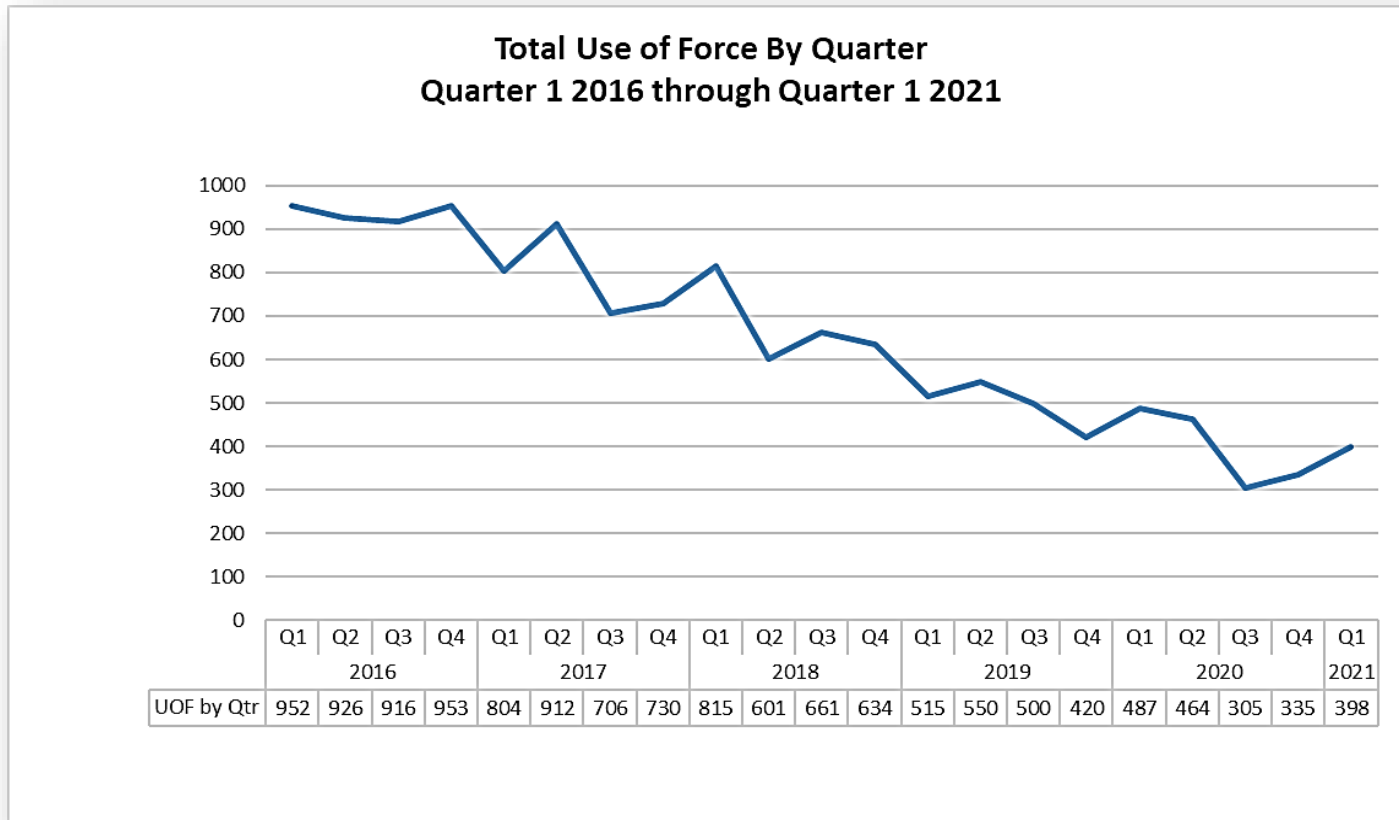
The linear trendline illustrates that for Black/African American individuals, stops have gone down to 13.4, per 1000 Black/African Americans, per quarter, on average, over time. Stops have decreased as well for the other races— 1.2 for Asians; 3.8 for Hispanics; 2.3 for Whites; and 2.8 for Other.

Bias Reform Outcomes



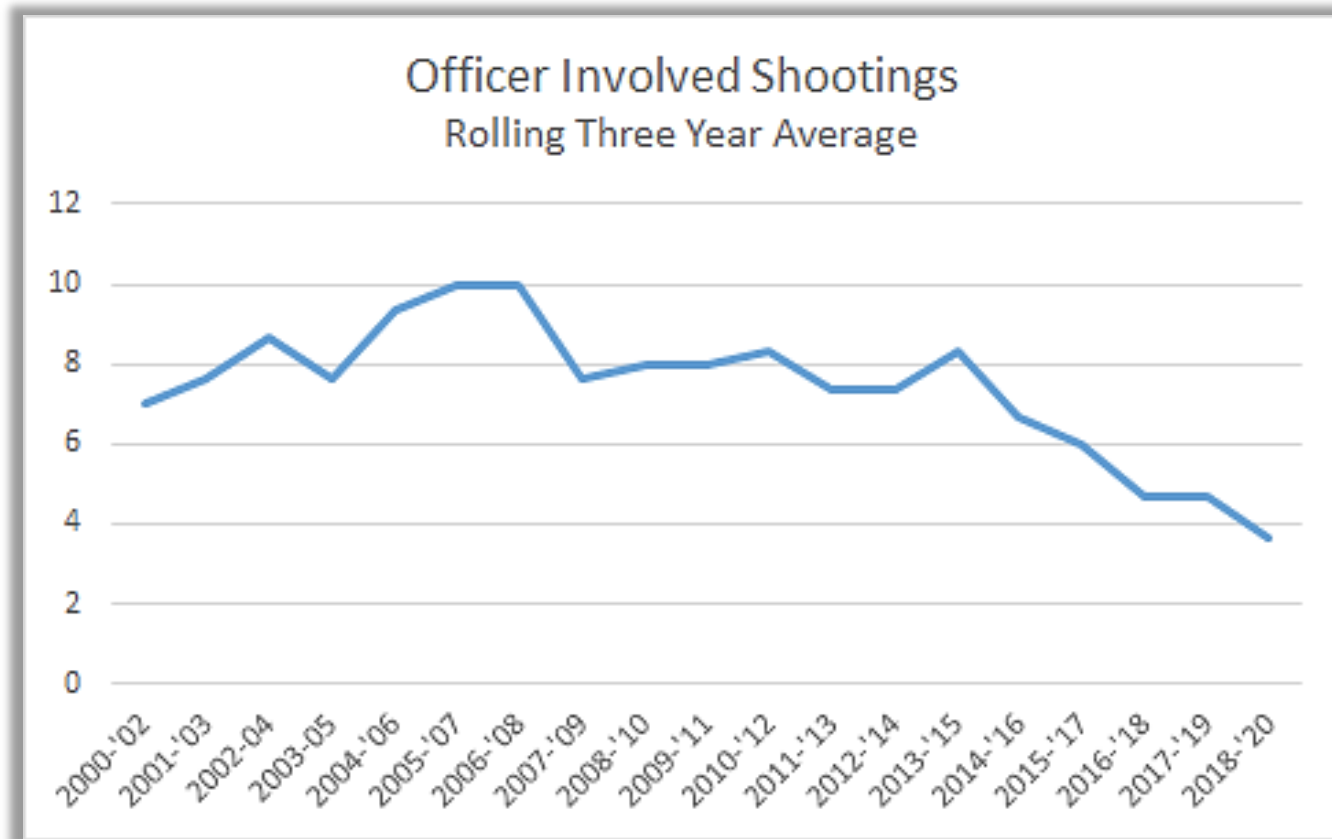
In this case the number of Black/African American individuals included in search data goes down 3.5, per 1000 Black/African Americans, per quarter, on average, over time. Searches have decreased as well for the other races– 0.1 for Asians; 0.7 for Hispanics; 0.3 for Whites; and 0.1 for Other.

Use of Force Reform Outcomes



During the 1st quarter of 2021, the Department responded to 148,123 total calls for service. Force was used in 200 incidents which represented 0.14% of all calls for service.

Use of Force Reform Outcomes



Officer Involved Shootings have seen a general decrease since its recent spike in 2013-'15. Since reform, OIS incidents have seen historical lows that continue on a downward trajectory.

The Transformation of SFPD

TRANSPARENCY

Increasing access to technology and analytical capacity, combined with public-facing communication, provides better transparency.



ACCOUNTABILITY

Academics and external agencies review the department, and disciplinary processes are improved, ensuring both organizational and individual accountability.



CRI

POLICY

Continuously reviewing policies allows for community responsive policies that are aligned with best practices and the law.



COMMUNITY POLICING

The Community Policing Strategic Plan resulted in a structured and formalized approach to engaging and partnering with the community to solve crime department-wide.



TRAINING

By continuously reviewing practices in a formalized way, training is constantly improved.



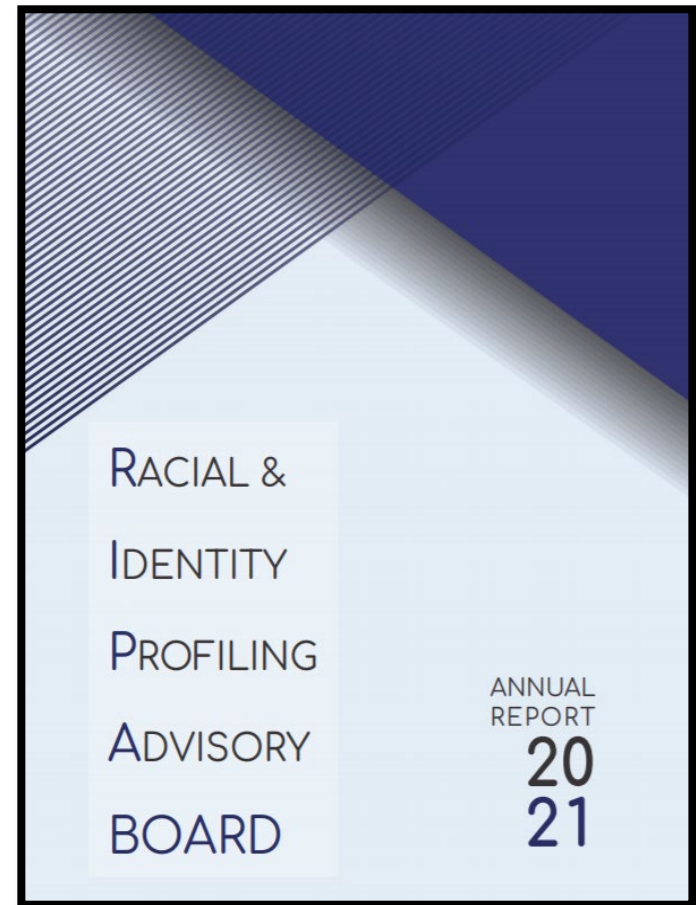
Leading Reform Efforts

Racial & Identity Profiling Advisory (RIPA)

The CA RIPA report provides recommendations to push for policy reform, rooted in best practices, to help all law enforcement agencies eliminate racial and identity profiling and improve law enforcement and community relations.

The report highlighted the following:

- SFPD had the largest relative decrease in the number of racial and identity profiling complaints reported from 2018 to 2019.
- SFPD is one of the few law enforcement agencies within the state of California that directly addresses bias by proxy in its policies.



The Future of Reform

SFPD continues our collaborative reform work with Attorney General Rob Bonta, who was sworn in as the 34th Attorney General of the State of California in April 2021.

This work will:

1. Create an inflection point for transformation in law enforcement.
2. Serve as an example of structure and oversight for a collaborative process for change.

Sustaining & Funding Reform



Academy classes mitigate attrition and promote diversity & culture change.

Support the investigation of violent crimes, public safety during First Amendment activities, and time needed for reporting.

Allows for informed decisions and policy implementation, compliance with mandated reporting, and improved transparency.

Supports auditing, policy implementation, and community engagement feedback loop.

Having individuals with specialized skills to perform duties that allow for officers to return to the streets, in the communities that need them.

SFPD Advancing Police Reforms & Future

- ❖ Holding ourselves accountable
- ❖ Adopt a unified policy on data collection
- ❖ Expand the definition of reportable force
- ❖ Collect more detailed use of force information
- ❖ Update policy on drawing firearms
- ❖ Identify & mitigate situational risk factors for discrimination
- ❖ Ongoing community engagement & dialogue
- ❖ Reform sustainability as an ongoing collaboration with the CA DOJ
- ❖ Incorporating disparity data into supervisors' day-to-day review of operations





Thank you.

Any questions?