File No. 200777 **Committee Item No.** _____
Board Item No. 38

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: _____ **Date:** _____
Board of Supervisors Meeting **Date:** May 6, 2025

Cmte Board

☐	☐	**Motion**
☐	☐	**Resolution**
☐	☐	**Ordinance**
☐	☐	**Legislative Digest**
☐	☐	**Budget and Legislative Analyst Report**
☐	☐	**Youth Commission Report**
☐	☒	**Introduction Form**
☐	☐	**Department/Agency Cover Letter and/or Report**
☐	☐	**MOU**
☐	☐	**Grant Information Form**
☐	☐	**Grant Budget**
☐	☐	**Subcontract Budget**
☐	☐	**Contract/Agreement**
☐	☐	**Form 126 – Ethics Commission**
☐	☐	**Award Letter**
☐	☐	**Application**
☐	☒	**Public Correspondence**

OTHER

☐	☒	Police Presentation - 1/26/21
☐	☒	Police CRI Recommendations Tracking Matrix - 1/25/21
☐	☒	Police CRI-TA Recommendations Progress - 1/20/21
☐	☒	Police CRI-TA Recommendations Progress Chart - 1/20/21
☐	☒	Police CRI-TA 2021 Update Presentation - 5/25/21
☐	☒	Police CRI-TA Status Chart - 5/19/21
☐	☒	Police CRI Tracking Matrix - 5/19/21
☐	☒	Police CRI In Progress Recommendations - 5/19/21
☐	☒	Police CRI-TA Recommendations Progress as of 5/19/21
☐	☒	Assessment Report - 2/11/22
☐	☒	Recommendations Matrix - 3/12/22
☐	☒	Police Presentation - 3/22/22
☐	☒	Police CRI Update - 9/27/22
☐	☒	Police CRI Recommendations Tracking Matrix - 9/7/22
☐	☒	Police CRI Recommendations Tracking Chart - 9/7/22
☐	☒	Police Status of CRI-TA Recommendations - 9/7/22
☐	☒	Police Presentation - 3/14/23
☐	☒	Police CRI Recommendations Matrix 3/14/23
☐	☒	Police In-Progress CRI Matrix 3/14/23

☐	☒	Police Presentation 10/3/23
☐	☒	Police Presentation 07/16/24
☐	☒	Police CRT Presentation 5/6/25
☐	☐	
☐	☐	
☐	☐	
☐	☐	
☐	☐	
☐	☐	
☐	☐	

Prepared by: Jocelyn Wong **Date:** March 14, 2025
Prepared by: Lisa Lew **Date:** May 2, 2025

The San Francisco Police Department's 2021 Collaborative Reform Initiative Update

CITY & COUNTY OF SAN FRANCISCO

Police Department

January 26, 2021

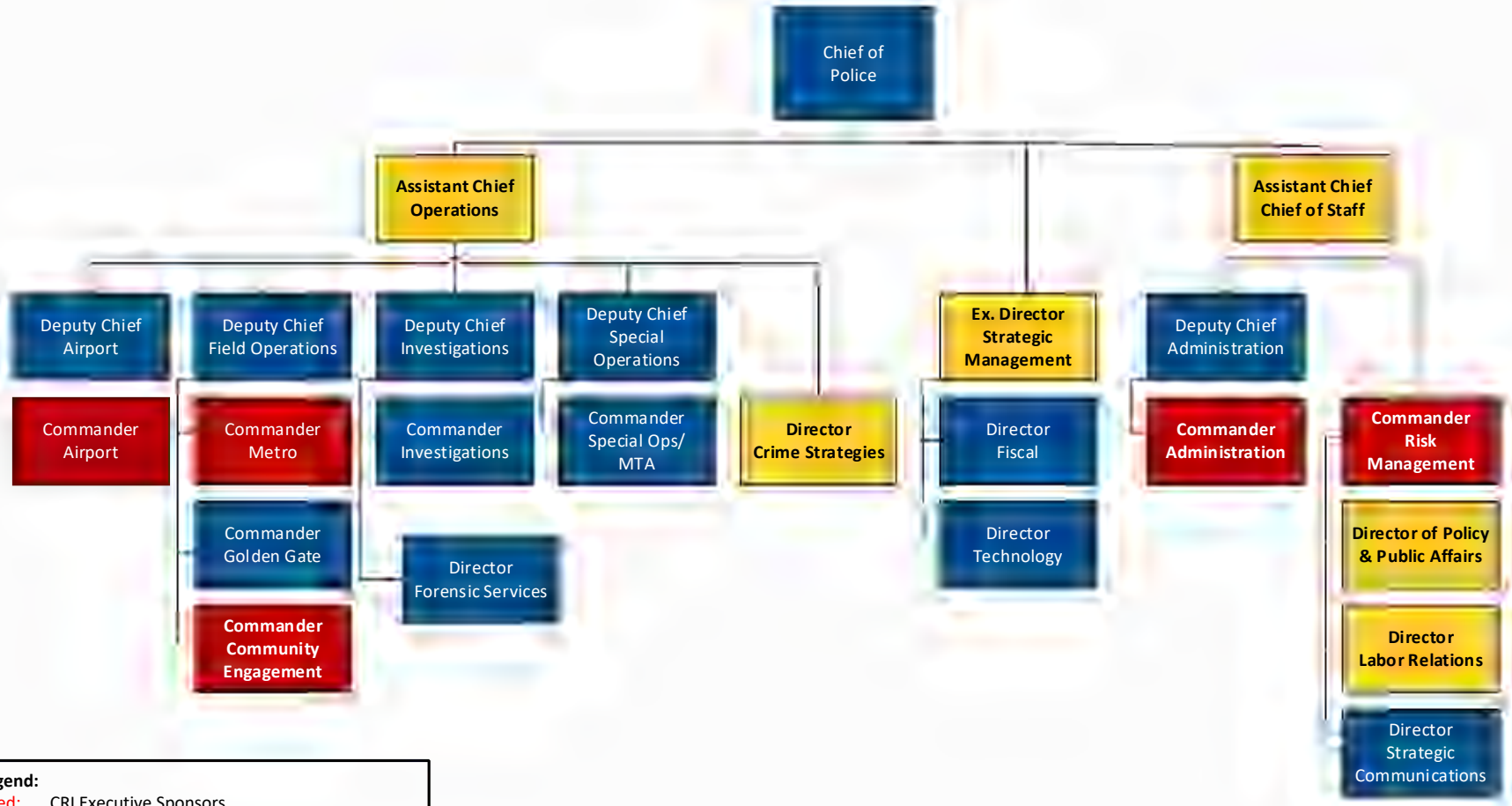


The goals of the Collaborative Reform Initiative Technical Assistance with the San Francisco Police Department is to **assess, monitor**, and **assist** the department, in collaboration with the community, in the **implementation** and **sustainment** of reforms that **increase public trust** through improvements in community policing practices, transparency, professionalism, and accountability while taking into account national standards, promising practices, current and emerging research, and community expectations.

Collaborative Reform Initiative Progress



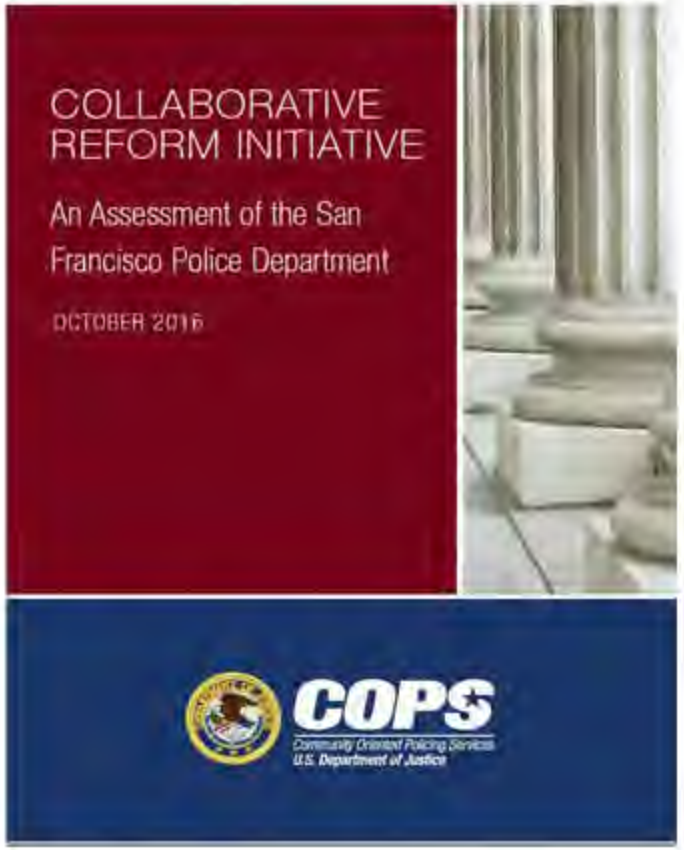
SFPD Organizational Structure: Reflects Reform and Strategy 1.0



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

SFPD Collaborative Reform Initiative Categories

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



Recruitment, Hiring, and Personnel Practices

SFPD Hiring Principle



A guiding principle of the SFPD is its commitment to treating all people with dignity, fairness, and respect. It is crucial for members to carry out their duties in a manner free from bias and eliminate any perception of policing that appears biased. Biased policing is unsafe, unjust, and ineffective.

SFPD created a Staffing and Deployment Unit to provide key analytical insight into how SFPD hires, retains, and deploys its workforce.



Recruitment, Hiring, and Personnel Practice & Progress

Recommendations 84.1, 85.3, 85.4 & 89.1

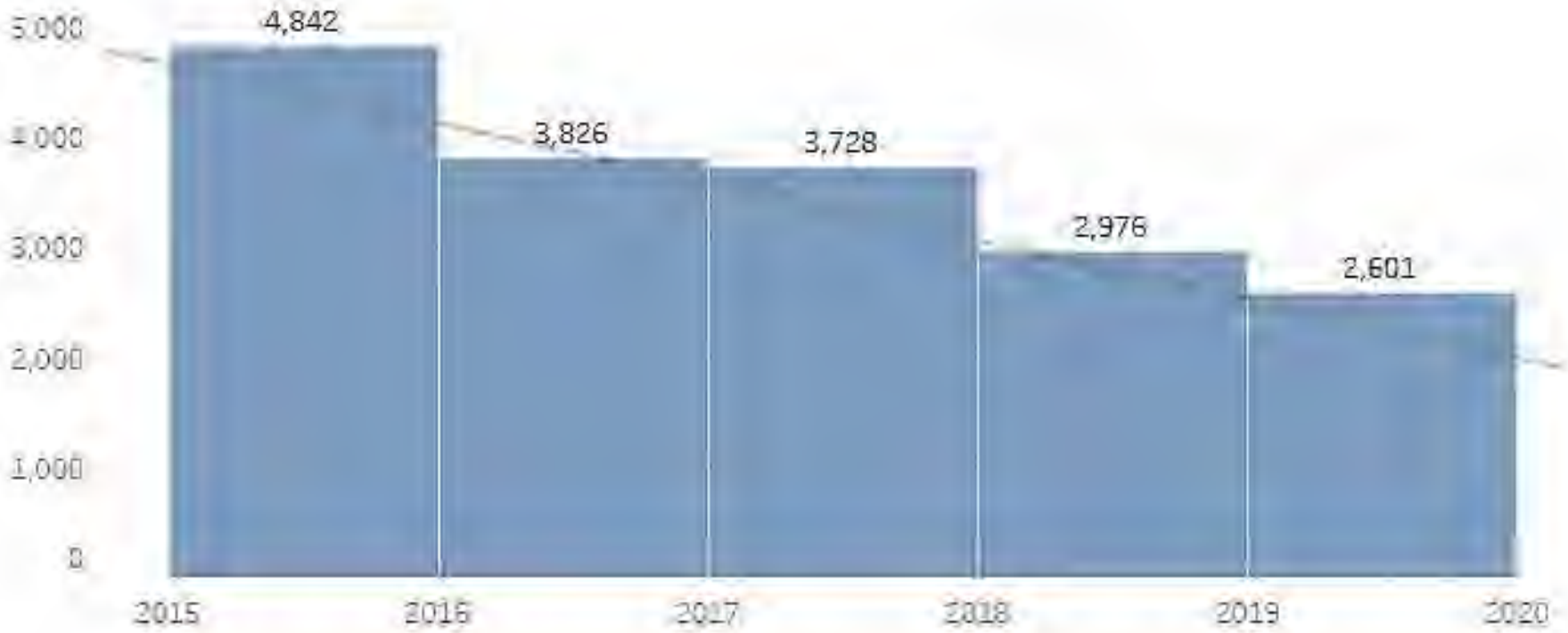
- **Diversity Strategic Plan** goals are to create diversity in recruitment, hiring, and retention. The diversity plan includes academy & field training, support & professional development, and organizational accountability. The plan contains a component of Organizational Accountability for data updating, analysis and review, all with the goal of driving decision-making.



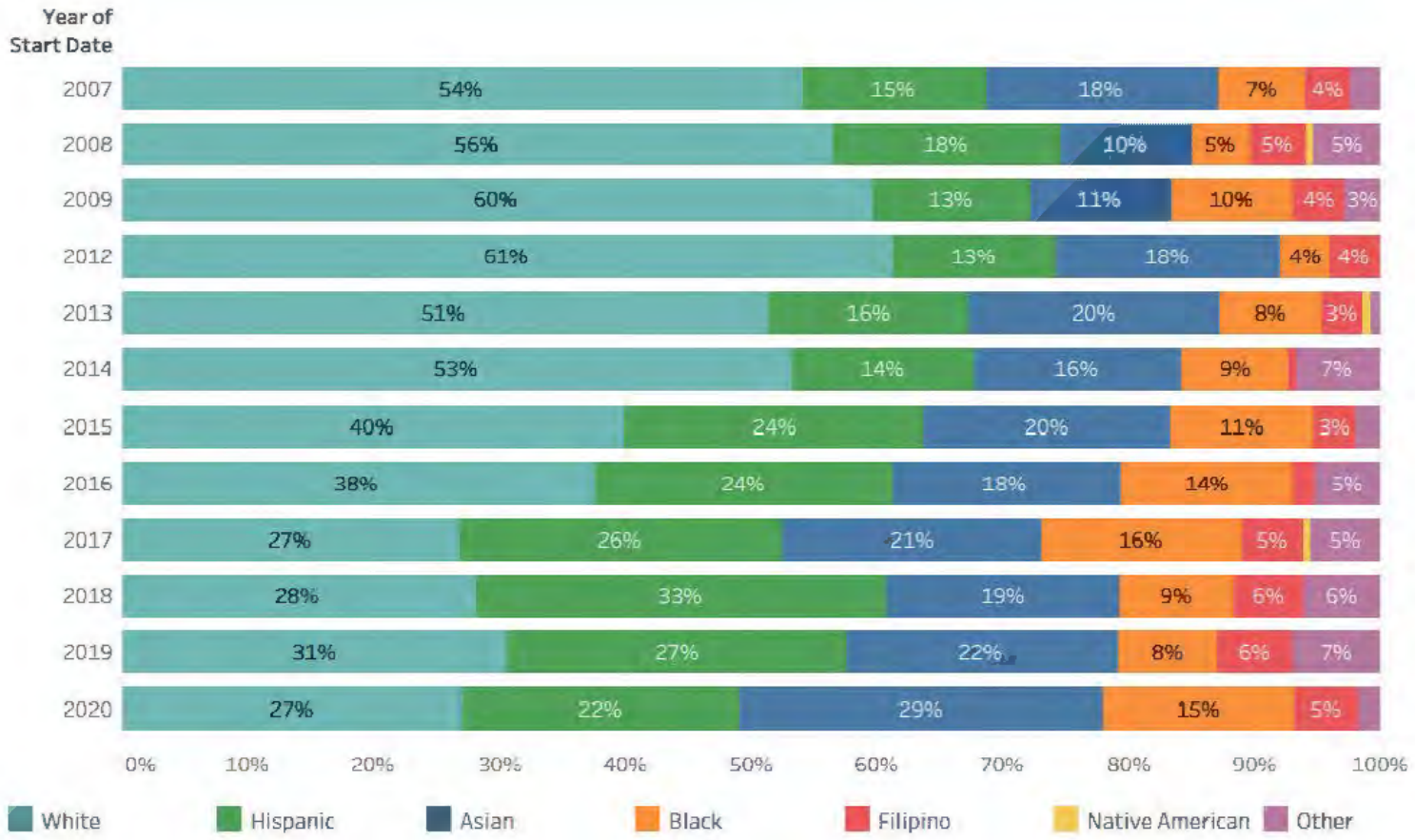
Recommendations 88.1 & 88.3

- **Training Division identifies** trends with a goal to improve personnel retention and enable the Department to meet its overall diversity goals. The Review Committee examines release and attrition rate disparities within Academy classes and the FTO program and compares demographic release and attrition data.

Estimated Number of Applicants by Year



SFPD Academy: Recruits Entering by Race



SFPD Staff & Diversity



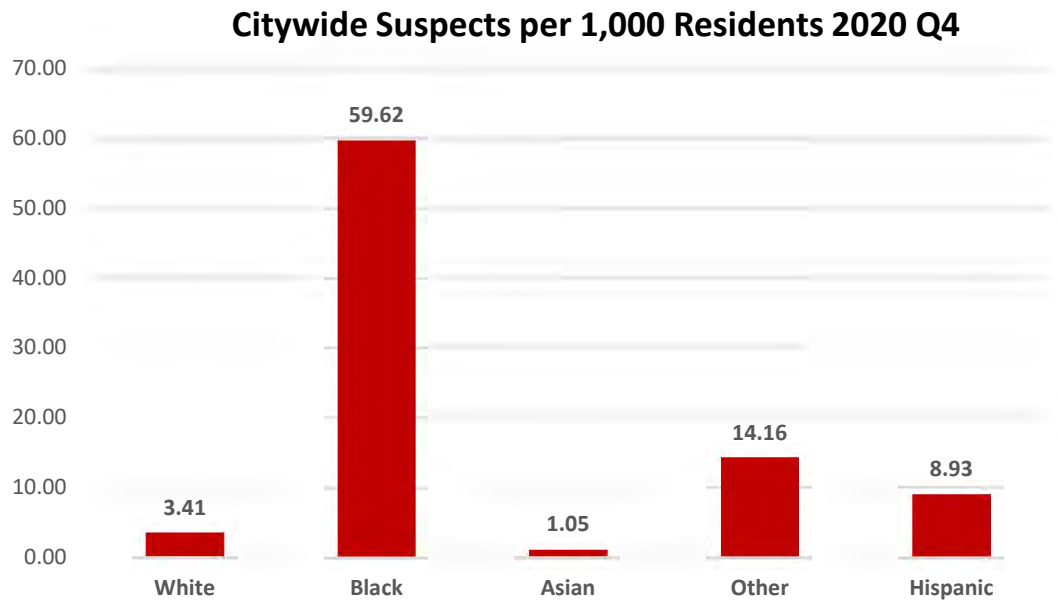
Over the past 12 years, the percentage of Non-White individuals entering the SFPD Academy has increased. This trend is particularly apparent over the last five years.

In 2019, 22% of recruits who entered the Academy are Female. This was the highest percentage of Females in the past 12 years.

Bias Free Policing

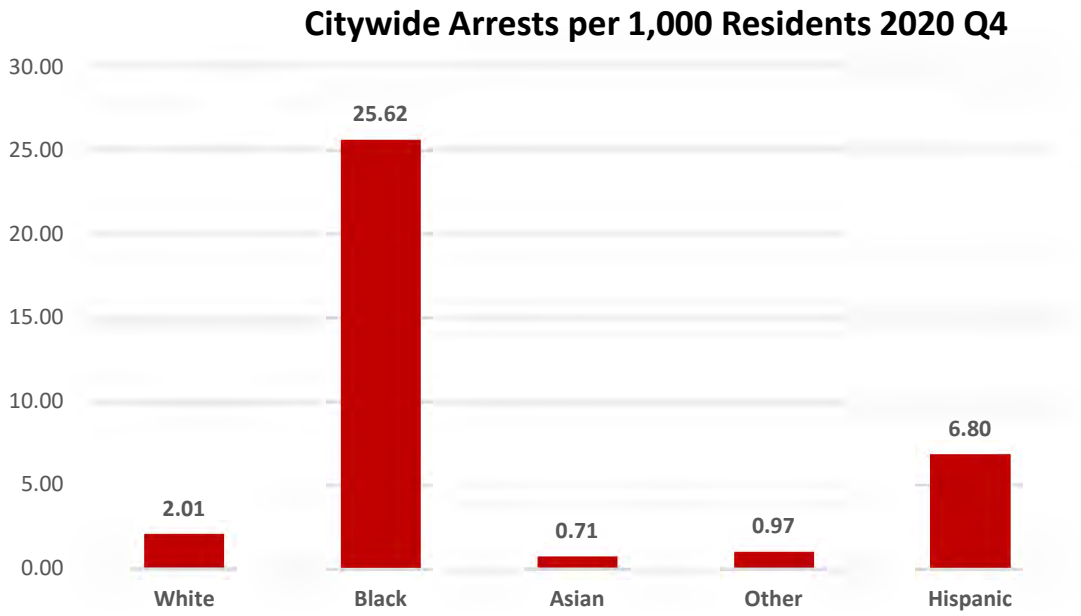
SFPD: 2020 Per Capita Data, Suspects & Race

	Contribution		Count		
Ethnicity	Population	Suspects	Population	Suspects	Suspects per Capita
White	49.3%	19.9%	406,643	1387	3.41
Black	5.8%	40.9%	47,840	2852	59.62
Asian	33.7%	4.2%	277,970	292	1.05
Other	11.2%	18.8%	92,381	1308	14.16
Hispanic	15.3%	16.2%	126,200	1127	8.93



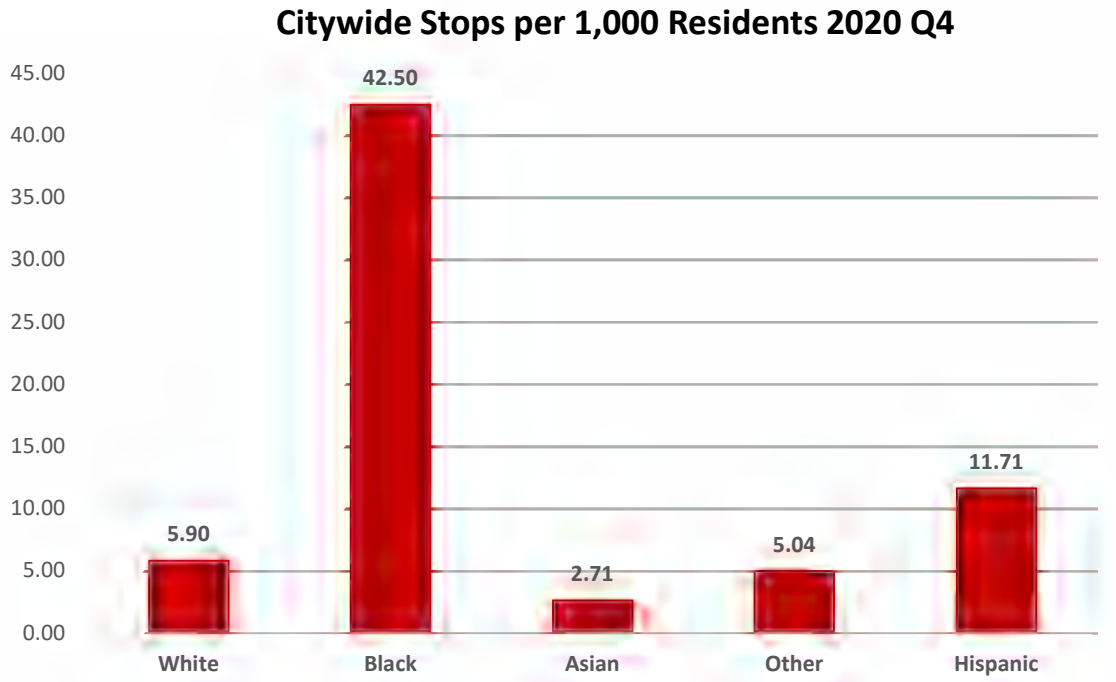
SFPD: 2020 Per Capita Data, Arrests & Race

	Contribution		Count		
Ethnicity	Population	Arrest	Population	Arrests	Arrests per Capita
White	49.3%	25.7%	406,643	820	2.01
Black	5.8%	38.4%	47,840	1226	25.62
Asian	33.7%	6.1%	277,970	196	0.71
Other	11.2%	2.8%	92,381	90	0.97
Hispanic	15.3%	26.9%	126,200	859	6.80



SFPD: 2020 Per Capita Data, Stops & Race

	Contribution		Count		
Ethnicity	Population	Stops	Population	Stops	Stops per Capita
White	49.3%	33.7%	406,643	2403	5.90
Black	5.8%	28.5%	47,840	2033	42.50
Asian	33.7%	10.5%	277,970	752	2.71
Other	11.2%	6.5%	92,381	466	5.04
Hispanic	15.3%	20.7%	126,200	1478	11.71



Bias Free Policing Principle

A guiding principle of the San Francisco Police Department is its commitment to treating all people with dignity, fairness, and respect. It is crucial for our members to carry out their duties in a manner free from bias and eliminate any perception of policing that appears biased. Biased policing is unsafe, unjust, and ineffective. It also alienates the public, fosters distrust of police, and undermines legitimate law enforcement efforts.



Academic Collaborations and Partnerships











Addressing Bias & Academic Criminal Justice Experts

Partnerships:

- Center for Policing Equity (CPE) & Stanford SPARQ

Data Analysis:

- SFPD's policing interactions with communities of San Francisco
  - Examples: Stops, arrests, and use of force

Policy:

- Recommendations to revise departmental policy
  - Examples: Use of force and booking photos

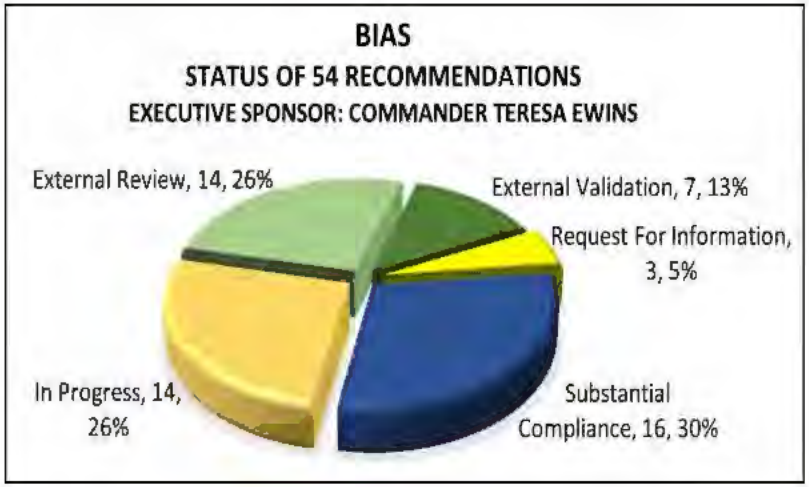
Training:

- Recommendations on modules addressing and honoring diversity of communities of color in San Francisco
- Development of virtual reality training

Bias Free Policy & Progress

Recommendation 29.3

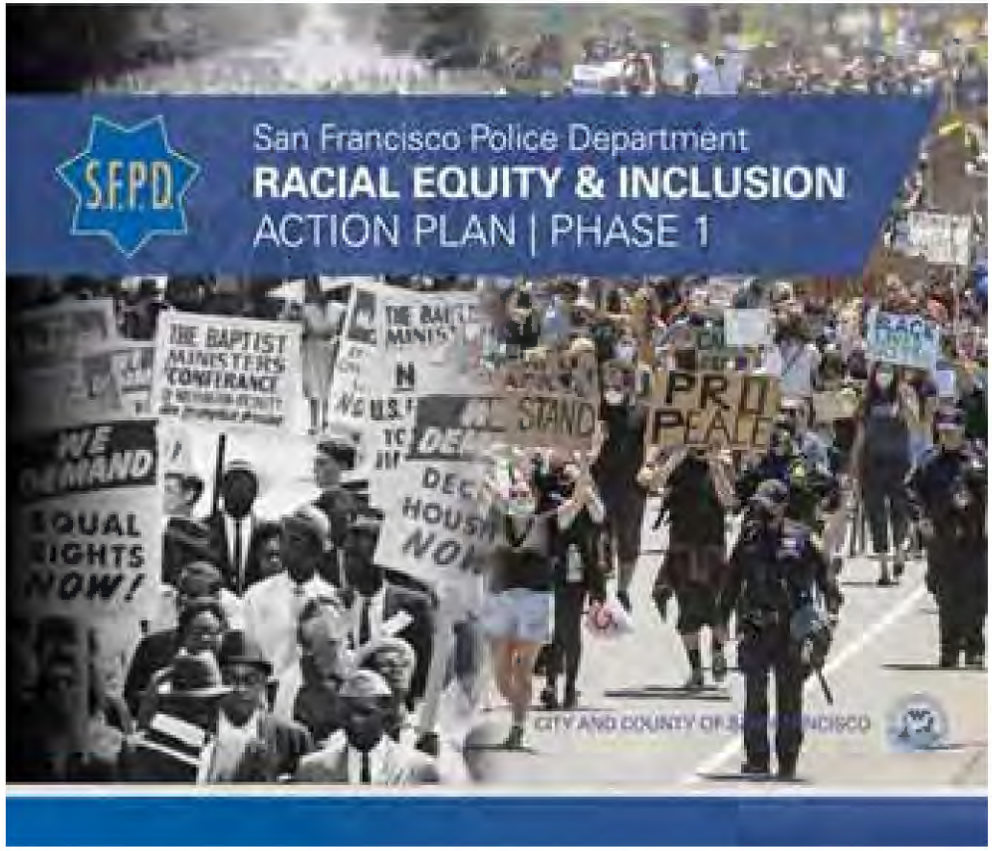
- **"Bias Training Audit"** was conducted for compliance and found that 98% of the department's members had taken courses meeting the Bias Training criteria.



Recommendations 25.2, 27.4 & 28.3

- **Roll call trainings** created for Department General Order 5.17 (Bias-Free Policing) & Department General Order 11.07 (Prohibiting Discrimination, Harassment and Retaliation)

Bias Free Policing & Racial Equity

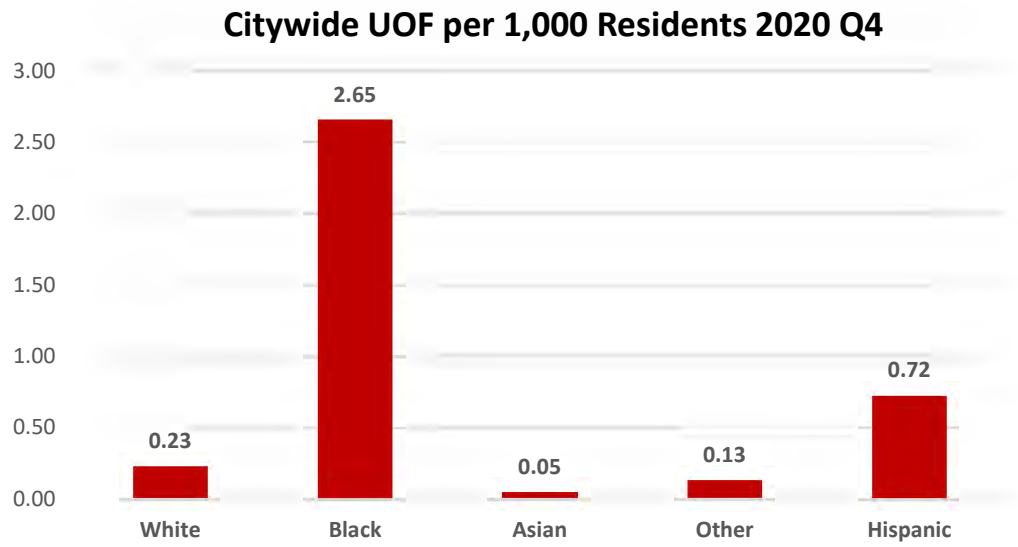


The San Francisco Police Department's vision For Racial Equity & Inclusion is to seek out the appropriate measures, empower its marginalized employees, and dismantle patterns of racism and injustice within all sections of the organization.

Use of Force

SFPD: 2020 Per Capita Data, Use of Force & Race

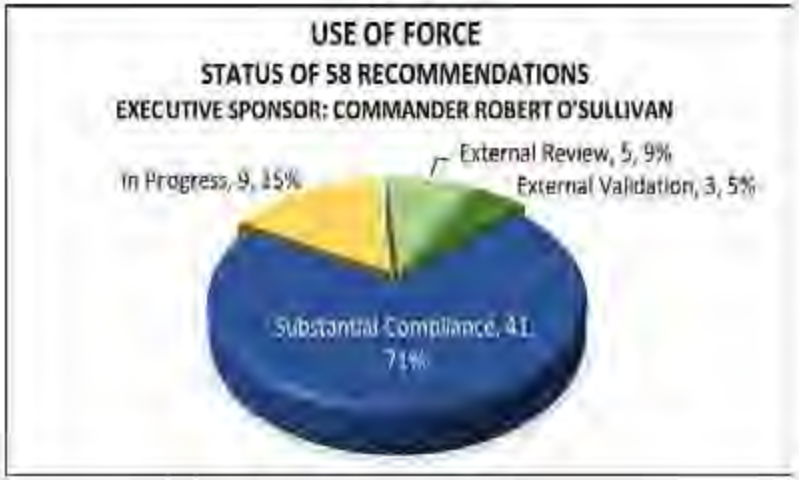
	Contribution		Count		
Ethnicity	Population	UOF	Population	UOF	UOF per Capita
White	49.3%	27.5%	406,643	92	0.23
Black	5.8%	37.9%	47,840	127	2.65
Asian	33.7%	3.9%	277,970	13	0.05
Other	11.2%	3.6%	92,381	12	0.13
Hispanic	15.3%	27.2%	126,200	91	0.72



Use of Force Policy Revisions & Progress

Recommendations 11.1 & 11.3

- **Department General Order 3.10**, "Firearms Discharge Review Board," provides for the review of any firearm discharge by a board consisting of a member of the Commission, Deputy Chiefs of each Bureau, Range Master, Officer in charge of Risk Management, and the Executive Director of Department of Police Accountability.



Recommendations 6.1, 18.2, & 18.3

- **Learning Needs Assessment**, meets recommendation 6.1 by implementing a tool adopted by the Field Tactics Force Options (FTFO) Unit to provide the most current and comprehensive use of force training.
- **Use of Force Document,** was modified to meet recommendations 18.2 and 18.3 to provide training information on proper narrative and statement submissions on all use of force cases.

Use of Force Policy Revisions & Progress





San Francisco Police Department **5.01**

GENERAL ORDER Rev. 12/21/16

USE OF FORCE POLICY AND PROPER CONTROL OF A PERSON

The San Francisco Police Department's highest priority is safeguarding the life, dignity and liberty of all persons. Officers shall demonstrate this principle in their daily interactions with the community they are sworn to protect and serve. The Department is committed to accomplishing this mission with respect and minimal reliance on the use of force by using rapport-building communication, crisis intervention, and de-escalation tactics before resorting to force, whenever feasible. This Department General Order builds upon the Supreme Court's broad principles in *Graham v. Connor* (1989) 490 U.S. 386 and is more restrictive than the constitutional standard and state law. The Law Enforcement Code of Ethics requires all sworn law enforcement officers to carry out their duties with courage, respect, professionalism, and to never employ unnecessary force. These are key factors in maintaining legitimacy with the community and safeguarding the public's trust.

This order establishes policies and reporting procedures regarding the use of force. The purpose of the policy is to guide an officer's decisions regarding the use and application of force to ensure such applications are used only to effect arrest or lawful detentions or to bring a situation under legitimate control and assist the Department in achieving its highest priority. No policy can anticipate every conceivable situation or exceptional circumstance which officers may face. In all circumstances, officers are expected to exercise sound judgment and critical decision making when using force options. It is the policy of the Department to review rigorously every instance in which a firearm is discharged, including exceptional circumstances, on a case-by-case basis to evaluate all facts to determine if the discharge is within policy. See DGO 3.10.

I. POLICY

A. SAFEGUARDING HUMAN LIFE AND DIGNITY. The authority to use force is a serious responsibility given to peace officers by the people who expect them to exercise that authority judiciously and with respect for human rights, dignity and life.

B. ESTABLISH COMMUNICATION. Communication with non-compliant subjects is often most effective when officers establish rapport, use the proper verbal intervention, ask questions and provide advice to defuse conflict and achieve voluntary compliance before resorting to force options.

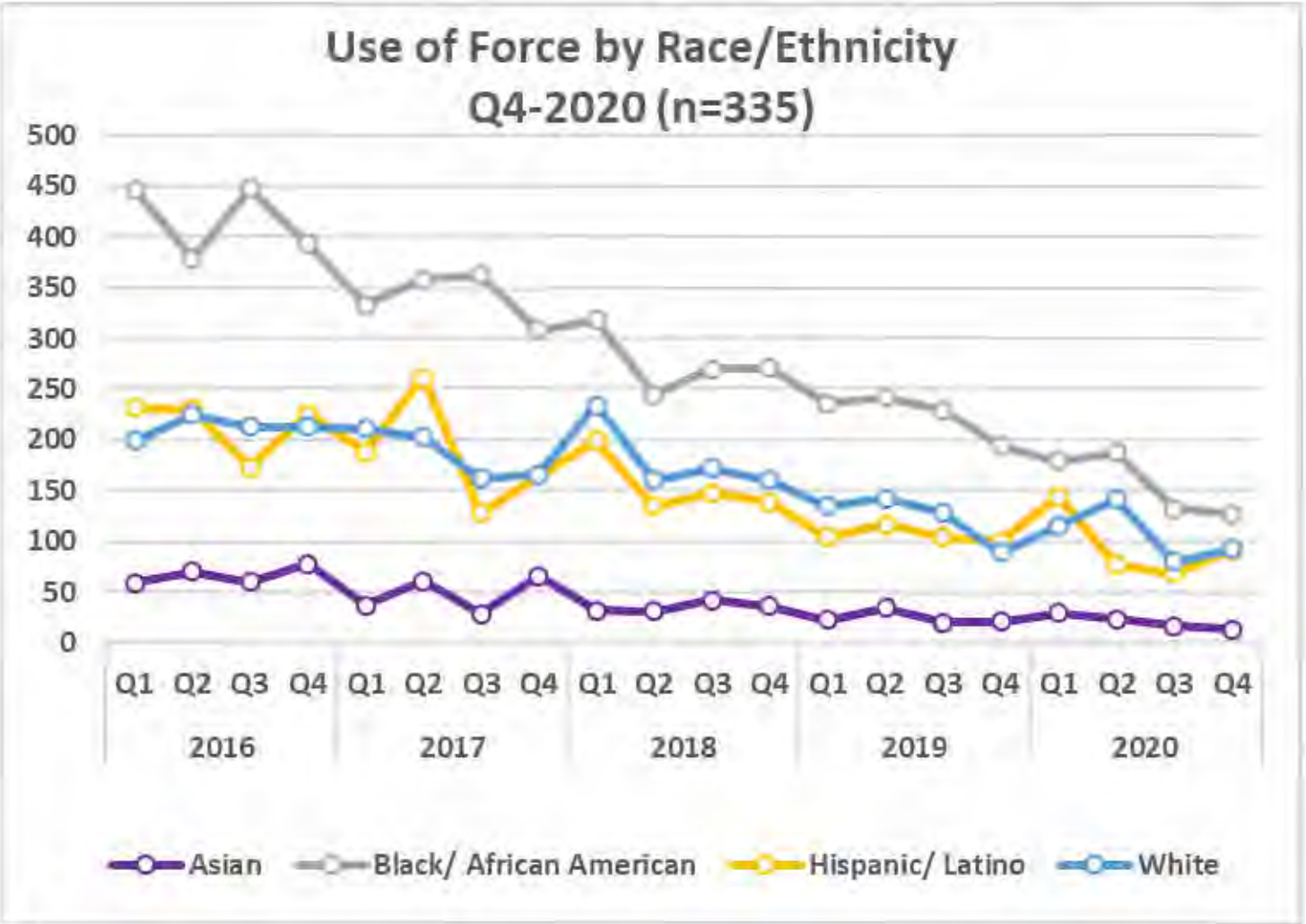
C. DE-ESCALATION. Officers shall, when feasible, employ de-escalation techniques to decrease the likelihood of the need to use force during an incident and to increase the likelihood of voluntary compliance. Officers shall when feasible, attempt to understand and consider the possible reasons why a subject may be non-compliant or resisting arrest. A subject may not be capable of understanding the situation because of a medical condition; mental, physical, or hearing impairment; language barrier; drug interaction; or emotional crisis, and have no criminal intent. These situations

2016-2020 Use of Force Rates



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	2016				2017				2018				2019				2020			
UOF by Qtr	952	926	916	953	804	912	706	730	816	601	661	634	515	550	504	420	487	464	305	335

2016-2020 Use of Force Rates by Race/Ethnicity

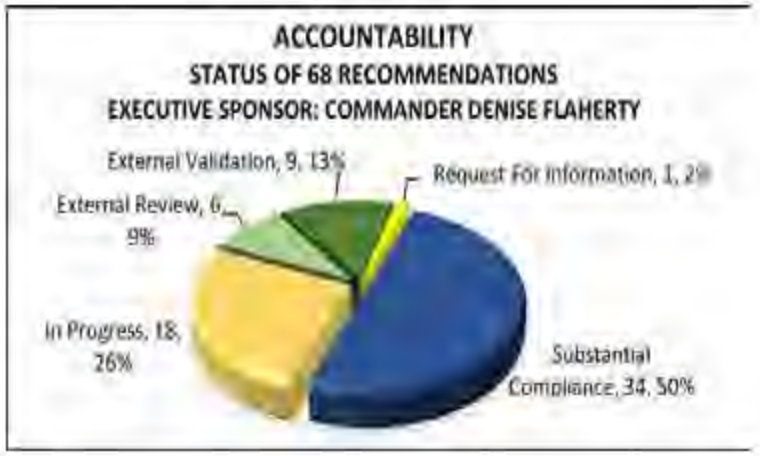


Accountability

Accountability & Progress

Recommendation 77.1

- **Auditing** is prioritized to ensure organizational accountability and risk management. In collaboration with the City Services Auditor (CSA), the SFPD and CSA strengthen the departments accountability, identify deficiencies, and ensure a continuous improvement loop.



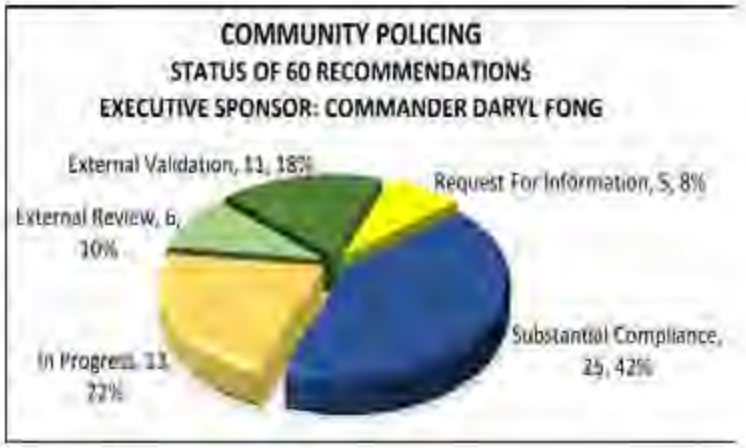
Recommendation 80.2

- **New Unit Order** to Investigative Services Detail (ISD) directs ISD members to continue to attain specialized training, with bi-monthly reviews of ISD Training records.

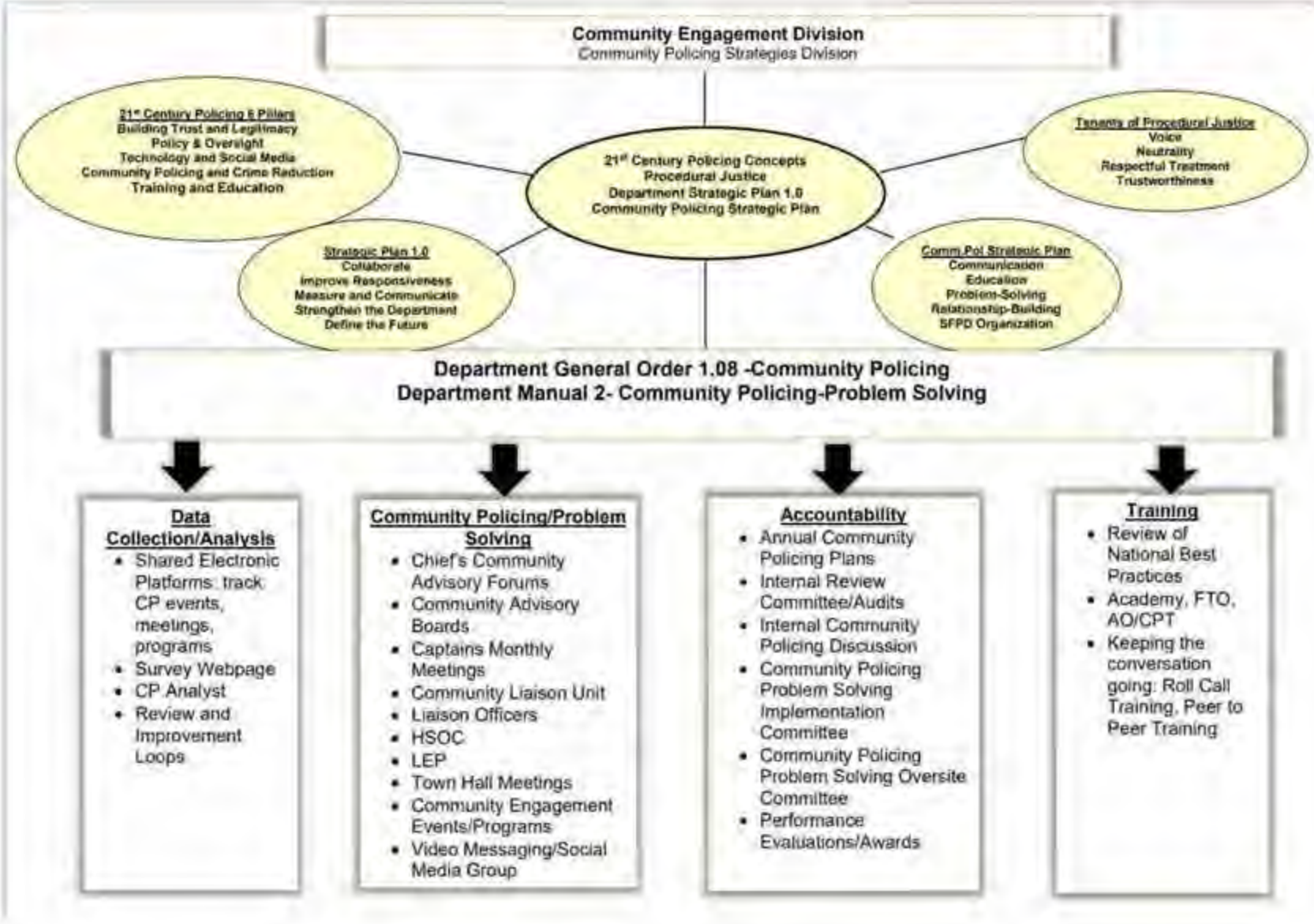
Community Policing

Community Policing Principle

In August 2019, the San Francisco Police Department introduced its Community Policing Strategic Plan which outlines the department's vision, values, goals and objectives for community policing. This strategic plan was the product of extensive collaboration with hundreds of individuals and local organizations to ensure that our community policing priorities are fully integrated into our department's practices and policies.



The vision, values, goals, and objectives detailed in that plan were the foundation for our revision to the Department General Order (DGO) 1.08, Community Policing, which guides our members in how best to protect, serve and work with our community.


Community Engagement Division
Community Policing Strategies Division
21st Century Policing 6 Pillars
Building Trust and Legitimacy
Policy & Oversight
Technology and Social Media
Community Policing and Crime Reduction
Training and Education
21st Century Policing Concepts
Procedural Justice
Department Strategic Plan 1.0
Community Policing Strategic Plan
Tenants of Procedural Justice
Voice
Neutrality
Respectful Treatment
Trustworthiness
Strategic Plan 1.0
Collaborate
Improve Responsiveness
Measure and Communicate
Strengthen the Department
Define the Future
Comm Pol Strategic Plan
Communication
Education
Problem-Solving
Relationship-Building
SFPD Organization
Department General Order 1.08 -Community Policing
Department Manual 2- Community Policing-Problem Solving
Data Collection/Analysis
• Shared Electronic Platforms: track CP events, meetings, programs
• Survey Webpage
• CP Analyst
• Review and Improvement Loops
Community Policing/Problem Solving
• Chief's Community Advisory Forums
• Community Advisory Boards
• Captains Monthly Meetings
• Community Liaison Unit
• Liaison Officers
• HSOC
• LEP
• Town Hall Meetings
• Community Engagement Events/Programs
• Video Messaging/Social Media Group
Accountability
• Annual Community Policing Plans
• Internal Review Committee/Audits
• Internal Community Policing Discussion
• Community Policing Problem Solving Implementation Committee
• Community Policing Problem Solving Oversite Committee
• Performance Evaluations/Awards
Training
• Review of National Best Practices
• Academy, FTO, AO/CPT
• Keeping the conversation going: Roll Call Training, Peer to Peer Training


SAN FRANCISCO
POLICE
ORO EN PAZ
FIERRO
EN GUERRA

CRI Progress
October 2020 to January 2021

2021 CRI Progress

272
- Recommendations
Total

193
- Recommendations
Substantially Compliant & Completed

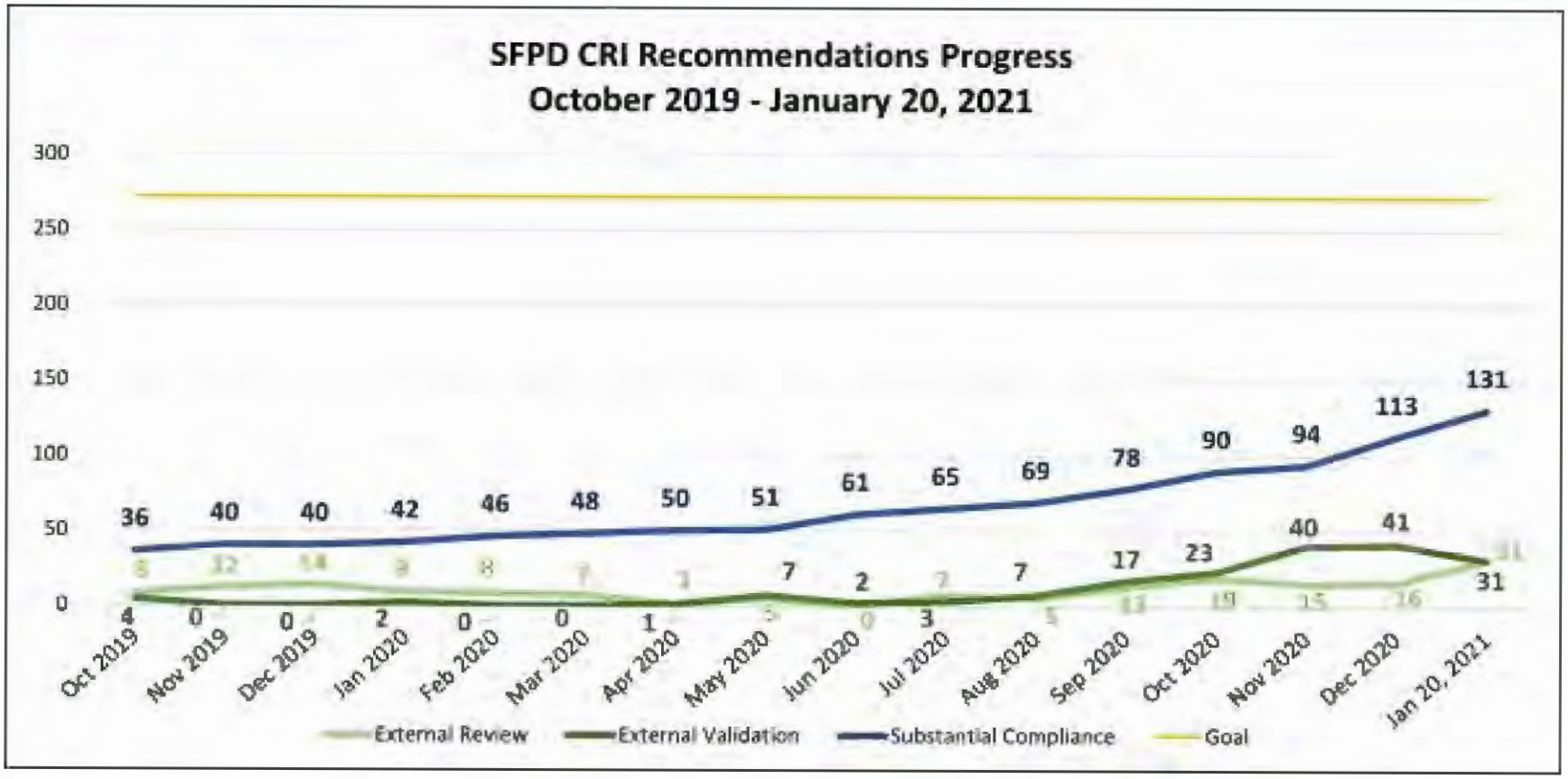
79
- Recommendations
In Progress

998
- Compliance Measures
Total

792
- Compliance Measures
Substantially Compliant & Completed

206
- Compliance Measures
In Progress

Safety with Respect



Terms	Definitions
In Progress	SFPD is actively working on the recommendation
Request for Information	Submitted recommendation and returned to SFPD for more information.
External Review	Recommendation submitted to Hillard Heintze for review.
External Validation	Recommendation submitted to CAL DOJ for review.
Substantial Compliance	Recommendations determined to meet compliance measures.

2016-2020 SFPD Responses and Trends

Category	2016	2017	2018	2019	2020	Difference*
Calls for Service	402,924	404,967	450,316	489,429	447,939	+11%
Self-Initiated Activity	237,168	267,531	255,262	278,854	204,683	-14%
Arrests	20,277	19,945	20,474	18,891	13,804	-32%
Use of Force	3747	3172	2714	1,990	1,591	-58%
Pointing a Firearm	2605	2058	1490	874	772	-71%
Officer-Involved Shootings	3	6	5	1	3	0%

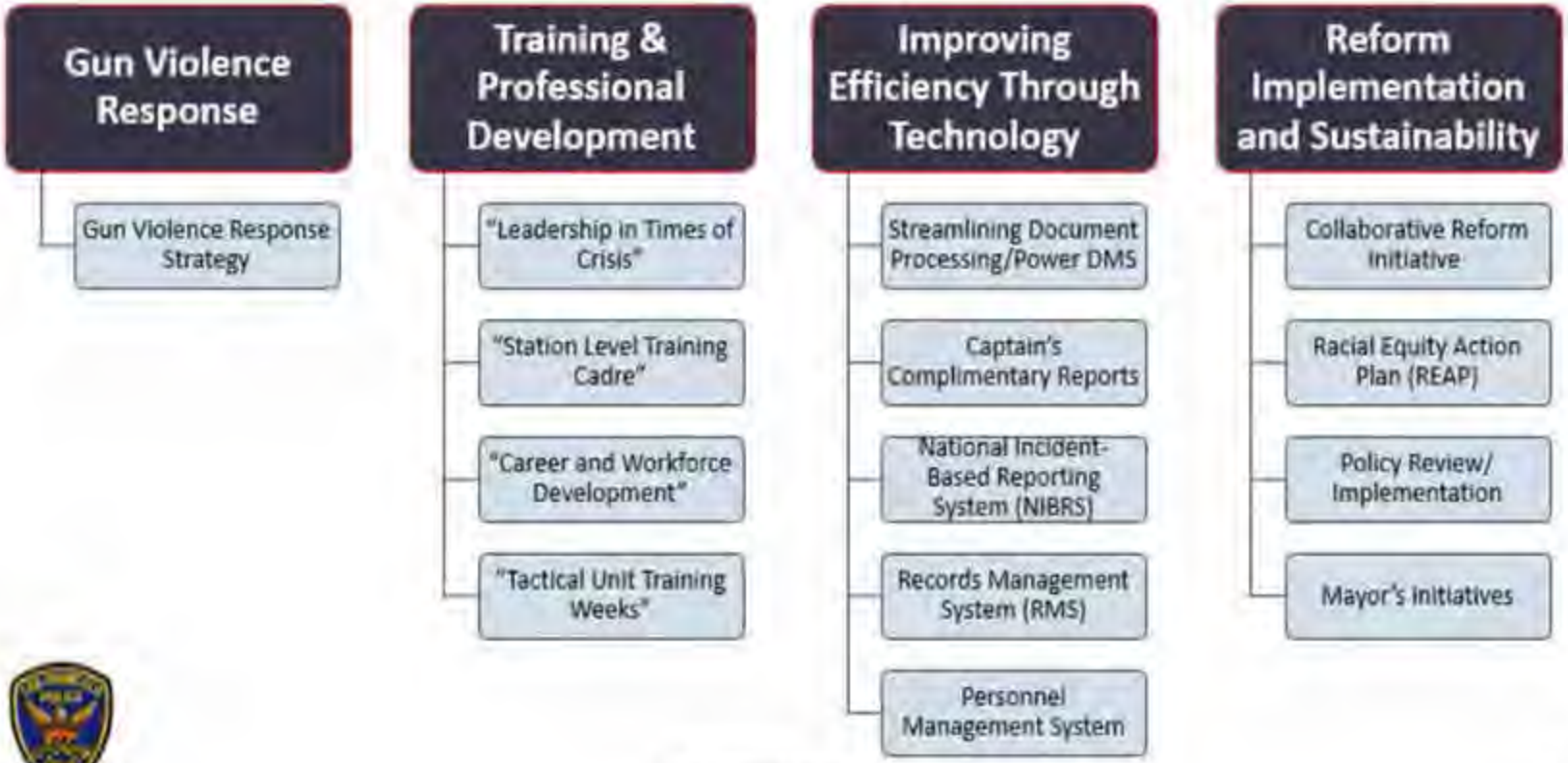
*The “difference” is calculated and compared between 2016 and 2020.

Collaborative Reform Initiative: Phase Three

- 94.48%, 257 recommendations are expected to be completed by the end of phase three.
- Many recommendations are implemented and need documentation submitted to CA DOJ for review.
- SFPD expects to work with Hillard Heintze, CA DOJ and community key stakeholders on sustainability of reforms.

2021 Re-envisioning Policing & Sustaining Reforms

2021 Strategic Priorities



Collaborative Reform Initiative: Beyond Phase Three

- 100% Accomplishment of Recommendations
- CA DOJ & Hillard Heintz partnership and planning
- Creation of project and funding plan

    A. Sustainability proposal
    B. Staffing, Audit and Analytical Professional Staff
    C. Contracting & Strategic Planning

Future Budget: Reform & Possible Investments

Technology ($1.0-$4.0 million ongoing)

- Personnel management system that provides a holistic view of SFPD members for supervisors up to executives
- Develop/maintain case management/records management system to improve efficiency of personnel in the collection of data points required by reform and the analysis of those data

Analytical capacity (8-12 civilian positions)

- To meet the demands of members of the Board of Supervisors, improve transparency, and develop and monitor performance indicators
- Improve capacity of the internal auditing function
- Re-fund the analyst positions previously identified, at minimum

Strategic Plan ($300-500K one time)

- SFPD has some internal resources to conduct a minimal strategic plan, but to properly align community, City and County, and SFPD vision for the future, a professional consultancy should be engaged









Thank you.

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
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: • 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.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	2	**The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.** The SFPD has been involved in nine deadly use of force incidents during the time frame of review for this assessment, 2013–2015. All but one remains open, pending a decision by the district attorney on whether the officers' actions were lawful. It is unacceptable for officer-involved shooting investigations to remain open for years.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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)).	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Leadership/ Management Culture	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Training	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Training	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Leadership/ Management Culture	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	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.	External Review	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	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: • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response	External Validation	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	IT/Data Business Processes	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	6.3	SFPD training records should be fully automated and training data easily accessible.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Leadership/ Management Culture	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	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.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, lAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, lAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	External Review	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Training	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	External Validation	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	External Review	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	External Validation	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.1	SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: • 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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.2	SFPD should ensure an appropriate distribution of CIT trained personnel across all shifts in all districts.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Training	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Community Policing	13	**The SFPD engages with the community following an officer-involved shooting incident through a town hall meeting in the community where the event occurred.** The town hall meetings following an officer-involved shooting in the relevant neighborhood is a promising practice.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.1	The SFPD should develop an ongoing communication strategy for officer involved shootings.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Community Policing	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	16.2	The City and County of San Francisco should strongly consider deploying ECWs.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	17	**Currently, the SFPD authorizes personnel to use the carotid restraint technique.** This technique poses a significant risk in the community and is not a routinely adopted force option in many law enforcement agencies. Contemporary policing discussions regarding use of force suggest that police agencies should carefully weigh any perceived benefit of the use of carotid restraint against potential harm. It is challenging to maintain the appropriate leverage and placement in close-encounter struggles, thereby increasing the risk on an unintended, harmful outcome. The department's pending draft order on use of force would eliminate the use of the carotid restraint.	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.2	The SFPD should create an on-scene checklist for use of force incidents.	External Review	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	External Review	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
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.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan
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.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
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.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan
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.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan
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.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan
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.	In Progress	Chief of Staff	Cmdr. Robert O'Sullivan
1 - Use of Force	Doctrine/ Policy Development	23	**The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	23.1	The SFPD should immediately implement this provision of the draft policy.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
1 - Use of Force	Doctrine/ Policy Development	23	**The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	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 · 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.	Substantial Compliance	Chief of Staff	Cmdr. Robert O'Sullivan
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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).	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Substantial Compliance	special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Training	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	In Progress	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Training	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to · 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.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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: · 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	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	External Review	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Leadership/ Management Culture	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	External Validation	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	In Progress	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	External Validation	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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 · 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.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	In Progress	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	In Progress	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	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.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Training	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: · 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	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	External Review	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Community Policing	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	In Progress	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Training	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	External Validation	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	31	**African-American and Hispanic drivers were disproportionately searched and arrested compared to White drivers. In addition, African-American drivers were more likely to be warned and less likely to be ticketed than White drivers.** The racial disparity in traffic stops and post-stop outcomes appears to be large and statistically significant.	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.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.1	As stated in finding 31, the SFPD should complete recommendations 31.1.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Training	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	33	**The current E-585 traffic stop incident report does not collect sufficient or appropriate information to allow for a robust analysis of possible bias by SFPD officers.**	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	External Validation	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.	External Validation	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	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.	External Validation	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	External Validation	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	In Progress	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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	Substantial Compliance	Special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	Request For Information	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	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.	External Review	Special Operations	Cmdr. Teresa Ewins
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	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.	External Review	Special Operations	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
2 - Bias	Doctrine/ Policy Development	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	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.	Request For Information	special Operations	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	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.	Request For Information	Special Operations	Cmdr. Teresa Ewins
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	Request For Information	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
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.**	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	External Review	Community Engagement Division	Cmdr. Daryl Fong
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.**	39.3	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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	Training	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.**	39.4	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.	External Review	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	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.**	39.5	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	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.**	39.6	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	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.**	39.7	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	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.**	39.8	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	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.**	39.9	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	Community Policing	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.	40.1	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
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: · 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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	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.	40.3	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	Community Policing	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.	40.4	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	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.	40.5	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
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.	40.6	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.	External Review	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
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.	40.7	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	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.	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
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	In Progress	Community Engagement Division	Cmdr. Daryl Fong
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.	41.2	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	External Review	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	Leadership/ Management Culture	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	External Review	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	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.	Request For Information	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Training	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	Request For Information	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Doctrine/ Policy Development	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.5	The SFPD should publish and post any community survey results.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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).	In Progress	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Community Policing	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Request For Information	Community Engagement Division	Cmdr. Daryl Fong
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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
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.	In Progress	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Request For Information	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Doctrine/ Policy Development	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Leadership/ Management Culture	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Doctrine/ Policy Development	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.** Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
3 - Community Policing	Doctrine/ Policy Development	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.** Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.** Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	IT/Data Business Processes	53	**The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.**	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.	External Validation	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Leadership/ Management Culture	54	**The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Substantial Compliance	Community Engagement Division	Cmdr. Daryl Fong
3 - Community Policing	Leadership/ Management Culture	54	**The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	External Review	Community Engagement Division	Cmdr. Daryl Fong
4 - Accountability	Doctrine/ Policy Development	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.	55.1	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.	Request For Information	Administration	Cmdr. Denise Flaherty
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.	In Progress	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.** The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	External Review	Administration	Cmdr. Denise Flaherty
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.** The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.** The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	External Review	Administration	Cmdr. Denise Flaherty
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.** The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.** The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	External Review	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.** The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	External Review	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Leadership/ Management Culture	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Training	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.4	The SFPD should develop “next steps” and “know your rights” handouts for complainants who file complaints at department facilities.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	58	**The SFPD does not have a tracking system for complaints received at a district station.**	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.	External Validation	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	59	**SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.**	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Leadership/ Management Culture	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	62	**Files stored with the SFPD's Internal Affairs Division are secured, but compelled statements are not isolated.** During the file reviews, the assessment team did not find any compelled statements isolated.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	Substantial Compliance	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	External Review	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Leadership/ Management Culture	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	In Progress	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Doctrine/ Policy Development	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	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.	In Progress	Administration	Cmdr. Denise Flaherty
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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	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.	68.2	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.	External Validation	Administration	Cmdr. Denise Flaherty
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.	68.3	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.	External Validation	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	69	**The SFPD does not consistently apply the principles of procedural justice.**	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.	In Progress	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
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.	In Progress	Administration	Cmdr. Denise Flaherty
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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	External Review	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	External Validation	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	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.	External Validation	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	External Validation	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	External Validation	Administration	Cmdr. Denise Flaherty
4 - Accountability	Training	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	External Validation	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	External Validation	Administration	Cmdr. Denise Flaherty
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	78	**The SFPD does not engage in any outside evaluations of its practices, data, or reporting.**	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.	Substantial Compliance	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
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.	In Progress	Administration	Cmdr. Denise Flaherty
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.	In Progress	Administration	Cmdr. Denise Flaherty
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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	In Progress	Administration	Cmdr. Denise Flaherty
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	In Progress	Administration	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool.** A lack of community engagement perpetuates this perception over hiring requirements.	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	Request For Information	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool.** A lack of community engagement perpetuates this perception over hiring requirements.	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	Request For Information	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool.** A lack of community engagement perpetuates this perception over hiring requirements.	81.3	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as · 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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	82	**The SFPD does not fully engage its applicants throughout the hiring process.** Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	82	**The SFPD does not fully engage its applicants throughout the hiring process.** Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	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.	External Validation	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Substantial Compliance	Administration	Cmdr. Steve Ford

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	Request For Information	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	In Progress	Administration	Cmdr. Steve Ford

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	89	**The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement**. The SFPD is to be commended for its diversity in overall staffing.	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 · 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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.2	The SFPD needs to require this assessment report as reading for all promotions.	Substantial Compliance	Administration	Cmdr. Steve Ford

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 1/25/21

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Status	Bureau	Executive Sponsor
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	93	**The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.**	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 · 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.	In Progress	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	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.	Substantial Compliance	Administration	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	Substantial Compliance	Administration	Cmdr. Steve Ford

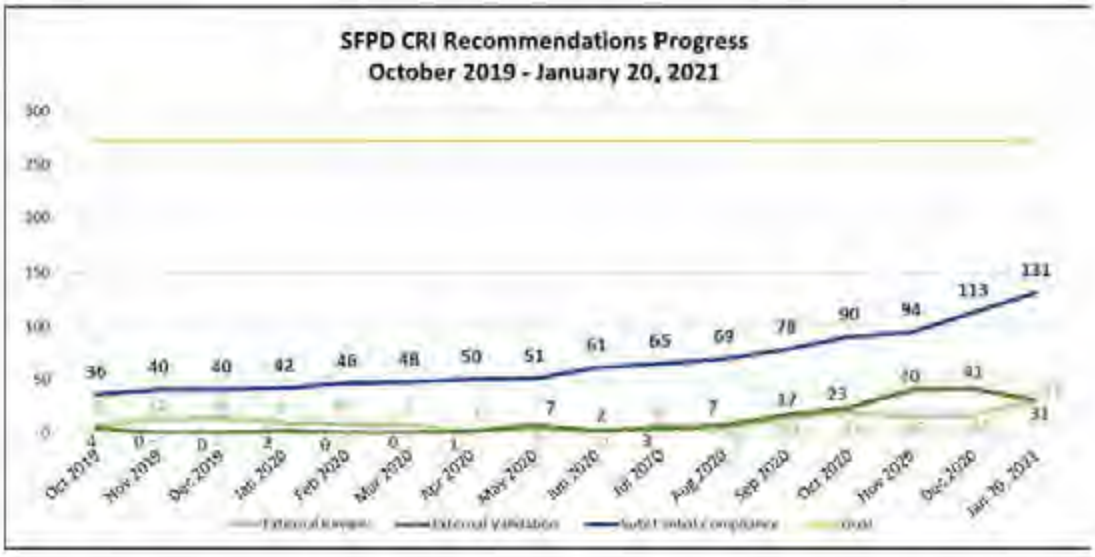
San Francisco Police Department
Professional Standards and Principled Policing Unit

SFPD Collaborative Reform Initiative

Recommendations Status

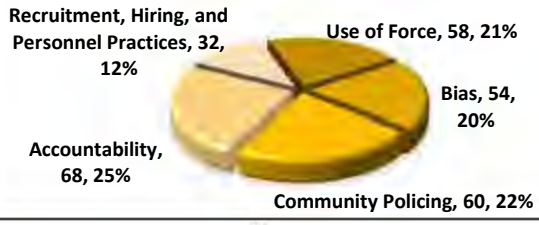
Status as January 20, 2021

Status of Recommendations	Recommendations
Substantial Compliance	131
Request For Information	12
Approved (External Validation)	31
Review Process (External Review)	31
Work in Progress	67
Total	**272**

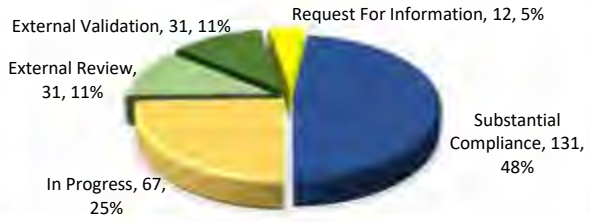


2016 COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS STATUS
Status as of 1/20/21

272 SFPD RECOMMENDATIONS
BY OBJECTIVE



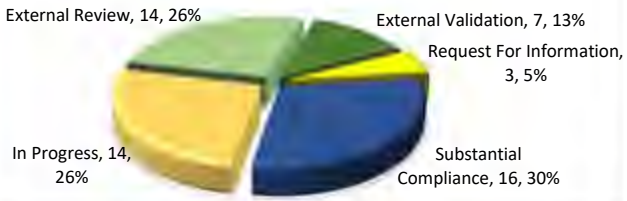
272 SFPD RECOMMENDATIONS
BY STATUS



USE OF FORCE
STATUS OF 58 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER ROBERT O'SULLIVAN



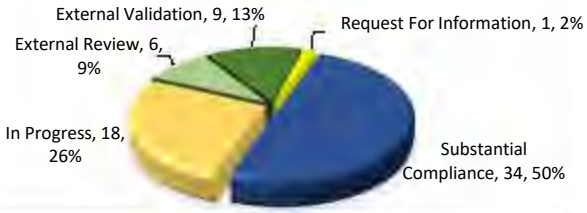
BIAS
STATUS OF 54 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER TERESA EWINS



COMMUNITY POLICING
STATUS OF 60 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER DARYL FONG



ACCOUNTABILITY
STATUS OF 68 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER DENISE FLAHERTY



RECRUITMENT, HIRING AND PERSONNEL PRACTICES
STATUS OF 32 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER STEVE FORD



Status Definitions:

- **In Progress:** SFPD is actively working on the recommendation, and has not submitted it to Hillard Heintze or CalDOJ for review
- **External Review:** Recommendation packets submitted to Hillard Heintze for review
- **External Validation:** Recommendation packets submitted to CAL DOJ for review
- **Request For Information:** Recommendation packets returned to SFPD for more information
- **Substantial Compliance:** Recommendations have been determined to meet compliance measures by CalDOJ

Status of Recommendations:

- **In Progress:** 67 recommendations
- **External Review:** 6.1, 11.1, 11.3, 18.2, 18.3, 27.1, 27.2, 27.3, 27.4, 28.3, 29.1, 29.2, 29.3, 30.1, 30.2, 31.1, 32.1, 36.2, 36.3, 39.2, 39.4, 40.6, 42.1, 42.3, 54.2, 56.1, 56.3, 56.5, 56.6, 64.1, 70.3
- **External Validation**: 6.2, 11.2, 11.4, 27.5, 27.7, 30.6, 33.1, 34.1, 34.2, 35.1, 40.4, 42.2, 44.1, 44.3, 45.3, 46.4, 46.5, 49.3, 51.2, 52.3, 53.1, 58.1, 68.2, 68.3, 70.4, 73.1, 73.2, 74.1, 74.2, 77.1, 84.2
- **Request For Information:** 36.1, 37.1, 37.2, 38.2, 45.1, 45.2, 47.3, 49.2, 55.1, 81.1, 81.2, 86.2
- **Substantial Compliance:** 2.1, 3.1, 3.2, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.1, 5.2, 6.3, 7.1, 7.2, 7.3, 8.1, 8.2, 9.1, 9.2, 9.3, 9.4, 10.1, 10.2, 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, 19.1, 19.2, 19.3, 23.1, 23.2, 24.1, 24.2, 24.3, 24.4, 24.5, 24.6, 25.1, 26.2, 26.3, 26.4, 28.6, 28.7, 29.4, 34.3, 35.2, 35.4, 38.1, 38.3, 39.5, 39.6, 39.7, 39.8, 39.9, 40.1, 40.3, 40.5, 40.7, 41.2, 42.4, 43.1, 43.2, 43.3, 44.2, 47.2, 49.1, 50.1, 50.2, 51.1, 52.1, 52.2, 54.1, 56.2, 56.4, 57.1, 57.2, 57.3, 57.4, 59.1, 60.1, 60.2, 60.3, 61.1, 61.2, 62.1, 63.1, 63.2, 63.3, 64.2, 64.5, 66.1, 66.2, 66.3, 70.1, 70.2, 71.1, 71.2, 72.1, 72.2, 72.3, 75.1, 75.2, 75.3, 76.1, 76.2, 78.1, 82.1, 82.2, 83.1, 83.2, 84.1, 85.2, 85.3, 85.4, 88.1, 88.3, 90.1 92.1, 92.2, 94.1, 94.2

Collaborative Reform Initiative
May 2021 Update

CITY & COUNTY OF SAN FRANCISCO

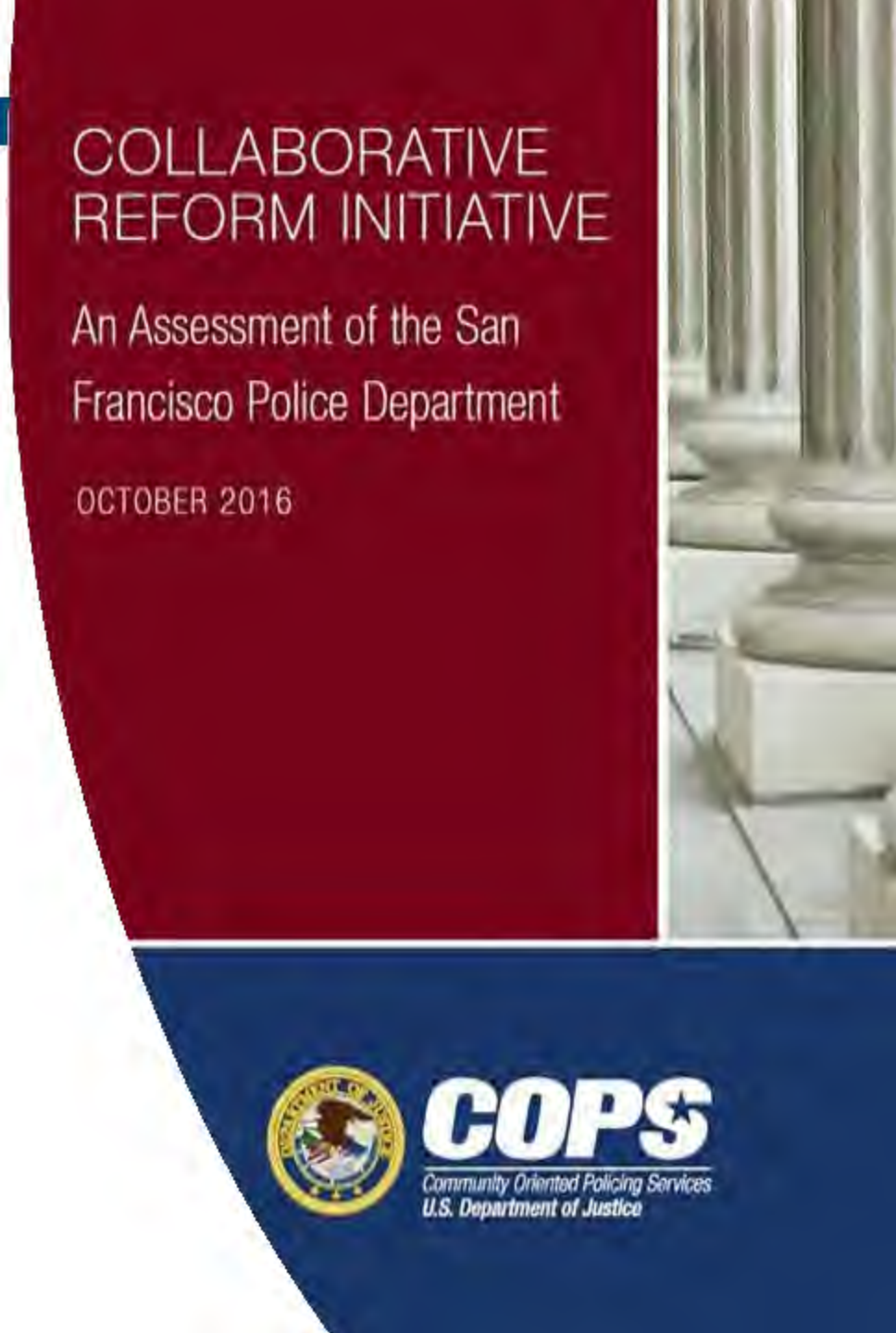
Police Department

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



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:

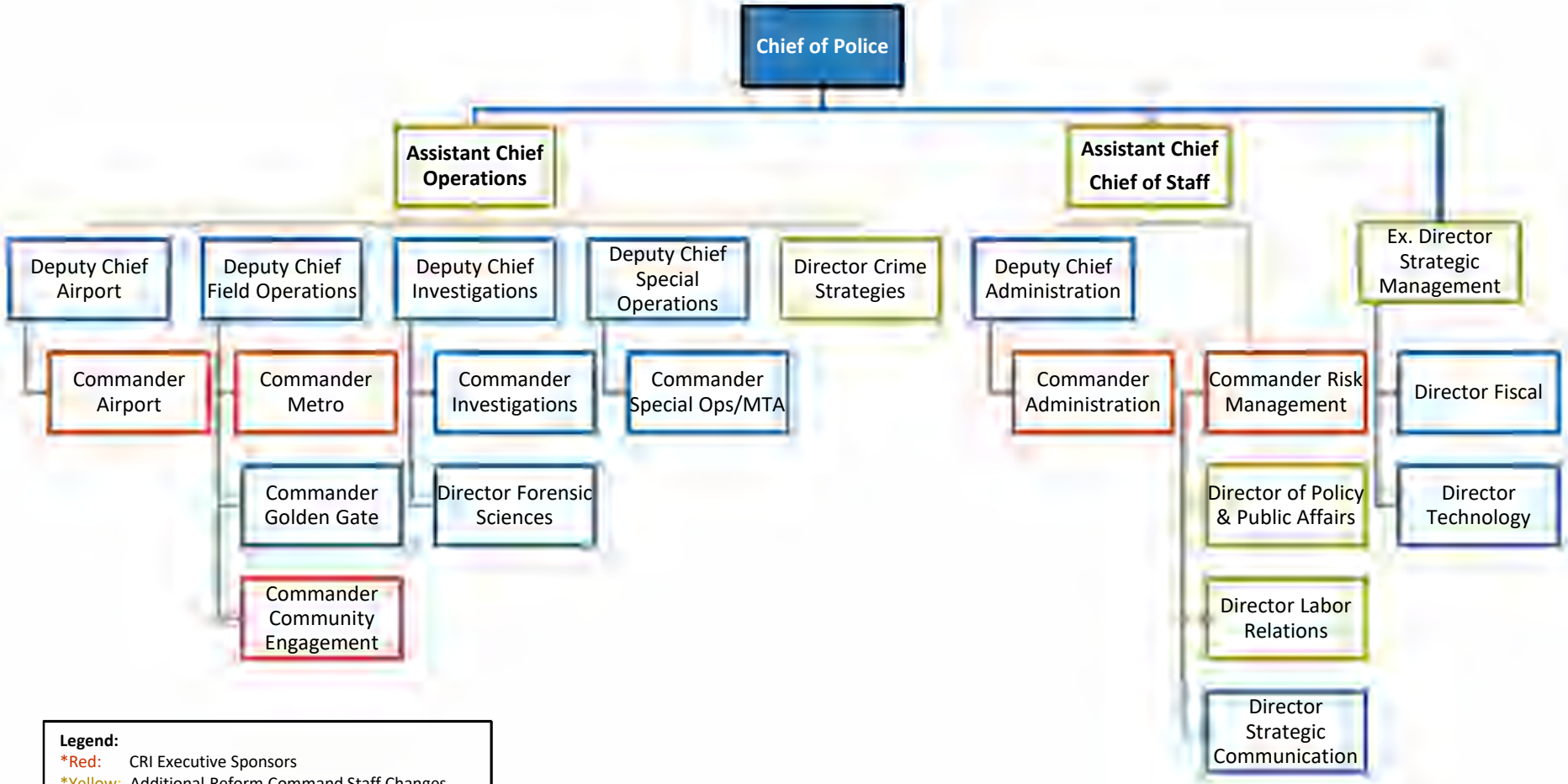
- Demilitarization of the Police
- End of the Use of Police as a Response to Non-Criminal Activity
- Address Police Bias and Strengthen Accountability
- Redirect Funding for Racial Equity



Collaborative Reform Initiative Progress

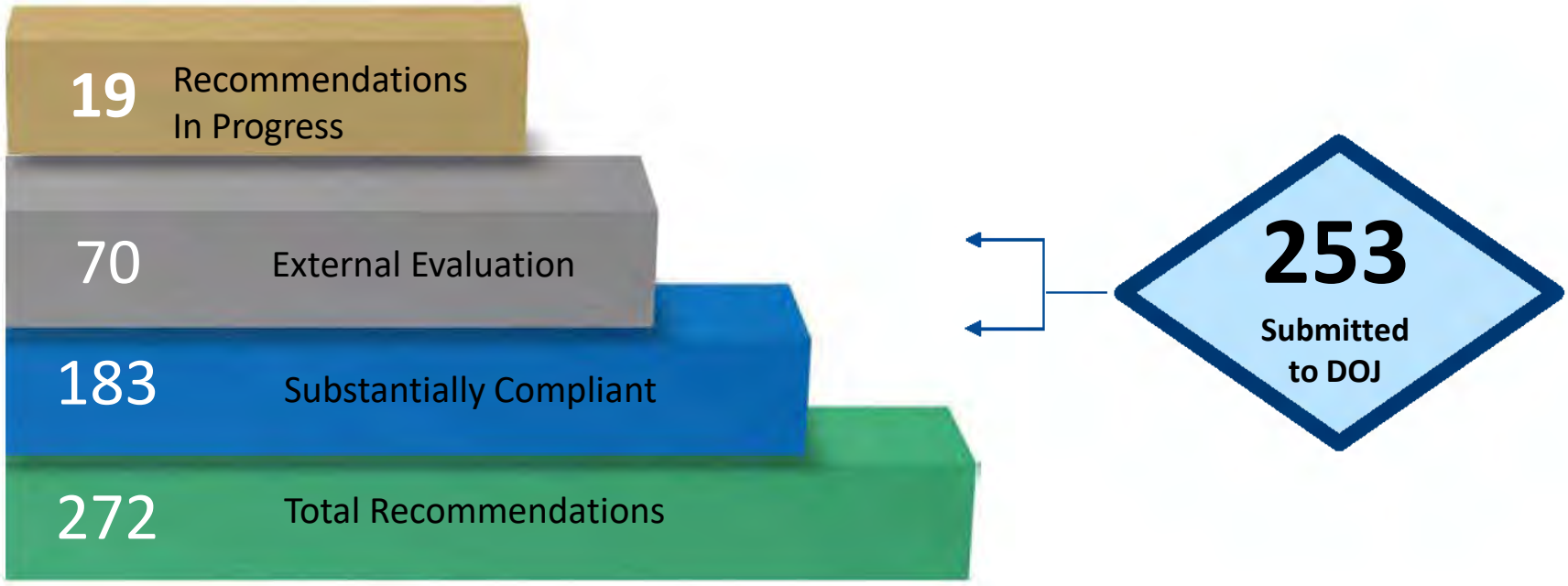
2016	2017	2018	2019	2020	2021	<2022
Ø	96	13	40	114	253	
US DOJ Assessment In October	Unvalidated Completed Recommendations & Submitted to USDOJ *Termination of US DOJ in September*	Recommendations Completed *CA DOJ CRI MOU Established in February*	Recommendations Completed *Compliance Measures Established and Implemented*	Recommendations Completed	Recommendations Completed (183 Substantially Compliant)	Long Term Goals & Culture Change

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



*Results Updated on 05/20/21

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**

*Results Updated on 05/20/21

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%

*Results Updated on 05/20/21

Organizational System & Culture Changes 2016-2021

Community Policing Reform Outcomes

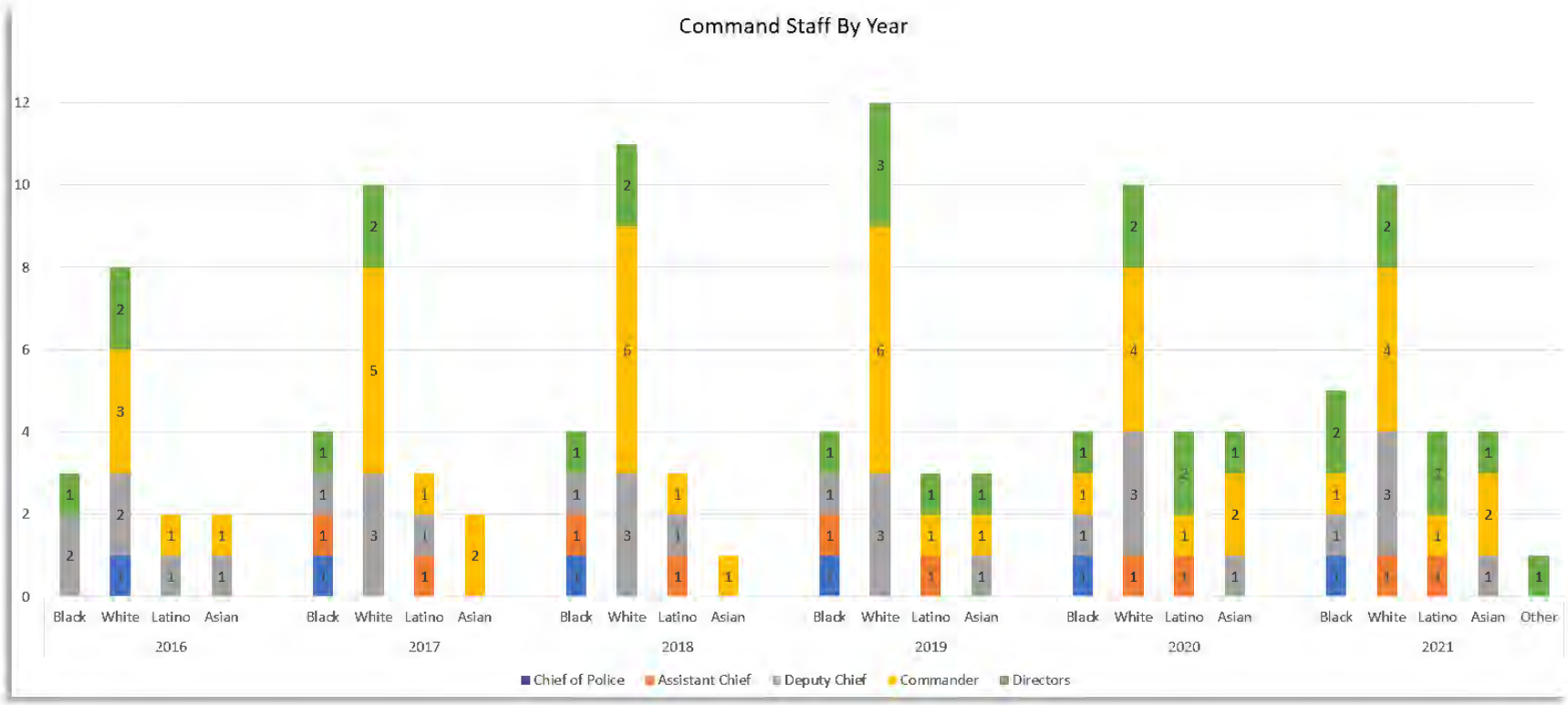
The Community Policing Strategic Plan was developed in partnership with the San Francisco community and city agencies to clearly define SFPD's community policing vision, values, goals, and objectives. This vision was implemented and codified into policy in the revision of Department General Order 1.08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

<u>DGO 1.08 requires:</u>

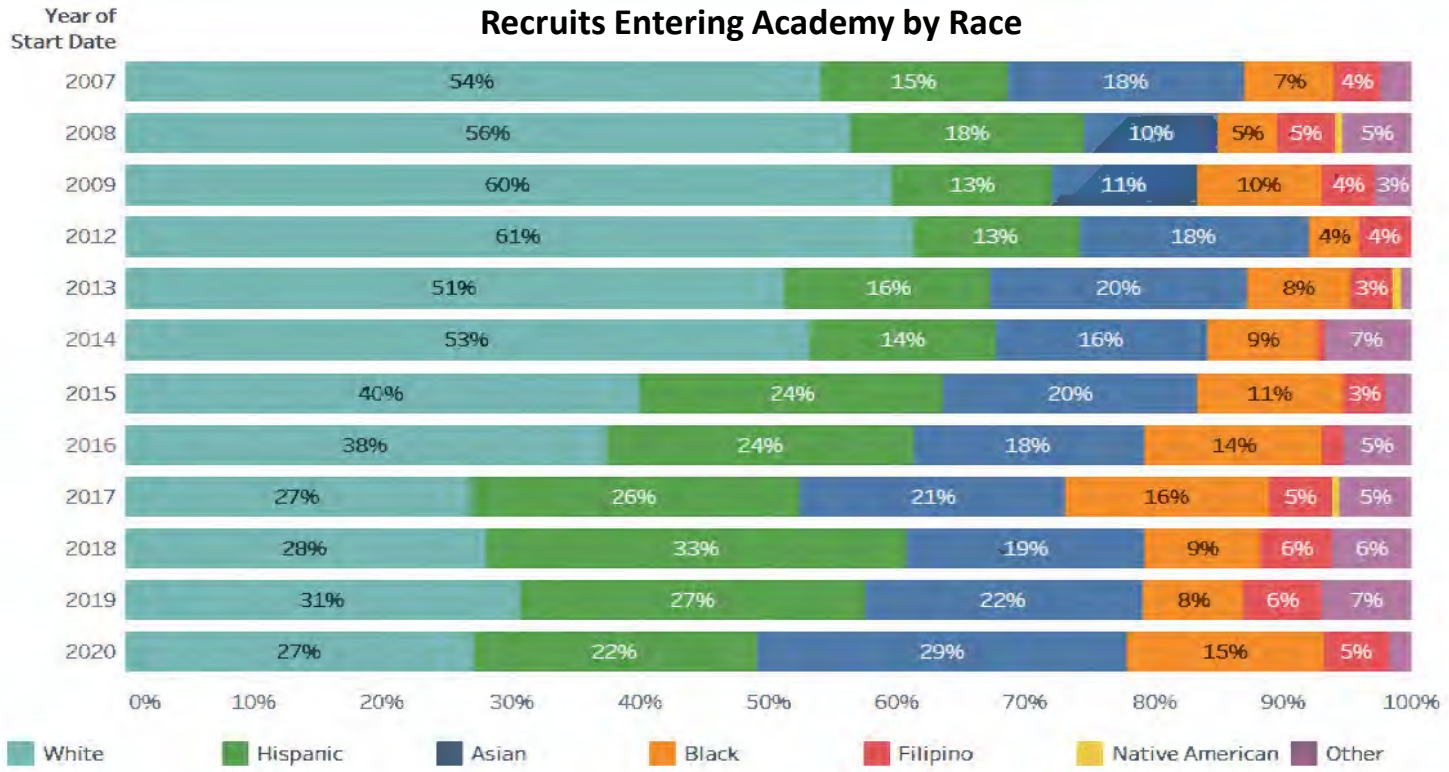
- Tracking and analysis of community policing data
- Creating oversight committees for review
- Working in partnership with the community to identify and problem-solve local challenges

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.

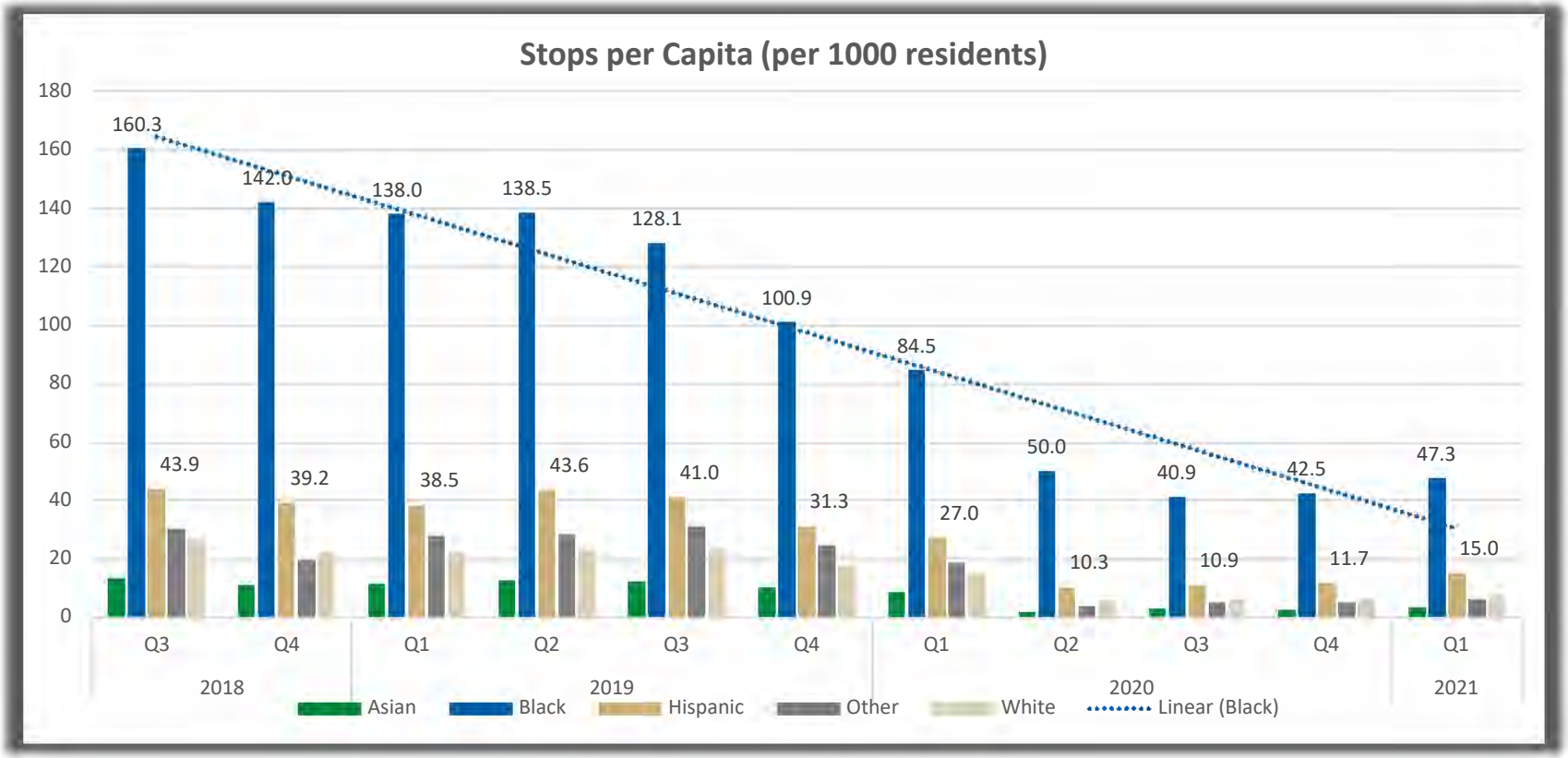
Bias Reform Outcomes

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

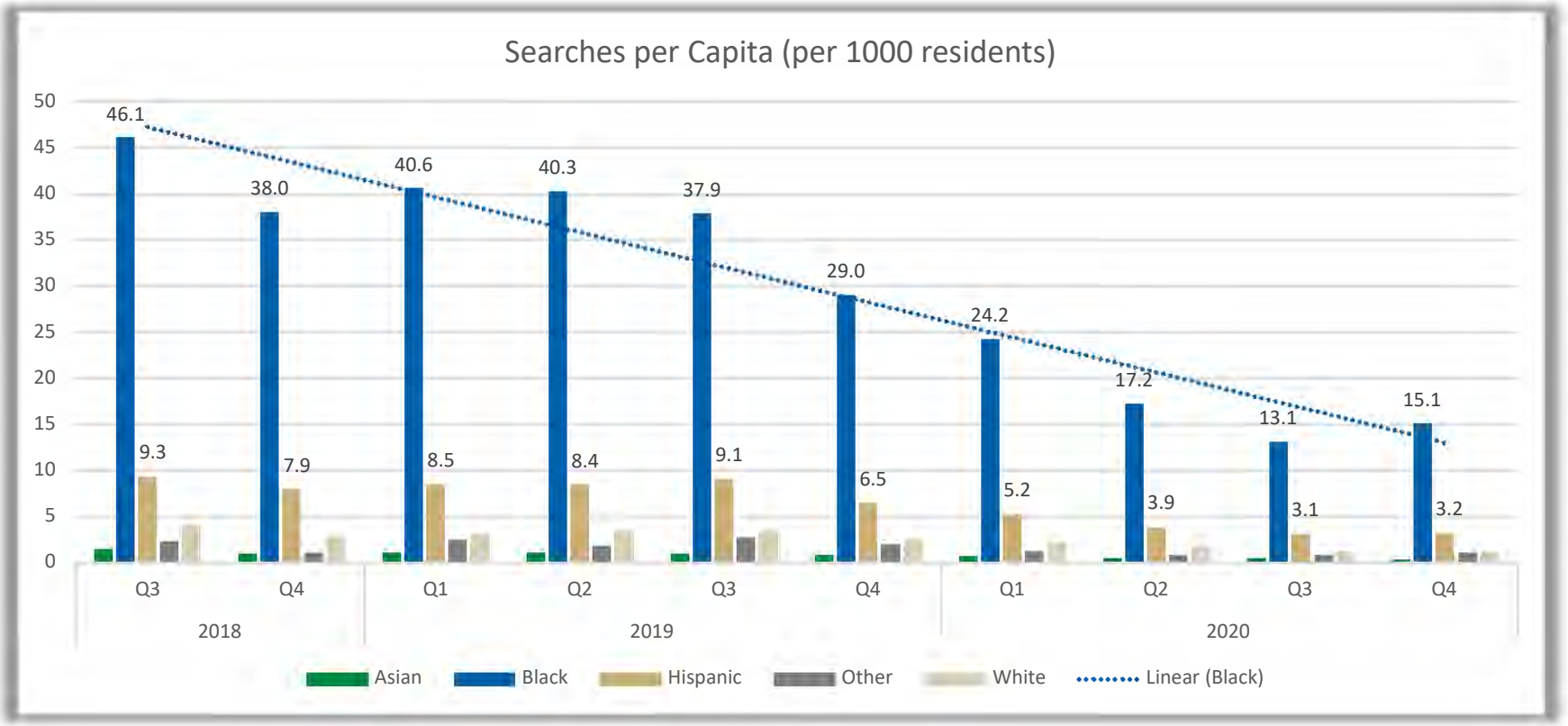


Bias Reform Outcomes



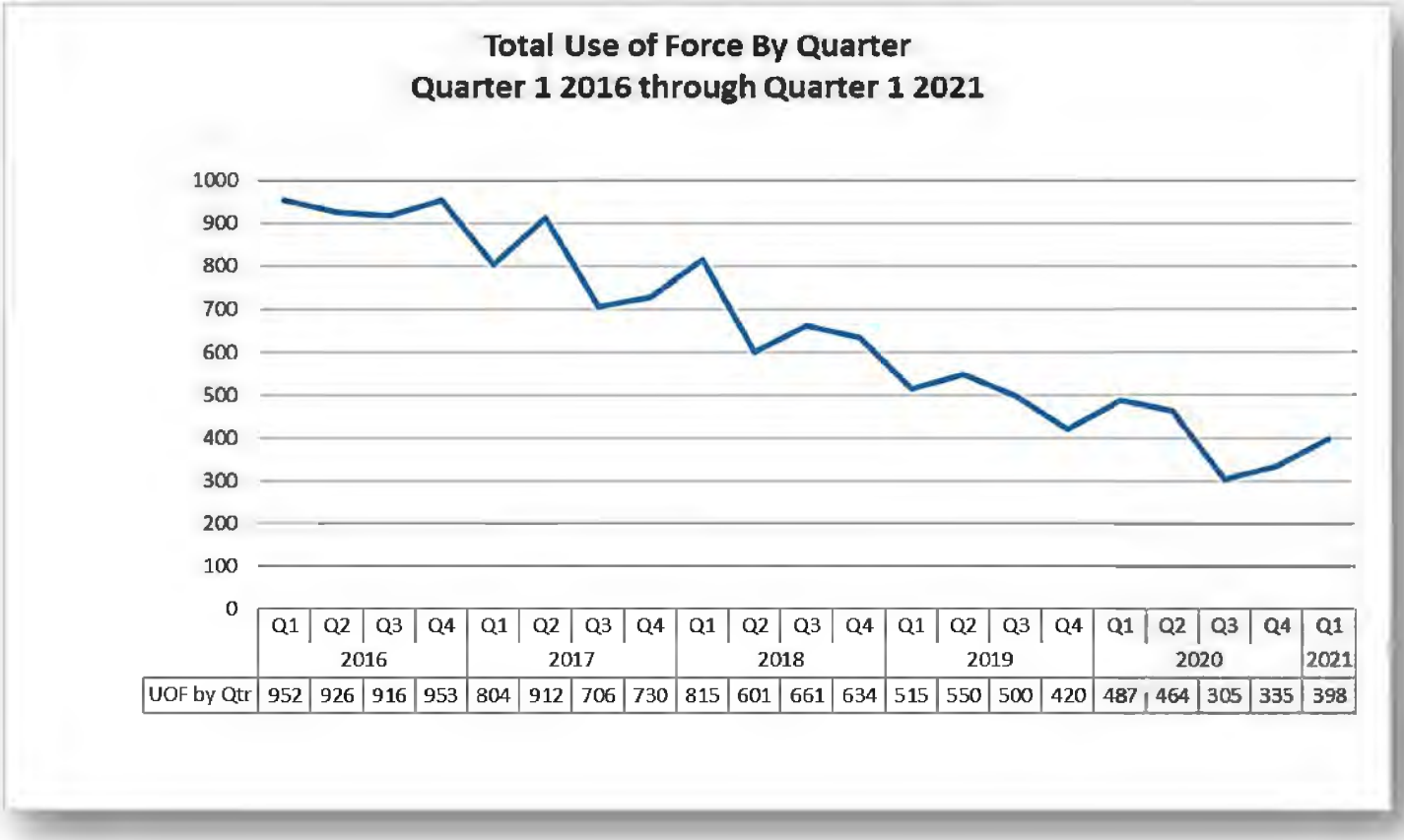
The linear trendline illustrates that for Black/African American individuals, stops have gone down to 13.4, per 1000 Black/African Americans, per quarter, on average, over time. Stops have decreased as well for the other races– 1.2 for Asians; 3.8 for Hispanics; 2.3 for Whites; and 2.8 for Other.

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.

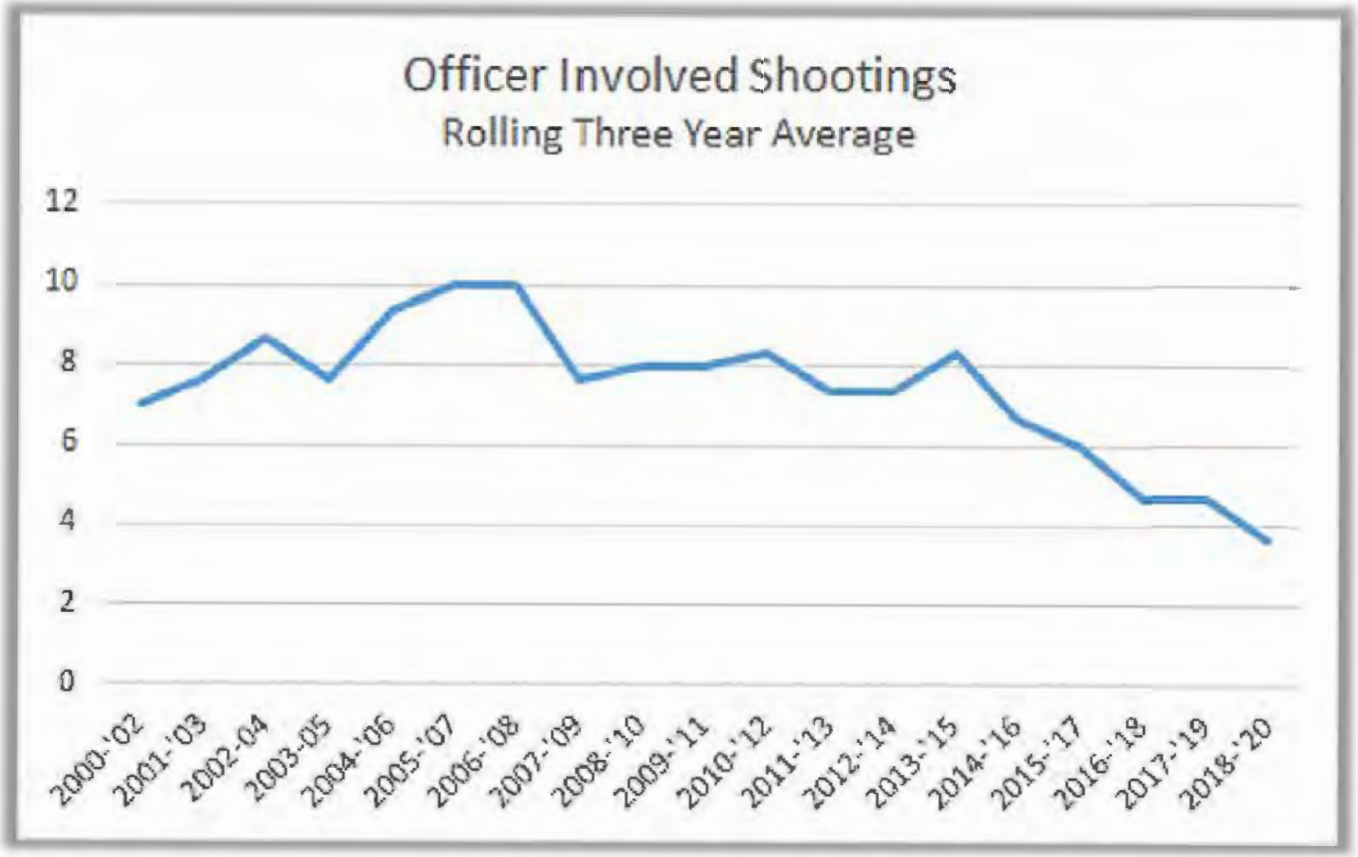
Use of Force Reform Outcomes



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	2016				2017				2018				2019				2020				2021
UOF by Qtr	952	926	916	953	804	912	706	730	815	601	661	634	515	550	500	420	487	464	305	335	398

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.



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





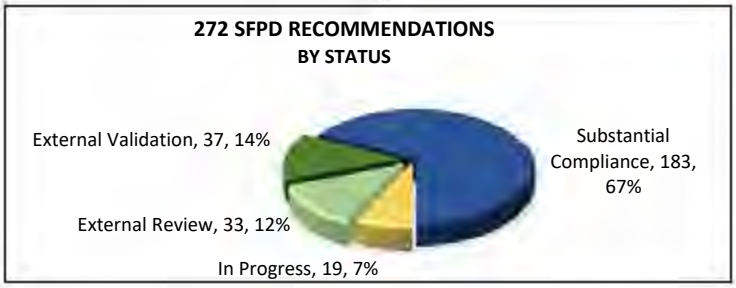


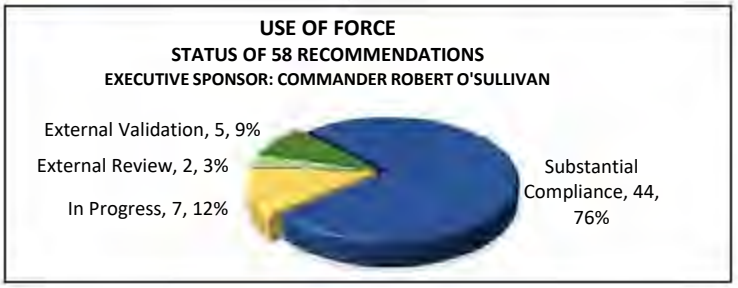
Thank you.

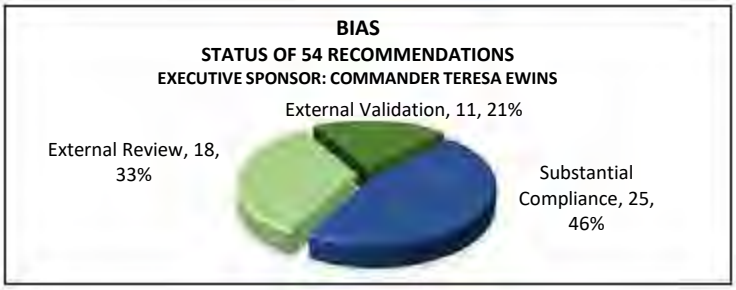
Any questions?

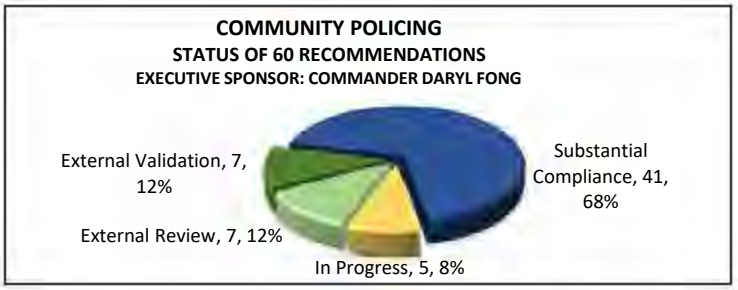
2016 COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS STATUS
Status as of May 19, 2021

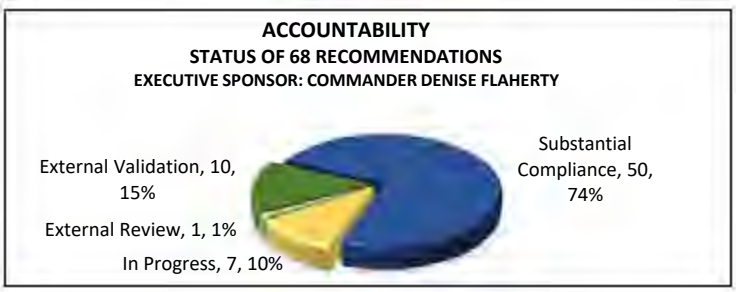














Status Definitions:

- **In Progress:** SFPD is actively working on the recommendation, and has not submitted it to Hillard Heintze or CalDOJ for review
- **External Review:** Recommendation packets submitted to Hillard Heintze for review
- **External Validation:** Recommendation packets submitted to CAL DOJ for review
- **Request For Information:** Recommendation packets returned to SFPD for more information
- **Substantial Compliance:** Recommendations have been determined to meet compliance measures by CalDOJ

Status of Recommendations:

In Progress: 19 recommendations

External Review: 4.1; 8.3; 25.2; 25.3; 25.4; 28.1; 28.2; 28.4; 28.5; 29.1; 29.2; 30.3; 30.4; 30.5; 30.1; 30.2; 31.1; 32.1; 32.2; 35.3; 39.3; 39.3; 43.4; 44.4; 46.1; 46.2; 46.3; 69.1; 90.2; 91.1; 91.2; 91.3; 93.1

External Validation: 6.1; 11.1; 11.3; 18.2; 18.3; 26.1; 27.1; 27.2; 27.3; 27.4; 27.6; 29.3; 36.2; 36.3; 37.1; 37.2; 39.2; 39.4; 40.6; 42.1; 42.3; 45.1; 47.1; 55.1; 58.1; 64.3; 67.1; 67.2; 68.3; 77.2; 80.1; 80.2; 80.3; 81.3; 88.4; 85.1; 89.1

Request For Information: n/a

Substantial Compliance: 2.1; 3.1; 3.2; 4.2; 4.3; 4.4; 4.5; 4.6; 4.7; 5.1; 5.2; 6.2; 6.3; 7.1; 7.2; 7.3; 8.1; 8.2; 9.1; 9.2; 9.3; 9.4; 10.1; 10.2; 11.2; 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; 19.1; 19.2; 19.3; 23.1; 23.2; 24.1; 24.2; 24.3; 24.4; 24.5; 24.6; 25.1; 26.2; 26.3; 26.4; 27.5; 27.7; 28.3; 28.6; 28.7; 29.4; 30.6; 33.1; 34.1; 34.2; 34.3; 35.1; 35.2; 35.4; 36.1; 38.1; 38.2; 38.3; 39.5; 39.6; 39.7; 39.8; 39.9; 40.1; 40.3; 40.4; 40.5; 40.7; 41.2; 42.2; 42.4; 43.1; 43.2; 43.3; 44.1; 44.2; 44.3; 45.2; 45.3; 46.4; 46.5; 47.2; 47.3; 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; 56.1; 56.2; 56.3; 56.4; 56.5; 56.6; 57.1; 57.2; 57.3; 57.4; 59.1; 60.1; 60.2; 60.3; 61.1; 61.2; 62.1; 63.1; 63.2; 63.3; 64.1; 64.2; 64.4; 64.5; 65.1; 65.2; 66.1; 66.2; 66.3; 68.2; 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; 78.1; 81.1; 81.2; 82.1; 82.2; 83.1; 83.2; 84.1; 84.2; 85.2; 85.3; 85.4; 86.1; 86.2; 87.1; 87.2; 88.1; 88.2; 88.3; 90.1; 92.1; 92.2; 94.1; 94.2

2016 COLLABORATIVE REFORM INITIATIVE
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: • 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	Doctrine/ Policy Development	2	**The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.** The SFPD has been involved in nine deadly use of force incidents during the time frame of review for this assessment, 2013–2015. All but one remains open, pending a decision by the district attorney on whether the officers' actions were lawful. It is unacceptable for officer-involved shooting investigations to remain open for years.	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.	Medium	Substantial Compliance	12/02/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Graig Wells
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	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.	Immediate	Substantial Compliance	01/30/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	DC Michael Connolly & Rania Adwan
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	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.	Low	Substantial Compliance	05/28/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Rachael Kilshaw
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	Medium	External Review		Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Darwin Naval

2016 COLLABORATIVE REFORM INITIATIVE
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	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Medium	Substantial Compliance	12/02/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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)).	Immediate	Substantial Compliance	12/02/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Immediate	Substantial Compliance	08/12/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	High	Substantial Compliance	01/30/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Leadership/ Management Culture	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	Immediate	Substantial Compliance	09/15/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Stacy Youngblood

2016 COLLABORATIVE REFORM INITIATIVE
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	Training	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Low	Substantial Compliance	01/07/21	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. John Crudo
1 - Use of Force	Training	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	Low	Substantial Compliance	04/23/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	Leadership/ Management Culture	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	High	Substantial Compliance	05/28/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	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.	Low	External Validation		Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. John Crudo
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	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: • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response	Low	Substantial Compliance	02/02/21	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Mario Molina
1 - Use of Force	IT/Data Business Processes	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	6.3	SFPD training records should be fully automated and training data easily accessible.	Low	Substantial Compliance	04/21/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Capt. Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
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	Doctrine/ Policy Development	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.	Immediate	Substantial Compliance	01/29/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Jennifer Dorantes
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	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.	Immediate	Substantial Compliance	04/23/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Stacy Youngblood

2016 COLLABORATIVE REFORM INITIATIVE
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	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	Immediate	Substantial Compliance	01/30/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	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.	Medium	External Review		Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Immediate	Substantial Compliance	09/15/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Capt. Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
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	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Immediate	Substantial Compliance	10/31/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	Low	Substantial Compliance	01/08/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, IAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	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.	High	Substantial Compliance	12/02/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Tony Damato

2016 COLLABORATIVE REFORM INITIATIVE
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	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, IAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	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.	Immediate	Substantial Compliance	07/09/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. William Braconi
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	External Validation		Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Joe Minner
1 - Use of Force	Training	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	Substantial Compliance	02/02/21	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Capt. Michelle Jean
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	External Validation		Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Joe Minner

2016 COLLABORATIVE REFORM INITIATIVE
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	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Medium	Substantial Compliance	03/09/21	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Graig Wells
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.1	SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: • 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.	Low	Substantial Compliance	09/04/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Mario Molina
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.2	SFPD should ensure an appropriate distribution of CIT trained personnel across all shifts in all districts.	Low	Substantial Compliance	05/28/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Mario Molina

2016 COLLABORATIVE REFORM INITIATIVE
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	Training	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	Low	Substantial Compliance	10/13/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Mario Molina
1 - Use of Force	Community Policing	13	**The SFPD engages with the community following an officer-involved shooting incident through a town hall meeting in the community where the event occurred.** The town hall meetings following an officer-involved shooting in the relevant neighborhood is a promising practice.	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.	Immediate	Substantial Compliance	07/22/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.1	The SFPD should develop an ongoing communication strategy for officer involved shootings.	High	Substantial Compliance	09/15/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	Immediate	Substantial Compliance	09/05/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	Immediate	Substantial Compliance	10/22/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	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.	Low	Substantial Compliance	09/09/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	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.	Low	Substantial Compliance	09/09/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Michael Andraychak

2016 COLLABORATIVE REFORM INITIATIVE
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	Community Policing	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	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.	Low	Substantial Compliance	09/19/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Lynn Reilly
1 - Use of Force	Doctrine/ Policy Development	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	16.2	The City and County of San Francisco should strongly consider deploying ECWs.	Low	Substantial Compliance	08/27/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Capt. Carl Fabbri
1 - Use of Force	Doctrine/ Policy Development	17	**Currently, the SFPD authorizes personnel to use the carotid restraint technique.** This technique poses a significant risk in the community and is not a routinely adopted force option in many law enforcement agencies. Contemporary policing discussions regarding use of force suggest that police agencies should carefully weigh any perceived benefit of the use of carotid restraint against potential harm. It is challenging to maintain the appropriate leverage and placement in close-encounter struggles, thereby increasing the risk on an unintended, harmful outcome. The department's pending draft order on use of force would eliminate the use of the carotid restraint.	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	Immediate	Substantial Compliance	07/25/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	Medium	Substantial Compliance	04/23/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Capt. John Jaimerena
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.2	The SFPD should create an on-scene checklist for use of force incidents.	Medium	External Validation		Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Michael Nevin
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	Medium	External Validation		Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Michael Nevin

2016 COLLABORATIVE REFORM INITIATIVE
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	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	Immediate	Substantial Compliance	10/20/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Graig Wells
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	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.	Medium	Substantial Compliance	10/20/20	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Graig Wells

2016 COLLABORATIVE REFORM INITIATIVE
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	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	Immediate	Substantial Compliance	07/10/20	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

2016 COLLABORATIVE REFORM INITIATIVE
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	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
1 - Use of Force	Doctrine/ Policy Development	23	T**he SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	23.1	The SFPD should immediately implement this provision of the draft policy.	Immediate	Substantial Compliance	07/09/19	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Lt. Arline Gilmore
1 - Use of Force	Doctrine/ Policy Development	23	T**he SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	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 · 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.	Medium	Substantial Compliance	01/07/21	Chief of Staff	Cmdr. Robert O'Sullivan	Lt. Eric Altorfer	Sgt. Graig Wells
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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).	Immediate	Substantial Compliance	09/04/19	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Peter Walsh
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	High	Substantial Compliance	09/04/19	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Peter Walsh & Rania Adwan
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	09/04/19	special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Peter Walsh

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	01/08/19	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Arline Gilmore, Christine Fountain & Sgt. Michael Andraychak
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	08/18/20	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Sgt. Chandra Medina
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	09/09/20	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	Doctrine/ Policy Development	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	Immediate	Substantial Compliance	08/31/20	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	Training	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	High	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	Training	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to · 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.	High	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Teresa Ewins & Phillip Lohaus
2 - Bias	Doctrine/ Policy Development	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	Immediate	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Phil Lohaus
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Medium	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Phil Lohaus
2 - Bias	Doctrine/ Policy Development	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Immediate	Substantial Compliance	12/14/20	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Lauren Nelson
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Immediate	Substantial Compliance	12/02/20	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Low	Substantial Compliance	08/31/20	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Teresa Ewins & Phillip Lohaus
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Medium	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Al Duarte

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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: · 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	Immediate	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Wilfred Williams & Ofc. Al Duarte
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Low	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Wilfred Williams & Ofc. Al Duarte
2 - Bias	Leadership/ Management Culture	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Medium	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Sgt. Meghan McMilton
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	Low	Substantial Compliance	03/15/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Bernadette Robinson
2 - Bias	IT/Data Business Processes	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Low	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	High	Substantial Compliance	04/02/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Sgt. Chandra Medina
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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 · 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.	Medium	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	Immediate	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Sgt. Rich Cibotti
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	Immediate	Substantial Compliance	03/15/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Captain Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	Immediate	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Mike Petuya
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	Immediate	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Mike Petuya
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	Immediate	Substantial Compliance	12/02/20	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Lauren Nelson
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	Immediate	Substantial Compliance	01/07/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Chris Canning
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	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.	Medium	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Andrew Cox

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	Training	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: · 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	High	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Andrew Cox
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	High	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Andrew Cox
2 - Bias	Community Policing	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	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.	Medium	Substantial Compliance	09/09/20	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	High	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	High	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Mike Petuya

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	Training	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Medium	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	Substantial Compliance	02/02/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	31	**African-American and Hispanic drivers were disproportionately searched and arrested compared to White drivers. In addition, African-American drivers were more likely to be warned and less likely to be ticketed than White drivers.** The racial disparity in traffic stops and post-stop outcomes appears to be large and statistically significant.	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.	Immediate	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.1	As stated in finding 31, the SFPD should complete recommendations 31.1.	Immediate	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	Training	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	Medium	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Sean Perdomo
2 - Bias	IT/Data Business Processes	33	**The current E-585 traffic stop incident report does not collect sufficient or appropriate information to allow for a robust analysis of possible bias by SFPD officers.**	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	Low	Substantial Compliance	02/02/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Sgt. Chandra Medina
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.	Medium	Substantial Compliance	01/29/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	William Sanson-Mosier, Acting Director & Dandy Wong
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	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.	Immediate	Substantial Compliance	01/29/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	William Sanson-Mosier, Acting Director & Dandy Wong
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	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.	Immediate	Substantial Compliance	01/08/19	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Susan Merritt, Director

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	Doctrine/ Policy Development	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Low	Substantial Compliance	04/02/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Low	Substantial Compliance	01/06/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Medium	External Review		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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	Immediate	Substantial Compliance	09/15/19	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Paris Deshong

2016 COLLABORATIVE REFORM INITIATIVE
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
2 - Bias	IT/Data Business Processes	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	Medium	Substantial Compliance	04/05/21	Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Sgt. Leonard Poggio
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	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.	Medium	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Lt. Wilfred Williams
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	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.	Immediate	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Phil Lohaus
2 - Bias	Doctrine/ Policy Development	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	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.	High	External Validation		special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	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.	Low	External Validation		Special Operations	Cmdr. Teresa Ewins	Sgt. Chandra Medina	Cmdr. Teresa Ewins
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	High	Substantial Compliance	12/07/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	Immediate	Substantial Compliance	05/11/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Troy Dangerfield & Sgt. Kin Lee
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	High	Substantial Compliance	01/07/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Torrie Grady
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	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.**	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	Medium	External Validation		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Jason Cunningham, Program Manager
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.**	39.3	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.	Immediate	External Review		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Jason Cunningham, Program Manager

2016 COLLABORATIVE REFORM INITIATIVE
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
3 - Community Policing	Training	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.**	39.4	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.	Medium	External Validation		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	IT/Data Business Processes	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.**	39.5	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.6	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.	High	Substantial Compliance	06/02/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.7	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.	High	Substantial Compliance	06/02/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.8	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.9	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	Community Policing	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.	40.1	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.	Medium	Substantial Compliance	01/27/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Cmdr. David Lazar, Lt. Julian Ng & Lt. Georgia Sawyer

2016 COLLABORATIVE REFORM INITIATIVE
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
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: · 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	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.	40.3	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.	High	Substantial Compliance	08/18/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Angela Wilhelm
3 - Community Policing	Community Policing	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.	40.4	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.	High	Substantial Compliance	03/10/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Pete Hamilton
3 - Community Policing	IT/Data Business Processes	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.	40.5	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.	Low	Substantial Compliance	02/22/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Torrie Grady

2016 COLLABORATIVE REFORM INITIATIVE
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
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.	40.6	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.	Immediate	External Validation		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Cmdr. Denise Flaherty
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.	40.7	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Wayman Young
3 - Community Policing	Community Policing	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.	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	Low	External Review		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Jennifer Jackson
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	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.	41.2	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.	Medium	Substantial Compliance	12/02/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Chris DelGandio

2016 COLLABORATIVE REFORM INITIATIVE
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
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Medium	External Validation		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Medium	Substantial Compliance	02/01/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Jason Cherniss
3 - Community Policing	Leadership/ Management Culture	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	Medium	External Validation		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Tim Falvey

2016 COLLABORATIVE REFORM INITIATIVE
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
3 - Community Policing	IT/Data Business Processes	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Angela Wilhelm
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Medium	Substantial Compliance	10/23/19	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Kin Lee
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Medium	Substantial Compliance	12/09/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Kin Lee & Sgt. Laxman Dharmani
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Low	Substantial Compliance	12/02/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Kin Lee
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	High	External Review		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Torrie Grady

2016 COLLABORATIVE REFORM INITIATIVE
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
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Medium	Substantial Compliance	02/17/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Deputy Chief David Lazar
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Immediate	Substantial Compliance	01/27/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Immediate	Substantial Compliance	02/17/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Michael Andraychak
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Medium	External Review		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Carl Fabbri
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	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.	Low	External Validation		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Training	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	David Stevenson, Director & Sgt. Michael Andraychak
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.	Low	External Review		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Gavin McEachern
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	External Review		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Chris Wilhelm
3 - Community Policing	Doctrine/ Policy Development	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	External Review		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Cmdr. Teresa Ewins
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Chris Wilhelm
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.5	The SFPD should publish and post any community survey results.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director

2016 COLLABORATIVE REFORM INITIATIVE
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
3 - Community Policing	IT/Data Business Processes	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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).	Low	External Validation		Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Catherine McGuire, Executive Director
3 - Community Policing	IT/Data Business Processes	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	David Stevenson, Director & Sgt. Michael Andraychak
3 - Community Policing	Community Policing	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Low	Substantial Compliance	03/16/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	David Stevenson, Director
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
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	Low	Substantial Compliance	01/07/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Mark Im
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Low	Substantial Compliance	04/08/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Mark Im
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Low	Substantial Compliance	02/01/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Doctrine/ Policy Development	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	Immediate	Substantial Compliance	08/18/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Jennifer Jackson

2016 COLLABORATIVE REFORM INITIATIVE
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
3 - Community Policing	Leadership/ Management Culture	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	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.	Immediate	Substantial Compliance	11/16/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Jennifer Jackson
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Medium	Substantial Compliance	01/05/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Medium	Substantial Compliance	05/19/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Doctrine/ Policy Development	52	T**he SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Joseph Mendiola
3 - Community Policing	Doctrine/ Policy Development	52	T**he SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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	Low	Substantial Compliance	10/13/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Angelique Marin
3 - Community Policing	IT/Data Business Processes	52	T**he SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Low	Substantial Compliance	05/11/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Wayman Young
3 - Community Policing	IT/Data Business Processes	53	**The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.**	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.	Low	Substantial Compliance	02/26/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Sgt. Davin Cole
3 - Community Policing	Leadership/ Management Culture	54	**The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Low	Substantial Compliance	07/08/20	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Rachael Kilshaw
3 - Community Policing	Leadership/ Management Culture	54	**The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Low	Substantial Compliance	05/19/21	Community Engagement Division	Cmdr. Daryl Fong	Sgt. Ryan Crockett	Lt. Sean Frost

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Doctrine/ Policy Development	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.	55.1	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.	High	External Validation		Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Michael Andraychak
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	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Medium	Substantial Compliance	10/23/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	10/10/19	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Nicholas Rainsford
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	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.	Low	Substantial Compliance	11/16/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Leadership/ Management Culture	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	High	Substantial Compliance	10/10/19	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Jennifer Jackson
4 - Accountability	Training	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	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.	High	Substantial Compliance	01/05/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Michael Nevin
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.4	The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.	High	Substantial Compliance	10/10/19	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Nicholas Rainsford
4 - Accountability	Doctrine/ Policy Development	58	**The SFPD does not have a tracking system for complaints received at a district station.**	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.	High	External Validation		Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Andrew Cox
4 - Accountability	Doctrine/ Policy Development	59	**SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.**	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.	Immediate	Substantial Compliance	11/16/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Kathryn Waaland
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Medium	Substantial Compliance	12/17/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Mark Cota
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Immediate	Substantial Compliance	02/12/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Andrew Cox
4 - Accountability	Leadership/ Management Culture	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Immediate	Substantial Compliance	12/17/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Mark Cota
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	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.	Low	Substantial Compliance	12/17/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	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.	Low	Substantial Compliance	12/17/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Doctrine/ Policy Development	62	**Files stored with the SFPD's Internal Affairs Division are secured, but compelled statements are not isolated.** During the file reviews, the assessment team did not find any compelled statements isolated.	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.	Low	Substantial Compliance	12/17/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	Medium	Substantial Compliance	04/21/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Andrew Cox
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	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.	Medium	Substantial Compliance	02/06/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Jennifer Jackson

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	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.	Medium	Substantial Compliance	12/17/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Capt. Chris Pedrini
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Immediate	Substantial Compliance	05/19/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	High	Substantial Compliance	11/16/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Leadership/ Management Culture	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Medium	External Validation		Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Angela Wilhelm

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Immediate	Substantial Compliance	05/19/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Medium	Substantial Compliance	12/09/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	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.	Medium	Substantial Compliance	05/19/21	Administration	Cmdr. Denise Flaherty	Ofc. Lauren Nelson	Lt. Andrew Cox
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	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.	Medium	Substantial Compliance	05/19/21	Administration	Cmdr. Denise Flaherty	Ofc. Lauren Nelson	Lt. Andrew Cox
4 - Accountability	IT/Data Business Processes	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations	Medium	Substantial Compliance	10/23/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	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.	Immediate	Substantial Compliance	10/23/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	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.	Low	Substantial Compliance	10/23/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Doctrine/ Policy Development	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	Low	External Validation		Administration	Cmdr. Denise Flaherty	Ofc. Lauren Nelson	Lt. Andrew Cox
4 - Accountability	IT/Data Business Processes	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	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.	Medium	External Validation		Administration	Cmdr. Denise Flaherty	Ofc. Lauren Nelson	William Sanson-Mosier, Acting Director
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
4 - Accountability	Doctrine/ Policy Development	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.	68.2	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.	Immediate	Substantial Compliance	04/15/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Henry Ha
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.	68.3	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.	Low	External Validation		Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director
4 - Accountability	Doctrine/ Policy Development	69	**The SFPD does not consistently apply the principles of procedural justice.**	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.	Low	External Review		Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Cmdr. Denise Flaherty
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

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	10/23/19	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	07/01/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	04/05/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Ofc. Walker Bardsley
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	Low	Substantial Compliance	04/05/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	Medium	Substantial Compliance	02/28/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	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.	Medium	Substantial Compliance	10/23/19	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Medium	Substantial Compliance	10/23/19	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	IT/Data Business Processes	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Medium	Substantial Compliance	10/23/19	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	David Stevenson, Director
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Low	Substantial Compliance	10/23/19	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	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.	Medium	Substantial Compliance	02/19/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	Medium	Substantial Compliance	02/19/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	Doctrine/ Policy Development	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	Medium	Substantial Compliance	03/15/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Michael Nevin

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Training	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	Low	Substantial Compliance	02/26/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Lt. Michael Nevin
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Low	Substantial Compliance	03/01/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Low	Substantial Compliance	02/06/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Immediate	Substantial Compliance	09/09/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Joelle Harrell
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Medium	Substantial Compliance	09/09/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Medium	Substantial Compliance	09/09/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	Medium	Substantial Compliance	03/09/21	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	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.	Immediate	External Validation		Administration	Cmdr. Denise Flaherty	Ofc. Lauren Nelson	Catherine McGuire, Executive Director

2016 COLLABORATIVE REFORM INITIATIVE
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
4 - Accountability	Doctrine/ Policy Development	78	**The SFPD does not engage in any outside evaluations of its practices, data, or reporting.**	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.	Low	Substantial Compliance	07/29/20	Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	Jason Cunningham, Program Manager
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
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	External Validation		Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	External Validation		Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	External Validation		Administration	Cmdr. Denise Flaherty	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	High	Substantial Compliance	03/10/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	Low	Substantial Compliance	03/10/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg

2016 COLLABORATIVE REFORM INITIATIVE
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
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.3	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as · 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.	Low	External Validation		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	82	**The SFPD does not fully engage its applicants throughout the hiring process**. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	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.	Medium	Substantial Compliance	01/11/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	82	**The SFPD does not fully engage its applicants throughout the hiring process**. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	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.	Medium	Substantial Compliance	01/11/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	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.	High	Substantial Compliance	01/11/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	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.	Low	Substantial Compliance	01/11/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Christina Serrano

2016 COLLABORATIVE REFORM INITIATIVE
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
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	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.	Low	Substantial Compliance	12/02/20	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	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.	Low	Substantial Compliance	03/09/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep

2016 COLLABORATIVE REFORM INITIATIVE
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
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Low	External Validation		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	High	Substantial Compliance	01/05/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Medium	Substantial Compliance	01/05/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Medium	Substantial Compliance	01/05/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	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.	Low	Substantial Compliance	04/12/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	Immediate	Substantial Compliance	04/12/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	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.	Medium	Substantial Compliance	04/09/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep & A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	Medium	Substantial Compliance	04/09/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Celeste Berg
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Medium	Substantial Compliance	01/11/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Lt. Michael Nevin
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	Medium	Substantial Compliance	03/15/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Lt. Michael Nevin & Lt. Mark Im
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Medium	Substantial Compliance	01/11/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Lt. Michael Nevin
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Immediate	External Validation		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Christina Serrano

2016 COLLABORATIVE REFORM INITIATIVE
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
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	89	**The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement**. The SFPD is to be commended for its diversity in overall staffing.	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 · 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.	Medium	External Validation		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	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.	Low	Substantial Compliance	01/11/21	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Lt. Nicole Jones
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	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.	Medium	External Review		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	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.	Low	External Review		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	Medium	External Review		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	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.	Medium	External Review		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	High	Substantial Compliance	07/10/20	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.2	The SFPD needs to require this assessment report as reading for all promotions.	High	Substantial Compliance	05/18/20	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	93	**The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.**	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 · 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.	Low	External Review		Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Sgt. Cristina Franco

2016 COLLABORATIVE REFORM INITIATIVE
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
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	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.	Low	Substantial Compliance	05/28/20	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	High	Substantial Compliance	05/28/20	Administration	Cmdr. Steve Ford	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg

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: • 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

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
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: · 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

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
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

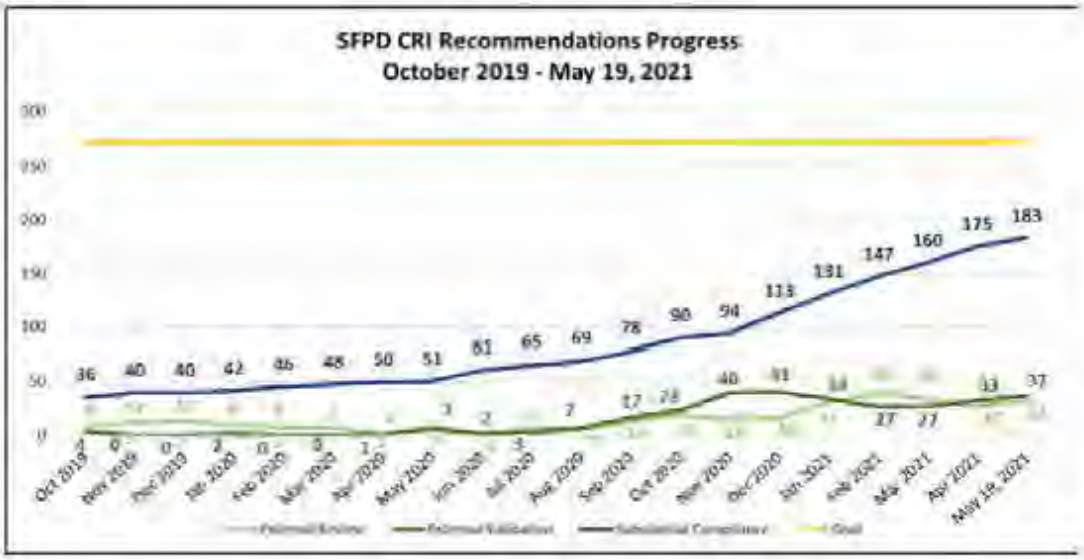
San Francisco Police Department
Professional Standards and Principled Policing Unit

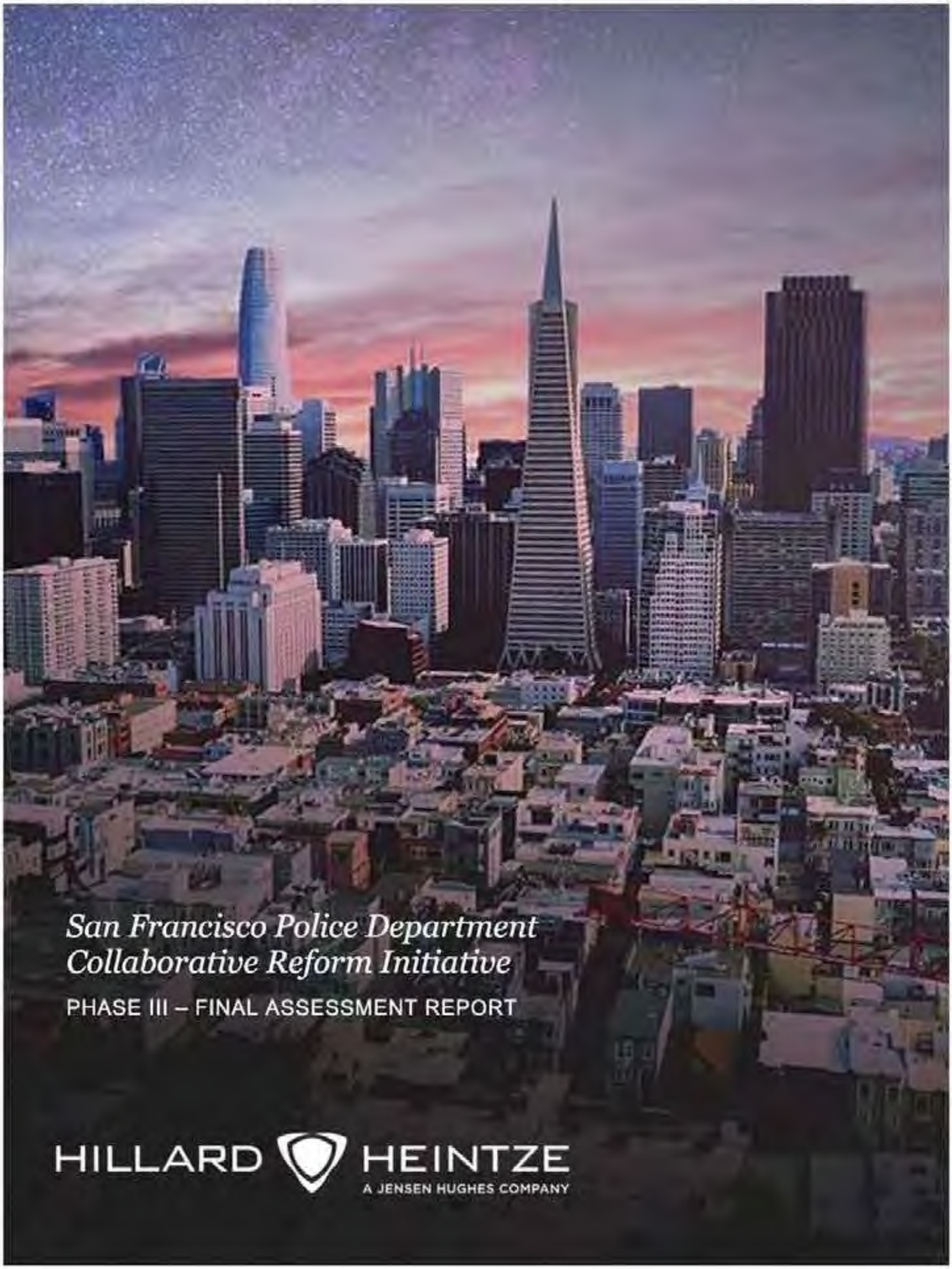
SFPD Collaborative Reform Initiative

Recommendations Status

Status as May 19, 2021

Status of Recommendations	Recommendations
Substantial Compliance	183
Request For Information	0
Approved (External Validation)	37
Review Process (External Review)	33
Work in Progress	19
Total	**272**





San Francisco Police Department Collaborative Reform Initiative

PHASE III – FINAL ASSESSMENT REPORT

HILLARD HEINTZE
A JENSEN HUGHES COMPANY

ROB BONTA
Attorney General

State of California
DEPARTMENT OF JUSTICE

1515 CLAY STREET, 20TH FLOOR
P.O. BOX 70550
OAKLAND, CA 94612-0550

Public: (510) 879-1300
E-Mail: Police-Practices@doj.ca.gov

February 11, 2022

Chief William Scott
San Francisco Police Department
1245 3rd Street, 6th Floor
San Francisco, CA 94158

RE: California Department of Justice, San Francisco Police Department, and City of San Francisco Collaborative Reform Initiative Progress Report on Phase III

Dear Chief Scott:

The California Department of Justice (Cal DOJ) issues this report as part of Jensen Hughes'[1] Phase III report and pursuant to the Collaborative Reform Initiative (CRI) between the City and County of San Francisco (the City), the San Francisco Police Department (SFPD or Department) and the Cal DOJ. Our office worked closely with Jensen Hughes on the Phase III report, and we adopt the report's contents and concur in its conclusions. This letter provides Cal DOJ's commentary on its independent work and oversight.

As you are aware, on February 5, 2018, Cal DOJ, the City, and SFPD entered into an agreement (Memorandum of Understanding or MOU) where Cal DOJ agreed to provide technical assistance and independently evaluate SFPD's reform efforts. These reforms were began in October 2016, after the US DOJ COPS Office published a report, setting forth 272 recommendations to improve SFPD in five areas: use of force, bias, community policing, accountability, and personnel (recruiting and hiring).[2] The US DOJ COPS Office later withdrew its support of collaborative reform efforts in all cities in September 2017, which spurred Cal DOJ to step in as the independent oversight body.

Working under the MOU, Cal DOJ, Jensen Hughes, SFPD, and the San Francisco Police Commission (Police Commission) divided the work into three phases, with Phase I focused on developing a plan to achieve substantial compliance for each of the 272 US DOJ

[1] In 2020 Hillard Heintze, the expert consultant retained to work on CRI was acquired by Jensen Hughes, Inc. The expert consultant team working on this project remains the same.

[2] https://cops.usdoj.gov/RIC/Publications/cops-w0818-pub.pdf

recommendations.[3] Phases II and III were focused on implementing the compliance measures developed during Phase I.

On November 15, 2021, Cal DOJ, the City, and SFPD, with the support of the Police Commission, signed an Addendum to the MOU. The purpose of this agreement is to extend the monitoring and implementation phases of the MOU, thus continuing Cal DOJ's independent review and oversight of the US DOJ recommendations.

Summary of Phases I and II

During Phase I of the collaborative reform initiative, much of the groundwork of the initiative was completed, including creating compliance measures for each of the 272 recommendations and establishing submission and review processes. Cal DOJ set a rigorous standard for finding substantial compliance and returned to SFPD seven of 18 recommendation packages that Cal DOJ deemed were not substantially compliant.[4]

In Phase II, DOJ determined that 27 recommendations were substantially compliant. Cal DOJ was concerned about the pace of SFPD's progress, given that there were 272 total recommendations requiring submission and review.[5] Problems also persisted in some of the final package submissions, with Cal DOJ and Jensen Hughes returning 61 SFPD package submissions because they lacked sufficient documentation. Nonetheless, SFPD continued to implement reforms and work through the various components of each of the recommendations. Cal DOJ found SFPD in substantial compliance with 25 of the 40 use-of-force recommendations by the end of Phase II. SFPD's emphasis on use-of-force was reflected early in some improved policing outcomes. Cal DOJ noted relatively early into the CRI initiative that SFPD had experienced a twenty-four percent decrease in use-of-force in 2019 and a forty-seven percent decrease since 2016.[6] Notwithstanding several tragic incidents in the news recently concerning officer-involved shootings, the greatest decrease in force was observed in this category.

Phase III Submissions

During Phase III, SFPD increased the pace of submitting packages for substantial compliance review. Jensen Hughes and Cal DOJ have reviewed and found SFPD substantially compliant with 205 recommendations in Phase III, for a total number of 245 recommendations in

---

[3] Cal DOJ's May 16, 2019 Progress Report provides additional background on the process. Under the MOU, Cal DOJ serves as an independent monitor with the help of Jensen Hughes which assists Cal DOJ in evaluating and reporting on SFPD's progress. The Phase I Report can be found at https://oag.ca.gov/system/files/attachments/press-docs/hillard-heintze-initial-progress-report-sfpd-phase-i.pdf.

[4] https://missionlocal.org/2019/01/sfpd-not-in-substantial-compliance-with-several-doj-reforms/.

[5] https://www.sanfranciscopolice.org/sites/default/files/2020-07/SFPDHillardHeintzePhaseIICRIReport20200304.pdf at 2.

[6] https://www.sanfranciscopolice.org/sites/default/files/2020-07/SFPDHillardHeintzePhaseIICRIReport20200304.pdf at 3.

substantial compliance through the three phases, or 90% of the recommendations. The increased pace of reform in Phase III was the result of SFPD's heightened commitment and the implementation of new protocols for the recommendation review process. At the outset of Phase III, Chief Scott committed to reallocating resources internally to the CRI process in two main areas.

First, SFPD agreed to Cal DOJ's request to meet on a twice-weekly basis to review recommendations in progress, in advance of SFPD submitting its documentation (or packages) demonstrating SFPD's implementation of recommendations. In these meetings, SFPD obtained technical assistance from Cal DOJ and Jensen Hughes on how to implement reform, sought out feedback on existing efforts to implement recommendations, and clarified what types of documentation would be necessary to demonstrate substantial compliance with the recommendations. In practice, SFPD would continually send Cal DOJ and Jensen Hughes draft packages to "prescreen," which would be discussed at meetings. The prescreening process enabled all parties to have a shared understanding about the steps and documents that were necessary to obtain substantial compliance for a particular recommendation. In turn, the prescreen process dramatically increased the pace and quality of SFPD's submission of recommendation packages, thereby reducing Cal DOJ and Jensen Hughes's return of incomplete packages and increasing the number of recommendations deemed to be substantially compliant.

Second, Chief Scott dedicated five commanders to the Professional Standards and Principled Policing Unit (PSPP) for several months to focus on instituting the reforms in the subject matter areas each had been assigned. Cal DOJ met with each commander to develop a plan for completing recommendations, to identify a timeline for each recommendation, and to help clarify the resources needed to complete each recommendation within that timeline. As part of the commitment to adhering to a timeline, in November 2020, SFPD agreed to submit a minimum of 20 recommendations a month through April 2021. SFPD exceeded that commitment every month.

All of these factors helped solidify the standards and process that ultimately led to achieving substantial compliance of 205 recommendations during this phase of the project.

The Five Focus Areas

We have broken out below the five focus areas of the US DOJ recommendations to provide the number of recommendations completed for each.

For use-of-force recommendations, SFPD submitted 26 recommendation packages during Phase III. Cal DOJ has found SFPD substantially compliant with a total of 51 use-of-force recommendations during the three phases of the collaborative reform initiative out of a total of

58 recommendations.[7] SFPD did not submit the remaining seven use-of-force recommendations for Cal DOJ review and implementation of those recommendations is in progress by SFPD.

For bias recommendations, SFPD submitted 41 recommendations packages during Phase III. Cal DOJ determined that seven of those submitted recommendations remain in progress. In total, Cal DOJ found SFPD substantially compliant with a total of 47 bias recommendations during the three phases of the collaborative reform initiative out of a total of 54 recommendations, with an additional seven remaining in progress.

For community policing recommendations, SFPD submitted 53 recommendation packages during Phase III. Cal DOJ determined that one of those submitted recommendations remains in progress. In total, Cal DOJ has found SFPD substantially compliant with a total of 54 community policing recommendations during the three phases of the collaborative reform initiative and six community policing recommendations remain in progress by SFPD out of a total of 60 recommendations.

For accountability recommendations, SFPD submitted 53 recommendation packages during Phase III. Cal DOJ has found SFPD substantially compliant with a total of 61 accountability recommendations during the three phases of the collaborative reform initiative out of a total of 68 recommendations. SFPD did not submit the remaining seven accountability recommendations for Cal DOJ review and implementation of those recommendations are in progress by SFPD.

---

[7] On February 2, 2022, Chief Scott sent a letter to the San Francisco District Attorney and announced at a Police Commission Meeting that SFPD was invoking the termination clause of an MOU that SFPD has with the San Francisco District Attorney's Office (DA-MOU). Under its terms, the DA-MOU remains in effect for two years or until terminated by the District Attorney or the Chief of Police after providing 15 days written notice to the other party. The DA-MOU also provides that if a disagreement arises regarding implementation of the provisions in the MOU, both parties agree to meet within five business days to resolve the disagreement. We understand that such discussions between SFPD and the District Attorney are underway. We encourage both parties to remain open and committed to resolving their differences with respect to implementation of the DA-MOU.

There are no US DOJ recommendations that *require* SFPD to enter into an MOU with the District Attorney's Office, or any other entity, but there are recommendations that involve implementing certain processes for investigating officer involved shootings. Accordingly, Cal DOJ reviewed SFPD's submission packages under our MOU, and found six recommendations (Recommendations 2.1, 9.2, 10.1, 19.1 19.2 and 80.2) in which SFPD cites the DA-MOU as evidence for achieving substantial compliance with respect to officer involved shooting investigations. There are two types of investigations related to officer involved shootings – the criminal and the administrative (to assess for policy violations and potential discipline). While SFPD's termination of the DA-MOU may not impact SFPD's substantial compliance related to administrative investigations handled by the DPA, it most likely will impact SFPD's substantial compliance related to the criminal investigations. If the DA-MOU is dissolved, Cal DOJ is committed to working with Jensen Hughes to provide SFPD with technical assistance in conjunction with our independent oversight to ensure SFPD remains in compliance with our MOU.

For recruitment and hiring recommendations, SFPD submitted 32 recommendation packages during Phase III. Cal DOJ has found SFPD substantially compliant with a total of 32 recruitment and hiring recommendations during the three phases of the collaborative reform initiative. All recruitment and hiring recommendations have been found substantially compliant.

Impact of Reform

Cal DOJ acknowledges SFPD's dedication in Phase III to implementing the US DOJ recommendations, which resulted in a 90% completion rate by the end of this phase. Cal DOJ observed that SFPD command staff, supervisors, line officers, and nonsworn staff have put in substantial work to improving policies, processes, training, and culture within the organization. Importantly, the 245 recommendations SFPD has implemented include some of the more critical reforms. Specifically, SFPD has:

- Revised its use-of-force policy, which is now a model policy for other agencies nationwide (Recommendations 3.1 and 3.2);
- Improved processes and policies related to the Firearm Discharge Review Board, which evaluates firearm discharges for improvements to training, processes, and policies (Recommendations 11.1-11.4);
- Expanded its Crisis Intervention Team which handles behavioral health crises (Recommendations 12.1-12.2);
- Began implementing a dashboard to analyze officer stop data to identify disparities in policing among officers so that SFPD can intervene and provide remedial assistance, if necessary (Recommendations 30.1-30.6). While still being rolled out, it is Cal DOJ's understanding that this dashboard is one of the first of its kind nationwide;
- Started to work more collaboratively, and on an ongoing basis, with the Department of Police Accountability (DPA) and the Police Commission to evaluate processes concerning complaints against SFPD members (Recommendation 64.1); and
- Began evaluating its hiring practices on an ongoing basis to identify barriers to hiring for women and applicants and implementing changes (Recommendations 88.1-88.4).

Below, we provide more details on the meaningful reforms SFPD has implemented. A full accounting of SFPD's reforms can also be found in the attached Compendium. This Compendium compiles the summaries of Cal DOJ's substantial compliance assessments of SFPD's reform implementation at the time SFPD submitted recommendation packages.

As noted in our Phase II letter, these reforms have resulted in meaningful improvements in SFPD's policing practices. For example:

- In the past five years (2017-2021), SFPD's rate of officer involved shootings was 4 per year (6 OIS in 2017; 5 OIS in 2018; 3 OIS in 2019; 4 OIS in 2020; and 2 OIS in 2021), down by 43% from the rate for the previous four years (2013-2016) (7 per year).[8]
- The use of force used against Black residents per capita has steadily decreased.[9]
- The aggregate number of searches, stops, and uses of force has steadily decreased since 2016, across all races.[10]
- The hit/yield rates (rates of finding contraband from a search) between White and Black individuals has evened out over the course of collaborative reform. And specifically, the hit/yield rates for Black individuals has increased.[11]
- In 2020, 96.7% of the 2,808 detentions SFPD members made in response to a behavioral health crisis were provided services for evaluation and treatment. 1.7% (48 people) of these detentions resulted in a citation, and 1.6% (44 people) resulted in an arrest.[12] From January 1 to June 30, 2020, SFPD responded to 11,039 mental health calls for service and 14,731 calls for checks on wellbeing. SFPD reported that force was used in 26 of those incidents.

Independent of the formal CRI work, SFPD has taken proactive steps in the spirit of reform to respond to evolving best and next practices. For example, Chief Scott issued an order ending the release of arrested individuals' booking photos (mugshots), in an effort to avoid

---

[8] https://www.sanfranciscopolice.org/your-sfpd/published-reports/officer-involved-shootings-ois-data. These include on-duty, off-duty, out-of-county officer involved, and self-inflicted incidents. (See, https://www.sanfranciscopolice.org/sites/default/files/2021-10/SFPDOISInvestigationList20211013.pdf.) We also note that on January 20, 2022, there was an OIS of a person with airsoft guns at the San Francisco International Airport. This incident is being investigated by the Cal DOJ's Division of Law Enforcement pursuant to Government Code section 12525.3.

[9] https://www.sanfranciscopolice.org/sites/default/files/2021-07/SFPD-QTR1QADR2021Report-20210711.pdf at 8.

[10] https://www.sanfranciscopolice.org/sites/default/files/2021-07/SFPD-QTR1QADR2021Report-20210711.pdf at 5-6. Like other agencies in California, SFPD stopped fewer individuals in 2020, likely due to the pandemic (https://oag.ca.gov/system/files/media/ripa-board-report-2022.pdf at 27-28); however, SFPD experienced a steady decrease in stops prior to 2020 as well.

[11] The assumption among researchers is that if the rate of discovering contraband during searches of a particular identity group is low, then those people are "objectively less suspicious and may be searched, at least in part, because of their perceived identity." https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/ripa-board-report-2021.pdf at 48. In turn, if the hit/yield rate for a particular identity group increases, this means that officers are using more objective factors—and not a person's perceived identity—to make the decision to search a person. In short, higher hit/yield rates suggest that officers are less likely making a biased decision to search, but rather are using objective factors to inform their decision-making.

[12] https://www.sanfranciscopolice.org/sites/default/files/2021-06/SFPDCITTeamAnnualReport-2020-20210622.pdf at 16.

perpetuating negative stereotypes that may advance implicit and explicit biases.[13] Chief Scott's decision has had statewide impact. The State Legislature recently passed, and Governor Newsom signed into law, Assembly Bill 1475, which prohibits law enforcement agencies from sharing, on social media, booking photos of an individual arrested on suspicion of committing a nonviolent crime, except under limited circumstances.[14] The Legislative declaration specifically states Chief Scott's directive to end the release of booking photos and quoted the Chief's statement that these photos create an "illusory correlation for viewers that fosters racial bias and vastly overstates the propensity of black and brown men to engage in criminal behavior."[15]

Community Involvement in Reform

Community members have been instrumental in helping SFPD accomplish their reform goals. Community members participated in listening sessions[16] and interviews[17] with Jensen Hughes during the initial phase of the US DOJ's collaborative reform initiative, when it assessed SFPD's practices and identified areas of improvement. Community members provided valuable insights into SFPD's policies, practices, and relationships with the community which served as the foundation for the 272 recommendations.

Community members continued to provide their input during SFPD's implementation of those recommendations. As one example, at the invitation of members of the organization Wealth and Disparities in the Black Community, then Attorney General Xavier Becerra participated in a community roundtable discussion in the Bayview Hunter's Point District on March 15, 2018 and staff members from the Cal DOJ and Jensen Hughes teams have continued discussions with community groups and organizations including the Bar Association of San Francisco, Officers for Justice, the Police Officers Association, and SF SAFE (Safety Awareness for Everyone).

The community has been particularly active in providing input and affirmative engagement regarding policy revisions and creating strategic plans in key areas. Their collaboration made those policies and plans stronger and greatly enhanced the work. Moreover, the dialogue and interaction between the SFPD and the community in developing these policies not only increased transparency but also enabled both parties to have a better understanding of each other's concerns and positions.

---

[13] https://www.sfchronicle.com/crime/article/San-Francisco-police-to-stop-releasing-suspect-15379672.php.

[14] https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202120220AB1475.

[15] *Id.*

[16] Over 300 community members participated in three community listening sessions at Thurgood Marshall High School in the Bayview neighborhood, Mission High School in the Mission neighborhood, and Gateway High School in the Western Addition neighborhood. The US DOJ also received community input via anonymous, electronic polling tools.

[17] Key community stakeholders interviewed included leaders from faith-based organizations, school districts, nonprofit organizations, and social service organizations.

For example, SFPD solicited community input when promulgating various policies related to the 272 recommendations through the establishment of working groups. The group that worked on SFPD's bias-free policing policy included individual community members and members from the San Francisco Bar Association, the San Francisco League of Women Voters, and the San Francisco Public Defender's Office, among others. This policy was the first in the nation to address bias by proxy.[18] For SFPD's Community Policing Strategic Plan, SFPD convened a working group where approximately 100 community members attended at least one of the fifteen working group meetings formulating the plan, and received input through surveys from 195 community organizations (out of 500 solicited).[19]

SFPD also worked with the San Francisco Domestic Violence Consortium, which is a network of over a dozen domestic violence agencies, to revise its policy on domestic violence. SFPD also invites community members to provide their perspectives in their Principled Policing training and has community organizations, including the National Alliance on Mental Illness, serve as trainers of its 40-hour Crisis Intervention Team (CIT) training. Other examples of SFPD benefiting from community input include Chief Scott convening regular meetings with Wealth and Disparities in the Black Community, as well as SFPD working with a community organization called Stop AAPI Hate to set up the Yellow Whistle Project to deal with recent attacks on members of the Asian American and Pacific Islander community.

Perhaps most promising is that SFPD, with the collaboration of the Police Commission, has finalized its proposed Department General Order 3.01, "Department Written Directives," (SFPD's policy on policy development) which codifies and requires community involvement in policymaking.[20] Under General Order 3.01, each year the Police Commission will determine those policies scheduled for revisions that will require a community working group and feedback. In 2019, the Chief drafted a Directive on the selection and operation of the community working groups that also must be approved by the Police Commission, and the Directive emphasizes selecting working group members to gain a broad community perspective that includes those community members most affected by the policy. Under the Directive, SFPD must explain to the working group why its recommendations were or were not adopted.[21] And prior to submitting any draft General Order for concurrence, SFPD must post the draft policy on its website for thirty days of public comment, and then work with DPA to address the comments.

---

[18] SFPD's policy specifically states: "Bias by proxy occurs when individuals call the police and make false or ill-informed claims of misconduct about persons they dislike or are biased against based on explicit racial and identity profiling or implicit bias. When the police act on a request for service rooted in implicit or explicit bias, they risk perpetuating the caller's bias. Members should use their critical decision-making skills drawing upon their training to assess whether there is criminal conduct." https://www.sanfranciscopolice.org/sites/default/files/2020-08/SFPDNotice5.17.20200831.pdf.

[19] https://www.sanfranciscopolice.org/sites/default/files/2020-11/SFPDCommunityStrategyPlan.20201102.pdf.

[20] The Police Commission adopted the revised General Order 3.01 on February 9, 2022.

[21] It is our understanding that SFPD is working with the DPA to refine this Directive further. The Cal DOJ will monitor these revisions in the next phase of the MOU.

SFPD and the Police Commission's effort to institutionalize community involvement in policy making is positive.

External City Agencies' Collaboration in Reform

Likewise, DPA and the Police Commission have worked collaboratively with SFPD, and have welcomed SFPD's initiative to collaborate on a number of recommendations. For example, DPA provided extensive resources and information in developing SFPD's Deaf and Hard of Hearing General Order, DGO 5.23. In addition, SFPD invited various city agencies including the San Francisco Human Rights Commission, the Street Violence Intervention Program, and DPA to present at its all-hands meetings (lieutenants and higher ranks) as a means to improve its community policing by learning about non-law enforcement services and options within San Francisco. For example, in March 2021 the San Francisco Human Rights Commission presented to SFPD on its "Help Against Hate" campaign, which provides resources and support against hate violence and the threat of hate violence. In order for SFPD to sustain reform and to experience further improvements in its policing, SFPD must continue to engage its members within the agency and must regularly seek the collaboration of its external partners like DPA and the Police Commission.

In the last year, we have seen significant changes in the expectations and roles of law enforcement in communities with the George Floyd protests and Black Lives Matter movement. In some respects, SFPD is ahead of the curve – as noted above, its use-of-force policy is a model policy and its bias-free policing policy is the first to address bias by proxy, and over half of its sworn members have taken a 40-hour training in crisis intervention. SFPD must continually review its practices in order to maintain this level of progressive forward-thinking policing.

Many of the recommendations and the compliance measures require SFPD to develop processes to ensure that it is reviewing its new policies and practices on an ongoing basis to identify and remedy any deficiencies. SFPD must sustain those continual-improvement-loop processes. SFPD's external partners, including DPA, the Police Commission, and community members, are also critical to ensuring that SFPD undergo continual review and improvement.

Benefits of Reform and Promising Practices

Preliminary indications based on the initial impacts of reform should encourage other agencies to affirmatively engage in voluntary reforms along the lines SFPD has undertaken. These efforts are critical to improving practices and building community trust. Voluntary reform efforts, when coupled with increased community engagement and effective civilian oversight, offer a unique opportunity to jumpstart the process of improving an agency's practices, without the need for a costly and lengthy pattern and practice investigation, so that they not only meet, but exceed, the minimal standards required by law.

Cal DOJ hopes that other California agencies also take the initiative to reform their practices without waiting for an external governmental agency to conduct a pattern or practice investigation or for civil litigation. In some communities, it may be effective to work with community members, advocacy organizations, civilian oversight bodies, a research institution,

and/or a private consultant to provide regular technical assistance, oversight, and assessment of reform efforts. It is critical that local law enforcement agencies such as a police departments or sheriffs, along with their respective city councils or county boards of supervisors listen to their communities and residents to develop reforms and make room for independent evaluation of the reform implementation.

Promising Practices

Below are promising practices that have begun to emerge from SFPD's reform efforts. SFPD has implemented some best and next practice reforms to address the recommendations from both US DOJ and Cal DOJ, which could serve as models for other law enforcement agencies seeking to jumpstart their own reform processes. SFPD must continue to monitor and evaluate the implementation of these reforms to see whether they create successful policing outcomes and where further reforms or a different approach is necessary. However, these reforms can serve as an example of how one agency is addressing contemporary policing issues.[22]

Use-of-Force Reforms

- In 2016, SFPD revised its use-of-force policy. The revised use-of-force policy incorporated best practices including having a use-of-force matrix that couples force options with resistance levels, requiring de-escalation, prohibiting shooting at or from a moving vehicle, and prohibiting officers from using the carotid restraint hold and chokehold as a use-of-force option.
- The Media Relations Unit issued an order that requires a town-hall meeting within ten days of the OIS in the community affected by the incident. The Media Relations Unit meets the day after the town-hall meeting to debrief and address any areas needing improvement. The Media Relations Unit provides updates to the public quarterly while the OIS investigation is ongoing.
- Over 99% of SFPD officers are certified in the 10-hour POST CIT training and 67% are trained in the 40-hour POST CIT training. SFPD also publishes an annual report regarding mental health calls for service and use of force.
- In May 2019, SFPD established the Field Tactics/Force Options (FTFO) unit. The FTFO unit reviews and analyzes an incident by evaluating a variety of factors, including pre-deployment events and actions taken by the officer and the subject prior to the deployment of force. The FTFO then makes recommendations and advises the Firearm Discharge Review Board on policy, training, and tactical considerations from the incident. All use-of-force incidents subject to formal administrative or criminal review are also reviewed by the FTFO unit.
- SFPD developed a Supervisory Use of Force Evaluation Form, which requires supervisors, for every reportable use-of-force incident, to (1) document the type of

[22] For summaries of all of the reforms SFPD has implemented in response to the CRI recommendations, please see the Compendium, included as Attachment D.

weapon on scene that dispatch relayed to an officer, (2) add a non-binary gender option pursuant to updated policy, (3) sequence levels of resistance if various types of resistance were encountered, (4) add whether warnings were given before using a firearm (or other weapons), and (5) add whether a supervisor was able to review video of the incident.

Bias Reforms

- The Internal Affairs Division conducts an audit that scans emails, mobile data terminal communications, and text messages from department devices for biased words.
- SFPD adopted three revised policies to help address bias. They are (1) the policy Prohibiting Biased Policing, (2) the Discrimination and Harassment policy, and (3) the Investigative Detentions policy. SFPD formed a Bias Working Group to gain the community's input into these policies, but also worked closely with Cal DOJ, DPA and the Police Commission on honing these policies. SFPD was the first law enforcement agency nationwide that acknowledged bias by proxy in its bias free policing policy. SFPD also requires all officers to issue a certificate of release whenever a person is not free to leave, i.e. detained, which contains the officer's name, star number, and information on filing a complaint or commendation.
- All officers are required to attend Principled Policing training every two years, covering procedural justice and implicit bias. Additionally, SFPD has incorporated elements of bias training within regular roll-call training and recruit training.[23]
- In 2021, SFPD began instituting a dashboard review system (DRS) using officer stop, arrest, and use-of-force data to identify disparities in policing among officers. If significant disparities are discovered, SFPD will use intervention strategies outside of discipline to address the disparities. These strategies include providing additional training, mentorship, non-punitive review of data, and voluntary change of assignment.
- SFPD has partnered with academic institutions and researchers including the Center for Policing Equity to analyze SFPD stop and use-of-force disparities, the California Policy Lab, Stanford's Social Psychological Answers to Real-world Questions (SPARQ), the University of Chicago, and Cambridge University on issues relating to community engagement, critical incident responses, and body-worn camera analysis.

Community Policing Reforms

- SFPD established five working groups to engage community members in the implementation of the US DOJ recommendations that corresponded with the five strategic areas the US DOJ has identified as requiring reform.

[23] *See* https://www.sanfranciscopolice.org/your-sfpd/policies/bias-free-policing.

- SFPD developed a Community Policing Strategic Plan (Strategic Plan)[24] with extensive input from a working group, composed of city agencies, nonprofits, and members of the public, as well as input garnered from 194 responses to a survey SFPD sent out to community organizations.
- SFPD created a webpage to incorporate community feedback into policing strategies.[25] The webpage includes surveys on community events, interactions with foot and bike patrol, and any implicit bias in interactions with officers.

Accountability Reforms

- In 2019, SFPD revised its complaints policy to do the following: (1) district stations must display DPA complaint forms and brochures on the complaint process in multiple languages; (2) officers must provide DPA contact information to members of the public on request; and (3) officers must assist in the preparation of a complaint form if requested by the complainant.
- The revised complaints policy also established a Disciplinary Review Board to review aggregate trends of complaints and specific sustained complaints, to identify policy and training failures, and make written recommendation reports provided to the public and the Police Commission on a quarterly basis.
- In 2020, SFPD began requiring captains to review a quarterly trend analysis on civilian complaints received by DPA. It is discussed quarterly at internal meetings to identify issues and remedies which have included roll-call trainings regarding discourtesy and debriefs and body-worn camera inspections.
- In 2020, SFPD added new components to its Semi-Annual Performance Appraisal for officers that evaluates officers on eight areas related to communication with the community. SFPD now also evaluates officers on their use of SFPD's problem-solving procedures, their identification of root causes of problems, and their selection of workable solutions.

Recruitment and Hiring Reforms

- SFPD analyzed the high failure rate of female applicants with three components of the recruit academy tests and has took a variety of actions, which has resulted in an increase in the Physical Ability Test passage rate for women going up from 42% in 2014 to 60% in 2019. Those changes included increasing recruit training on emergency vehicle operation and scenarios, providing access to a practice wall for the Physical Agility test, and replacing its trigger pull test with a handgrip test.
- The Training Division established a Review Committee to meet quarterly to review data sets on recruit release and attrition and Exit Interview forms completed by the Basic Recruit Course Academy and Field Training Program Lieutenant.

---

[24] https://www.sanfranciscopolice.org/sites/default/files/2020-11/SFPDCommunityStrategyPlan.20201102.pdf.

[25] Available at https://www.sanfranciscopolice.org/community/community-surveys.

- SFPD has drafted a Diversity Strategic Plan setting forth its five recruitment and hiring goals and strategies: Diversity in (1) Recruitment, (2) Hiring, and (3) Academy and Field Training; (4) Long Term Retention, Support, and Professional Development; and (5) Organizational Accountability. The Plan describes SFPD's efforts in each area, identifies areas for improvement, and describes how SFPD will evaluate if its programs are working.
- In 2017, SFPD established a SFPD/DHR Recruiting and Hiring Committee that would meet quarterly to assess current hiring practices and compare them to nationwide contemporary best practices.

Additional Cal DOJ Recommendations and Observations

Drafting and Updating Policy

The amount of time it takes SFPD to promulgate and revise policy was noted in the initial DOJ COPS report and remains an issue. One cause of delay has occurred in the meet and confer process, but another source of delay has been the Police Commission. Based on survey responses and meetings with stakeholders promulgating policies, SFPD and the Police Commission identified and implemented changes to expedite the meet and confer process. For example, the Police Commission has directed the City of San Francisco Department of Human Resources to meet and confer with the Peace Officers Association (POA) only on mandatory subjects for bargaining. However, the public and community organizations have raised questions about whether this is occurring in practice. For example, the San Francisco Bar Association sent a letter to SFPD on July 9, 2020, criticizing the City Attorney's advice that an amendment to evaluate SFPD staffing necessitated meet and confer with the POA.[26] Cal DOJ does note that SFPD has attempted to expedite the process, committing to monthly four-hour meetings with DHR and the POA dedicated to meet and confer negotiations.

Many of SFPD's CRI reforms have required changes to policies. To achieve success and implement policies quickly, SFPD has often turned to Department Bulletins, Department Notices, and Unit Orders instead of General Orders. Many times, General Orders are not the correct vehicle for granular procedural changes that are specific to an individual division or unit or changes that need to be done immediately, but at other times SFPD appears to use the other policy-making processes because they are faster. As noted above, SFPD has revised its General Order (DGO 3.01, "Written Communication System") on promulgating policies, and Cal DOJ is hopeful that the revised General Order will clarify the parameters for using each type of policy as well as working to expedite the General Order process.

Data Collection

Cal DOJ had recommended that SFPD institute supervisory review of Racial and Identity Profiling Act of 2015 stop data entries to provide for timely corrections of errors, ensure data is

[26] https://www.sfbar.org/wp-content/uploads/2020/07/Final-BASF-Letter-to-President-Yee-re-SFPOA-Meet-and-Confer-7.9.20-1.pdf.

being reported consistently, aid in sergeants' discussions with their officers regarding the elimination of biased policing, and identify other issues warranting corrective action. SFPD has resisted this recommendation out of concern for sergeants' time and has created an alternative centralized auditing approach where the Business Analysis Team reviews entries on a quarterly basis. While this is an improvement over its past practice, SFPD's current approach does not provide direct supervisors with additional insights into their officers' day-to-day policing and does not ensure timely corrections or feedback for individual officers that would provide consistent generation of data within SFPD.

Complainant Transparency

While SFPD has made improvements to its complaint processes under Recommendation 55.1 (expanding reporting on complaints), SFPD could improve its transparency with complainants at the end of investigations. On July 16, 2020, SFPD's Internal Affairs Division (IAD) issued a memorandum, "Approval of IAD Customer Service Protocol," that requires an investigator to be in contact with the complainant monthly at minimum to provide the complainant status updates. Once the case is closed, the senior clerk will mail out a form letter updating the complainant of the conclusion of the investigation and the Department's findings. While this is an improvement over prior practice, Cal DOJ has suggested to SFPD in the interest of transparency that the closing letter to complainants provide greater detail regarding how complaints were investigated and decided (without providing confidential information).

Recruitment and Hiring of Women

Underrepresentation of female officers is a nationwide problem, with female sworn officers comprising just thirteen percent of total officers.[27] As identified in the Highlighted Reforms section, SFPD has implemented recruiting changes aimed at increasing the number of female officers (e.g., replacing the trigger pull test pursuant to Recommendation 83.2). However, SFPD should continually consider reforms to address this disparity, such other departments' practices (including parental leave and scheduling) and the Department on the Status of Women's 2019 gender analysis report, recommending that SFPD evaluate whether SFPD's weight to height requirements and reassess how much importance the Department should place on physicality for hiring purposes.

Racial Disparities in Stops, Searches, and Use of Force Despite Improvements

SFPD has seen a steady decrease in the aggregate number of searches, stops, and uses of force, as well as the per capita uses of force used against Black individuals;[28] however, SFPD's

---

[27] Lindsay Van Ness, PEW, October 20, 2021, https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2021/10/20/percentage-of-women-in-state-policing-has-stalled-since-2000.

[28] *See* https://www.sanfranciscopolice.org/sites/default/files/2021-12/SFPDQADRReportQ3-20211209.pdf.

own data shows that it searches, stops, and uses force in a racially disparate manner.[29] For example, SFPD's total uses of force against Black individuals has decreased by over 50% since 2016 and that also corresponds with a general reduction in SFPD's uses of force; however, Black individuals are alarmingly overrepresented in the numbers of whom force is used against when compared to their population in the city. In the third quarter of 2020, Black individuals made up 28 percent of traffic stops and detentions, constituted 36.6 percent of searches, and comprised 43 percent of individuals against whom force was used despite that Black individuals make up only 5.6 percent of the city's population.[30]

SFPD acknowledges these disparities and is working toward identifying the issues and seeking solutions where appropriate. Notably, SFPD has created a Dashboard Review System that uses various categories of data to identify disparities in policing among officers. The dashboard currently provides comparisons between groups of officers, such as comparing one shift to another or one district station to another. As the dashboard develops, SFPD plans to allow comparisons of individual officers to averages of other stations and other shifts. The dashboard is meant to be an early intervention system, so where disparities exist, SFPD plans to direct additional training, mentorship, and voluntary changes of assignment as potential interventions; however, SFPD retains its separate disciplinary system for any instances of officer bias. If fully implemented according to plan, the dashboard will set a national best practice for other law enforcement agencies to follow to track this important information.

SFPD continues to work with academics, including Drs. Jennifer Eberhardt and Rebecca Hetey of Stanford University, to institute reforms to address bias. Recently, this work resulted in the Chief ending the practice of releasing most booking photos (or "mug shots") to reduce implicit bias.[31] SFPD's decision to partner with academics on this issue is a proactive, necessary step to addressing disparities.

SFPD has engaged with the Center for Policing Equity (CPE) to conduct data analyses to understand the sources of the racial disparities in stops, searches, and uses of force. In August 2020, CPE issued a report analyzing SFPD's data and issued seven recommendations as potential ways to reduce disparities it found in SFPD's policing: (1) adopting a unified policy on data collection; (2) expanding on the definition of reportable force; (3) collecting more detained use-of-force information; (4) utilizing the COPS Stop Data Guidebook; (5) requiring supervisory review of stop records; (6) updating policy on drawing firearms; and (7) identifying situational

---

[29] https://www.sanfranciscopolice.org/sites/default/files/2021-07/SFPD-QTR1QADR2021Report-20210711.pdf at 5-6.

[30] https://www.sanfranciscopolice.org/sites/default/files/2020-11/SFPD3rdQuarter96A.20201920%20%281%29.pdf.

[31] https://www.sanfranciscopolice.org/news/sfpd-chief-bill-scott-ends-release-most-booking-photos-1.

risk factors for discrimination. Some recommendations have been adopted, such as updating the policy on drawing firearms, while others are still under review by SFPD.[32]

Pursuant to San Francisco Administrative Code Section 96A, SFPD has drafted and sent written reports to the Police Commission (among others) on a quarterly basis that include use-of-force and stop data since 2016, known as 96A reports. The 96A reports include analysis of the data and other information.[33] SFPD has moved forward on several recommendations in the 96A and CPE reports. For example, SFPD has mandated implicit bias, procedural justice, and crisis intervention trainings, made policy changes such as banning the release of booking photos (mugshots), and instructed officers to be cognizant of bias by proxy when receiving calls for service. As CPE recommended, SFPD is drafting a Department General Order on data collection, is collecting expanded use-of-force data, and adopted policy making pointing a firearm a reportable use-of-force incident (and is drafting policy regarding reporting when a firearm is drawn and it not pointed at a person).

While the progress is noteworthy, the racial disparities demonstrated by the data are very troubling. Cal DOJ recommends that SFPD continue its work with academics and continue to solicit and implement recommendations from the community. SFPD must continuously evaluate how to improve all aspects of its approach to policing in order to eliminate racial and identity disparities in its approach to policing.[34]

In addition to the ongoing work SFPD must do, other City of San Francisco agencies must also critically examine the ways in which their policies and practices drive persistent systemic inequities, and in turn, contribute to policing disparities. This holistic approach is necessary for City of San Francisco residents to see significant reductions in disparities.

Next Steps for SFPD

The work SFPD committed to is not yet complete: 27 recommendations remain in progress and several implemented reforms will need monitoring.

Through the Addendum to the MOU, Cal DOJ will continue to serve as the independent oversight body of SFPD's implementation of the US DOJ recommendations for another two years. Cal DOJ will not only monitor SFPD's progress and report on SFPD's substantial compliance with the remaining recommendations that have yet to be completed, but it will oversee those recommendations that have already been implemented to ensure that the reforms are sustained over time.

---

[32] Center for Policing Equity, San Francisco Police Department National Justice Database City Report, August 2020, https://www.sanfranciscopolice.org/sites/default/files/2021-03/SFPD.CPE_.Report.20210304.pdf.

[33] SFPD 96A Reports, https://www.sanfranciscopolice.org/your-sfpd/published-reports/arrests-use-force-and-stop-data-admin-code-96a.

[34] https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/ripa-board-report-2021.pdf at 27-31.

Under Phase III, Cal DOJ has seen a significant shift in SFPD's recommitment to reform, as well as the completion of 245 recommendations. The Cal DOJ acknowledges that these steady improvements may not yet be felt by all community members, who are directly affected by each stop, search, and use of force, both lethal and non-lethal, that is used against them, their families, and their loved ones. While SFPD has come far over the course of CRI and should be pleased with its successfully implemented reforms, there remains more work to be done. Cal DOJ looks forward to SFPD completing the remaining recommendations, examining the real-world outcomes of the implemented reforms, and continuing to identify gaps and work toward fixing them.

Sincerely,



NANCY A. BENINATI
Supervising Deputy Attorney General

For ROB BONTA
Attorney General

Table of Contents

EXECUTIVE SUMMARY 21
Collaborative Reform – Transforming Policing in San Francisco 21
Collaborative Reform Pathway 21
Collaborative Reform Outcomes 27
The Long-Term Sustainability of Collaborative Reform 30
Community Partnerships and Collaboration 30
Leadership for Strategic Initiatives 31
Business and Administrative Support for Ongoing Transformation 32
Future Focus 34
Phase III Progress 35
National Events and CRI in Phase III 36
The Phases of Collaborative Reform 37
Phase I – Establishing the Foundation for Excellence in Policing 38
Phase II – Delivering Excellence in Policing 38
Phase III – Achieving Excellence in Policing 38
The Collaborative Reform Initiative Team 39
The CADOJ Team and the Role of Oversight 39
The Hillard Heintze Monitoring Team 40
Exhibit 1 – Status Designations 42
PHASE III – REFORM PROGRESS 43
Progression of Work Under This Phase 43
Organizational Focus and Structure 44
Transparency 45
Strategic Reform Initiatives 46
Use of Force 46
Bias 49
Community Policing 53
Accountability 56
Recruitment, Hiring and Personnel Practices 60
Path Forward – Future of Collaborative Reform 62

© 2022 Hillard Heintze, A Jensen Hughes Company

APPENDICES **65**

Appendix A: Findings and Recommendations 65
Appendix B: Recommendation Status 66
Use of Force 66
Bias 80
Community Oriented Policing 95
Accountability 110
Recruitment, Hiring and Personnel Practices 126
Appendix C: SFPD Recommendation Compliance by Phase 135
Appendix D: California Department of Justice Substantial Compliance Compendium 140
Appendix E: SFPD Beyond Phase 3 Recommendations 396
Appendix F: Compliance Measures Implementation Progress 405

© 2022 Hillard Heintze, A Jensen Hughes Company

Executive Summary

Collaborative Reform – Transforming Policing in San Francisco

Collaborative reform addresses the leading public safety issues of our time including police use of force, bias in policing, community empowerment and law enforcement management practices. It is a program that works with departments and their communities to develop bespoke solutions to improve police practices and community trust. Directly engaging the police department to help define and drive its path to reform, in partnership with its community and other stakeholders, is key to successful collaborative reform. Owning the strategy and goals for reform and their implementation generates ownership by the department and community partners.

This is the third report documenting the Collaborative Reform Initiative (CRI) and San Francisco Police Department's (SFPD) path to model policing. Under CRI, the California Department of Justice (CADOJ) provided the monitoring and technical assistance for implementing the community centered and reform focused recommendations. Hillard Heintze, a Jensen Hughes Company provided the technical support and monitoring of SFPD's reform goals during the CRI program, supporting SFPD, CADOJ and other stakeholders. The partnership between the CRI team was instrumental to the work across all phases.

The goal of this report is to inform the SFPD, City and County officials, and the San Francisco and Bay Area communities and stakeholders of SFPD's significant progress during Phase III of CRI. The department has achieved substantial compliance with most of the 272 recommendations, with 90 percent in substantial compliance as of this report. The CRI team, including SFPD, recognizes that this work is not complete – nor will it ever be. Reform goals will continue to evolve and become part of SFPD's operational structure, which has implemented a continuous improvement focus. A separate CADOJ report also assesses SFPD's progress during Phase III.

Collaborative Reform Pathway

SFPD has achieved substantial compliance with the majority of the reform recommendations. This is a significant achievement as it is the only example of voluntary reform at this level in the United States (U.S.). This report summarizes the work that initiated in April 2016 when the City of San Francisco (City) and SFPD recognized that reforms in the department's policing practices were needed to increase the public trust. The City and SFPD requested assistance from the United States Department of Justice's (USDOJ) Office of Community Oriented Policing Services (COPS Office).

© 2022 Hillard Heintze, A Jensen Hughes Company

Collaborative Reform Initiative and Technical Assistance

Ahead of the federal Collaborative Reform engagement, community advocates in San Francisco demanded assistance from CADOJ and USDOJ to help reform SFPD. In particular, review was requested by then Mayor Edwin Lee, following a series of critical incidents involving SFPD, including high-profile officer-involved shooting incidents and a criminal investigation into a group of SFPD officers accused of biased policing and other corrupt practices.

The City responded to these requests and asked the COPS Office to provide oversight and technical assistance to drive reform within SFPD and to assure the community of SFPD's commitment to reform. After engagement with multiple stakeholders at the local, state and federal level, SFPD entered into a Memorandum of Agreement (MOA) with USDOJ under the Collaborative Reform Initiative for Technical Assistance (CRITA) program. The CRITA program was a proactive, non-adversarial and cost-effective form of technical assistance for agencies with significant law enforcement-related issues, with oversight and measurement of implementation.[1] The COPS Office and SFPD mutually agreed on the CRITA goal and objectives for San Francisco and began the assessment. During all phases of CRITA, CADOJ informally monitored the work at the local level.

The CRITA process had a goal of improving community oriented policing practices, transparency, professionalism and accountability. The original CRITA assessment of SFPD identified five strategic areas.

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

The COPS Office published *An Assessment of the San Francisco Police Department* (hereafter referred to as "the assessment report") on October 12, 2016.[2] Significant engagement with the City of San Francisco and its community, governmental and SFPD stakeholders informed the assessment report. The report contained 94 findings and 272 recommendations, providing a reform road map to ensure collaborative and model policing practices in San Francisco. This was the only report published by the COPS Office under this CRITA phase.

Following the assessment report, SFPD entered the implementation phase. The CRITA agreement included technical assistance and other support from the COPS Office in facilitating this phase, which was to run from October 2016 through June 30, 2017.

1. [illegible]
2. [illegible]

Following the report, and after several months of limited engagement with the COPS Office, on March 31, 2017, USDOJ placed its CRITA work in San Francisco on hold.[3] USDOJ formally announced its withdrawal from the San Francisco CRITA process on September 15, 2017[4] and informed the City of San Francisco that effective immediately, the SFPD CRITA MOA was ended. No further CRITA support was available to SFPD, although other cities that engaged in CRITA assessments under this phase of the CRITA program continued to receive COPS Office support.

SFPD was the only law enforcement agency to embrace the CRITA reform goals by committing to implement all 272 recommendations arising out of the CRITA assessment. However, after the USDOJ withdrawal, SFPD was left without the technical and financial support to do so.

Collaborative Reform Pivot

SFPD reaffirmed its commitment to implementing the reform recommendations – even without the federal government's support. SFPD and the City then began to formulate its plan for delivering on the goals that had been central to the department and its community during the federal CRITA program.

Early on, SFPD committed to fully supporting CRITA and invested in restructuring to ensure the appropriate organizational focus to support successful. SFPD reorganized its command and created a new bureau, with staffing, to support its reform efforts. It focused on policy improvements, including the use of force, and began other work in support of the recommendations. However, SFPD recognized that it needed independent oversight to assure the community that the department's actions were consistent with the reform demands.

SFPD and the City requested CADOJ assume the role of oversight of the implementation of the CRITA recommendations. On February 5, 2018, San Francisco Mayor Mark Farrell, California Attorney General Xavier Becerra and SFPD Chief William Scott entered into a Memorandum of Understanding (MOU) for CADOJ to evaluate and report on SFPD's implementation of the 272 CRITA recommendations under the Collaborative Reform Initiative (CRI). This ensured the appropriate focus, commitment and independent oversight of the SFPD reform process. The City and SFPD identified a funding stream to engage an independent private contractor, Hillard Heintze,[5] to assist with the overall monitoring of the reform process, provide technical assistance to the stakeholders, and report on the reform progress in San Francisco. CADOJ, the Police Commission, SFPD and Hillard Heintze (the CRI team) are all stakeholders to SFPD's reform goals.

CRI continues to be supported by California Attorney General Rob Bonta and the work of the Civil Rights Division team, Supervising Deputy Attorney Nancy Beninati, and Deputy Attorney Generals Tanya Koshy and Gabriel Martinez, who have provided monitoring, review and direct technical

3 [illegible]
4 [illegible]
5 [illegible]

assistance to SFPD. SFPD funds its work, including the retaining the Hillard Heintze team, and any other systems, structure and personnel supporting CRI.

Agreement was reached, and on June 1, 2018, almost 19 months after the publication of the assessment report, SFPD officially continued to move forward on its reform goals under the overview of CADOJ. CRI was a first-of-its-kind monitoring process in San Francisco and provided independent review and evaluation of the department's transformation. The CRI team was essentially beginning anew, as the COPS Office files, information and technical assistance under the MOA were no longer available to SFPD.

Locally Driven Process

The CRI agreement between CADOJ, SFPD and the City of San Francisco is unique because it is not court driven, but rather owned locally. CADOJ provides independent monitoring and reporting on the department's organizational transformation process. CRI focuses on five strategic areas:

- Use of force
- Bias in policing
- Community-oriented policing
- Police accountability
- Personnel practices

The CRI team mutually agreed upon compliance measures for each of the 272 recommendations, which were measured against transparent and objective standards. This was a significant early accomplishment as the compliance measures outline the actions that SFPD must take to achieve a substantial compliance status for each recommendation. It ensured consistent standards for review, which reduced concerns regarding moving goals and targets or misinterpretation of the actions required of SFPD to achieve reform goals.

The Building Blocks to Reform

The depth and breadth of the reform cut across the entire organization. The compliance measures (see Appendix F) directed specific actions for each recommendation and ranged from policy development to audit practices and touched almost every SFPD unit. SFPD recognized that managing this required level of reform demanded consistent and direct oversight to be successful.

Organizational Structure

SFPD established the Professional Standards and Principled Policing (PSPP) Bureau to support the reform effort. While a new Bureau, SFPD built PSPP with existing resources and tasked it with managing the department's work on CRI under a unified command. Over time, as the CRI actions

became more institutionalized, PSPP became a unit under Executive Director Catherine McGuire's command.

Throughout the CRI program, there has been movement of personnel into and out of PSPP. The initial leadership in PSPP were CRI champions and directly involved in the assessment process. Each subsequent change in personnel brought a different vision and practice to PSPP. As personnel moved through PSPP, they have brought their work and CRI vision with them to their new roles. SFPD now has executive leadership members who worked directly with CRI and supervisors across the department have worked in CRI. The CRI team sees this as a success, and the changes in personnel are a potential strength for CRI, as the knowledge of CRI goals rests with many leaders throughout SFPD.

Under Executive Director McGuire, SFPD established the framework to ensure continuity in vision for CRI implementation. PSPP leadership implemented a formal project management approach and the use of process managers to facilitate the sharing of information and file development. SFPD's PSPP monitored and reported the progress of the CRI recommendations and was the central repository for the workflow management. Given the goal of the SFPD, and that CRI was a voluntary effort, the structure was supportive to the organizational goals.

In Phase II, SFPD assigned each strategic area to an executive sponsor. The executive sponsors are operational command members responsible for ensuring the completion of the operational work associated with the recommendations. This assignment established direct leadership over each of the strategic areas and ensured the support for field implementation of the recommendations. The executive sponsor was the visible leader within the department and the community for the strategic area and was responsible for facilitating meetings and the work to complete the recommendations within the strategic area.

PSPP established the protocols and process for file review, which kept the reform actions on track and monitored. Beginning in Phase II, SFPD initiated the Chief's review process to ensure visibility of recommendation progress and to ensure the executive staff was knowledgeable about the work and practices emerging within each of the strategic areas. Phase III saw the initiation of compliance review with PSPP, CADOJ and Hillard Heintze. This review facilitated the development of the evidence to support the compliance measures and provided shared understanding of the scope of work an approach. This structure helped the SFPD achieve success under collaborative reform.

Community Engagement

SFPD established executive sponsor working groups (ESWG) aligned with the five strategic areas to inform the department about community concerns and to provide a process for community participation in the reform efforts. The ESWGs varied in their representation, but generally included the CRI team, SFPD members, community members and advocates, and institutional stakeholders such as Department of Police Accountability (DPA), the Police Commission and the City of San Francisco Department of Human Relations (DHR). As the work on the recommendations progressed,

© 2022 Hillard Heintze, A Jensen Hughes Company

the multiple viewpoints held by ESWG members influenced SFPD's decisions and work outcomes. The ESWGs' structure allowed SFPD to holistically address reform issues in collaboration with its stakeholders. Rather than following a court-drafted oversight schedule, SFPD has been able to work with CADOJ and its stakeholders to drive transformation focused on local and evolving issues. Although this process was sometimes lengthy and challenging, participants felt valued and were able to contribute in a way that had not happened previously in San Francisco.

The most identifiable success is the Department General Order 5.01 Use of Force (December 21, 2016). The policy is more restrictive than constitutional standards and prohibits the use of carotid restraints and the discharge of a weapon at a moving vehicle. It also recognizes sanctity of human life as the highest priority in any decision to use force. The policy was the outcome of a public process involving a stakeholder group with shared ownership. At the time of publication, SFPD was ahead of its peers in developing a community-centered policy for use of force. Based upon strong community sentiment, the policy prohibited the use of Conducted Electrical Weapons. These concepts continue to be challenged in communities across America, and SFPD has been seen as a model policy for review.

Across the city, the department tasked the districts with developing robust engagement with their community partners. SFPD established a Community Engagement Division (CED) within the Field Operations Bureau, which gave more responsibility and autonomy to district captains to develop stronger community partnerships. This strategic focus, which aligned oversight of community engagement under a single command, started in Phase II and saw results in Phase III as discussed later in this report.

Process for Review and Technical Assistance

Hillard Heintze and the CADOJ team provided oversight and technical assistance throughout the CRI program. Biweekly partner calls included the Department of Police Accountability, Police Commission, SFPD Executive Sponsors and PSPP. During these calls, participants identified progress, addressed barriers and outlined actions to support reform implementation. Agenda items ranged from proof required to meet compliance measures through new issues raised by the ESWGs. These calls created a shared knowledge environment among the stakeholders and facilitated agreement that allowed the internal stakeholders to act on recommendations.

In Phase III, the pace of these calls and engagement increased to support the department's goals for completion. CADOJ engaged weekly to provide technical assistance. The CRI team elevated the level of engagement through pre-screening discussion with focus on ensuring the department has the data and actions identified and reported to help achieve its goal of substantial compliance.

The executive sponsor was responsible for review and approval of the recommendation before returning the work to PSPP for review and internal processing. During Phase II, SFPD implemented a pre-screening process wherein the department could discuss the actions in support of the recommendation and whether any additional work was needed to support a finding of substantial

© 2022 Hillard Heintze, A Jensen Hughes Company

compliance. Through prescreening, the CRI team could discuss the work, any concerns or challenges and provide direction to SFPD on what would be needed to complete the recommendation. The provided a shared understanding of what was needed to complete a file for submission. This process significantly improved the quality of submissions and allowed SFPD to discuss concerns and issues with Hillard Heintze and CADOJ. Also in Phase II, SFPD established the Chief's review process as part of the PSPP review. Upon completion, PSPP presented each file to the SFPD executive staff for review and approval. This process improved the focus and detail of the files in addressing the recommendation and compliance measures. After this review and pending any direction for further work, if the executive team determined the file was complete, PSPP would forward it to the Hillard Heintze team for review.

Hillard Heintze reviewed the files for substantive compliance and technical focus. As needed, additional work — including interviews with PSPP, the SFPD process owner, other SFPD representatives and partners with assigned responsibilities to implement the recommendations — informed the technical review. Based on the internal work and knowledge of standard law enforcement practices, Hillard Heintze recorded its determination of whether SFPD achieved compliance with the recommendation. SFPD forwarded those files identified as compliant to CADOJ for review. If the file was insufficient, Hillard Heintze returned to the fille to PSPP, which then reassigned the file to the executive sponsor to oversee the completion. CADOJ conducted the final review and determination of whether the department achieved substantial compliance. Both the external reviews consisted of a thorough examination of the files, documents, videos and other supporting material provided by SFPD in support of the recommendation work.

Although a complex process, the review ensured maximum visibility of the work and requirements to achieve substantial compliance with the recommendations. Each phase identified the progression of the reform, with Phase III achieving the most recommendations identified as substantially compliant.

Collaborative Reform Outcomes

SFPD is a better organization as a result of CRI. Chief William Scott was appointed to lead SFPD in December 2016 and his leadership has steadily moved the department forward in achieving the reform goals. Leadership across the department has moved the CRI goals forward. The work achieved has been substantial and meaningful across all five strategic areas of CRI. The department has developed policing practices that exceed constitutional minimums, has engaged in greater public engagement and has driven a reduction in the use of force and officer-involved shooting (OIS) incidents by SFPD members. In Phase III, the department finalized key strategies to support the reduction of bias and community policing. These strategies will provide the foundation to support ongoing transformation and define the department's future vision.

As of the date of this report, the department has achieved substantial compliance with 245 of the 272 recommendations (90 percent). Although work remains, SFPD has committed to implementing the remaining recommendations and has a plan to guide its future actions. Further, the shift to a continuous improvement focus means that the department will engage in ongoing work to ensure the

agency is up to date on policy, training and practices as a routine operations strategy. This focus has been confirmed by the work in Phase III, where even for those recommendations that were already substantially compliant, SFPD continued to improve their policies. As the department looks forward, continuing the internal practices that provide for consistency and transparency in reform actions will help SFPD continue to improve.

Use of Force

Use of force was the critical issue that brought CRI to San Francisco, and it was the priority focus of the early CRI work. The assessment report made 58 recommendations related to use of force. During CRI, the department has substantially transformed its approach to use of force across the organization including its policy, training and oversight. It now has a model policy that incorporates model standards, including de-escalation and a prohibition against shooting at moving vehicles, that deliver greater safety to all. The department's training is robust, holistic and addresses critical incident training across a range of training that seeks to address not only baseline constitutional issues, but also the framework for effective de-escalation and how to minimize force. The oversight framework has grown to include a range of engagement, internally and externally, that develops greater transparency for SFPD, including the use of public forums, such as community-based town hall meetings following an OIS and the review panel for OIS and other serious incidents.

Bias

SFPD achieved substantial compliance on the majority of the bias recommendations. The SFPD bias policy was the first in the nation that addressed bias by proxy, demonstrating the department's commitment to being a law enforcement leader in this area. The bias strategic plan demonstrates thoughtful leadership on one of the key issues of our time with goals and metrics for its implementation, which remains underway as of this report. The improvement in data collection and analysis is a key outcome of the CRI process. Good data allows evaluation for any deficiencies within the department and provides leadership with information that will allow it to develop strategies, training and oversight to combat racial and identity profiling. SFPD was one of the first agencies to collect data under the California Racial and Identity Profiling Act of 2015 (RIPA). Efforts are underway to further refine and engage the data in a manner that provides reasonable and practical information for supervisors and for employee development. Additionally, in partnership with the City's overall work, the department has adopted the Racial Equity Action and Inclusion Action Plan (REAP) at the end of 2020.[6] The plan identifies the specific actions SFPD has undertaken to enhance racial diversity, equity and inclusion.

The department produced significant evidence of work in this strategic area in Phase III. While the work remains in progress, the focus and plan has demonstrated substantive effort in addressing this critical strategic area. The department is working on an innovative Dashboard Review System for identifying and analyzing data associated with bias. It has invested in technology and support to

support this initiative and has partnered with leading academics on this dashboard. Although the work is not yet complete, we believe SFPD will be seen as a leader in this area based on the outcomes to date.

Community Policing

This strategic area achieved substantial compliance on more recommendations in Phase III than in other phases. In part, this was because the work from the other phases and earlier ongoing actions, such as the long-term engagement in developing the community policing strategic plan, took time to complete. The community policing strategic plan is ambitious and provides for a data-led framework for community engagement. While the pandemic hit local government hard, the department pivoted its engagement to address the new public safety concerns and methods of engagement. It was a partner in distributing health safety supplies and in delivering health safety messages to the communities of San Francisco. The department also released its community policing strategic plan with a focus on data-led engagement. As SFPD progresses into the next phase of CRI, its ability to continue to activate the strategic plan across all the department and its communities will allow it to continue to improve on its community policing goals.

Accountability

This strategic area addresses more than officer discipline and includes organizational accountability and transparency with the community. The Chief directed the full-time assignment of the executive sponsor to ensure the focus necessary to deliver on the CRI goals in Phase III. This action allowed the executive sponsor and PSPP to significantly increase the pace of reform and achieve substantial compliance on the remaining recommendations. While this became the practice for all of the strategic areas, the assignment of a full-time executive sponsor helped the department focus and achieve substantial compliance with the recommendations under accountability.

Accountability is not only internal to the department as three independent parties play critical roles at various points in the oversight process – the Police Commission, DPA and SFPD. In Phase III, the work demonstrated substantive gains by these stakeholders to a shared focus on their independent roles and responsibilities, as well as operating more effectively in the shared environment of accountability for the SFPD. Stronger communication, planning and strategy for officer discipline, SFPD policy and transparency improved as a result of the increased participation between SFPD and DPA. The department continues to work with the Police Commission on public information sharing and improvement in the protocols for policy promulgation. During this phase, the department also implemented an updated discipline matrix to ensure consistency in the application of discipline. While the practices and transparency overall have seen gains, continued focus on internal controls and management review will help the department move forward in its transformation.

© 2022 Hillard Heintze, A Jensen Hughes Company

Personnel

SFPD is a relatively diverse organization, particularly compared to its peers. In Phase III, the department demonstrated progress in areas focused on internal employee support and recruitment. Much of the organizational policy and structure for employees is an outcome of collective bargaining and civil service law. The department implemented policies aimed at improving internal procedural justice, which is important in supporting the translation of this concept to officers' daily work with the public. Additionally, the Chief expanded the selection process for supervisors to include an interview to help determine the candidate's fit for the position sought. Diversity became part of the formal focus and structure under REAP, which SFPD initiated in Phase III. Promising practices have emerged during this phase with the department's commitment to continue to improve, as seen through the metrics envisioned under REAP.

The Long-Term Sustainability of Collaborative Reform

What the City of San Francisco has achieved is truly unique in law enforcement. SFPD and the City undertook a voluntary commitment to significant reform across the department. The result is a different SFPD than the one assessed in 2016. SFPD is committed to continuing the collaborative reform goals. To this end, the department reached out to CADOJ to ensure a continued partnership to advance further transformation, including implementation of the remaining recommendations. The affirmative ownership of reform that is voluntarily undertaken sets SFPD apart from other agencies facing calls for reform. This ownership has allowed SFPD to establish the framework to continue its transformation as part of its future vision of policing in San Francisco.

Achievements under CRI include reductions in officer use of force, increased accountability and transparency, and a proactive response to encounters with people displaying mental health issues or in mental health crisis. This included SFPD leadership's early decisions to train the entire department on crisis intervention, resulting in 64 percent of the employees completing the 40-hour crisis intervention training course. Each of these actions led to improved public and police encounters, and greater safety for the communities of San Francisco. Although work remains, the actions have been robust and the outcomes far reaching. No other law enforcement agency has achieved this level of voluntary reform. That the work continues is a positive, as the department has recognized the value of continuous improvement to ensure its policing practices generate community trust.

Community Partnerships and Collaboration

For CRI to be successful, the community must continue to be front and center in the department's strategy, planning and operations. SFPD's transformation is the result of collaboration and transparency among stakeholders with diverse perspectives and opinions as to the type of policing services they seek in their communities. The long-term efficacy of collaborative reform in San Francisco requires the department to continue to engage, listen, adapt, review and refine its policies, procedures and actions based upon the input of the communities of San Francisco. SFPD's outreach

© 2022 Hillard Heintze, A Jensen Hughes Company

to marginalized stakeholders who may have diametric viewpoints from department members will become increasingly important to long-term CRI success. During CRI, Chief Scott began conversations with some stakeholders, but a formal strategy for ongoing engagement has not been defined. Formalizing the engagement goals across all communities of San Francisco will be key to SFPD's successful transformation.

Collaboration with other government stakeholders, including oversight agencies, is also critical to SFPD's continued transformation. Under Phase III, improved relationships between institutional stakeholders led to measurable progress for the CRI recommendations. The department engaged with DPA in a manner that is respectful and recognizes DPA's role and authority. In Phase III, formal processes, developed through policy and practice arising out of CRI, have emerged between DPA and SFPD. This includes meetings, including discussions and decisions that involve all levels of leadership between DPA and SFPD. The roles of the department, DPA and the Police Commission in maintaining professional policing cannot be understated. Coming out of Phase III, these stakeholders should continue to focus on their shared roles in advancing accountability and transparency in policing in San Francisco.

Leadership for Strategic Initiatives

CRI is entering an operational phase, wherein SFPD incorporates the strategic initiatives into the routine business of policing. In Phase III, the department demonstrated its ability to focus on CRI reform goals despite changes in leadership and significant operational issues, including the pandemic and the protests following the murder of George Floyd by a Minneapolis Police Department officer. This bodes well for future success as changes in leadership and operational demands for focus and resources are a given in law enforcement.

Early in the CRI process, Chief Scott recognized the need for formal structures to support the required focus and transparency. This recognition was critical to CRI's success as the management of the specific tasking and follow-through required direct engagement by support staff and leadership. The tasking and project management was centralized under executive command and responsible for tasking, managing and reporting CRI actions. Operational leaders had oversight of strategic areas and were responsible for driving the field actions required to support the recommendations. This framework helped the department achieve substantial compliance with the majority of the 272 recommendations in Phase III.

The use of Executive Sponsors and their engagement with the ESWGs for each of the strategic reform areas were the foundation for collaboration around key recommendations and policies. These engagements were sometimes challenging, as no single perspective contributed to the discussion or the work. However, the groups achieved tangible results, in part due to the diversity in focus, experience and opinion. The policies on Use of Force and Bias were innovative, in part, given the broad community engagement under the direction of the ESWGs.

© 2022 Hillard Heintze, A Jensen Hughes Company

In Phase III, the engagement of ESWGs was less robust, given the conclusion of the recommendations that drove the early collaboration. As the department moves forward with its strategic plans, it should continue to prioritize collaboration and engagement with the ESWGs, which were key to achieving transformation goals. The diversity of viewpoints and opinions helped ensure a robust and inclusive approach to policing challenges. The level of engagement coming out of Phase II slowed in part because the initial work of the ESWGs completed. However, the ESWGs should continue to serve as an important vehicle by which the groups and SFPD develop an understanding and knowledge of the department's goals and vision and the community's perceptions and needs. Tapping into the diversity of experience, knowledge and viewpoints of these stakeholders adds direct value to policies and serve as informed partners to SFPD's policing goals and initiatives.

Leadership is also important in ensuring SFPD officers understand and embrace the CRI goals and demonstrate these values in their daily actions. CRI staff continue to move through the department into positions of increasing authority. Ideally, these individuals will become champions for aligning organizational priorities to support reform, deliver the Chief's vision and bring the CRI values to the field operations. This effort will require focus and leadership as CRI moves into its next phase. CRI's messaging and focus will need to be enhanced to ensure ongoing visibility and focus on reform and transformation within SFPD. The success achieved through the executive sponsors supported the formal CRI process, and the department should consider retaining this strategic responsibility for designated command members for leadership development and to help keep the CRI goals aligned with operational actions.

Business and Administrative Support for Ongoing Transformation

Successful collaboration requires a structure to maintain progress. The administration of transformation is not as exciting as the work itself, but it is just as important. Good administration allows for the measurement of success, informed review and evaluation of challenges. Collaborative processes fail to take root without the use of meeting schedules, agendas, meeting notes and follow-through to ensure action items are identified, tasked and formally resolved. SFPD's future path will benefit through the continued investment in structured project management and collaborative engagement. Formal tasking, management and oversight of the process of reform is critical to successful transformation. Formally defining the work in the strategic areas and supporting full collaboration is key to achieving buy in and ensuring transparency.

Many of the recommendations that are substantially compliant involve an ongoing review and improvement loop. The department relies on standard auditing to address organizational risk and operational issues. However, this approach does not manage day-to-day issues that drive policing excellence. Management controls and unit-level oversight processes are in early stages and SFPD must now fully implement them to manage the continuous improvement and ongoing review requirements of the recommendations. Phase III saw improved technology support, through data records and dashboards. Technology will help develop a robust process to ensure the compliance with recommendation requirements at the unit level, which will help SFPD continue on its path to

© 2022 Hillard Heintze, A Jensen Hughes Company

provide professional policing services with authority and integrity. It will also build a culture of accountability in its future leaders.

Collaboration requires communication to be effective. SFPD should focus on interacting with the public on key policing issues. Providing a range of access points to the department in the manner that the community desires will be key to continued success with community engagement. The department improved its communications in Phase III, most notably by using the website to help inform the public during the pandemic. How SFPD presents its vision, goals and work to the public will be critical to its success. The department continues to improve the website to ensure the public's ease of access and use, which is improving the public's understanding of the department. SFPD needs a holistic strategy to support continued listening and learning from the community about its service requirements, perceptions and willingness to participate in the safety of all stakeholders in San Francisco. To achieve this, the department must focus on the dual nature of communication – delivery and receipt –to continue to build upon the community's trust and the legitimacy of its reform efforts.

Budget Support

Long-term reform requires continued investment in training, structure and technology to support data-led management decisions and transparency with community stakeholders and oversight agencies. SFPD has supported CRI within its existing budget, which is a significant accomplishment supported by San Francisco's government leaders. SFPD continues to invest in and grow its training program to improve the department's practices. This effort has been, in part, a byproduct of the Training Division's focus on ensuring training support for CRI. Training resources are sometimes challenging to maintain when agencies face other service demands.

Staff and leadership support will be instrumental to maintaining the pace of transformation. The use of PSPP and executive sponsors under CRI proved to be successful. The value of a formal organizational structure that directly supports reform requirements is a required action for successful reform. SFPD made this investment under CRI, and ensuring the role and function remains is just important as the department looks to future transformation. The department would benefit from identifying and tasking key command positions, beyond the executive leadership team, required to support ongoing reform. Those commands that should retain a role in transformation include the commanders of CED, Administration and Risk Management. Operational commands should be involved in the reform goals given their ability to directly engage with field actions. SFPD must engage in tasking and assigning affixed responsibility with the command authority to accomplish the goals to ensure the continued success of SFPD's transformation.

The remaining recommendations require investment - both fiscal investment in IT and administrative process support.. The department developed a plan that identifies the need and cost for improvements necessary to support reform, including a separate IT strategic plan. Municipal budgets are not unlimited, but it is important to develop a long-term budget strategy to address the identified needs to allow for structured planning and implementation of police reform. Ideally, the City and

© 2022 Hillard Heintze, A Jensen Hughes Company

SFPD will work collaboratively to prioritize the needs and develop a strategic budget plan to support improved policing practices using metrics that measure value and return. SFPD has made significant gains under CRI and the City should continue to support the department to ensure it provides the transparency and data-informed measurements of its performance.

Future Focus

While the SFPD has made great progress under CRI, the focus is now on how the department goes forward. Given the ongoing issues facing San Francisco communities and the department, it is how these issues are addressed that will further cement the commitment to reform and openness. Although this report covers a set timeframe, recent events highlight the need for continued focus on transparency and engagement, as demonstrated by SFPD throughout CRI, is key to future success.

For example, recently,[7] the SFPD announced it was invoking the termination clause of an MOU that SFPD had with the San Francisco District Attorney's Office regarding the process for OIS criminal investigations. Under its terms, the MOU may be terminated by the San Francisco District Attorney (DA) or the Chief of Police after providing 15 days written notice to the other party. The MOU provides that if a disagreement arises regarding implementation of the provisions in the MOU, both parties agree to meet within five business days to resolve the disagreement. We understand that such discussions between SFPD and the DA are in progress as this report goes to publication. The goals of CRI support this type of process – allowing for strong discussions on real issues facing the communities of San Francisco.

This action has engaged the community on a range of issues. Consistent with CRI, we encourage both parties to remain open and committed to resolving their differences regarding the MOU. CALDOJ has committed to monitoring the outcome of this action and our future work will reflect the resulting course of action. The department's work since 2016 provides promise that SFPD will continue to support the goals of transparency and accountability in its practices. While there will continue to be issues that require transparency and true communication the lessons of CRI provide guidance for effective action and resolution.

The department has committed to finishing the remaining recommendations including its innovative work on bias, outreach to San Francisco communities that are less trusting of the department, implementation of robust policing partnerships, and the development of an agile policy process that provides substantive guidance to officers in a timely and comprehensive manner. SFPD developed a three-year technology plan that identifies its investment priorities to further help transparency and accountability as it moves forward. Given how SFPD has worked to achieve its CRI goals and its current engagement in moving the remaining recommendations work forward, we expect the ongoing transformation to continue.

[7] [illegible]

Phase III Progress

CRI Phase III covers August 23, 2019 through September 14, 2021. Review work and technical support continued until the final report. SFPD's goals heading into this phase were to further refine the collaborative reform work underway and to provide the evidentiary support to achieve substantial compliance with the remaining recommendations.

The CRI Phase I actions focused on the establishment of the CRI framework, process and work to overcome the withdrawal of the federal support as SFPD moved forward with reform.[8] The CRI Phase II actions focused on the development of the structure and processes to address the challenges of large scale reform under CRI and to report its successes.[9] The Phase III goals were to accelerate the pace of reform, building upon the foundational work occurring during Phase I and Phase II. The chart below demonstrates the pace of reform during the three phases.



8 [illegible]
9 [illegible]

National Events and CRI in Phase III

One of the most significant periods in the history of public safety occurred during Phase III. Beginning in January 2020, the world was overcome by the COVID-19 pandemic. The scale of the health crisis and public lockdown that followed and the shifting demands placed upon public safety agencies tested governments' ability to provide law enforcement services to its communities. The ongoing national focus on improving police use-of-force practices, including de-escalation, and the sanctity of life came to a head following George Floyd's murder on May 25, 2020 by an on-duty Minneapolis Police Department officer. This crime sparked national civil protest and dialogue on how departments police communities, particularly those of color. The scale of action taken in response to Mr. Floyd's death was unprecedented. Among the responses to the protests were advocacy for redirecting police resources to community services, increased accountability for local law enforcement and federal and local legislative changes.

Success in a Stressful Environment

Community Engagement

Although challenging for law enforcement, SFPD achieved success with CRI in 2020. The COVID-19 pandemic redirected the focus of government and public safety agencies to the emerging public safety risk. SFPD engaged its community policing framework to help inform the community about the health pandemic, and the department was at the frontline and distributing critical supplies across the city. SFPD created community caravans with daily deployments of two vans with eight to 10 personnel that covered 40 parks across the city. From March 2020 through June 2021, SFPD distributed over 200,000 personal protective equipment (PPE) kits and information. In partnership with other city agencies, SFPD hosted virtual meetings for the residents about COVID-19, restrictions on movement and masking requirements. Because SFPD had to provide resources to support this new demand, the department had a slower than anticipated roll-out of the Phase III strategy and plans. However, such actions contributed to public safety in all communities.

A rise in hate crimes perpetrated against members of the Asian American and Pacific Islander (AAPI) community occurred due to the pandemic. The department identified this pattern and CED developed public campaigns, direct engagement and information sharing with AAPI community members. Districts, particularly those with high concentrations of AAPI members, were responsible for engaging in outreach efforts and reporting on those activities to CED.

The department shifted its traditional forms of engagement to a virtual platform, allowing it to have a greater outreach across the city. Meetings and the distribution of information increased as the reliance on virtual platforms helped ensure consistency and continuity in outreach.

© 2022 Hillard Heintze, A Jensen Hughes Company

Response Following George Floyd's Murder

Public safety agencies across the country faced community backlash following George Floyd's murder. SFPD took decisive action. Shortly after the incident, Chief Scott made a public statement condemning the actions depicted in the video of the police encounter with Mr. Floyd.[10] The Chief specifically identified the work in CRI, recognizing the policing goals and improvements for communities of color and stating, "It underscores the importance of the San Francisco Police Department's work on the Collaborative Reform Initiative, which aspires to make our department a national model of 21st century policing. Our first-of-its-kind, voluntary reform endeavor reflects the commitment we at SFPD share to reduce uses of force generally to diminish racial disparities in uses of force, stops, and arrests; and to fulfill the promise of bias-free policing that stands for safety with respect for all."

Although many major cities saw violent and disruptive protests, such events did not occur in the City of San Francisco. The department responded to over 300 protests, none of which turned violent. SFPD maintained civil order through ongoing outreach to strategic partners, planning and training. Shortly after the beginning of the national protests, Chief Scott reached out to community members to address their concerns and speak about SFPD's planned response. The ongoing engagement with San Francisco communities around the use of force was beneficial in planning for the protests, as several key community stakeholders were part of the policy development and had strong insight into the department's practices. SFPD had already implemented a use-of-force policy that was seen as a national standard due to its focus on de-escalation, proportionality and the sanctity of life. It had trained its entire workforce on a new way to approach use-of-force decisions. The department's tactical plans for the protests ensured a layered approach, centered on protecting First Amendment rights while maintaining the public peace. SFPD provided additional training officers on crowd control. SFPD engaged in ongoing and focused communication, including keeping partners apprised of expectations during upcoming protests and the department's response. Finally, the department ensured strong supervision was present during the protests and the supervisors were empowered to support officers and responsible for ensuring officers acted within the boundaries of policy.
This engagement demonstrated the department's ability to operationalize its ongoing CRI approach to policing with good results. Although a difficult time for our communities and law enforcement nationally, SFPD built and maintained community trust in ways that reflect the department's goals of transparency, accountability and professionalism.

The Phases of Collaborative Reform[11]

Much has happened in San Francisco, within SFPD and in policing broadly since the 2016 publication of the original SFPD assessment, *An Assessment of the San Francisco Police Department* (Assessment Report) as detailed in the sections below.

[11] [illegible]

Phase I – Establishing the Foundation for Excellence in Policing

The Phase I report covered SFPD's work from September 17, 2018 through December 21, 2018. Phase I work established the framework, processes and procedures to support the CRI process and its ongoing management. An important achieved milestone was the agreement on the discrete compliance measures for each of the recommendations. The most significant reform came out of the Use of Force strategic area, including improvements in policy, training, reporting and oversight. The communities of San Francisco have directly benefitted from CRI, notably due to reduced force incidents involving SFPD members, fewer injuries to officers and members of the public, and reduction in officer-involved-shooting (OIS) incidents.

Phase II – Delivering Excellence in Policing

The Phase II report covered SFPD's work from December 22, 2018 through August 22, 2019. Phase II had strong focus on accountability and engagement with external partners, including DPA. This early work solidified the goal of engaging with DPA as this work is a shared responsibility with DPA serving as the external oversight body and SFPD as the driver of the standards for every member of its organization. The ongoing engagement of the two agencies was an encouraging outcome in this phase. Notably, the work on the Use of Force strategic area from Phase I continued into Phase II with improvement in training focus and foundational work on oversight structures.

Phase III – Achieving Excellence in Policing

This report covers SFPD's progress in the engagement areas that support the organizational transformation including internal processes, external and internal communication, organizational change management, and the five strategic areas (i.e., use of force, bias, community policing, accountability and personnel practices).

SFPD ended Phase III with 90 percent of the recommendations in substantial compliance. This is a significant achievement given that only 15 percent of the recommendations were in substantial compliance at the start of this phase. This success, in part, reflects the pace of reform. The actions necessary to achieve substantial compliance for recommendations were complex and ongoing with final actions occurring in Phase III. Additionally, SFPD used the executive sponsors to provide direct oversight on the development of the evidence that supported the completions of the compliance measures. This helped escalate the delivery of recommendations for substantial compliance. These actions supported SFPD's gains during this phase.

Phase III saw implementation of key recommendations for bias, community policing and accountability. The department's continuous improvement focus for recommendations already deemed substantially complete was also evident. For example, in Phase I, General Order 5.01 Use of Force was implemented and in Phase III, the department reviewed and updated provisions of that order.

© 2022 Hillard Heintze, A Jensen Hughes Company

However, Phase III also faced challenges for implementation. The COVID-19 pandemic created obstacles for SFPD's public and non-critical engagement. The department pivoted its focus to the public safety concerns unique to a pandemic. Along with the rest of the world, the department transitioned to more effective virtual engagement, hosting more such events during Phase III.

SFPD has achieved significant success under CRI. However, the department should ensure that its community and stakeholders understand what it has achieved and its plan for continued growth. Phase III saw improvement in SFPD's communication regarding its role and goals for CRI, most notably with institutional stakeholders. However, community outreach and messaging about CRI and the department's goals has not been as strong. Early during the pandemic, the department rallied and expanded its virtual engagement. As pandemic restrictions ease and the world becomes more accustomed to remote engagement via digital systems, we anticipate continued success and growth in the department's ability to reach more of its communities – digitally and directly.

SFPD has demonstrated measurable progress under Phase III, and we are confident that the focus on transparency, accountability and professionalism will continue. As the department looks to the future, we anticipate the drivers of success– shared command oversight, operational engagement, and ongoing review and improvement regarding the strategic areas – will remain and foster policing excellence.

The Collaborative Reform Initiative Team

The CRI Team had a collaborative approach to oversight. As CRI progressed, the work of CADOJ and Hillard Heintze moved to intense technical support to help SFPD achieve its goals. Direct engagement with executive sponsors, recommendation managers and subject matter experts facilitated the strength of the reporting on the work to complete the individual recommendations. As substantive issues arose, the executive team was available to address and resolve in a timely and appropriate manner. CADOJ had bi-weekly engagement with SFPD during Phase III to discuss and resolve compliance issues. The CRI Team owned and shared the success.

The CADOJ Team and the Role of Oversight

In 2017, after the USDOJ pulled out of the CRITA agreement, SFPD lacked support to accomplish its collaborative reform goals. Although the department committed to implementing the reform with its existing resources, it knew that the public required assurance that an independent review of its work was being completed. At the City of San Francisco's request, CADOJ served as an independent monitor for what was now called the Collaborative Reform Initiative (CRI). CADOJ's role, pursuant to its agreement with the City, was to serve as the independent third-party reviewer of SFPD's implementation of the recommendations set forth in the USDOJ report and to issue periodic reports to the public. Under former Attorney General Xavier Becerra and incumbent Attorney General Rob Bonta, the CADOJ Civil Rights Enforcement Section is the monitoring partner for CRI. Supervising Deputy Attorney General Nancy Beninati led the team that includes Deputy Attorney Generals Tanya

© 2022 Hillard Heintze, A Jensen Hughes Company

Koshy and Gabriel Martinez. Their work included monitoring and technical assistance. They provided guidance, direction and advisory support to SFPD in achieving its reform goals. It is clear that their work has been instrumental in helping SFPD be successful.

The Hillard Heintze Monitoring Team

Hillard Heintze, a Jensen Hughes Company is one of the nation's foremost strategic advisory 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's departments and internal affairs bureaus. We provide strategic thought leadership, trusted counsel and implementation services that help leading organizations target and achieve strategic and transformational levels of excellence in law enforcement, security and investigations. Many of our team members have been responsible for leading the significant transformation of many major city police departments and law enforcement agencies.

Debra K. Kirby, Esq., Project Lead



Debra Kirby has been a lifelong champion for accountable policing practices in the U.S. and in Ireland. In her current role, Debra continues to leverage her law enforcement expertise to help police departments achieve reform across the country. Following her work with the United States Department of Justice's Office of Community Oriented Policing Services Collaborative Reform Initiative for Technical Assistance (CRI-TA), she continues to serve clients and communities on a range of law enforcement and security risk engagements that help deliver safety, resilience and improved policing practices. Earlier in her career, she worked as Deputy Chief Inspector of Garda Siochana Inspectorate, an agency tasked with making policy and practice recommendations for An Garda Siochana, the national police force of Ireland. She retired as Chief from the Chicago Police Department, where she improved the delivery of police services and developed expertise in labor management, officer-involved shooting investigations, criminal investigations, large-scale demonstrations, and internal affairs and accountability. A licensed attorney, Debra also has a master's degree in Homeland Security from the Naval Postgraduate School and a Juris Doctor from the John Marshall Law School in Chicago.

© 2022 Hillard Heintze, A Jensen Hughes Company

Lindsay Morgan, PMP, Project Manager



Lindsay Morgan's background includes experience working with cross-sections of government at the local, state and federal levels, along with diverse community stakeholders, through management of complex projects for different law enforcement agencies with the Department of Justice and the Department of Homeland Security. With Hillard Heintze, Lindsay was responsible for managing the operation of independent assessments of police departments as Program Manager for the $50 million IDIQ supporting the United States Department of Justice's Office of Community Oriented Policing Services Collaborative Reform Initiative for Technical Assistance (CRI-TA), which included constitutional policing audits and bias-based assessments; community-oriented policing strategies; development and application of crime-reduction strategies; and collaboration, community partnerships, and information sharing. She holds a Master of Business Administration in project management from the George Mason University School of Business and a PMP certification.

Michael A. Dirden, J. D., Subject Matter Expert



Michael Dirden joined Hillard Heintze following a long and successful career with the Houston, Texas Police Department. As the Executive Assistant Chief of Police, Michael provided leadership and oversight for the department's Investigative, Strategic and Field Operations, including accountability for Patrol Operations, Traffic Enforcement, the Mental Health Division, Apartment Enforcement and Differential Police. Since 2015, Michael has worked with Hillard Heintze on numerous law enforcement assessment and reform projects. He was a key subject matter expert in the review and analysis of police department operations in San Francisco under CRI-TA, as well as CRI-TA assessments for several other law enforcement agencies. Michael holds a Juris Doctorate from South Texas College of Law, a Master of Science from Sam Houston State University and a Bachelor of Arts in economics from the University of Texas.

Exhibit 1 – Status Designations

To help the reader understand the structure of the outcomes of the file review process, we identify the status designations below.

Status	Definition
Complete (*Substantial Compliance*)	Evidence reveals SFPD has adopted the recommendation and demonstrates it through practice and organizational commitment based on the review of submitted materials, observations and analysis. When appropriate, written directives are in place and training supports the practices.
Partially Complete	Evidence reveals significant progress in implementing the recommendation, but SFPD has not yet achieved specific requirements under the recommendation and/or the initiative lacks organizational commitment and structure to continue to advance the basis of the recommendation.
In Progress	Evidence reveals that SFPD has begun implementation activities, but significant work remains toward achieving implementation of the recommendation based on the review of submitted materials, observations and analysis.
Not Started	Evidence reveals SFPD has not started implementation activities based on the review of submitted materials, observations and analysis.
No Assessment	Insufficient evidence has been made available to make a determination on the progress of implementation, the underlying recommendation is no longer relevant or SFPD determined it will not implement the recommendation.

© 2022 Hillard Heintze, A Jensen Hughes Company

Phase III – Reform Progress

This report covers Phase III of the SFPD CRI program and the department's efforts between August 23, 2019 through September 14, 2021. Phase III is the final phase of the engagement between SFPD and CADOJ under the MOU entered on February 5, 2016, and the letter amendment signed on November 13, 2020. It is SFPD's intention to continue to have formal engagement with the CRI team as it implements the remaining recommendations and addresses the continuing improvement focus of the transformation.

Progression of Work Under This Phase

The foundational work conducted in Phase I and Phase II supported the work in Phase III. Many CRI recommendations were connected and recommendations in one strategic area linked to recommendations in others. As a result, completion of some recommendations was delayed due to work remaining in another strategic area. As a result, although it appeared work was not progressing on all recommendations, the department was consistently addressing the compliance measures to be able to submit a completed recommendation file for review. In Phase III, the submission of files accelerated, in part due to this ongoing foundational work.

SFPD's Phase III focus was to achieve substantial compliance with the remaining recommendations. Building upon the Phase II practice, executive sponsors received stronger control over the operational implementation of the recommendations. The SFPD team, including the executive sponsors, prioritized conducting a review of the remaining work and ensuring that the supporting evidence for compliance was timely identified and reported. This provided for better reporting and documentation of SFPD's actions. Hillard Heintze and CADOJ expanded their technical assistance to provide pre-submittal review to identify any gaps in the files to be submitted and to help the department focus its efforts that would support substantial compliance with the recommendations.

SFPD achieved substantial compliance with more recommendations in Phase III than in the other two phases combined. The department has a plan for the ongoing implementation of the recommendations and is working toward the goal of implementing all CRI recommendations. A number of the remaining recommendations require technology to implement and will require systemic or budgetary support to complete. However, technology provides the transparency and data-informed decisions that continued policing improvements requires. The state of the SFPD's technology was a weakness noted in the assessment report and the department has worked to improve its systems. Further advancement under CRI goals will require investment. Notwithstanding this challenge, SFPD continues to work on the remaining recommendations and we are encouraged and anticipate the SFPD to achieve its goal of full implementation.

© 2022 Hillard Heintze, A Jensen Hughes Company

Organizational Focus and Structure

In this phase, SFPD matured its process for CRI support and review as reflected in the department's increased pace of file submissions for recommendations that it considered complete.

As has occurred throughout the CRI program, SFPD experienced transitions in key staffing and leadership in the CRI program during this phase. Unlike the earlier changes in leadership that caused delays, in this phase, the work and engagement continued at the same pace without a drop in the organizational focus on execution. This reflects the institutional integration of CRI and demonstrates transformation is not limited to the vision of a single leader. This bodes well for the goals becoming standard practice across the department as time progresses.

The Chief's review process continued in Phase III, which brought together all relevant command and internal stakeholders to discuss the recommendation and confirm internal actions and compliance before submission for review by Hillard Heintze and the CADOJ teams. This process continues to provide greater visibility of the reform actions and a more cohesive approach in addressing CRI progress and challenges.

Internally, SFPD continues to promote personnel who have been directly engaged in CRI. Executive staff members and other SFPD leadership have supported CRI directly and some have served as executive sponsors under CRI. We anticipate additional command appointments and movement of personnel, which should expand the executive rank's knowledge of and commitment to the reform goals. As SFPD selects its future leaders, ensuring they possess the knowledge of and are able to provide ongoing support of SFPD's reform goals is an opportunity for the department to continue to operationalize the overarching CRI goals.

SFPD improved its relationship with institutional stakeholders, particularly its formal ongoing engagement with DPA. This is significant because during the original assessment, SFPD had little to no engagement with DPA's predecessor agency and it had little focus on the shared responsibility of maintaining discipline within SFPD. Under Phase III, we saw formal engagement at every level between the department and DPA. Both agencies now report before the Police Commission with a focus on ensuring shared knowledge. DPA has undertaken extensive policy work with SFPD, including line-by-line policy reviews wherein the department has adopted and reported back to the Police Commission regarding policy progress that covers issues ranging from domestic violence to OIS protocols. While work conducted under CRI has been substantial, consistent with any organizational transformation, work remains to solidify and ensure the ongoing shared focus to the policy improvements and shared responsibilities.

Transparency

Transparency allows SFPD to share its commitment to organizational transformation with its stakeholders through visible records of its actions, communication of its efforts and data-informed measurement of its work. Phase III saw the department continue to establish transparency initiatives to comply with CRI recommendations. SFPD remains a national leader due to its reporting to the community within 10 days of an officer-involved shooting. This process continued during Phase III, and SFPD also used internet-based delivery to hold town hall meetings given COVID-19-related restrictions on in-person contact.

In Phase III, SFPD began to develop more user-friendly approach for its website. During a pandemic, how a police department provides information becomes increasingly important. SFPD leveraged its website for further outreach and information to help address the public health concerns facing so many. The department launched its page on reform,[12] which reports on all actions to date. SFPD demonstrated its focus on ensuring information is more readily accessible and continues making improvements.

Specific initiatives included a range of actions. The Police Commission now reports which Department General Orders (DGOs)to discuss on a given agenda. The department implemented a structure for police discipline that does not allow an officer to retire in good standing if they are the subject of an administrative investigation. DPA established easier access and understanding for disciplinary reporting. The Firearms Discharge Review Board, which convenes following an OIS or an officer-involved discharge, developed a robust approach in Phase II but has reported to the Police Commission once in 2021. This is because in part, only one OIS occurred during Phase III, in May 2021.[13]

As SFPD moves into managing its own progress, improving internal and external access and navigation of the information systems that report on reform becomes more important. The reports known as the 96A report, which provides data on SFPD officers' stops, search and arrest, are an encouraging development.[14] The overall trend in SFPD's use of force against persons of color reflects a reduction in incidents; however, the overall number of uses of force indicate a need for further analysis and work to resolve disparities. The department has been transparent and engaged in addressing these issues and contracted a research partner who is well skilled in working with police bias. This is a promising action and bodes well for future improvements.

As SFPD reconnects with its community via in-person activities at the district level, continuing local access and visibility remains important. Actions, such as the Chief's podcast and his message following George Floyd's murder, are encouraging steps toward finding a greater audience to learn about SFPD's message and work. During the only town hall to occur during the review timeframe.

[illegible]

May 13, 2021, the Chief was engaged and answered public comments, which was well received. Continuing to find the balance between in-person communication and messaging through the website and social media is necessary for SFPD to connect with its community in a way that is meaningful and open.

Strategic Reform Initiatives

CRI involves five strategic areas: Use of Force; Bias; Community Policing, Accountability; and Personnel Practices. Our initial assessment found gaps in policy and practice in these key areas. As the CRI project has moved forward, SFPD has undertaken significant work to reform, improve and align these strategic areas with professional policing practice. During the course of CRI, the department has made significant gains regarding policies and practices. However, SFPD can improve its communication about success and challenges of CRI across the strategic domains. SFPD has and should continue to maintain strong, cohesive and active partnerships with the stakeholders that contributed to much of the early work in CRI. The success has been locally owned, locally generated and is the result of SFPD officers working with community partners across the city. The department has affirmed a goal of community engagement in much of its strategy. Therefore, we anticipate success in this area as the City and the department move forward with its ongoing improvement for the CRI strategic areas.

Use of Force

In Phase III, CADOJ found 26 recommendations were in substantial compliance. This brings the total number of Use of Force recommendations in substantial compliance to 51. SFPD identified the remaining seven recommendations for implementation in the Beyond Phase III category and have not submitted them for review.

One benefit of collaborative reform is that it aims to exceed constitutional minimums, which is why SFPD is a national leader on use of force. Use of force continues to be the most fully developed strategic area, and the work has focused on policy, training, investigations and transparency for use-of-force incidents. Since 2016, SFPD has seen a steady decline in the overall reported use of force by its officers. The achievements within this strategic area have been significant and include drafting a use-of-force policy that has become a national model, robust data collection and reporting, and practices that drive transparency around use-of-force practices for the community.

Use of force by law enforcement officers continues to be a substantial concern for members of the public in San Francisco. One OIS involving an on-duty officer occurred in 2021 and the department followed the reform recommendations, including holding a timely town hall meeting. In addition to local OIS incidents, incidents that happen in other cities also influence the public's perception of local police departments and the decisions made by their officers and leadership. The national protests following George Floyd's murder generated local concern in San Francisco despite the incident occurring in Minnesota. While over 300 related protests occurred in San Francisco, the intensity or

violence demonstrated elsewhere was not seen in San Francisco. The concerns, both local and national, generated by the disparity in the use of force based upon one's race affect public trust and perception of SFPD. As mentioned earlier, although the overall news is good, work remains as Black individuals remain disproportionally represented in the stop, search and arrest data. The department has engaged an academic research partner to help more fully analyze contributing factors to use of force and race.

The public increasingly expects officers to act in a manner that builds trust and legitimacy beyond those actions required by legal minimum standards. Across the country, communities are becoming more engaged and knowledgeable about policing, which drives their expectations. These expectations include the demand for techniques and tools to reduce the need for use of force. For example, California law now requires training and policy that focuses on de-escalation and the principle of reverence for life in use-of-force decisions.[19] SFPD was an early adopter of Critical Incident Training (CIT), mandating that the entire workforce undergo training to provide alternative decision frameworks when they encounter people in mental health crisis. This early investment has contributed to the reduction in overall use of force as officers have learned de-escalation techniques and how to better engage with people in mental health crisis.

During Phase III, SFPD demonstrated its commitment to policing legitimacy by improving its use-of-force training and enforcing appropriate review and standards following a use-of-force incident. The department's expectation for its members when making use-of-force decisions is the same as those of the public – fair, impartial policing consistent with SFPD policy and goals.

Training

Phase III saw the continuation of a direct focus on training regarding use of force. Early in CRI, SFPD instituted department-wide training for critical incident response. The critical incident training investment was significant, and SFPD was an early leader in having all recruits complete the 40-hour training. Building from this in Phase III, SFPD established a best practice in that it evaluates and reviews use-of-force incidents to drive training development and improvement. Pending completion of the revision to DGO 3.10 *Firearms Discharge Review Board*, the department staffed a Training Division member to the Firearms Discharge Review Board (FDRB) on a full-time basis. Training Division Unit Order 20.01 describes the expected duties and responsibilities of a member assigned to the FDRB. Among other responsibilities, the Field Tactics Force Operations (FTFO) Unit advises FDRB during the evaluation of policy, training and tactical considerations of the incidents. The FTFO Unit develops and modifies training based on its analysis of OIS incidents. This allows for continuous improvement wherein SFPD addresses the OIS incidents through improved training delivered timely. Although the department already achieved substantial compliance with its training recommendations, these actions demonstrate its commitment to continuously improving its use-of-force practices through ongoing internal review and training.

[illegible]

Revision of the DGO for FDRB is currently underway, in which SFPD seeks to change FDRB's name to the Serious Incident Review Board, as well as change its focus. This reflects the department's decision to ensure that the evaluation of incidents from a training perspective covers the spectrum of critical incidents, not just firearms discharges. The SFPD Training Academy conducts internal review of serious use-of-force incidents from a training perspective. The Academy's goal is to use this information to improve training, thereby leading to fewer force incidents. This also ensures that SFPD continually improves as it learns from each serious incident and modifies training accordingly. This change is consistent with Recommendation 11.3 requirements.

Recommendation 4.7 requires SFPD to review use-of-force reports and hold training forums in which emerging trends are discussed. In response to this recommendation, SFPD established the "Critical Mindset and Coordinated Response Training." The training teaches members to approach incidents from a problem-solving perspective. Officers should apply de-escalation and crisis intervention principles to resolve the incident with the goal of minimizing harm to the public and officers. This training is delivered during rollcall or as part of the formal Training Division curriculum.

These training initiatives, in response to recommendations 4.7 and 11.3, are illustrative of SFPD's commitment to improving its legitimacy within the communities of San Francisco.

Transparency

SFPD revised DGO 5.01, Use of Force Policy and Proper Control of a Person during Phase III with an effective date of May 10, 2021. A central concept of this policy change is that SFPD is more restrictive than the constitutional standard and state law for use of force. The Police Officer's Association (POA), the collective bargaining partner for SFPD officers, was a partner to the process, resulting in the timely promulgation of the DGO, which was another improvement compared to the original implementation of the policy. This reduction in promulgation time is a sign of improved communication and interaction within SFPD and a shared vision that commits to professional policing practices.

SFPD remains a leading agency on the depth and breadth of its use of force policy. During the pandemic, the department continued to adhere to its policy that requires town hall meetings within 10 days in an area or location where a shooting incident occurred. The department demonstrated flexibility by holding online town hall meetings. The department's format for this public reporting is a best practice, and we commend SFPD for its commitment and continued growth in hosting the town halls. Through CRI, the department has focused on engaging in ongoing review and improvement. SFPD has updated the policies that address the townhalls, as well as the practices, improvements based on ongoing internal review to ensure continuous improvement. During the last session, Chief Scott answered public comment in a manner that further informed participants.

Nonetheless, SFPD can improve its overall messaging. Although information regarding use-of-force reforms is accessible on the department's website, the content is limited and does not fully explain the department's work in this area. Although the department provides information during town hall

© 2022 Hillard Heintze, A Jensen Hughes Company

meetings, the webpage is challenging to navigate when seeking OIS information and updates regarding the status of the investigation or basic facts of the incident. SFPD can continue to improve its work to inform the public by providing updates as they occur and by placing more descriptive information on the website and in other venues, such as the district notices.

Bias

In Phase III, CADOJ approved 41 recommendations as substantially complete in addition to the six recommendations substantially compliant from Phases I and II. Seven recommendations are in progress and will be part of the future work plan for beyond Phase III.

Recent national incidents demonstrate that bias in policing, actual and perceived, continues to be one of the primary challenges affecting our communities and their engagement with their public safety partners. The original assessment work analyzed data that was indicative of bias. The community perception of biased enforcement by SFPD members was a major cause of the discord between the department and San Francisco community members. SFPD worked with and listened to the community, resulting in the completion of 41 of 54 recommendations in Phase III. The work on the recommendations was not all completed in this phase, but rather was the result of the iterative process under CRI. Although the work in this strategic area remains ongoing, the department has demonstrated significant progress in achieving the overall goal of limiting bias in SFPD officers' work. SFPD continues to work on a process for evaluation of bias to help direct positive behaviors in its officers, which is a promising practice and one that may provide for innovation for addressing criminal justice bias.

Throughout CRI, SFPD has consistently worked with organizational and community partners to identify strategies, policies and training aimed at reducing the likelihood of biased policing and holding officers to account when such behaviors occur. The policy work that ensured SFPD addressed bias by proxy was innovative and is discussed more fully in the Phase II report. The ESWG included members of the Police Commission, CADOJ, SFPD and various community stakeholders, which provided the thought leadership to develop the DGO.

SFPD has made substantial progress in Phase III by establishing meaningful reforms aimed at reducing bias. Chief Scott took a strong leadership position when he issued the directive that limited the release of arrest booking photos to the public. The department developed a thoughtful process for releasing booking photos, and by so doing, SFPD seeks to help mitigate or avoid perpetuating negative stereotypes that can contribute to implicit and explicit bias in policing and by community members.[16] SFPD is a leader in this practice, which is only now gaining ground in other jurisdictions. Another example of improvement is the promising data that demonstrates the yield rates for stops involving those who are Black, Indigenous and People of Color (BIPOC) has increased. Although the analysis remains, it is indicative of the increase in the adherence to legal predicate for the stops rather than an inference of bias.

[16] [illegible]

As SFPD moves beyond this phase, it is important to monitor and report on the issues that arise as the implementation takes root. The upcoming work is promising, but it remains in the early stages, and the department needs to remain vigilant in its approach to reducing bias in policing in San Francisco.

Bias and the perception of police bias within the community are significant inhibitors to trust. SFPD does not have a strong communications strategy for internal and external partners regarding the work on bias. As a result, the public may not be fully aware of the department's work on the bias recommendations and the work that has been implemented. The department should ensure a feedback loop for its strategy implementation by developing a communications plan that informs the public of SFPD's accomplishments regarding bias and the other collaborative reform initiatives that remain underway as of the date of this report.

Strategy

In 2017, SFPD began forming ESWGs on bias with the intent of engaging with the community on ways to minimize bias within SFPD. Completed in Phase III, the plan reflects SFPD's commitment to equity as a core tenet of its values, culture and institutional practices. This strategy also introduced the concept of bias by proxy, which is when individuals call police to respond to what many would deem as blameless actions by people belonging to minority groups. This plan identified tools by which to address bias including:

- Leadership
- Understanding
- Education
- Collaboration and Community Policing
- Data Analysis

The department continues to work through the implementation of this plan. To date, SFPD has engaged in significant work on policy, education and research in partnership with leading academics.

REAP is further evidence of the department's commitment to address bias as it informs SFPD members and the public about the department's goals and plan for achieving internal and external equity and inclusion. The department identifies its history, good and bad, as recognition of the need for forward progress. The plan includes internal metrics and the department's failure to achieve goals could lead to the Board of Supervisors withholding spending authority and other budget actions.

SFPD developed a recruitment strategic plan to assist in eliminating internal practices that limit recruitment, hiring and training of diverse candidates. Although personnel issues are a separate strategic area, these plans demonstrate the interconnectivity of the core CRI initiatives. Linking the strategies to metrics ensures transparency to the actions of SFPD in achieving its diversity and inclusion goals and to further reducing the impact of bias.

© 2022 Hillard Heintze, A Jensen Hughes Company

Policy

In Phase III, SFPD promulgated several policies that emphasize the importance of bias-free policing and provide significant guidance and information to department members. SFPD promulgated the guiding order specific to bias, DGO 5.17 Bias-Free Policing, on August 12, 2020. The ESWG was heavily engaged early in the bias work and DGO process. Although some challenges to ongoing participation exist, the group has been vocal and spirited in its focus on providing SFPD guidance in addressing bias. SFPD drafted other related policies, such as the update to DGO 11.07 Prohibiting Discrimination, Harassment and Retaliation (revised May 20, 2020). Further supporting the work in this strategic area included the promulgation of DGO 5.03 Investigative Detentions in May 2021. SFPD specifically prohibits the use of race, age and other demographic or visual information to detain or request identification from an individual. Existing policies regarding gender inclusivity, such as DGO 5.22 - Interacting with Transgender, Gender-variant, and Non-Binary Individuals (effective October 3, 2018) support Phase III policy work. Policy provides the foundation for practice and is why policy is a key focus of the CRI process.

The policies demonstrate the department's knowledge and incorporation of contemporary and emerging national practices. Key concepts include defining bias, implicit bias, and bias by proxy with policy prohibitions and directions for reporting and reducing bias. Importantly, the policies advise members about what to do if they observe an instance of bias or discriminatory behavior and how and where to file a complaint. SFPD reflected its commitment to addressing bias by issuing an Internal Affairs Unit Order that requires the department to investigate bias complaints on a priority basis. Although some policies seeking to address and reduce bias remain in progress, the department recently implemented an updated disciplinary matrix that provides enhanced penalties for engaging in biased or discriminatory behavior.

Training

Ensuring policy is put into practice requires training to ensure members understand the policy goals and apply the requirements in their daily contact with the public. SFPD delivers bias training to members during in-service training, rollcall and at the Training Division. This group has demonstrated an iterative training implementation, beginning with initial bias training in Phase I, with training improvements continuing through Phase III and beyond.

SFPD uses different methods for bias training to enhance officers' education and to help officers use this training when working with the public. Training formats include lectures and scenario-based training delivered at rollcall, through in-service training and during sessions at the Training Division. As the department moves forward with its diversity strategic plan, it might consider having SFPD leadership directly support rollcall training and include short vignettes from department leadership. The goal is to have officers hear directly from their leaders about the importance of bias-free policing and how it establishes the trust and legitimacy necessary to effectively lead and work in the national and local policing environment. Command's reinforcement of SFPD's values and goals for bias-free policing to its members would support a more intrinsic understanding of the overarching goals of

eliminating bias and improving police legitimacy. A reduction in bias and an organizational ethos that visibly supports equity and inclusion would demonstrate the long-term value of this effort.

In Phase III, the SFPD Bias Team consisted of the executive sponsor with a sergeant and an officer. They developed the bias-related trainings and policy development. As a result, the department was able to implement training for DGO 11.07 through Department Notice 20-102 and roll-call training and for DGO 5.17 through DN 20-125 and roll-call training. SFPD also established audits of training to hold members who fail to attend training accountable and to provide insight and understanding of which trainings are successful and where additional training support is needed.

Innovation

In this phase, SFPD moved forward a planned approach to identifying bias in policing. SFPD initiated testing of an evaluation tool that identifies concerning behaviors in this phase. Once implemented, this tool will be one of the more innovative in the law enforcement profession. The core concept is to identify potential bias-based behaviors that supervisors can address through timely intervention. SFPD developed the Dashboard Review System (DRS) and engaged a group of sergeants to provide insight and testing. SFPD began DRS training with the testing group in May 2021. DRS provides a demographic analysis of contact with members of the public, such as traffic and pedestrian stops, arrests and detentions. A proposed Dashboard Review Unit (DRU) will analyze and review the data to identify disparities. The department will use a professional development approach to help reduce and resolve identified disparities. Supervisors will have access to DRS and receive routine reporting to guide their interactions with officers and to support training at the local level with the goal of preventing disparate treatment of BIPOC communities. Supervisors will also complete training on common indicators of bias behavior and how to appropriately engage and educate subordinates about bias and reducing bias in policing decisions.

Transparency

SFPD improved the accessibility of information in demonstration of its commitment to bias-free policing during Phase III. Formal reporting to the Police Commission enhanced visibility and created accountability regarding SFPD's bias-reduction goals. The department's website has a visible rolling banner stating, "Bias-Free Policing," that when clicked on, identifies bias-related policies and practices in a single location.[17] Information falls under the headings: Policies, Training, Audits, Investigation of Biased Misconduct, Recruitment and Hiring, and Data Collection and Analysis.

Much of the bias reporting was already in place before Phase III, but the actions under this phase made the data more accessible. Generally, the information on bias-free policing is easily searchable, representing a significant improvement from what we observed during the previous reporting periods. However, the website does not provide context or in-depth information regarding this important area of local and national public concern. Ideally, the department will continue to further engage the

17 https://www.sanfranciscopolice.org/your-sfpd/policies/bias-policing

community about its reform work through social media and other direct delivery methods, such as community meetings, to share information more broadly and to reflect the goals and actions taken to advance this key strategic area.

As it relates to identification of bias behavior other than through discipline, the audit of electronic communication is the sole example of the department's audit practices. SFPD would benefit from publicly disclosing information regarding the department's audits of training attendance to ensure members attend bias training as required and, importantly, explain how the department established a feedback mechanism to evaluate the efficacy of bias training.

SFPD should include DGO 11.07 Prohibiting Discrimination, Harassment and Retaliation on the list of bias-related policies. Clearly posting and reminding the public that SFPD investigates bias-related complaints on a priority basis will help effectuate the department's policy. The department could accomplish this through various digital means and by posting notices and delivering information in community forums.

SFPD has engaged a number of respected partners in reviewing and analyzing the available data to help assess bias. This work is ongoing. Partnering with external organizations to review the department's data and practices with the goal of providing advice that informs leadership decisions on establishing a bias-free policing culture is a significant step forward. The department should share this information with the public more readily, as SFPD provides little information publicly about these partnerships and their goals. This is important work will inform the department and hold it accountable in developing is bias-free policies and practices.

Community Policing

In Phase III, CADOJ found 53 recommendations to be substantially compliant in addition to the one recommendation completed in Phase I and II. Six recommendations remain as part of the future work plan for SFPD implementation.

Community policing provides the foundation to establish police legitimacy. The department's focus on community engagement is evident in the work it has done under this strategic area. SFPD solidified its strategy and approach for community engagement in Phase III and established CED as the single division focused on driving community policing strategies. The department finalized the community policing strategic plan supported by a data-driven focus. The COVID-19 pandemic required SFPD's community engagement to pivot to meet the public health crisis. During 2020, the department worked to overcome challenges to in-person public engagement opportunities. SFPD refocused on digital engagement to reach people who were physically unable to attend community events. These practices will allow SPFD to continue to engage people who cannot attend other meetings or forums as in-person and direct engagement returns.

In response to the pandemic, SFPD shifted to partnerships with community organizations to help distribute needed supplies and educating the public about safe practices during the pandemic. The

manner by which the department engaged with the public also changed as it shifted to digital outreach and messaging. In the near term, the department should engage in enhanced messaging to better explain the actions that the Community Policing ESWG and the community have taken on reform to energize participation by the community to drive a strong police community partnership.

Community policing provides the foundation for police legitimacy. The strategy and practices reflect how SFPD will engage its communities and develop the service delivery required by the stakeholders in San Francisco. The department's focus on engagement is evident but in Phase III, it faced engagement challenges, in part, due to the pandemic. In the near term, the department should focus on its partnerships and share information regarding the reform successes. SFPD should continue to engage the Community Policing ESWG and other stakeholders to energize the community and its members to continue to build a strong police community partnership.

Organizational Structure and Strategy

In Phase III, SFPD finalized the Community Policing Strategic Plan and established CED to provide an organizational approach to community policing under one unit. The primary goals of this effort were to institutionalize community policing practices throughout the organization and to ensure the implementation of the community policing strategic plan. The ESWG supported this work, which fulfilled Recommendation 40.1.

Given the relative newness of the organizational structure and plan, SFPD's work has not fully expanded to include an organizational approach to community policing. One promising practice is the Community Violence Prevention Team and the Street Violence Response Team, which use a holistic approach to address violent crime, including at the neighborhood level. SFPD partnered with the Department of Public Health (DPH) and focuses on prevention and intervention with clinical reviews of DPH's crisis services. This data-led initiative marries public safety and crisis management responses to neighborhoods in San Francisco. Services include, among others, crisis support, victim compensation, housing and funeral support. The holistic focus on the response to violence has promise for success.

The Community Policing Strategic Plan addresses the inclusion of all department units. This plan expands its community policing goals into the investigative and specialty units and bolsters the comprehensive community policing approach in San Francisco. The work conducted in Phase III, including that on Recommendation 39.3, reflects SFPD's commitment to an organizational approach to community engagement. The use of the Community Violence Prevention Team is an example of SFPD's focus on robust strategies within the department and with its institutional stakeholders. Although the implementation and data analysis envisioned in the plan are at the early stages, the goal is to use data to develop strategies and practices across the department. Fully defining each departmental unit's role will bolster the community policing goals and further support CED's work. As the city emerges from the pandemic and as CED focuses on and develops the organizational approach to community policing, the department is poised to be successful.

Policy

General Order 1.08 Community Policing, promulgated February 10, 2021, establishes the department's vision and values for its relationship with the community. The policy is the foundation for SFPD's community policing strategic plan (section 1.08.03). Together, these are thoughtful and promising approaches to modern community policing in San Francisco. The policy is the product of open conversations and focused collaboration between SFPD and community members on the ESWG and other stakeholders. The department's collaborative approach to developing policies that incorporate the community's voice and perspective is commendable. Both the policy and the plan call for robust measurement to align programs based on good practice. The department implemented internal tracking methods to bring a more structured approach to reporting on community policing practices within the districts. As this policy is put into practice, we anticipate the department will achieve its goals of better community engagement and support.

Consistent with the goal of a shared approach to policing in the communities of San Francisco, the department implemented Department Bulletin 21-003 Featured Officer of the Month and Officer of the Year Awards. Promulgated in January 2021, the policy seeks to recognize members who use good community policing practices and/or advance a guardian culture. Each Assistant Chief, Deputy Chief or Executive Director designates one sworn member from their command as Officer of the Month, based upon a rotating schedule. The department then selects an Officer of the Year based upon vote of the command and captains.

Transparency

SFPD increased its use of digital communication during this phase given the public engagement restrictions brought on by the pandemic. The department's website improved in Phase III and has a dedicated community events section that lists events and programs and describes the community activities of the patrol districts. CED published videos specific to community issues facing Bayview, Tenderloin and the recent hate crimes against AAPI community members. Additionally, CED uses surveys to measure the events' effectiveness and to inform adjustments as needed. Some of the surveys and results are on the department's website.

A layered communications strategy, focused on consistent engagement and feedback, would be helpful for the department as it implements its goals under the new policy and strategy. The district newsletters are one way of ensuring the local community partners stay informed and engaged. Ideally, SFPD would engage community partners to help drive local goals. For example, SFPD completed Recommendation 40.4, demonstrating how foot and bicycle patrols are effective strategies for improving community engagement while preventing or reducing crime. This is a good example of the new approach to community policing. The department relied on external organizations to review data that provided independent evidence of the dual benefit of foot and bicycle patrol. The department used surveys, social media posts and the website to solicit information and share it with the community. The messaging of this success story is an example of the type of communication that SFPD should implement to highlight the community policing actions and goals.

© 2022 Hillard Heintze, A Jensen Hughes Company

The department posted the Community Policing Strategic Plan on its website. As it further develops its plan and tasking, the department should provide a detailed list of the goals and reports of its achievements. Not only would such an action help generate visibility, but it also provides a public means for the department to hold itself accountable.

Accountability

In Phase III, CADOJ found 53 recommendations to be substantially complete in addition to the eight recommendations completed in Phases I and II. Seven recommendations remain in the future work plan for SFPD implementation.

This strategic area centers on SFPD's transparency and internal standards for oversight. The department made significant strides in delivering reform, specifically as it relates to policy and internal review processes. The executive sponsor, appointed in Phase II, significantly advanced the reform work in this strategic area. SFPD demonstrated strong working relationships with institutional stakeholders, including DPA, and enhanced transparency through reporting before the Police Commission during Phase III. The recommendations that achieved substantial compliance during this phase included work with SFPD's oversight stakeholders and reflects the department's goal of becoming a transparent, accountable organization. The level of engagement with DPA under Phase III demonstrates significant improvement over the initial Assessment Report and within Phase I of CRI. Both agencies demonstrate commitment to the value and strength in continuing to mutually address their shared areas of responsibility.

Operational Structure

In Phase III, the department assigned the executive sponsors for each strategic area to provide full-time oversight and leadership for the reform recommendations. This action resulted in a singular focus on ensuring compliance and reporting of the actions under the CRI recommendations. As a result, SFPD had a better process for documenting the actions undertaken to address the recommendations in this strategic area, including implementation of key policies and protocols to further support police oversight. This action resulted in significant success for the strategic area of accountability.

SFPD improved engagement with DPA during this phase, which helped define and align their shared responsibilities. The department institutionalized the engagement with DPA by establishing formal structures for meetings at all SFPD and DPA levels. These meetings led to improved knowledge and decision making, which supported the day-to-day operations of police oversight and discipline. Both agencies shared information on each other's actions, met and discussed issues, and worked together to resolve challenges. DPA felt it had voice in key areas of the department's operations including policy, and SFPD worked to resolve longstanding internal barriers.

Oversight is important to ensuring rounded policies including standards and transparency. For example, in Phase III, SFPD revised the DGO addressing plain-clothes officer assignments. The

© 2022 Hillard Heintze, A Jensen Hughes Company

department, up through the Chief, continues work on the DGO to ensure it reflects the department's policing and community goals as well as the DPA's accountability concerns. Practices at the Police Commission, such as the routine public presentations on CRI and other initiatives, have led to more transparency regarding CRI progress and its overall progress. Police Commission members participated in the working groups and the Police Commission was a stakeholder to CRI meetings and decisions. Engagement with these oversight agencies remains ongoing and will continue to be. This engagement reflects one of the more significant areas of improvement within SFPD since the initial assessment.

Internally, the department has pushed for consistency and promulgated standard operating procedures within its Internal Affairs Division. Phase III saw SFPD implementing consistent management standards and dedicating support to institutional review practices. Further supporting the goal of consistency, the department instituted a discipline matrix with the goal of ensuring uniformity in the application of discipline. This is a good step for internal procedural justice and transparency in the application of officer discipline. Ideally, as this process matures, it will help the department more fully address corrective action beyond discipline to include training and other measures to improve performance.

Policy

In Phase III, the department demonstrated strong stakeholder engagement as it drafted and reviewed policies that guide the overall SFPD policy process. Along with the Police Commission and DPA, SFPD continued to review its policies and practices. This relationship with the oversight bodies matured under Phase III with demonstrated knowledge and understanding of each stakeholder's roles and goals. The improved stakeholder engagement provided an overall understanding of the issues facing each entity and the shared goal of improving SFPD. Although not always fully aligned on all issues, the professional respect for the efforts of each of these stakeholders was evident to the team during this phase.

Arising out of the requirements of Recommendation 71.1 and as part of its continuous improvement focus, SFPD recognized the need to improve a Phase II outcome, the publication of DGO 3.01 "Written Communication System."[18] This policy governs the department's policy development and promulgation and is critical because policies guide officers' actions. The existing system, which includes the SFPD and the Police Commission, continues to incur challenges in timely policy promulgation and updates. The department and the Police Commission began a review of DGO 3.01 to address some of the issues and are working on a draft that will further streamline the process. The department and the Police Commission are actively engaged in this review and although not completed as of the date of this report, their progress is notable and improvement is the likely outcome.

SFPD drafted DGO 2.04 Discipline Review Board to define its responsibility to review aggregate trends in complaints against officers and specific sustained complaints with the DPA and the Police

[18] [illegible]

Commission. The goal is to identify policy and training failures and make written recommendations for improvement. Although the work stalled for part of Phase III, in part due to the pandemic, the Discipline Review Board (DRB) put forth nine recommendations to improve the disciplinary process. DRB reports quarterly to the public and to the Police Commission on its recommendations and the success or failure of any implemented recommendations. DRB includes SFPD executives, the Police Commission and DPA. This review process is a key outcome of CRI as it aligns the key oversight agencies with the department's work in advancing internal accountability and reform.

During this phase, SFPD established internal working groups to provide subject matter expertise to help expedite policy development. DPA engaged directly with SFPD subject matter experts to better inform policy recommendations and drafts. This action saved significant time and allowed for a better understanding of the agencies' members' roles and goals. As the department continues to improve its policy processes, it should consider engaging the participants from the CRI strategic ESWGs. The participants in the ESWGs provided expertise and insight to SFPD's early CRI policy process. The participants' commitment, focus and purpose were notable and contributed to the robust policies that resulted. The use of force policy (DGO 5.01) completed under Phase I is a model policy due to the hard work of all participants. Ideally, the focus on collaboration will continue and assist the department will promulgate policies that are seen as national best practices.

Training

The department partnered with DPA to conduct a training series on Fourth Amendment requirements with the goal of improving police practices. This practice reflects the shared approach to improving police practices while ensuring appropriate standards are in place. DGO 5.16 Search Warrants and the training that ensued is an example of the improved collaboration between the two departments. The DPA team worked with the department to develop department training after the DGO was approved and promulgated. The department hired a full-time staff member to develop in-service and pre-service training to ensure department members better understand the Fourth Amendment, which should also improve officer decisions with respect to stops, detention and arrests, as well as improve their report writing and testimony. These practices are promising from the perspective joint problem-solving, improved constitutional policing practices and long-term resolution of risk issues.

Transparency

SFPD's work in Phase III demonstrated the department's commitment to transparency in its practices and in the management of its personnel. Although this strategic area requires continuous improvement, the department's focus on being accountable to its communities and stakeholders was evident during this phase.

The work with DPA and the Police Commission is the most direct example of the department's increased transparency and accountability practices. DPA and SFPD recognize the value of an improved and open relationship, which is the outcome of the work in Phase III work. For example, Finding 66 of the initial assessment determined that SFPD was not required to, nor did it act upon the

policy recommendations put forth by DPA in the Sparks Report.[19] In Phase III, the department implemented a process for review and for joint reporting to the Police Commission on the progress on the Spark recommendations with full transparency regarding SFPD's decisions and actions in response to the DPA recommendations. Additionally, substantive work occurred regarding Fourth Amendment issues, such as search and seizure, with DPA working with the department to provide training for officers to address issues of concern to both entities.

Also of note is the work on Recommendation 69.1, which focuses on internal procedural justice for discipline practices. Nationally, disparity exists in the discipline of diverse employees, as reported in SFPD's REAP. Although not complete as of the date of this report, the work on this recommendation has been substantial and is intended to provide transparency and consistency in disciplinary practices. An internal Discipline Equity Group convened to provide voice to SFPD employees and to ensure inclusion among the various police employee groups that represent SFPD's diversity. We anticipate that the actions in this area, including a policy on procedural justice in discipline, will support healthier internal perspectives on discipline for SFPD members and provide transparency to decisions on discipline.

Ensuring public understanding and awareness of the disciplinary system was a key direction arising out of the Assessment Report. The SFPD Internal Affairs Division (IAD) has been a strong partner to CRI improvements. It has consistently worked to improve and refine protocols and practices to expand transparency and accountability for its work. IAD established a "customer service protocol" to improve communication with complainants by providing status updates and ongoing engagement, an outcome of the work on Recommendation 56.1. Internal processes at IAD improved with stronger oversight of investigations and internal reviews to ensure consistent focus on appropriate resolution of administrative and criminal investigations, an issue raised during the initial assessment.

To facilitate public access to disciplinary data, SFPD's website now provide links to DPA's "Openness Reports." These monthly reports include information regarding the complaints that DPA received each month, including a summary of each allegation and DPA's findings. Additionally, SFPD provides a quarterly IAD report to the Police Commission with the number and type of IAD investigations initiated during the quarter, which is also available on the Police Commission's website. The website contains a range of information for the public to review, access and analyze.

As with most law enforcement agencies, transparency around disciplinary practices is one of improvement. SFPD continues to increase its transparency in this area, with reporting. In addition, the department has updated its website in Phase III. Continued review of what the community wants to know, with a focus on disclosure, will help support public access to and understanding of the information presented.

[19] The Sparks Report is a [illegible]

© 2022 Hillard Heintze, A Jensen Hughes Company

Recruitment, Hiring and Personnel Practices

In Phase III, CADOJ found 32 recommendations to be substantially complete. SFPD submitted and completed all recommendations during this phase. This accounts for all the recommendations, and no future work remains other than SFPD's goal of continuous improvement.

SFPD is a fairly diverse organization, particularly compared to other law enforcement agencies nationally. However, there is room for improvement with respect to promoting women and people of color to the higher ranks in SFPD. The department supports inclusion and diversity, as demonstrated in practice and in the engagement with San Francisco Human Resources Department in driving personnel actions. As the department positions itself for future growth and the inevitable changes in leadership at all ranks, effectively recruiting quality candidates will be challenging. This is not unique to SFPD as most law enforcement agencies face recruitment and retention challenges. The ability to foster a progressive and inclusive agency at all ranks will be key to SFPD's ongoing success and professionalism.

Organizational Structure and Approach

Recruitment was an early success of CRI. The department engaged in intensive efforts to recruit personnel and to ensure sufficient diversity in the pool of candidates. Like most law enforcement organizations, SFPD does not solely own its employee practices but rather shares them with the City through DHR which is the lead agency for the police testing and hiring processes. Early on in CRI, SFPD established collaborative practices to help candidates to meet the hiring requirements to and to help drive effective selection of future departmental leaders.

In Phase III, SFPD expanded its work on the hiring process by publishing hiring standards and using data to validate its processes. It formally established a recruiting and hiring committee, composed of SFPD and DHR staff, to improve and streamline processes for applicants. Influencing this committee's work is the partnership with DHR's Diversity Equity and Inclusion Recruitment Team (Recommendation 85.1).

The department engaged in a strategic approach with the Civil Service Commission to review hiring practices and training. Civil service standards are often challenging for law enforcement agencies seeking to modernize its hiring and promotional practices. Evidence of the work to date indicates a holistic review and approach to addressing key challenges facing candidate selection, addressing bias, retention and promotion. This is promising for further reform as the department heads into the continuous review and improvement stage of CRI and its ongoing transformation.

The department's REAP also reflects this work. REAP includes retention and hiring goals. Hiring is a shared responsibility between the department and DHR. The latter has most of the control around processes. SFPD further refined the oversight and supervision of the Background Investigations Unit (BIU) to ensure that disparities in applicants moving to candidates are transparent and analyzed. The Staffing and Deployment Unit, as part of the Staff Services Division, manages most of the data centered on hiring and movement within SFPD, while the Recruitment Unit tracks the candidate

© 2022 Hillard Heintze, A Jensen Hughes Company

engagement and progression. As the strategic plan progresses, the department should consider a centralized database for employee and hiring data to facilitate transparency and consistency in data and its analysis.

Policy

In Phase III, SFPD's policy actions centered mostly on unit orders that directed recruitment practices, the management of data and website reporting, and the updating of recruitment practices. During this period, SFPD's work on internal promotional practices demonstrated the need for improvement. Although the department is bound by legal standards and civil service rules that direct promotional practices, it has evidenced a willingness to problem-solve to develop more inclusive practices. The Chief's Open-Door discussions are generalized but provide an opportunity for members to discuss leadership goals and issues. The Chief has also instituted interviews and feedback specific to the promotional outcomes for command positions with specific invitation to present to the Chief and for feedback on their success or lack thereof.

Work to complete the recommendations has been ongoing throughout this process. However, the work only gets reported upon the final review of the file. For example, Recommendation 83.1 was substantially compliant in this phase, but the work on this recommendation occurred in Phase I. The work with BIU and the improvements on recruit training support have been ongoing since Phase I but SFPD formally submitted it and it was recognized in Phase III.

The department has demonstrated robust commitment to ensuring equity for applicants and recruits. The more challenging work is in developing modern employment practices. Legal requirements and civil service guidelines, which are often rooted in testing outcomes and seniority, sometimes provide limitations for developing and mentoring future leaders. Establishing ways to provide feedback to promotional candidates who are unsuccessful in testing is a good training and development opportunity. The Chief has started some of the work in this area and it is promising for future leaders. The perceived ability of an employee to advance through an organization is often a key consideration in the initial employment decision of a new candidate or recruit. Given the challenge that all law enforcement agencies face regarding recruitment, the ability to have policies focused on developing leaders will help the department continue to be successful.

Transparency

The department has committed to use data and analysis in its hiring practices. SFPD data specifically measures and analyzes how candidates progress in the process. This provides visibility to the department to address any institutional issues that may contribute to success and challenges of candidates. One of the more successful examples occurred in Phase II when the Emergency Vehicle Operations training resulted in a higher failure rate for diverse candidates. SFPD conducted a root analysis and developed a plan to overcome this negative impact. The value of continuous improvement, including data-led problem solving, will allow SFPD to maintain its diverse workforce.

Externally and as part of its recruitment strategies, the department has a range of public campaigns centered on informing the public about careers within SFPD and the opportunities that such a career brings. The Recruitment Unit has been supportive to candidates and has greatly improved its outreach, using social media platforms and direct outreach, which is a promising practice. SFPD updated its website and provides a variety of information regarding a career with SFPD.[20] The website provides information regarding sworn and professional staff applications.

Work that remains on providing feedback to unsuccessful candidates and analyzing whether barriers can be resolved. The department has an opportunity to improve by identifying where and why these candidates were not successful and when they fall off in the overall process. Data can help further refine and direct the support for candidates that will help SFPD meet its policing goals.

Promotional testing and informing candidates about testing results – particularly when personnel were not successful – is a challenge for many law enforcement organizations. Promotional testing in law enforcement has seen significant litigation over the years, and agencies sometimes limit information sharing as a result. The Assessment Report found SFPD to be one of these agencies. During Phase III, SFPD continued to review and address transparency related to promotions and officer advancement. The Chief's Open-Door program is one such action, along with a review and publication of ways to improve one's career path. Increased internal engagement with the key stakeholders for recruiting and promotional practices is required to continue to advance CRI goals of transparency and employee engagement as they work toward leadership positions.

Path Forward – Future of Collaborative Reform

SFPD has been successful in addressing challenges to reform over the timeframe for CRI ranging from leadership changes to substantive social change in how communities want to be policed. As Phase III concludes, SFPD has demonstrated substantial gains across all five strategic areas that drive excellence in policing. This is a remarkable achievement given CRI is a voluntary, self-initiated reform program. The department wanted to do this – and did - with the help of the CRI partners and San Francisco's stakeholders.

SFPD leadership continues to demonstrate thoughtful alignment of operational strategies with CRI, as seen in the COVID-19 plans or the protest planning in summer 2020. Use of force goals are widely known by officers, who now are able to discuss the rationale behind de-escalation, and more importantly, apply it in the field as demonstrated by the reduction in incidents of use of force. Community members have seen the benefits of a centralized hub for community engagement with a focus on improving engagement across the city. Each of these actions, as well as those that contribute to the proofs for substantial compliance on the recommendations, reflect the goal of collaborative reform – the department as an owner of the reform process and committed to continuing it as the normal way of doing business.

[illegible]

© 2022 Hillard Heintze, A Jensen Hughes Company

Leadership at all levels of the organization will be critical to its continued success as the department transitions into an operating environment in which the reform goals are routine business and CRI values are institutionalized throughout the department. The use of executive sponsors with direct management over and authority to support the work required to achieve reform recommendations proved successful. This direct operational command oversight for the reform measures brought value – the pace of reform accelerated under this model - and is an area the department should consider retaining as it moves beyond CRI to long-term transformation. Organizational structure support and command ownership will provide the appropriate focus on maintaining and driving continuous reform.

The department has committed to continuing its path to reform and commits to achieving substantial compliance on the remaining recommendations. The department has a plan, as outlined in Appendix E and has contracted with CADOJ to provide technical assistance and reform oversight. Further, the department has initiated an internal improvement process that has focuses on transparent engagement with its communities regarding its actions for the remaining recommendations and goal of continuous improvement.

SFPD and its communities will benefit from consistent and routine communication for transformation goals and the department's policing practices. Giving voice to the community and listening to the feedback and discussions of its stakeholders will help SFPD continue to grow and establish trust within all communities of San Francisco. As SFPD moves into the next phase of collaborative reform, the department should focus on strategies to improve internal and external communication and collaboration. Communication needs to be targeted and strategic to educate and share CRI goals, the department's vision and the role of SFPD officers and the community. There has been significant success under CRI, and while work remains, the department should more widely share what it has accomplished and ensure understanding of the outcomes for all stakeholders in San Francisco.

CRI was not an organic process. The administrative support for CRI was significant and created controls and levels of review that supported implementation. As the department moves forward, it needs to consider how to best ensure its internal practices foster accountability, including unit-level management controls and organizational controls beyond formal audits. Unit-level management controls are important because they allow for oversight of compliance with SFPD's goals and policies as a matter of ongoing business. These processes will require administrative oversight to ensure the effective implementation and management.

The next phase of collaborative reform, implementation of the remaining recommendations, will require increased stakeholder support. The department will need to expand its engagement into all communities of San Francisco and demonstrate the willingness to listen to challenging conversations, as seen with the Chief's community engagement following the murder of George Floyd. Consistent with this expansion, SFPD should ensure its oversight bodies including the Police Commission, the Mayor's Office, the Board of Supervisors and other institutional stakeholders remain fully informed about CRI goals and its transformation processes and successes to help establish SFPD as a leading, modern public safety agency.

© 2022 Hillard Heintze, A Jensen Hughes Company

Given the fundamental change in how SFPD works as an organization and engages with its stakeholders since the inception of CRI, the department is poised for success in its continuing transformation. The change in policing in San Francisco to date has been substantial and reflects the commitment of SFPD members to serve the communities of San Francisco.

© 2022 Hillard Heintze, A Jensen Hughes Company

Appendices

Appendix A: Findings and Recommendations

The U.S. Department of Justice (U.S. DOJ) Office of Community Oriented Policing Services (COPS Office) released *An Assessment of the San Francisco Police Department* in October 2016. The report summarizes the assessment and provides 272 findings and recommendations, which form the basis of this iteration of the SFPD's Collaborative Reform Initiative (CRI).

An Assessment of the San Francisco Police Department is available to view here.

The *Phase I Initial Progress Report*, detailing the SFPD's implementation progress for the prioritized recommendations from June through December 2018, was released in May 2019.

The *Phase I Initial Progress Report* is available to view here.

The *Phase II – 18 Month Progress Report*, detailing the SFPD's implementation progress for the recommendations from December 2018 through August 2019, was released in March 2020.

The *Phase II – 18 Month Progress Report* is available to view here.

Appendix B: Recommendation Status

As of September 14, 2021, SFPD submitted files for 253 recommendations. The review and recommendation status of the submitted files is discussed below and broken out by each of the original assessment report objectives. Of the submitted file review packages, Hillard Heintze assessed 243 as sufficient for SFPD to forward to CADOJ for substantial compliance review, with another two recommendations marked as No Assessment. Eight recommendations, seven under Bias and one under Community Oriented Policing, were designated as 'In Progress' and moved to the Beyond Phase 3 category. **Exhibit 1** identifies the status designations of the Hillard Heintze review that are the outcomes of the file review process. Pursuant to the CRI team process, only those files deemed to be sufficient to withstand a review by CADOJ after a Hillard Heintze review were forwarded to CADOJ for its review and determination. The work completed by SFPD on 245 recommendations were found to be substantially compliant by CADOJ.

Use of Force

Of the 58 recommendations from the original assessment report, Hillard Heintze reviewed 51 recommendations through the end of Phase III. Fifty-one of these recommendations have been deemed substantially compliant by the CRI team. Finding 7 identified that SFPD officers have not been trained on operational field use of the mandated 36-inch baton. SFPD elected to rescind the policy that drove this recommendation. Therefore, as a result, the review of Recommendations 7.1 and 7.2, directed at training and policy to support the field use of the baton, are marked as no assessment. It is Hillard Heintze's opinion that this action, the withdrawal of the policy, is supportive of the overall reform goals and is consistent with good operational practice. CADOJ supports SFPD's move to rescind this policy and has found this move to be in substantial compliance with the intent of the original recommendation.

Appendix B Table 1.1: UOF Recommendations – Complete

Rec. Number	Recommendation Language	Notes
2.1	The 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.

Rec. Number	Recommendation Language	Notes
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 it has been completed.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 15, 2019.
3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder groups 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.
4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 7, 2021.
4.2	In developing an electronic reporting system, the 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.
4.3	In the interim, the SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require that 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 the SFPD. The SFPD should eliminate the Use of Force Log (SFPD 128 (Rev. 03/16)).	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised on June 10, 2019 that the SFPD is substantially compliant for this recommendation at present but requires SFPD to identify and follow up with the non-compliance personnel and take appropriate mitigating action for continued non-compliance in order to remain in substantial compliance.
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 in multiple units.	The California Department of Justice advised on February 15, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019 and suggests that SFPD amend the missing/incomplete memo to include a space for the commanding officer to explain the type of remedial training undertaken by the commanding officer. With this addition to the memo, it will not only ensure consistency but will allow SFPD to better keep track of what type of remedial training is provided to a supervisor.

Rec. Number	Recommendation Language	Notes
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 how they would communicate and approach such situations.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 7, 2021.
5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	The California Department of Justice advised on April 23, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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: • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 2, 2021.
6.3	SFPD training records should be fully automated and training data easily accessible.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 21, 2020.
7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in its intended field use.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
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 greater oversight of its use of force.	The California Department of Justice advised on April 23, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	The California Department of Justice advised on February 15, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 7, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019 and suggests that SFPD consider conducting periodic audits of its own DOC files to ensure that its cover memos reflect contact with the DA's office to confirm its inclusion of the Everbridge notification log in the investigative file.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 24, 2019.
9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 3, 2019.
11.1	The 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.
11.2	The 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 2, 2021.
11.3	The SFPD should update the DGO to ensure that the FDRB is staffed with a Training and Education Division representative as an advisory member to ensure an appropriate focus on development of responsive training protocols.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.

Rec. Number	Recommendation Language	Notes
11.4	Officer-involved shooting events need to be reviewed in a more timely fashion as they relate 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 9, 2021.
12.1	SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: • 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 4, 2019 and recommends that SFPD implement remedial or corrective action when deficiencies are found in its audit of CIT calls.
12.2	The SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.
12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 12, 2020.
13.1	The practice of hosting a town hall meeting in the community shortly after the incident should continue with a focus on releasing only known facts.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 17, 2019 and recommends that SFPD include community outreach as part of the post-incident debrief.

© 2022 Willard Hornbeck, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
14.1	The SFPD should develop an ongoing communication strategy for officer-involved shootings.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019.
14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 4, 2019.
14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 22, 2019.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2020.

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. (ECWs)	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 16, 2019 and provided some additional details: It should be noted that the compliance measures themselves do not require approval of the content of the underlying DGO 5.02, and that neither the California Department of Justice nor Hillard Heintze undertook a comprehensive review of that policy. However, after conducting a limited review of this DGO, CALDOJ has identified the four below areas within DGO 5.02 that SFPD may wish to review. Please note that this list is not exhaustive, and that as police practices surrounding the use of ECWs evolves, there may be additional policies and practices the SFPD may wish to consider in this regard before implementing this policy. Those areas we believe merit additional review follow: 1. CALDOJ recommends addressing the gap between DGO 5.02 parts H and J. Part H lists instances when an officer "may activate the ECW" and Part J lists scenarios when ECW use is prohibited. There are potential scenarios that fall outside of expressly permitted and prohibited use where it may be unclear if an officer is permitted to use an ECW.

CALDOJ recommends adding the word "only" to Part H to read that an officer "may activate the ECW only when a subject is [. . .]" to clarify the policy.
Additionally, CALDOJ recommends adding the words "immediate" and "imminently" in part H(1) and H(2) to read that an officer may use an ECW when a subject is "causing immediate physical injury to a person or threatening to cause immediate physical injury when there is a reasonable belief that the subject has the intent and capability of imminently carrying out the threat."
2. While SFPD prohibits officers from using ECWs on handcuffed persons, that information is not found in the "Prohibited Use" section. CALDOJ recommends adding the prohibition in that section for ease of reference.
3. CALDOJ recommends clarifying the language regarding vulnerable populations in Part I. For vulnerable populations, the current version of DGO 5.02 provides that officers are to limit ECW use to "circumstances where the potential benefit of using the device reasonably outweighs the risks and concerns" because of "heightened risk of adverse reaction." These risks and benefits are vague and provide officers with broad discretion as to whether to use an ECW on the noted vulnerable populations. CALDOJ

Rec. Number	Recommendation Language	Notes
		recommends first prohibiting the use of the ECW on pregnant women, elderly, visibly frail, and young children except under very limited circumstances that should be narrowly defined to achieve the stated goal. The policy should contain an explanation regarding the heightened risk of death or serious bodily injury to be weighed against any exigency, other control techniques, and force options. As an example, the Medford Police Department lists a few practical considerations for officers to consider before using an ECW on vulnerable populations (see page 3). 4. CALDOJ recommends adding language discouraging the "drive stun" use of ECWs, which primarily serves as a pain-compliance tactic. The US DOJ COPS office recommends that "[t]he drive stun mode should be used only to supplement the probe mode to complete the incapacitation circuit, or as a countermeasure to gain separation between officers and the subject so that officers can consider another force option." (see pages 14 and 19).
16.2	The City and County of San Francisco should strongly consider deploying ECWs.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 21, 2019.

Rec. Number	Recommendation Language	Notes
17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	The California Department of Justice advised on July 25, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD ensures periodic audits are ongoing and include reporting on carotid restraint incidents.
18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	The California Department of Justice advised on April 23, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
18.2	The SFPD should create an on-scene checklist for use of force incidents.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 27, 2021.
18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 27, 2021.
19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 20, 2020
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 20, 2020.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 10, 2020.
23.1	The SFPD should immediately implement this provision of the draft policy. (Prohibit firing at moving vehicles)	The California Department of Justice advised on July 2, 2019 that the SFPD is substantially compliant for this recommendation, and notes that the OIS 2017-2018 report contains a field indicating "Vehicle Involved Y/N." That field could be clarified to describe whether or not the OIS involved shooting at or from a moving vehicle (e.g., "OIS at or from vehicle").
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 - 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 7, 2021.

Appendix B Table 1.2: UOF Recommendations – Partially Complete

None of the 51 submitted recommendations for Use of Force hold this status designation at the end of Phase III.

Appendix B Table 1.3: UOF Recommendations – In Progress

None of the 51 submitted recommendations for Use of Force hold this status designation at the end of Phase III.

Appendix B Table 1.4: UOF Recommendations – Not Started

None of the 51 submitted recommendations for Use of Force hold this status designation at the end of Phase III.

Appendix B Table 1.5: UOF Recommendations – No Assessment

Rec. Number	Recommendation Language	Notes
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 is appropriate to use a two-hand stance and when a one-hand approach is needed.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.

Bias

Each of the original assessment's 54 recommendations under Bias were reviewed by the end of Phase III; 47 recommendations have been deemed substantially compliant by the CRI team, and seven recommendations were moved to the Beyond Phase 3 category.

Appendix B Table 2.1: Bias Recommendations – Complete

Rec. Number	Recommendation Language	Notes
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).	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2019 at present but requires ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2019 at present but will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2019 at present but will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 19, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 9, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 29, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to - 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 14, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 29, 2020; however, it reiterates its observation first noted in Supervising Deputy Attorney General Nancy Beninati's March 4, 2020 letter accompanying the Phase II Report that the ESWGs have not met with regular frequency, with the Bias Working Group as the notable exception. The California Department of Justice once again recommends that ESWGs meet with more frequency so it can take in community feedback. The success the Bias Working Group has had in revising three DGOs demonstrates the value of the ESWGs and the input from the community SFPD can receive through the ESWGs.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 1, 2021.
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: - 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 1, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 1, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.

Rec. Number	Recommendation Language	Notes
27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 15, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 2, 2021.
28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 12, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 15, 2021.
28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 7, 2021 but encourages SFPD to consider adding a component to future trainings reminding members of their obligation to report bias-based behavior, how to report, and why such reporting is important for the Department.
29.1	The SFPD and OCC should establish shared protocols for investigating bias that do not rely solely on witness statements, given that bias incidents are often reported as one-on-one occurrences.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 14, 2021.
29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: - 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	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 13, 2021.
29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 13, 2021.

Rec. Number	Recommendation Language	Notes
29.4	SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2021.
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 disparities.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 27, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 2, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2021; however, recommends that SFPD continue to consider additional reforms proposed by the community.

Rec. Number	Recommendation Language	Notes
32.1	As stated in finding 31.1, the SFPD should complete recommendation 31.1.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2021; however recommends that SFPD continue to consider additional reforms proposed by the community.
32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 13, 2021.
33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 2, 2021.
34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 29, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 29, 2021.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018 at present but requires ongoing review and data analysis to remain in substantial compliance.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 2, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.

Rec. Number	Recommendation Language	Notes
35.4	The SFPD should continue participating in the White House Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019 and recommends that SFPD consider making changes to its website so that (1) it is clearer to the public that it participates in the PDI and (2) its PDI-related datasets are more easily accessible to the public. SFPD's continued participation in the PDI is commendable and demonstrates the Department's commitment to transparency. However, it is not readily known from SFPD's website that it participates in this initiative. In addition, we recommend that SFPD also make it clearer what type of PDI-related data it releases. As it stands now, SFPD's arrest, use of force, and stop data are all found under the "Your SFPD" tab and, from there, in the "Published Reports" section. A lay person searching for PDI-related data on SFPD's website may find it very difficult to locate that information.
36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 5, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 26, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 28, 2021; however, this policy is still in its early stages and the Department will monitor the SIU annual review process during the remaining phase of the Collaborative Reform Initiative.
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 process.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 28, 2021; however, this policy is still in its early stages and the Department will monitor the SIU annual review process during the remaining phase of the Collaborative Reform Initiative.

© 2022 Hillard Heintze, A Jensen Hughes Company

Appendix B Table 2.2: Bias Recommendations – Partially Complete

None of the 54 submitted recommendations for Bias hold this status designation at the end of Phase III.

Appendix B Table 2.3: Bias Recommendations – In Progress

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as "In Progress" and moved into the Phase 3+ category. The reason for this designation is that the SFPD is tying the completion of this recommendation to 48.1, which SFPD has already determined cannot be completed in Phase 3 and will be completed in Phase 3+.
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 • 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.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as "In Progress" and moved into the Phase 3+ category
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.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as "In Progress" and moved into the Phase 3+ category.

Rec. Number	Recommendation Language	Notes
28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as "In Progress" and moved into the Phase 3+ category.
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.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as "In Progress" and moved into the Phase 3+ category.
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.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as "In Progress" and moved into the Phase 3+ category.
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.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as "In Progress" and moved into the Phase 3+ category.

Appendix B Table 2.4: Bias Recommendations – Not Started

None of the 54 submitted recommendations for Bias hold this status designation at the end of Phase III.

Appendix B Table 2.5: Bias Recommendations – No Assessment

None of the 54 submitted recommendations for Bias hold this status designation at the end of Phase III.

© 2022 Hillard Heintze, A Jensen Hughes Company

Community Oriented Policing

Hillard Heintze reviewed 55 recommendations (from the original assessment report's total of 60) through the end of Phase III. Of these, 54 recommendations have been deemed substantially compliant by the CRI team, and one recommendation was moved to the Beyond Phase 3 category.

Appendix B Table 3.1: Community Oriented Policing Recommendations – Complete

Rec. Number	Recommendation Language	Notes
38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 7, 2020.
38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 10, 2021.
38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 7, 2021.
39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, as DGO 1.08 was recently published at the time of adjudication, CALDOJ recommends that SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities.
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 need's 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 27, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 19, 2020.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 10, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 21, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 12, 2020.
40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 27, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 27, 2021.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 1, 2021.
42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 21, 2021; however, they note that the future, sustained success of this framework requires further details. Specifically, SFPD needs to further develop its plan on how recognized district station captains can engage in peer-to-peer training beyond presenting at District Stations Captains monthly meetings.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 12, 2020.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant with this recommendation and recommends that SFPD consider a few improvements. Specifically, CALDOJ recommends that SFPD keep better track of its community liaison officer meetings through a regular calendar invite, a designated person or rotating assignment for a person to take minutes each meeting, and typed minutes for each meeting. Making these improvements will increase accountability for tasks, assignments, and ideas that are generated through these meetings.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 8, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliance for this recommendation on July 28, 2021; however, because the process described is in its infancy, SFPD should review the work the CED conducts with historically excluded communities to ensure compliance with Unit Order 21-02.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 27, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
44.4	The SFPD, through the Principled 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, as DGO 1.08 was recently published at the time of adjudication, SFPD should review its rollout of the new processes during the scheduled year-end review for any improvements.
45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
45.3	The SFPD should consider mandating annual community policing training to the entire agency.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, CALDOJ recommends that SFPD advertise its community survey webpage to increase the number of responses.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, CALDOJ recommends that SFPD advertise its community survey webpage to increase the number of responses.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, as DGO 1.08 was recently published at the time of adjudication, SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
46.5	The SFPD should publish and post any community survey results.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation February 17, 2021; however, the Department of Justice recommends that SFPD re-publicize the availability of the surveys when normal community engagement events and programs resume, including on social media.

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).	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 21, 2021; however, while SFPD is substantially compliant with this recommendation, the California Department of Justice has previously recommended that the survey be modified. As a threshold matter, the California Department of Justice commends SFPD for working with the Bias Working Group to design this survey and believes that the survey questions are a good starting point. It is the California Department of Justice's understanding that the Bias Working Group designed the questions with the perspective that SFPD would refine them at a later point. Given this, the California Department of Justice recommends that the SFPD revisit these survey questions and identify more specific questions that will better help it measure the fair and impartial treatment of community members. SFPD could refine the questions through the Bias Working Group or it could first work with other entities or stakeholders, like an academic researcher or the Department of Police Accountability, to develop new survey questions and then ask the Bias Working Group's feedback and edits to those questions.

Regardless of how the SFPD revises these questions, the Department of Justice recommends that the survey questions seek information about respondents' experiences with specific forms of biased policing, if any. For example, rather than asking the survey participant if they have "personally experienced biased policing in San Francisco," the survey could ask participants something more direct, such as "Do you believe that SFPD officers have discriminated against you because of [insert identity group, such as race, gender identity, or religion]?" The survey could also provide survey participants an opportunity to describe their experiences in a narrative field and provide a link to the process for filing a civilian complaint, as the California Department of Justice has previously recommended.

Finally, the California Department of Justice recommends that SFPD reconsider asking questions about the survey participants' awareness of various SFPD policies and practices related to bias. (For example, there is a question that states: "Did you know that the SFPD has convened a public stakeholder working group to develop a strategy to minimize bias across all dimensions of its work and to update its policies on investigative detentions, bias-free policing, and discrimination, retaliation, and

Rec. Number	Recommendation Language	Notes
		harassment?") While these types of questions may be helpful in giving SFPD some context as to the survey participant's perspective on SFPD and whether the SFPD has effectively communicated their work on bias, these questions are not designed to aid the Department in measuring whether officers are providing fair and impartial treatment. Instead, SFPD could preface these types of questions by providing survey participants the specific reasons why SFPD is asking these questions. Finally, the California Department of Justice recommends that SFPD evaluate survey responses not just in the aggregate but also evaluate responses within specific City districts as well as among people within certain identity groups (such as evaluating survey responses of all people who identify as transgender). These types of evaluations will better help the Department identify any gaps in its services.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 12, 2020.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 16, 2021.
49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 7, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 8, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 1, 2021.
50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 19, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on November 16, 2020.
51.1	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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 13, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 12, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 10, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 26, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 8, 2020.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021; however, as this recommendation was only recently implemented at the time of adjudication, CALDOJ recommends SFPD conduct a brief review after the first yearly award to ensure compliance with the process and make improvements.

Appendix B Table 3.2: Community Oriented Policing Recommendations – Partially Complete

None of the 55 submitted recommendations for Community Oriented Policing hold this status designation at the end of Phase III.

Appendix B Table 3.3: Community Oriented Policing Recommendations – In Progress

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice provided notice on September 14, 2021 that this recommendation should be designated as "In Progress" and moved to the Phase 3+ category.

Appendix B Table 3.4: Community Oriented Policing Recommendations – Not Started

None of the 55 submitted recommendations for Community Oriented Policing hold this status designation at the end of Phase III.

© 2022 Hillard Heintze, A Jensen Hughes Company

Appendix B Table 3.5: Community Oriented Policing Recommendations – No Assessment

None of the 55 submitted recommendations for Community Oriented Policing hold this status designation at the end of Phase III.

Accountability

Hillard Heintze reviewed 61 recommendations (from the original assessment report's total of 68) through the end of Phase III. From those submissions, all 61 of the recommendations have been deemed substantially compliant by the CRI team.

Appendix B Table 4.1: Accountability Recommendations – Complete

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 13, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021; however, recommends that SFPD revisit whether it can include additional information in the form letter to the complainant with SFPD's findings, such as which steps were taken during the investigation (even if generalized).

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 23, 2020 but suggests in the interest of transparency that the closing letter to complainants provide greater details regarding how complaints were investigated and decided (without providing confidential information).
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021.
56.4	The SFPD should ensure that the DPA 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.	The California Department of Justice advised on October 10, 2019 that the SFPD is substantially compliant with this recommendation and recommends that SFPD post DPA's brochure about the complaint process – or similar information explaining the complaint process – on its website.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on November 16, 2020.
57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	The California Department of Justice advised that the SFPD is substantially compliant with this recommendation on October 10, 2019.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.
57.4	The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.	The California Department of Justice advised on October 10, 2019, that the SFPD is substantially compliant with this recommendation, and recommends that SFPD post DPA's brochure about the complaint process – or similar information explaining the complaint process – on its website.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 21, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on November 16, 2020.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 11, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.

Rec. Number	Recommendation Language	Notes
63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 21, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 29, 2020; but shares that SFPD should consider ongoing training on IAD and principled policing. That is, SFPD should consider an annual certification on this particular issue/training as a way to consistently reinforce SFPD's commitment to accountability and principled policing.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on November 16, 2020.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 21, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 9, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 23, 2020.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 23, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 23, 2020.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	While the California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 21, 2021, this recommendation requires ongoing review to ensure sustained compliance and consistent analysis of civilian complaint information. Additionally, the California Department of Justice agrees with Hillard Heintze that SFPD should also consider examining IAD data as well. Finally, the California Department of Justice recommends that SFPD provide more detail in the minutes of its Captains meetings on specific trends from civilian complaint data that are identified in the meetings and to specifically place an item on the meeting agenda that addresses a comparison of past data with current data to identify positive and negative trends. These changes will ensure that SFPD can keep better track of whether their policing has improved as a result of evaluating civilian complaint data.
67.2	Supervisors should be provided with quarterly reports that integrate individual actions, as is currently reported by the Early Intervention Systems (EIS) Unit, with aggregated information that provides complaint and misconduct data trends for the watch, district and city.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 13, 2021.
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, DPA, IAD and POA leadership should be partners in this process.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2021.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant for this recommendation at present. However, in order to remain in substantial compliance, CALDOJ recommends that SFPD find a mechanism to keep better track of the dates, tasks, and appropriate personnel for revising or amending existing DGOs. The DGO Matrix Schedule submitted by SFPD does not include the personnel assigned to lead the revision/amendment of several DGOs that are described as "in progress." Nor are there status updates every 60 days for several "in-progress" DGOs. A more robust, or regularly used Matrix Schedule, will enable SFPD to keep better track of assignments and deliverables.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 1, 2020, but shares concerns that SMEs have a significant number of DGOs to update and that there may not be sufficient support for SMEs as they work to update those DGOs. CALDOJ will continue to monitor SFPD's processes on updating DGOs.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 5, 2021.
70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 5, 2021.
71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 28, 2020.
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.	The California Department of Justice advised on October 23, 2019 that the SFPD is substantially compliant for this recommendation and recommends that SFPD find a mechanism to keep better track of the dates, tasks, and appropriate personnel for revising/amending existing DGOs. The DGO Matrix Schedule does not include the personnel assigned to lead the revision/amendment of several DGOs that are described as "in progress." Nor are there status updates every 60 days for several "in-progress" DGOs. A more robust, or regularly used Matrix Schedule, will enable SFPD to keep better track of assignments and deliverables.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant with this recommendation on October 23, 2019.
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.	The California Department of Justice advised on October 22, 2019, that the SFPD is substantially compliant for this recommendation, and recommends SFPD consider noting on its website that, pursuant to newly amended DGO 3.01, Department Bulletins expire after two years, so the public does not have the mistaken impression that all posted Department Bulletins are the current policy of SFPD. CALDOJ further recommends that SFPD consider periodically removing expired Department Bulletins from its website or updating its website to indicate when a posted Department Bulletins has expired.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant with this recommendation at present. However, in order to remain in substantial compliance, SFPD will need to show at a later basis that it has a robust continual review and improvement loop, where the Written Directives Unit is indeed (1) tracking the expiration of Department Bulletins, (2) shepherding the process of incorporating expired Department Bulletins into an existing or a new DGO, where necessary, and (3) noting the reasons why an expired Department Bulletin is not incorporated into a DGO.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 19, 2021.
73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 19, 2021.
74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 15, 2021.

Rec. Number	Recommendation Language	Notes
74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 26, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 28, 2020, but in CALDOJ's correspondence finding SFPD's substantial compliance with Recommendation 70.1, CALDOJ advised SFPD to more regularly maintain its DGO review matrix so SFPD can keep better track of assignments and deliverables. To that end, SFPD issued Department Bulletin 19-01 which tasks the Executive Director, on a quarterly basis, to (1) review the speed with which policies are updated and the integration of best policing practices into policies and (2) identify any shortcomings in implementing the provisions of DGO 3.01.01. The Executive Director will summarize these findings in a memorandum to the Chief of Police, and include recommendations to improve the process and accountability.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 29, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 9, 2020; however, to remain in substantial compliance SFPD will need to ensure that it will continue to follow the timelines set forth in the recently published Unit Order.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 9, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 9, 2020.
77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 9, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2020; however noted that SFPD should ensure that it adequately staffs SIU to meet SFPD's auditing goals.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 29, 2020.
80.1	The SFPD should create a policy governing the reporting of criminal activity and administrative misconduct uncovered during any type of covert operation. Such policies will prepare the department for complex legal situations with multijurisdictional responsibilities for either criminal or administrative investigations into officer misconduct.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.

Appendix B Table 4.2: Accountability Recommendations – Partially Complete

None of the 61 submitted recommendations for Accountability hold this status designation at the end of Phase III.

Appendix B Table 4.3: Accountability Recommendations – In Progress

None of the 61 submitted recommendations for Accountability hold this status designation at the end of Phase III.

Appendix B Table 4.4: Accountability Recommendations – Not Started

None of the 61 submitted recommendations for Accountability hold this status designation at the end of Phase III.

Appendix B Table 4.5: Accountability Recommendations – No Assessment

None of the 61 submitted recommendations for Accountability hold this status designation at the end of Phase III.

Recruitment, Hiring and Personnel Practices

Of the 32 recommendations from the original assessment report, all 32 recommendations were reviewed by Hillard Heintze through the end of Phase III. All 32 of these recommendations have been deemed substantially compliant by the CRI team.

Appendix B Table 5.1: Recruitment Recommendations – Complete

Rec. Number	Recommendation Language	Notes
81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 10, 2021.

Rec. Number	Recommendation Language	Notes
81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 10, 2021 and recommends that SFPD also publish race and gender demographics at each stage of the hiring process as a percentage of the total number of applicants at each stage. For example, SFPD provides the passage rate for the PAT and the oral interview for each race and gender. In addition to these statistics, the California Department of Justice recommends that SFPD provide the percentage of the total number of applicants who passed the PAT and oral interview phases that are of each race and gender. SFPD already does this for the statistics on the background investigation phase. This will help the Department and the public track where in the hiring process any particular race, identity, or gender faces challenges in passing.

Rec. Number	Recommendation Language	Notes
81.3	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as: - 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 3, 2020.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 9, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 10, 2021.
85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 12, 2021.
86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 12, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 8, 2021.
87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 8, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.
88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 15, 2021.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. Number	Recommendation Language	Notes
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 recruit	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
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 • 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 10, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.

Rec. Number	Recommendation Language	Notes
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 10, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021; however recommends that SFPD should revisit the suggestion of adding community members or outside observers to the panel at a later point.
92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 10, 2020.
92.2	The SFPD needs to require this assessment report as reading for all promotions.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 11, 2020.

Rec. Number	Recommendation Language	Notes
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 • 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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 12, 2021.
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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.
94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.

Appendix B Table 5.2: Recruitment Recommendations – Partially Complete

None of the 32 submitted recommendations for Recruitment hold this status designation at the end of Phase III.

Appendix B Table 5.3: Recruitment Recommendations – In Progress

None of the 32 submitted recommendations for Recruitment hold this status designation at the end of Phase III.

Appendix B Table 5.4: Recruitment Recommendations – Not Started

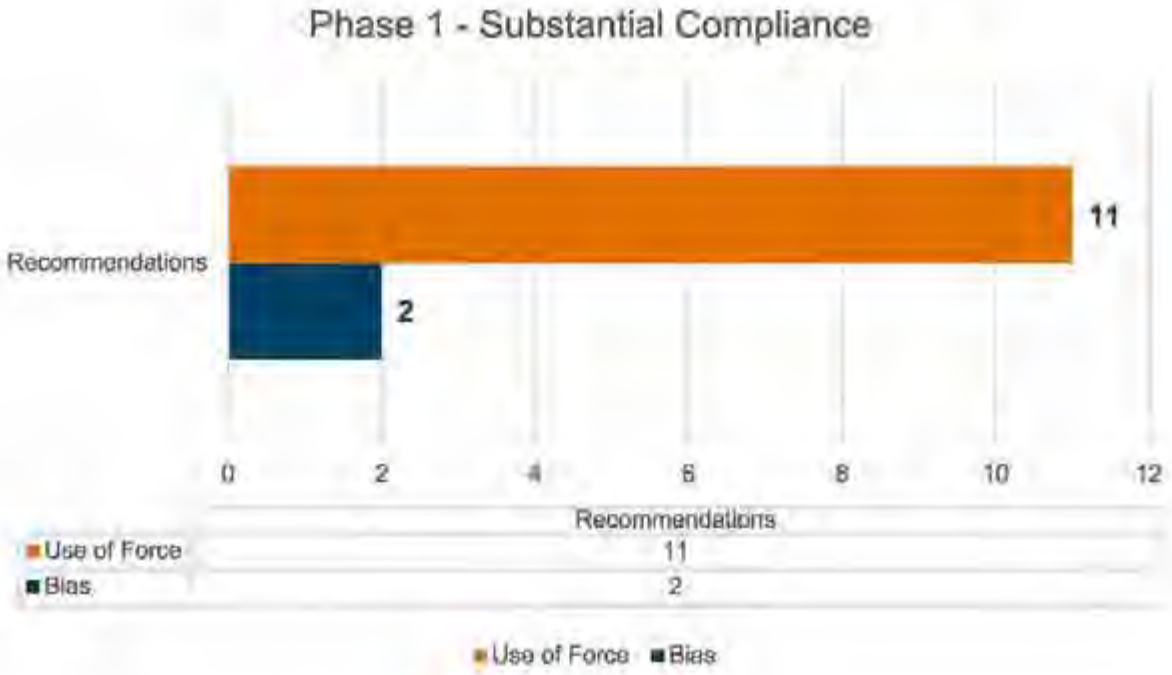
None of the 32 submitted recommendations for Recruitment hold this status designation at the end of Phase III.

Appendix B Table 5.5: Recruitment Recommendations – No Assessment

None of the 32 submitted recommendations for Recruitment hold this status designation at the end of Phase III.

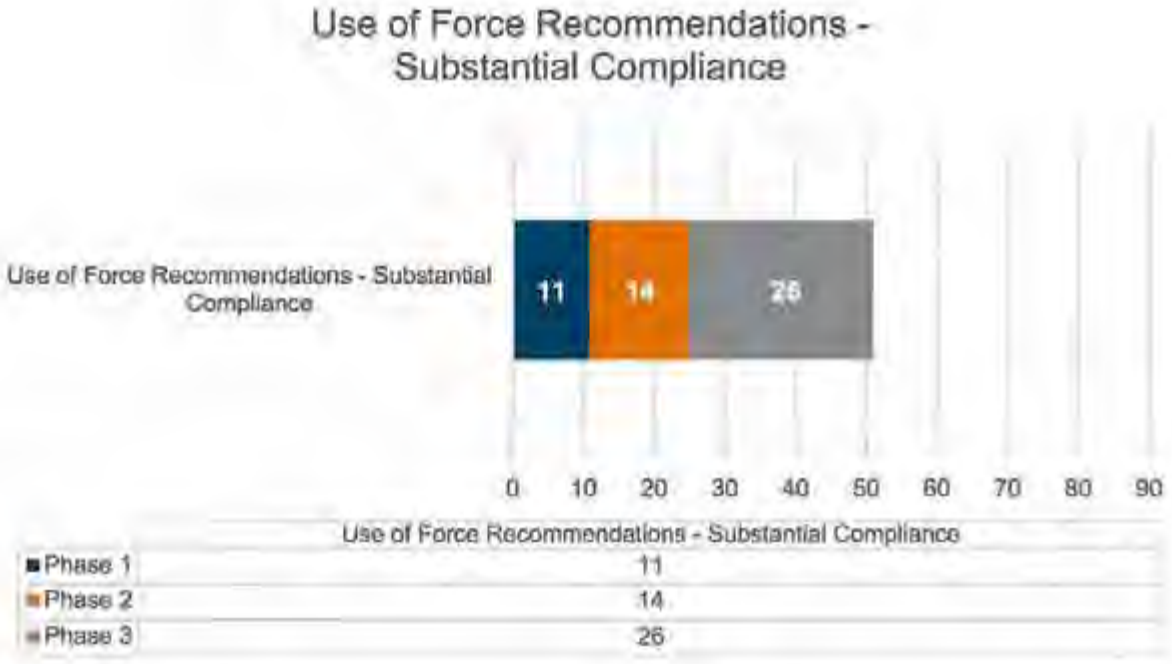
Appendix C: SFPD Recommendation Compliance by Phase

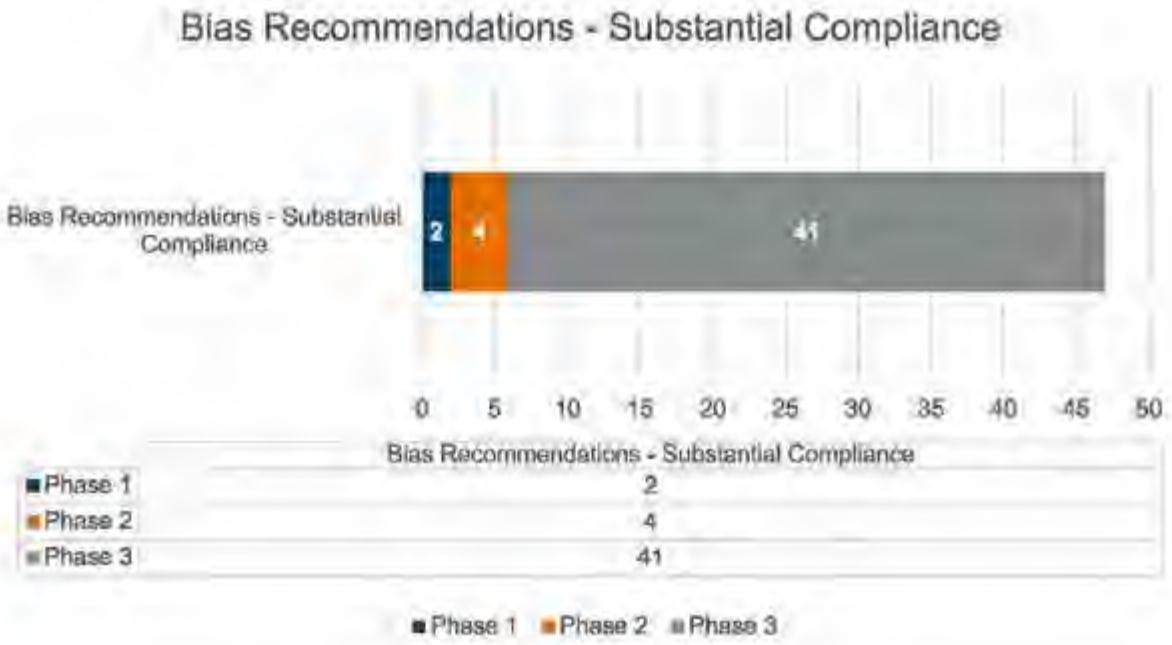


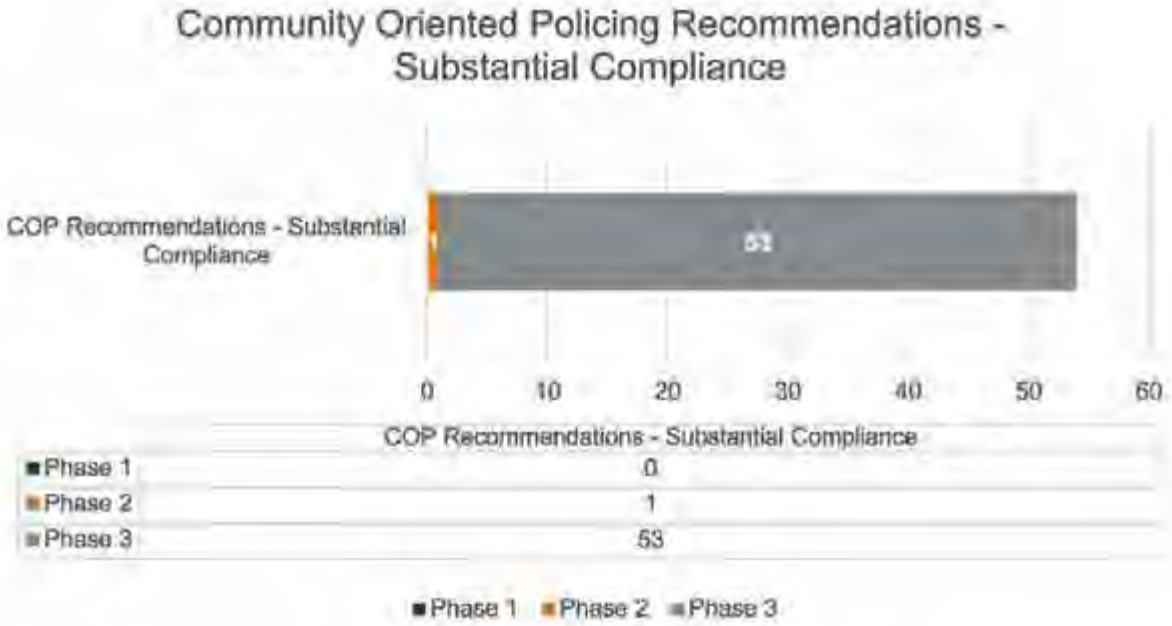


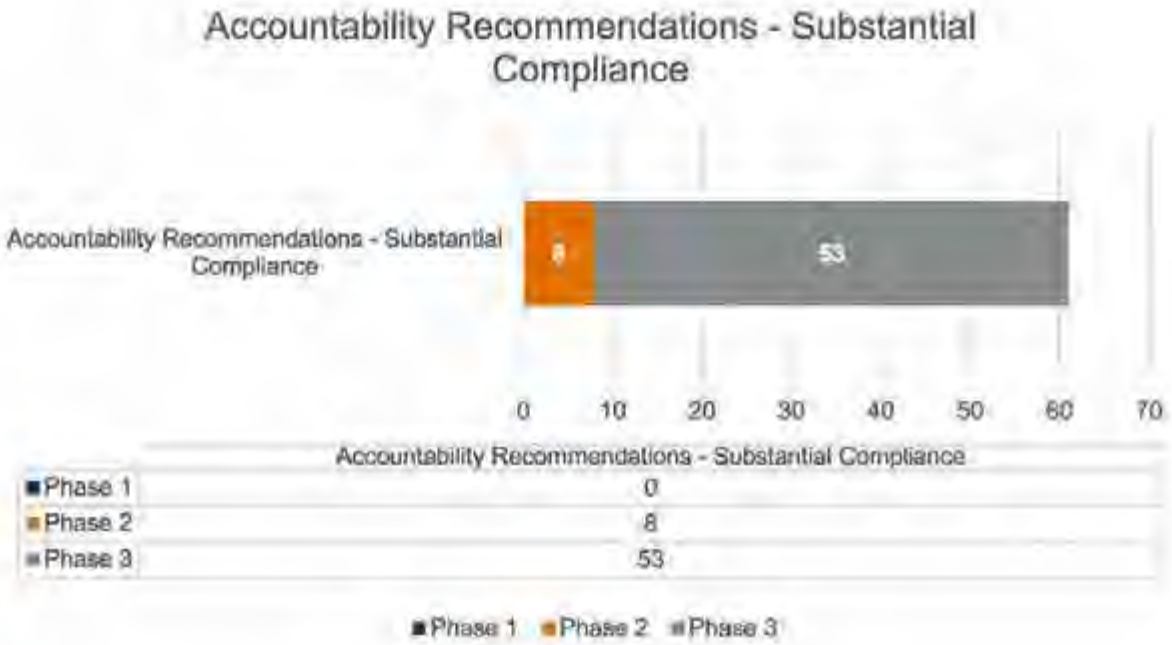

Phase 2 Substantial Compliance
Recommendations
14
4
1
8
0
2
4
6
8
10
12
14
16
Recommendations
Use of Force 14
Bias 4
Community Oriented Policing 1
Accountability 8
Use of Force
Bias
Community Oriented Policing
Accountability

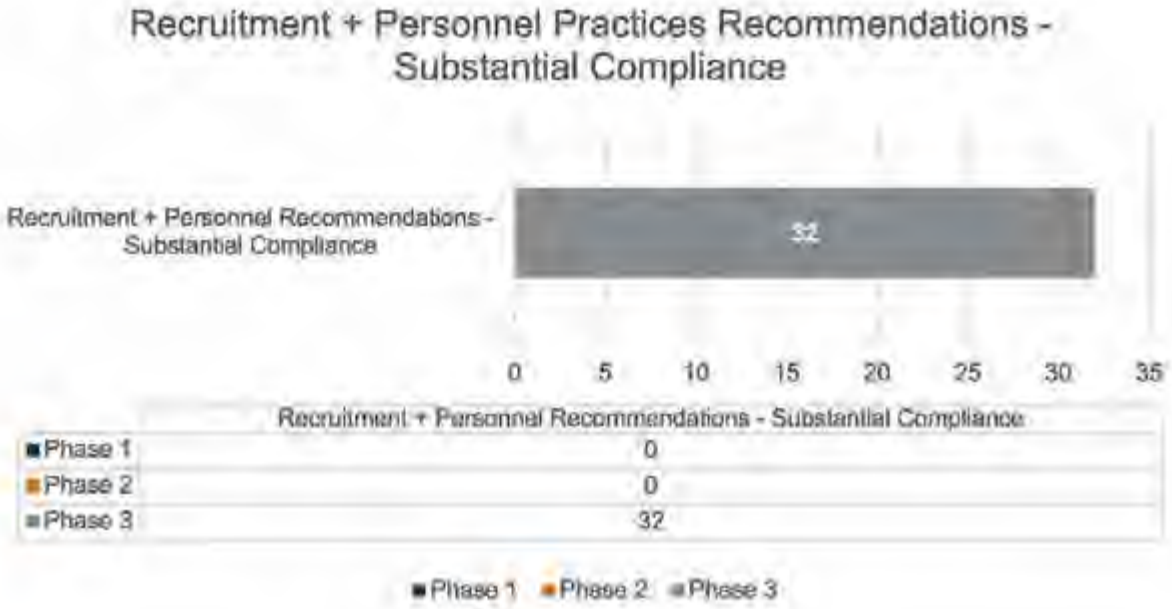

Phase 3 - Substantial Compliance
Recommendations
26
41
53
53
32
0
10
20
30
40
50
60
70
Recommendations
Use of Force 26
Bias 41
Community Oriented Policing 53
Accountability 53
Personnel Practices 32
Use of Force
Bias
Community Oriented Policing
Accountability
Personnel Practices


Use of Force Recommendations - Substantial Compliance
Use of Force Recommendations - Substantial Compliance
11
14
26
0 10 20 30 40 50 60 70 80 90
Use of Force Recommendations - Substantial Compliance
Phase 1 11
Phase 2 14
Phase 3 26


Bias Recommendations - Substantial Compliance
Bias Recommendations - Substantial Compliance
2
4
41
0 5 10 15 20 25 30 35 40 45 50
Bias Recommendations - Substantial Compliance
Phase 1 2
Phase 2 4
Phase 3 41
Phase 1 Phase 2 Phase 3


Community Oriented Policing Recommendations - Substantial Compliance
COP Recommendations - Substantial Compliance
1
53
0
10
20
30
40
50
60
COP Recommendations - Substantial Compliance
Phase 1 0
Phase 2 1
Phase 3 53
Phase 1
Phase 2
Phase 3


Accountability Recommendations - Substantial Compliance
Accountability Recommendations - Substantial Compliance
8
53
0
10
20
30
40
50
60
70
Accountability Recommendations - Substantial Compliance
Phase 1 0
Phase 2 8
Phase 3 53
Phase 1
Phase 2
Phase 3


Recruitment + Personnel Practices Recommendations - Substantial Compliance
Recruitment + Personnel Recommendations - Substantial Compliance
32
0
5
10
15
20
25
30
35
Recruitment + Personnel Recommendations - Substantial Compliance
Phase 1 0
Phase 2 0
Phase 3 32
Phase 1
Phase 2
Phase 3

Appendix D: California Department of Justice Substantial Compliance Compendium

California Department of Justice

Collaborative Reform Initiative – San Francisco

Substantial Compliance Compendium

Below is a compendium of the California Department of Justice (Cal DOJ) findings of San Francisco Police Department's (SFPD) substantial compliance with the Collaborative Reform Initiative (CRI) recommendations. Cal DOJ's substantial compliance assessments were written at the time SFPD submitted recommendation packages throughout the course of CRI.

Several U.S. Department of Justice recommendations contained specific deadlines for completion. Cal DOJ entered into the CRI with SFPD after those deadlines had passed. To encourage SFPD to continue to engage on those recommendations, the Cal DOJ agreed not to condition SFPD's substantial compliance on meeting the deadlines and instead focus on whether SFPD met the substantive recommendations and compliance measures.

Contents

Recommendation 2.1..... 9
Recommendation 3.1..... 10
Recommendation 3.2..... 10
Recommendation 4.1..... 11
Recommendation 4.2..... 12
Recommendation 4.3..... 13
Recommendation 4.4..... 14
Recommendation 4.5..... 15
Recommendation 4.6..... 15
Recommendation 4.7..... 16
Recommendation 5.1..... 18
Recommendation 5.2..... 19
Recommendation 6.1..... 19
Recommendation 6.2..... 21
Recommendation 6.3..... 22
Recommendation 7.1..... 22
Recommendation 7.2..... 23
Recommendation 7.3..... 23

Recommendation 8.1 ..... **23**
Recommendation 8.2 ..... **24**
Recommendation 8.3 ..... **24**
Recommendation 9.1 ..... **26**
Recommendation 9.2 ..... **26**
Recommendation 9.3 ..... **27**
Recommendation 9.4 ..... **27**
Recommendation 10.1 ..... **28**
Recommendation 10.2 ..... **29**
Recommendation 11.1 ..... **29**
Recommendation 11.2 ..... **30**
Recommendation 11.3 ..... **31**
Recommendation 11.4 ..... **32**
Recommendation 12.1 ..... **33**
Recommendation 12.2 ..... **34**
Recommendation 12.3 ..... **35**
Recommendation 13.1 ..... **35**
Recommendation 14.1 ..... **36**
Recommendation 14.2 ..... **37**
Recommendation 14.3 ..... **37**
Recommendation 15.1 ..... **38**
Recommendation 15.2 ..... **39**
Recommendation 16.1 ..... **40**
Recommendation 16.2 ..... **42**
Recommendation 17.1 ..... **42**
Recommendation 18.1 ..... **43**
Recommendation 18.2 ..... **43**
Recommendation 18.3 ..... **44**
Recommendation 19.1 ..... **45**
Recommendation 19.2 ..... **46**
Recommendation 19.3 ..... **47**
Recommendation 23.1 ..... **48**
Recommendation 23.2 ..... **48**

Recommendation 24.1 ..... **49**
Recommendation 24.2 ..... **50**
Recommendation 24.3 ..... **51**
Recommendation 24.4 ..... **51**
Recommendation 24.5 ..... **51**
Recommendation 24.6 ..... **52**
Recommendation 25.1 ..... **53**
Recommendation 25.2 ..... **54**
Recommendation 25.3 ..... **55**
Recommendation 25.4 ..... **56**
Recommendation 26.2 ..... **57**
Recommendation 26.3 ..... **58**
Recommendation 26.4 ..... **59**
Recommendation 27.1 ..... **60**
Recommendation 27.2 ..... **62**
Recommendation 27.3 ..... **64**
Recommendation 27.4 ..... **65**
Recommendation 27.5 ..... **66**
Recommendation 27.6 ..... **67**
Recommendation 27.7 ..... **68**
Recommendation 28.2 ..... **69**
Recommendation 28.3 ..... **70**
Recommendation 28.6 ..... **72**
Recommendation 28.7 ..... **72**
Recommendation 29.1 ..... **73**
Recommendation 29.2 ..... **74**
Recommendation 29.3 ..... **76**
Recommendation 29.4 ..... **77**
Recommendation 30.1 ..... **77**
Recommendation 30.2 ..... **78**
Recommendation 30.5 ..... **79**
Recommendation 30.6 ..... **81**
Recommendation 31.1 ..... **82**

Recommendation 32.1 ..... **83**
Recommendation 32.2 ..... **85**
Recommendation 33.1 ..... **86**
Recommendation 34.1 ..... **87**
Recommendation 34.2 ..... **89**
Recommendation 34.3 ..... **90**
Recommendation 35.1 ..... **90**
Recommendation 35.2 ..... **91**
Recommendation 35.4 ..... **92**
Recommendation 36.1 ..... **93**
Recommendation 36.2 ..... **94**
Recommendation 36.3 ..... **95**
Recommendation 37.1 ..... **96**
Recommendation 37.2 ..... **97**
Recommendation 38.1 ..... **98**
Recommendation 38.2 ..... **99**
Recommendation 38.3 ..... **100**
Recommendation 39.2 ..... **102**
Recommendation 39.3 ..... **103**
Recommendation 39.4 ..... **104**
Recommendation 39.5 ..... **106**
Recommendation 39.6 ..... **107**
Recommendation 39.7 ..... **108**
Recommendation 39.8 ..... **109**
Recommendation 39.9 ..... **109**
Recommendation 40.1 ..... **110**
Recommendation 40.3 ..... **111**
Recommendation 40.4 ..... **112**
Recommendation 40.5 ..... **113**
Recommendation 40.7 ..... **113**
Recommendation 40.8 ..... **114**
Recommendation 41.2 ..... **115**
Recommendation 42.2 ..... **116**

Recommendation 42.1 ..... **117**
Recommendation 42.2 ..... **118**
Recommendation 42.3 ..... **119**
Recommendation 42.4 ..... **120**
Recommendation 43.1 ..... **121**
Recommendation 43.2 ..... **122**
Recommendation 43.4 ..... **123**
Recommendation 43.3 ..... **124**
Recommendation 44.1 ..... **124**
Recommendation 44.4 ..... **126**
Recommendation 44.2 ..... **127**
Recommendation 44.3 ..... **128**
Recommendation 44.4 ..... **129**
Recommendation 45.1 ..... **131**
Recommendation 45.2 ..... **132**
Recommendation 45.3 ..... **132**
Recommendation 46.1 ..... **133**
Recommendation 46.2 ..... **134**
Recommendation 46.3 ..... **136**
Recommendation 46.4 ..... **137**
Recommendation 46.5 ..... **138**
Recommendation 47.1 ..... **139**
Recommendation 47.2 ..... **140**
Recommendation 47.3 ..... **141**
Recommendation 49.1 ..... **142**
Recommendation 49.2 ..... **143**
Recommendation 49.3 ..... **144**
Recommendation 50.1 ..... **145**
Recommendation 50.2 ..... **145**
Recommendation 51.1 ..... **146**
Recommendation 51.2 ..... **147**
Recommendation 52.1 ..... **148**
Recommendation 52.2 ..... **149**

Recommendation 52.3..... 150
Recommendation 53.1..... 151
Recommendation 54.1..... 152
Recommendation 54.2..... 153
Recommendation 55.1..... 154
Recommendation 56.1..... 155
Recommendation 56.2..... 157
Recommendation 56.3..... 157
Recommendation 56.4..... 159
Recommendation 56.5..... 159
Recommendation 56.6..... 160
Recommendation 57.1..... 161
Recommendation 57.3..... 163
Recommendation 57.4..... 164
Recommendation 58.1..... 164
Recommendation 59.1..... 165
Recommendation 60.1..... 166
Recommendation 60.2..... 168
Recommendation 60.3..... 169
Recommendation 61.1..... 171
Recommendation 61.2..... 171
Recommendation 62.1..... 173
Recommendation 63.1..... 174
Recommendation 63.2..... 175
Recommendation 63.3..... 175
Recommendation 64.1..... 176
Recommendation 64.2..... 178
Recommendation 64.3..... 178
Recommendation 64.4..... 180
Recommendation 64.5..... 181
Recommendation 65.1..... 182
Recommendation 65.2..... 183
Recommendation 66.1..... 185

Recommendation 66.2 ..... **186**
Recommendation 66.3 ..... **187**
Recommendation 67.1 ..... **188**
Recommendation 67.2 ..... **189**
Recommendation 68.2 ..... **190**
Recommendations 68.3 ..... **191**
Recommendation 69.1 ..... **192**
Recommendation 70.1 ..... **193**
Recommendation 70.2 ..... **194**
Recommendation 70.3 ..... **195**
Recommendation 70.4 ..... **196**
Recommendation 71.1 ..... **197**
Recommendation 71.2 ..... **197**
Recommendation 72.1 ..... **198**
Recommendation 72.2 ..... **199**
Recommendation 72.3 ..... **199**
Recommendation 73.1 ..... **200**
Recommendation 73.2 ..... **201**
Recommendation 74.1 ..... **201**
Recommendation 74.2 ..... **202**
Recommendation 75.1 ..... **204**
Recommendation 75.2 ..... **204**
Recommendation 75.3 ..... **205**
Recommendation 76.1 ..... **206**
Recommendation 76.2 ..... **207**
Recommendation 77.1 ..... **208**
Recommendation 77.2 ..... **209**
Recommendation 78.1 ..... **210**
Recommendation 80.1 ..... **211**
Recommendation 80.2 ..... **212**
Recommendation 80.3 ..... **213**
Recommendation 81.1 ..... **215**
Recommendation 81.2 ..... **216**

Recommendation 81.3 ..... **216**
Recommendation 82.1 ..... **218**
Recommendation 82.2 ..... **219**
Recommendation 83.1 ..... **220**
Recommendation 83.2 ..... **221**
Recommendation 84.1 ..... **222**
Recommendation 84.2 ..... **224**
Recommendation 85.1 ..... **225**
Recommendation 85.2 ..... **226**
Recommendation 85.3 ..... **227**
Recommendation 85.4 ..... **228**
Recommendation 86.1 ..... **230**
Recommendation 86.2 ..... **231**
Recommendation 87.1 ..... **231**
Recommendation 87.2 ..... **233**
Recommendation 88.1 ..... **233**
Recommendation 88.2 ..... **235**
Recommendation 88.3 ..... **236**
Recommendation 88.4 ..... **238**
Recommendation 89.1 ..... **239**
Recommendation 90.1 ..... **240**
Recommendations 90.2 ..... **241**
Recommendation 91.1 ..... **243**
Recommendation 91.3 ..... **245**
Recommendation 92.2 ..... **246**
Recommendation 93.1 ..... **247**
Recommendation 94.1 ..... **248**
Recommendation 94.2 ..... **249**

Recommendation 2.1

Our office has completed its review of the materials related to Recommendation 2.1 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 2.1:

The 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.

Response to 2.1:

In 2019, SFPD and the San Francisco District Attorney's Office (SFDA) entered into a memorandum of understanding (MOU) that gives the SFDA the authority of conducting criminal investigations into three types of events: 1) officer-involved shootings, 2) in-custody deaths, and 3) uses of force resulting in seriously bodily injury. SFPD provided extensive materials describing the process among SFPD, SFDA, and other City stakeholders to reach an agreement to transfer authority to conduct criminal investigations from the SFPD to the SFDA.

Under the MOU, SFPD retains authority over conducting administrative investigations into those events to determine if officers violated any policy of the Department. SFPD also retains responsibilities related to managing the crime scene, and any media relation activities. In light of the MOU, California Department of Justice and Hillard Heintze agree that their review for substantial compliance is confined to those areas where SFPD retains responsibility.

Since the MOU was signed, the Department has taken steps to improve its administrative investigation and media relations processes. The improvements start with the Department's Investigative Services Detail (ISD), which is in charge of managing the OIS crime scene and preservation of evidence. The Department issued ISD Unit Order 20-01, which outlines the various steps ISD must take following an OIS. These steps include, (1) conducting walk-throughs of the incident scene with the SFDA, the Internal Affairs Division (IAD), and the Department of Police Accountability, all of whom conduct investigations into the OIS; (2) providing specifically enumerated information to the SFDA (such as all known relevant information, and the location and medical information for any injured parties); and (3) conducting a debrief with IAD within fourteen days of the OIS to discuss areas for improvement on a number of enumerated areas, including timely notification of stakeholders of the OIS, the walkthroughs, and witness interviews.

SFPD also issued IAD Unit Order 19-02, which lists roughly 20 categories of information that must be included in any OIS investigative report. In addition to IAD Unit Order 19-02, SFPD issued IAD Unit Order 19-03, which outlines IAD's responsibilities related to maintaining the OIS investigative case file. One such duty is for the Officer in Charge (OIC) of IAD to review each case file, to ensure that all information is contained in each case file, and to conduct an annual review of all OIS case files closed that calendar year, to ensure completeness of the file. The OIC must also annually train the IAD unit on Unit Order 19-03 and emphasize the importance of keeping a complete investigative file. The OIC must then prepare a memorandum to the Captain of the Risk Management Office on the results of the annual case file review and the date, time, and content of the annual training.

To ensure transparency, the SFPD Media Relations Unit (MRU) issued Unit Order 16-03 on the steps it must take following any OIS. The Unit Order directs the Department to provide an initial press briefing providing the public and press with factual information known at the time and directing them to the Department's website for information on OIS investigations, use of force policies, among other directives. SFPD must also conduct a town hall within ten days of an OIS. The Unit Order describes the responsibilities of the Department during the town hall, which include coordinating the display of photos of any evidence and providing printed copies of relevant Department General Orders for the public. The MRU conducts an after-review and debriefing meeting following a town hall to identify areas of improvement.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 3.1

Recommendation 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.

Response to 3.1: The San Francisco Police Department worked quickly to publish Department General Order 5.01 Use of Force, which was approved by the Police Commission on December 21, 2016. Since that time the Department has published Department Bulletin 17-006 -- Supervisor Use of Force Evaluation Form, which was updated by Department Bulletin 18-171 -- Updated Supervisory Use of Force Evaluation Form, October 2018. As an additional component to the use of force policy, the Department has published Unit Order 18.02— Use of Force Evaluation Form - Missing Data Procedures, December 7, 2018, which provides procedures for evaluating information that may not have been properly reported on a use of force report, and also provides for remedial measures. Based upon all of the above, the Department of Justice find that the Department is in substantial compliance with this recommendation.

Recommendation 3.2

Our office has completed its review of the materials supporting implementation of Recommendation 3.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 3.2: The SFPD should work with the Police Commission to obtain input from the stakeholder groups 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.

Response to Recommendation 3.2: As background, under the Meyers-Milias-Brown Act (MMBA), the City Charter, and the Memorandum of Understanding between the City and the

San Francisco's Police Officers' Association (POA), SFPD must meet and confer with the POA on matters that impact the terms and conditions of officers' employment.

The SFPD engaged in a months-long meet and confer process with the POA on revisions to Department General Order (DGO) 5.01 (Use of Force). The meet and confer process happened after the Police Commission discussed and approved of the draft DGO.

In response to the US DOJ's recommendation to improve and expedite the meet and confer process, SFPD worked with the Police Commission to develop and send out a survey to stakeholders seeking their input. Those stakeholders include members of the Department of Police Accountability, the POA President, members of the Department of Human Resources (DHR), and the Bar Association of San Francisco. SFPD and the Police Commission went over the survey responses together; at least one stakeholder noted the inefficiency of SFPD and POA engaging in the meet and confer process (1) after the Police Commission discussed and approved of a DGO and (2) on issues that do not squarely relate to the terms and conditions of employment. In addition to the survey, the Commission and SFPD had regular meetings with a few stakeholders. The Commission specifically met with members of DHR and the City Attorney's Office to discuss ways to expedite the meet and confer process, consistent with the MMBA, the City Charter, and the MOU. SFPD, the Commission, and DHR members also met to discuss ways to expedite the process. Finally, SFPD, DHR, and the POA held regular meetings where they negotiated meet and confer changes.

Based on the survey responses and meetings with stakeholders, SFPD and the Commission identified and implemented changes to expedite the meet and confer process. Among those changes, the Commission has directed DHR to meet and confer with the POA only on mandatory subjects for bargaining. Further, when the Police Commission Secretary receives a draft DGO from the Written Directives Unit, the Secretary will first email the draft to DHR, which will first determine whether the DGO is subject to the meet and confer process. If it is, then the Secretary posts the DGO for the public and places it on the Commission meeting agenda for the Commission's vote for the sole purpose of using the draft in the meet and confer process. If it is not subject to meet and confer, the Secretary will post the DGO for the public and place it on the agenda for the Commission's vote. Finally, SFPD, DHR, and POA will have monthly four-hour long meetings dedicated to meet and confer negotiations on DGOs.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 4.1

Our office has completed its review of the materials related to Recommendation 4.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 4.1:

The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.

Response to 4.1:

SFPD requires supervisors to complete a Supervisory Use of Force Evaluation Form following any incident involving a reportable use of force. The form must be filled out by a supervisor and submitted up through the chain of command by the end of the supervisor's watch. For more details about this Supervisory Use of Force Evaluation Form, including the categories of information a supervisor must report, please see the package and substantial compliance summary for Recommendation 4.2.

The original Supervisory Use of Force Evaluation Form was a paper form; to be consistent with this recommendation, SFPD consulted with other law enforcement agencies as well as private vendors to determine how to make the Supervisory Use of Force Evaluation Form available electronically. SFPD also reviewed publications from Bureau of Justice Assistance, the Police Executive Research Forum, and the International Association of Chiefs of Police. Based on its research, SFPD determined that integrating its Supervisory Use of Force Evaluation into its existing Crime Data Warehouse (CDW) database would best serve the needs of the Department. SFPD's IT department developed the new electronic Supervisory Use of Force Evaluation form, integrated into the CDW, and then tested the system with frontline supervisors. Based on the feedback of those testers, IT further refined the system. Front line supervisors have been trained on this system and, to support that training, IT has created a manual.

At the time SFPD submitted an addendum to this package, the system was ready to go live pending the Police Commission's approval of a few changes to the Department General Order on use of force (5.01).

Under the new electronic reporting system, data is captured in real time and will likely reduce the number of discrepancies (i.e. missing information) that was found in the paper forms. The CDW is coded in such a way that supervisors cannot move onto the next data field until they provide all required information in the present data field.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 4.2

Our office has completed its review of the materials related to Recommendation 4.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 4.2:

In developing an electronic reporting system, the 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.

Response to 4.2:

As background, shortly after the United States Department of Justice (USDOJ) issued its Collaborative Reform Initiative report in 2016, SFPD revised its use of force policy (Department General Order (DGO) 5.01). To ensure that DGO 5.01 was informed by best practices, SFPD reviewed the use of force policies of other law enforcement agencies and reviewed state and

local laws on collective stop data (the California Racial and Identity Profiling Act of 2015 (AB 953) and San Francisco Administrative Code 96A). SFPD amended DGO 5.01 to include, among other things, a section describing the levels of resistance and the levels of force, and a chart describing how a suspect's actions or resistance correspond to an officer's level of force.

SFPD requires that supervisors complete a Supervisory Use of Force Evaluation Form following any incident involving a reportable use of force. This requirement is codified in Department Bulletin 17-006, which explains the reporting and evaluation process and includes a step-by-step form completion guide. The Department updated Department Bulletin 17-006 on October 3, 2018, with Department Bulletin 18-171.

In the Supervisory Use of Force Evaluation Form, supervisors must include the sequence of resistance by the subject as well as the sequence of force used by the officer. Relatedly, DGO 5.01 also includes a chart that lists the level of force an officer could possibly use in response to a subject's level of resistance; for example, if a subject is only showing "passive non-compliance" (that is, the subject "does not respond to verbal commands but also offers no physical form of resistance"), the chart indicates that possible force options could be using the "officer's strength to take physical control…" or "pain compliance control holds, takedowns and techniques to direct movement or immobilize." The DGO 5.01 chart, coupled with the supervisor's sequencing of resistance and force used in the Supervisory Use of Force Evaluation Form, enables SFPD leadership up the chain of command to determine whether the use of force used was reasonable under the circumstances.

SFPD's IT Division is working on integrating the Supervisory Use of Force Evaluation Form into its Crime Data Warehouse and expects this project to be completed in the first quarter of 2021. This will enable real-time access to use of force data and make it easier for SFPD command staff to evaluate the reasonableness of use of force in any incident.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 4.3

Our office has completed its review of the materials related to Recommendation 4.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 4.3:

In the interim [while SFPD is developing an electronic reporting system], the SFPD should implement the use of force report that is under development within the Early Intervention System (EIS) Unit and require that 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 the SFPD. The SFPD should eliminate the Use of Force Log (SFPD 128 (Rev. 03/16)).

Response to 4.3:

SFPD requires that supervisors complete a Supervisory Use of Force Evaluation Form following any incident involving a reportable use of force. This requirement is codified in Department

Bulletin 17-006, which explains the reporting and evaluation process, and included a step-by-step form completion guide. The Department updated Department Bulletin 17-006 on October 3, 2018, with Department Bulletin 18-171.

The supervisor emails the Supervisory Use of Force Evaluation Form to the EIS Unit. If there is data missing or incomplete on the form, the EIS Supervisor prepares a missing/incomplete data memo and gives it to the commanding officer for the relevant station or unit. The commanding officer is required to respond to the missing/incomplete data memo with a corrected Supervisory Use of Force Evaluation Form and they must note on the missing/incomplete data memo whether the supervisor who provided the incomplete Supervisory Use of Force Evaluation Form was given remedial training on how to complete the form and whether any further follow up is needed with the supervisor

SFPD's IT Division is working on integrating the Supervisory Use of Force Evaluation Form into its Crime Data Warehouse and expects this project to be completed in the first quarter of 2021. This will enable real-time access to use of force data and make it easier for SFPD command staff to evaluate the reasonableness of use of force in any incident.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 4.4

Our office has completed its review of the materials related to Recommendation 4.4 that have been submitted to us as part of the collaborative reform process. This package focused on issuing a training bulletin describing the use-of-force reporting form, its purpose, and instructions for completing the form. After reviewing the package and information provided by the Department regarding 4.4, the California Department of Justice finds as follows:

Recommendation 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.[1]

Response to 4.4: The San Francisco Police Department published Department Bulletin 17-006, Supervisory Use of Force Evaluation Form, on January 9, 2017. Bulletin 17-006 provided that every reportable use of force incident requires a supervisor to respond and conduct a Supervisory Use of Force Evaluation, with limited exceptions. Bulletin 17-006 also explained the reporting and evaluation process, and included a step-by-step form completion guide. The Department updated Bulletin 17-006 on October 3, 2018, with Department Bulletin 18-171, Updated Supervisory Use of Force Evaluation Form. Bulletin 18-171 updated the procedures for completing the Supervisory Use of Force Evaluation Form to match revisions made to the form itself. These form revisions included (1) documenting the type of weapon on scene that dispatch relayed to an officer, (2) adding a non-binary gender option pursuant to updated policy, (3)

[1] Several U.S. Department of Justice recommendations contained specific deadlines for completion. The California Department of Justice entered into the Collaborative Reform Initiative (CRI) with SFPD after those deadlines had passed. To encourage SFPD to continue to engage on those recommendations, the California Department of Justice agreed not to condition SFPD's substantial compliance on meeting the deadlines and instead focus on whether SFPD met the substantive recommendations and compliance measures.

sequencing levels of resistance if various types of resistance were encountered, (4) adding whether warnings were given before using a firearm (or other weapons), and (5) adding whether a supervisor was able to review video of the incident. Bulletin 18-171 also included step-by-step instructions for completing the updated form. According to a Department audit report, as of February 27, 2019, only 139 personnel had not acknowledged receiving Bulletin 18-171 out of 2876 personnel not currently on medical leave.

Based upon all of the above, the Department of Justice finds that the Department is in substantial compliance with this recommendation; however, to remain in substantial compliance, SFPD will need to identify and follow up with the 139 non-compliant personnel, and take appropriate mitigating action for continued non-compliance.

Recommendation 4.5

Recommendation 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.

Response to 4.5: Through the above Orders and Bulletins listed in Response to 3.1, along with EIS Unit/Legal Division Unit Order 17-001 Use of Force Data Entry for EIS Unit, April 2017, the SFPD has ensured that manual entry of use of force data will be entered by one unit, the EIS Unit. The Department has also set up a process to conduct random audits to ensure accuracy in data reporting by comparing use of force reports with the underlying offense report. Therefore, the California Department of Justice finds that implementation of recommendation 4.5 to be in substantial compliance; however, to remain in substantial compliance, SFPD will need to engage in ongoing review and take remedial action if and when deficiencies are found, in accordance with the detailed compliance measures that have been agreed upon between all parties. Please let me know if you have any questions or would like to discuss these further.

Recommendation 4.6

Our office has completed its review of the materials related to Recommendation 4.6 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 4.6: The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.

Response to Recommendation 4.6: SFPD engages in monthly audits of its use of force data. The reason for the more frequent audits than recommended in 4.6 is that Recommendation 20.2 asks SFPD to consider auditing "arrest data and use of force data monthly to ensure proper recording of use of force incidents related to arrest incidents (emphasis added)." SFPD provided the report for its April 2019 audit, which shows that it randomly selected ten incidents, and compared each incident's Supervisory Use of Force Evaluation Form (as described below) to each incident's incident report and to the Use of Force Log. The auditor looks for consistency of data and, if any discrepancies are found, they are brought to the attention of the Early Intervention System (EIS) supervisor, who will advise the relevant district station commanding officer of the discrepancy so

that the officer can retrain and resubmit a corrected Supervisory Use of Force evaluation form (or write a supplemental police report).

SFPD has developed a process to hold supervisors accountable for ongoing deficiencies. It issued a department bulletin (17-006), which mandates that supervisors complete a Supervisory Use of Force Evaluation Form for each reportable use of force. The form was rolled out department-wide on January 9, 2017. After each reportable use of force, a supervisor completes a Supervisory Use of Force Evaluation Form and emails it to the Academy, the Field Operations Bureau, and the EIS Unit. The EIS unit enters data from the form into the Administrative Investigations Management system. If the person handling data entry for EIS finds that the Supervisory Use of Force Evaluation Form is missing data, he or she will enter information, including the data missing from the form, into a Use of Force Evaluation Missing Data Log. The person handling data entry will also give the incomplete form to the EIS Unit supervisor, who will then prepare a missing/incomplete data memo and gives it to the commanding officer for the relevant station or unit. The commanding officer will then have to respond to the missing/incomplete data memo by a certain date with a corrected Supervisory Use of Force Evaluation Form and he or she must note on the missing/incomplete data memo whether the supervisor who provided the incomplete Supervisory Use of Force Evaluation Form was given remedial training on how to complete the form and whether any follow up is needed with the supervisor. The commanding officer has the discretion to determine how to provide remedial training to the supervisor and what, if any, follow up with the supervisor is needed; however, the missing/incomplete data memo does not require the commanding officer to describe the remedial training provided to the supervisor.

Cal DOJ suggests that SFPD amend the missing/incomplete memo to include a space for the commanding officer to explain the type of remedial training undertaken by the commanding officer. With this addition to the memo, it will not only ensure consistency but will allow SFPD to better keep track of what type of remedial training is provided to a supervisor.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 4.7

Our office has completed its review of the materials related to Recommendation 4.7 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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 how they would communicate and approach such situations.

Response to Recommendation 4.7:

In May 2019, SFPD established the Field Tactics/Force Options (FTFO) unit within the Training Division. The FTFO unit focuses on providing training oversight on field tactics and use of

force. The FTFO unit developed a comprehensive, detailed training manual which details its wide range of responsibilities. Notably, the FTFO unit goes beyond the directive of compliance measure one, which recommends that SFPD report and analyze issues that it identifies from quarterly use of force reports. Instead of reviewing just quarterly reports, the FTFO unit reviews use of force data on a real time basis. The FTFO unit does so by reviewing a data dashboard developed by the Department's Business Intelligence Unit, which permits the FTFO unit to pull and review data derived from multiple sources, including HRMS and the Use of Force Supervisory Evaluation Forms. Though the FTFO unit can review this data at any time, it consistently reviews this data on a monthly basis as part of a meeting conducted by a multidisciplinary review committee, consisting of members from various units or teams (including Critical Incident Team and Physical Training/Defensive Tactics Unit). SFPD provided minutes from one of these monthly multidisciplinary review committee meeting in 2019. The minutes reflect that the review committee reviewed use of force data from the first quarter of that year, which reflected a decline in use of force and that pointing of a firearm accounted for nearly half (41 percent) of the use of force used by SFPD members.

The FTFO unit identifies emerging trends and training needs by also reviewing individual use of force incidents. SFPD requires any use of force incident that undergoes any formal Department administrative or criminal review—such as a firearm discharge—to undergo an additional review by the FTFO unit to evaluate the need for any training related to field tactics or force options. Command staff or other members may also refer any other incident to the FTFO unit for a more informal review. The FTFO unit developed a standardized summary report template to guide their review. Using the template, a member of the FTFO unit reviews and analyzes an incident by evaluating a variety of factors, including pre-deployment events and actions taken by the officer and the subject prior to the deployment of force. The FTFO member then analyzes the officer's actions and makes recommendations for any training or alternative actions.

SFPD provided examples of a FTFO summary report. One such report concerned an officer-involved shooting of an armed subject. In the FTFO summary report, the FTFO reviewer advised that while officers did a good job of advising dispatch of their location and the type of call to which they were responding, the FTFO reviewer noted that it "would have been more advantageous" if the officers had given dispatch this information in advance of making contact with the subject because then the officers would have "more time and cognitive space to respond to any type of threat or ambush. It also lowers an officer's stress level as it eliminates an extra task for an officer to have to complete." In response to this tactical deficiency, the FTFO reviewer recommended that the FTFO unit should issue a "Tactical Refresher" "reminding officers the importance of putting out information to dispatch prior to making contact a suspect, vehicle, etc."

The FTFO reviewer further observed that several officer-involved shootings in 2017 and 2018 (including the instant one) involved a subject ambushing an officer. In light of this trend, the FTFO reviewer recommended that the Department continue training on ambushes, among other issues, as well as scenario training where an officer is in a disadvantageous position. The FTFO reviewer also recommended one of the involved officers to meet with the FTFO unit for a debriefing related to deficiencies in his communications with his partner officer.

This example reflects the level of detail the FTFO unit puts into incident reviews and how these reviews are used to identify trends in use of force and recommendations for training. These incidents also go through additional layers of review: After a FTFO member completes their

individual review, the review summary report is reviewed by the entire FTFO unit and then again by the multidisciplinary review committee described above. The multidisciplinary review committee also reviews underlying materials (including any body-worn camera footage and the incident reports). The review is then forwarded to the Commanding Officer of the Training Division and then onto any relevant Department review board that is reviewing the underlying incident for administrative or criminal violations (such as the Firearm Discharge Review Board).

On top of these data dashboard and incident reviews, the FTFO unit also conducts various trainings and debriefs to ensure ongoing education of members. For example, the FTFO unit conducts a Critical Mindset, Coordinated Response course that uses scenario-based training to refine skills related to critical decision-making, coordination, and tactics designed to reduce the need to use force. The FTFO unit also provided examples of other courses, including a course on AB 392, which changed California's use of force standard, and a video training on active shooter scenarios.

The FTFO unit also meets with external agencies, including the Department of Police Accountability, to identify any need for training or changes to relevant policies.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 5.1

Our office has completed its review of the materials related to three additional compliance measures that have been submitted to us as part of the collaborative reform process. These packages focused on use of force, an area of high priority for the Department and the California Department of Justice. After reviewing the packages and information provided by the Department regarding compliance measures 5.1, 8.1, and 18.1, the California Department of Justice finds as follows:

Recommendation 5.1: The SFPD needs to develop and train to a consistent reporting policy for use of force.

Response to 5.1: The San Francisco Police Department published Department General Order 5.01 Use of Force, which was approved by the Police Commission on December 21, 2016. Since that time the Department has published Department Bulletin 17-006 – Supervisor Use of Force Evaluation Form, which was updated by Department Bulletin 18-171 – Updated Supervisory Use of Force Evaluation Form, October 2018. As an additional component to the use of force policy, the Department has published Unit Order 18.02 – Use of Force Evaluation Form – Missing Data Procedures, December 7, 2018, which provides procedures for evaluating information that may not have been properly reported on a use of force report, and also provides for remedial measures including training on reporting. An audit of approximately 5% of the use of force reports is conducted by the Risk Management Division Early Intervention Systems Unit (EIS) on a monthly basis by comparing the use of force report to the underlying offense report. Once the EIS Supervisor has completed their review, the commanding officer is required to return a completed memo that includes the missing information as well as the completed use of force evaluation back to the EIS Unit. The commanding officer is given discretion on how to provide remedial training and any follow up deemed necessary for the supervisor who completed the initial use of force evaluation. Based upon all of the above, the Department of Justice finds that

the Department is in substantial compliance with this recommendation; however, to remain in substantial compliance, SFPD will need to engage in ongoing review and improvement, and take remedial action if and when deficiencies are found, in accordance with the detailed compliance measures that have been agreed upon among all parties.

Recommendation 5.2

Our office has completed its review of the materials supporting implementation of Recommendation 5.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 5.2: The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.

Response to Recommendation 5.2:

SFPD has developed a process to hold supervisors accountable for failing to properly document use of force incidents. SFPD issued a department bulletin (17-006), which mandates that supervisors complete a Supervisory Use of Force Evaluation Form for each reportable use of force. See also Department Bulletin 18-171 (supersedes DB 17-006). After each reportable use of force, a supervisor completes a Supervisory Use of Force Evaluation Form, in which the supervisor provides various details about an officer's use of force, including whether the supervisor believes that the use of force was within department policy. The supervisor emails the Supervisory Use of Force Evaluation Form to the Early Intervention System (EIS) Unit. If there is data missing or incomplete on the form, the EIS Supervisor prepares a missing/incomplete data memo and gives it to the commanding officer for the relevant station or unit. The commanding officer is required to respond to the missing/incomplete data memo with a corrected Supervisory Use of Force Evaluation Form and he or she must note on the missing/incomplete data memo whether the supervisor who provided the incomplete Supervisory Use of Force Evaluation Form was given remedial training on how to complete the form and whether any further follow up is needed with the supervisor. While SFPD has not taken any formal disciplinary action against a supervisor for incomplete or inaccurate Supervisory Use of Force Evaluation Forms to date, the Department has ordered 75 supervisors to undergo counseling or retraining since October 2018 because of deficiencies found in the submissions.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 6.1

Our office has completed its review of the materials related to Recommendation 6.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD assessing its anti-bias trainings to better address issues of bias. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 6.1: The Training and Education Division should adopt 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.

Response to 6.1: On May 9, 2019, SFPD issued Department Bulletin 19-100, "New Training Division Unit: Field Tactics/Force Options." The Bulletin created a new unit, the Field Tactics Force Options Unit (FTFO Unit) within the Training Division to implement a continuing learning needs assessment. The FTFO Unit analyzes use-of-force data, reports, and certain use-of-force incidents, identifies training needs, and develops relevant training.

The FTFO Unit works with the Business Intelligence Unit to review data and trends from sources that include dispatch data, incident reports (such as Firearm Discharge Review Board reports and Early Intervention System reports), and supervisory use-of-force evaluations. The Business Intelligence Unit dashboard allows the FTFO Unit to review use-of-force data on a real-time basis. The FTFO Unit reviews this data on at least a monthly basis as part of a meeting conducted by a multidisciplinary review committee, consisting of members from various units, including the Critical Incident Team, Range personnel, and the Physical Training/Defensive Tactics Unit.

Any use of force incident that undergoes any formal Department administrative or criminal review must undergo an additional review by the FTFO Unit to evaluate the need for any training related to field tactics or force options. That review includes all officer-involved shootings. The FTFO Unit documents its review in an incident review report that issues recommendations. These reviews have recommended scenario training where an officer is in a disadvantageous position, that an officer attend the Critical Mindset Coordinated Response training, and that an involved officer meet with the FTFO unit for a debriefing related to deficiencies communications with a partner officer. After an FTFO member completes their individual review, the review summary report is evaluated by the entire FTFO Unit and then again by the multidisciplinary review committee described above. Examples of the FTFO Unit recommendations being implemented include the addition of duty-to-intervene slides in training, publishing videos regarding traffic stop approach practices, and SFPD issuing Department Notice 19-224, "Communication Priorities," as a tactical refresher on timely communicating location details during critical incidents.

When the FTFO Unit identifies training issues, it consults with internal and external subject matter experts, such as coordinators of the Crisis Intervention Team, the Peace Officer Standards and Training (POST) office, the Department of Police Accountability (DPA) and other Police Departments. The FTFO Procedural Manual requires the FTFO Unit to meet monthly with DPA to help identify training needs and effectiveness.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 6.2

Our office has completed its review of the materials related to Recommendation 6.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD instituting policies and trainings regarding de-escalation and responding to individuals in crisis. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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:

- Enhanced de-escalation
- Sanctity of life
- Enhanced service-oriented interactions with homeless individuals
- Improved dispatch protocols for cases requiring Crisis Intervention Team response

Response to 6.2: On December 21, 2016, SFPD published Department General Order 5.01, "Use of Force." The Order begins with a statement on the sanctity of life: "The San Francisco Police Department's highest priority is safeguarding the life, dignity and liberty of all persons." The policy also contains a de-escalation section requiring the use of de-escalation tactics such as time, distance, cover, backup (including a Crisis Intervention Team), and tactical repositioning when feasible. Similarly, SFPD's use-of-force training follows the language of the Order and emphasizes the sanctity of life, de-escalation, and discusses the Crisis Intervention Team.

Also on December 21, 2016, SFPD published Department General Order 5.21, "Crisis Intervention Team Response." The stated goal of the order is to "safely resolve person in crisis incidents without the use of force, whenever possible, and to refer persons in crisis to community mental health service providers or other resources, as appropriate." The Order provides procedures when responding to crisis calls, mandates crisis intervention training, and requires data collection. Additionally, the Order provides for the dispatcher to broadcast a city-wide request for enhanced CIT-trained officers (40 hours of additional training) if no CIT officer is available within the district. As submitted in Recommendation 12.2, over 99% of SFPD officers are certified in the 10-hour POST CIT training and 54% are trained in the 40-hour POST CIT training.

March 24, 2017, the Department of Emergency Communications issued a Training Bulletin, "Behavioral Crisis Calls & the Role of the DEC." The Bulletin informed dispatchers of the codes to use to ensure qualified Crisis Intervention Team members respond to behavioral crisis calls, pursuant to Order 5.21. As stated in Recommendation 12.1, existing dispatchers received rolling training and all new dispatchers are taught the new CIT coding and communication process.

SFPD has also issued several Department Bulletins regarding interactions with homeless individuals. On November 22, 2019, SFPD issued Department Bulletin 19-231 (re-issued DB 17-244), "Contacting the Homeless Outreach Team," a collaborative initiative among SF agencies serving the homeless. The Homeless Outreach Team can provide individuals with a shelter bed, and collaborate with services provided by MSC South, Next Door, and a Woman's

Place shelters. On April 16, 2019, SFPD issued Department Bulletin DB 19-081 (superseding DB 18-192 and DB 17-065), "Homeward Bound Program and Navigation Center." The Bulletin informs SFPD officers on how to use the Homeward Bound Program, which aims at reuniting persons experiencing homelessness with family and friends.

SFPD has partnered with Palo Alto University to analyze mental health calls for service and Crisis Intervention Team responses. Ongoing Palo Alto University projects include a CIT outcome assessment survey, a psychiatric hold outcome assessment, a suicide assessment app, and an officer PTSD app. SFPD has requested an ongoing partnership with Palo Alto University. SFPD also publishes an annual report regarding mental health calls for service and use of force. The last report covered the timeframe of January 1 to June 30, 2020 and included 11,039 mental health calls for service and 14,731 calls for checks on wellbeing, and force was used in 26 of those incidents.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 6.3

Our office has completed its review of the materials related to Recommendation 6.3 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD developing an automated and easily accessible process for training records and data. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 6.3: SFPD training records should be fully automated and training data easily accessible.

Response to 6.3: The San Francisco Police Department uses the People Soft Human Resource Management system to enter training records of officers and employees. The training records for each employee are stored in a searchable electronic database that can be accessed by officers and employees on their department desktops. This allows an officer to see all of the trainings that they have attended during their employment with SFPD. Additionally, each training course is given a unique identifier, making it easy to search for and determine attendance by course.

In December 2019, SFPD published Unit Order 19-02, "Monthly Roll-Call Training & the Periodic Audit of HRMS Training Records for Accuracy." This Order ensures that the Professional Development Unit will randomly audit all training attendance records twice every year to ensure their accuracy. Discrepancies will be corrected and training will be rescheduled as necessary. The audit results and any corrections/remedial actions will be documented in a memorandum to the Commanding Officer of the Training Division.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 7.1

See Cal DOJ December 28, 2018, Letter.[2]

Recommendation 7.2

See Cal DOJ December 28, 2018, Letter.

Recommendation 7.3

See Cal DOJ December 28, 2018, Letter.

Recommendation 8.1

Recommendation 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.

Response to 8.1: The San Francisco Police Department published Department General Order 5.01 Use of Force, which was approved by the Police Commission on December 21, 2016. Use of force reporting is addressed in Section VII of the policy. Under that provision, it is the responsibility of the officer to immediately notify their supervisor about a reportable use of force as defined by the policy, and then incumbent upon the supervisor to respond to the scene and conduct a use of force evaluation. Under General Order 5.01, officers shall report (1) any use of force involving physical controls when the subject is injured, (2) complaints of injury in the presence of officers, (3) complaints of pain that persists beyond the use of a physical control hold, and (4) the use of personal body weapons, chemical agents, impact weapons, ERIWs, vehicle interventions, K-9 bites, and firearms. Notably, the SFPD requires its officers to report the intentional pointing of firearms at an individual as a use of force, a best practice that is commendable. The supervisor is also required to complete the Supervisory Use of Force Evaluation form, indicating whether the force used appears reasonable. If the supervisor determines that a use of force was unnecessary or that force resulted in serious bodily injury or death, the supervisor shall notify their superior officer who also has obligations under Section VII of the policy. As discussed above in more detail, there is also an auditing process conducted by the EIS Unit. Therefore, the California Department of Justice finds the implementation of recommendation 8.1 to be in substantial compliance; however, to remain in substantial compliance, SFPD will need to engage in ongoing review and improvement, and take remedial

[2] The California Department of Justice reviewed Recommendations 7.1, 7.2, 7.3, 9.1, 9.4, 24.4, and 34.3 and found those recommendations to be in substantial compliance in the first Phase of the CRI. At the time, the Cal DOJ submitted a letter on its review of all seven of these recommendations, as well as other recommendations found not to be in substantial compliance, to the Chief. In the next phase of the CRI, the Cal DOJ developed a new process where it sent an email on each recommendation it reviewed and found in substantial compliance; each email summarized the basis for the Department's findings.

action if and when deficiencies are found, in accordance with the detailed compliance measures that have been agreed upon among all parties.

Recommendation 8.2

Recommendation 8.2: Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.

Response to 8.2: The San Francisco Police Department worked quickly to publish Department General Order 5.01 Use of Force, which was approved by the Police Commission on December 21, 2016. Since that time the Department has published Department Bulletin 17-006 -- Supervisor Use of Force Evaluation Form, which was updated by Department Bulletin 18-171 -- Updated Supervisory Use of Force Evaluation Form, October 2018. As an additional component to the use of force policy, the Department has published Unit Order 18.02— Use of Force Evaluation Form - Missing Data Procedures, December 7, 2018, which provides procedures for evaluating information that may not have been properly reported on a use of force report, and also provides for remedial measures. There has been evidence provided that the Department is taking measures to ensure that the data is being accurately reported, and that supervisors will be held accountable for any deficiencies. Therefore, the California Department of Justice finds that implementation of recommendation 8.2 to be in substantial compliance; however, to remain in substantial compliance, SFPD will need to engage in ongoing

g review and take remedial action if and when deficiencies are found, in accordance with the detailed compliance measures that have been agreed upon between all parties.

Please let me know if you have any questions or would like to discuss these further.

Recommendation 8.3

Our office has completed its review of the materials related to Recommendation 8.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 8.3:

SFPD requires supervisors document actions in three separate places, and for purposes of this Recommendation, the California Department of Justice and Hillard Heintze agree that this process suffices. First, supervisors must make an entry into the use of force log housed within the district station where the incident occurred. Second, supervisors must sign off on any incident report and, to that end, must ensure the incident report has as much detail as possible regarding

the incident. Third, SFPD requires supervisors to complete a Supervisory Use of Force Evaluation Form following any incident involving a reportable use of force. The form must be filled out by a supervisor and submitted up through the chain of command by the end of the supervisor's watch. For more details about this Supervisory Use of Force Evaluation Form, including the categories of information a supervisor must report, please see the package and substantial compliance summary for Recommendation 4.2.

Over several months in 2020 and 2021, the IT division worked on integrating the Supervisory Use of Force Evaluation into its existing Crime Data Warehouse (CDW) database. The electronic version of the form is connected to the related incident report and incident report number.

IT tested the system with frontline supervisors. Based on the feedback of those testers, IT further refined the system. IT also created a manual on how to use the system. Front line supervisors have been trained on this system. Those trainings occurred in April and May of this year.

At the time SFPD submitted an addendum to this package, the system was ready to go live pending the Police Commission's approval of a few changes to the Department General Order on use of force (5.01).

Under the new electronic reporting system, data is captured in real time and will likely reduce the number of discrepancies (i.e. missing information) that was found in the paper forms. The CDW is coded in such a way that supervisors cannot move onto the next data field until they provide all required information in the present data field. Additionally, the electronic form requires supervisors to digitally acknowledge the Supervisory Use of Force Evaluation but they may only do so if all required fields have been completed.

SFPD has also developed a new quarterly audit process, which is codified in Risk Management Office Unit Order 21-02. Under this process, the Sergeant in Charge of the Early Intervention System (EIS) will pick 20 use of force incidents at random and from there, will print and review the corresponding incident reports and Supervisory Use of Force Evaluation forms. The review will compare the two documents for each of the 20 use of force incidents to ensure consistency, and also check for accuracy and completeness of information. From there, the Sergeant will complete a Supervisory Use of Force Evaluation Audit Form for each reviewed incident. The Audit Form includes a checklist requiring the Sergeant to indicate whether various components of the Supervisory Evaluation Form are correct and complete; those components that a Sergeant must review include the reporting of the whether the use of force was within department policy and what type of force was used. If there are any issues with the incident's forms, the Sergeant will note that in the Audit Form and will advise the Commanding Officer who oversees the station where the officer who wrote the incident report is assigned. The Commanding Officer will determine what remedial action is needed. If, during the course of their review, the Sergeant determines that there is potential misconduct, the Sergeant will advise the Officer in Charge (OIC) of the Legal Division and provide documentation of the potential misconduct. The Legal Division OIC will then bring it to the attention of the OIC of the Internal Affairs Division for further processing.

After an Audit Form is completed, the Sergeant gives it to the Legal Division OIC for final review and approval. The Audit Form is then scanned and saved in a shared folder used by EIS unit.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 9.1

See Cal DOJ December 28, 2018, Letter

Recommendation 9.2

Our office has completed its review of the materials related to Recommendation 9.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 9.2:

SFPD issued an Unit Order (17-001) that establishes that the Everbridge Emergency Notification system will be used to notify relevant stakeholders/partners of an OIS. SFPD provided examples of Everbridge notification logs of past OISs showing timely notifications (via email, phone, and text) and whether or not the person has acknowledged the notification.

Under the recently issued Unit Order 19-001, the DOC will now print out the Everbridge notification log for an OIS and send it to the DA's Office by the next business day for inclusion in the OIS case file. Under 19-001, DOC supervisory staff will also review the Everbridge notification log to determine whether any contacts needed to be added, removed or updated. Further, DOC supervisory staff will contact people that did not acknowledge the notification to update their information or to remove them from the list. DOC supervisory staff must also contact the DA's Internal Investigations Bureau to confirm that the Everbridge notification logs were received and included in their records. Finally, supervisory staff will memorialize these actions in a cover memo.

Though compliance measure 4 requires an audit of investigative case files to ensure that the notification logs are included, this compliance measure is now inapplicable because, as of May 2019, the DA's Office is responsible for investigating all OISs. Under the terms of the MOU between SFPD and the DA's Office, the DA's Office will retain all documentation related to the investigation into an officer's involvement in an OIS. Because the investigative case file is now with the DA's office, SFPD cannot audit this separate agency's investigative case files for notification log attachment. However, under Unit Order 19-001, the DOC supervisory staff must contact the DA's Internal Investigations Bureau (IIB) within ten days of an OIS Everbridge notification, to confirm that the Everbridge notification log was received and included in the investigative case file. Additionally, the DOC must write a cover memo documenting these

actions. DOC's contact with the DA's IIB to confirm receipt and inclusion of the Everbridge event report notification printouts suffices for purposes of this compliance measure.

Cal DOJ, however, suggests that SFPD consider conducting periodic audits of its own DOC files to ensure that its cover memos reflect contact with the DA's office to confirm its inclusion of the Everbridge notification log in the investigative file.

Based upon all of the above, the Cal DOJ finds that SFPD is in substantial compliance with this recommendation.

Recommendation 9.3

Cal DOJ has completed its review of the Recommendation 9.3 package that SFPD submitted as part of the collaborative reform process. Recommendation 9.3 is that all notified responders should be required to notify the Department of Emergency Management (DEM) of the times of their arrival to the scene of an officer-involved shooting (OIS).

After reviewing the package and information provided by SFPD, Cal DOJ finds as follows:

Response to 9.3 package: SFPD issued Department Bulletin 17-108, which requires any person from an outside agency arriving to the scene of an OIS to identify themselves to an officer that controls access to the scene. That officer must then broadcast the person's scene arrival to dispatch. Department Bulletin 17-108 expired in 2019 and was reissued as Department Bulletin 19-108. Department Bulletin 19-108 suffices for purposes of this Recommendation; however, consistent with Department General Order 3.01.11, SFPD should also place this Department Bulletin on its website.

SFPD also created an Investigative Services Detail (ISD) Call-Out Notes form in June 2019 that includes a "notification" section that captures each partner/responder's scene arrival. During a call out, a member of ISD will be tasked with filling out this portion of the Call-Out Notes. The document is then turned over to the Internal Affairs Department and kept along with the Everbridge event report notification printout that shows the list of people notified of an OIS. ISD will also, within 10 business days of an OIS, review and reconcile the DEM's Computer Aided Dispatch (CAD) from the OIS, as well as the "Notifications" section of the Call-Out Notes to ensure that a permanent record is maintained of when people arrive on-scene. In addition, the officer-in-charge of the ISD will periodically review the investigative OIS files to ensure that this record is present, complete, and retained in the file.

Based on the above, Cal DOJ finds that SFPD is substantially compliant with this Recommendation.

Recommendation 9.4

See Cal DOJ December 28, 2018, Letter.

Recommendation 10.1

Our office has completed its review of the materials related to Recommendation 10.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 10.1:

The SFPD should establish a formal protocol to ensure that a representative of the Homicide Detail [now the Investigative Services Detail (ISD)] provides OCC [now the Department of Police Accountability (DPA)] and District Attorney's Office investigators [provide] 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,

Response to 10.1:

As a threshold matter, on May 4, 2019, SFPD entered a memorandum of understanding with the San Francisco District Attorney's Office regarding officer-involved shootings (OISs). Pursuant to the agreement, the District Attorney's Office will immediately respond to the scene of, and lead the criminal investigation into, officer-involved shootings, in-custody deaths, and uses of force resulting in serious bodily injury. The MOU outlines, among other things, SFPD's responsibilities at the scene of an officer-involved shooting, SFPD's briefing to the District Attorney's Office, and SFPD's role during civilian and SFPD witness interviews. Under the MOU, SFPD will lead the administrative (non-criminal) investigations and any ancillary criminal investigations regarding non-law enforcement personnel.

Consistent with the MOU, SFPD issued ISD Unit Order 20-01, which provides a formal protocol on providing DPA and the DA's office a timely briefing of the facts of an OIS and to conduct a walk-through. Under Unit Order 20-01, the Officer in Charge of ISD must conduct a primary crime scene walk-through of the OIS scene to members of the DA's Officer's Independent Investigations Bureau (IIB), which is the DA bureau in charge of investigating OISs. ISD also conducts a briefing for IIB on the facts leading up to and during the OIS. As part of that briefing, ISD must provide the following information to IIB:

1. All relevant information known at the time;
2. The name(s) and current location(s) of the officers who were involved in, or witness to, the incident;
3. The name(s), address(es), and current location(s) of all material civilian witness(es) to the incident
4. Any statements provided by officers;
5. The nature of any physical evidence discovered (including body worn camera footage); and
6. Location and medical condition of any injured parties

The Officer in Charge must also conduct a secondary walk-through and briefing with members of DPA.

To ensure that SFPD is continually improving its protocol, ISD also conducts a formal debrief of the OIS within fourteen days of the date of the OIS. As part of the debrief, ISD reviews its walk-throughs with the IIB and DPA and any other issues upon which ISD members think need to be improved. The Officer in Charge of the ISD must then prepare a memorandum summarizing the debrief and submit it to the Captain of Risk Management.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 10.2

Our office has completed its review of the materials related to Recommendation 10.2 that have been submitted to us as part of the collaborative reform process. This package focused on collaboratively developing a training program for officer involved shootings with the Department of Police Accountability and the District Attorney's office. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 10.2: The San Francisco Police Department, including SFPD Homicide Detail, developed a formal officer involved shooting (OIS) training program with DPA and the District Attorney's Office. The training was conducted in three parts in August, October, and December 2018. A representative of each department provided instruction in areas of expertise to attendees, which was nearly evenly split among SFPD, DPA, and DA participants. The training and education are consistent with best practices. On January 9, 2019, SFPD issued Unit Order 19-01, "OIS Multi-Agency Investigation Course," mandating that the Internal Affairs Division-OIS Team maintain, update, and host an annual 10 hour multi-agency OIS training. Additionally, on April 10, 2019, SFPD and the District Attorney's Office signed a Memorandum of Understanding stating in part that they will endeavor to conduct joint training regarding OIS, among other incidents.

Based upon all of the above, the Department of Justice finds that the Department is in substantial compliance with this recommendation.

Recommendation 11.1

Our office has completed its review of the materials related to Recommendation 11.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD including review of policy, training, and tactical issues during the review of firearm discharges. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 11.1: On September 21, 2005, SFPD issued an update to Department General Order (DGO) 3.10, "Firearm Discharge Review Board." The DGO assigns duties to Firearm Discharge Review Board (FDRB) members and requires the FDRB to meet within 30 days after receiving investigatory reports from the Homicide Detail (criminal investigation) and Management Control Division (administrative investigation). The FDRB then completes its investigation and issues its findings within 120 days. The FDRB consists of four Deputy Chiefs as the voting members, and an advisory panel consisting of personnel from Risk Management, the Training Division, the Police Commission, and the Department of Police Accountability.

The FDRB meets on a quarterly basis to review any officer-involved shooting cases. The FDRB then determines whether the firearm discharge was consistent with policy and forwards its findings to the Chief for review. After the Chief makes a decision on the FDRB findings, the Chair of the FDRB must make a presentation to the Police Commission on the FDRB's quarterly findings.

The Field Tactics Force Options (FTFO) Unit was formed in 2019 and has been added to the FDRB Advisory Panel. Among other responsibilities, the FTFO Unit reviews officer-involved shooting incidents and issues reports with recommendations. The FTFO Unit advises the FDRB with an evaluation of policy, training, and tactical considerations of the incidents. The FTFO Unit also develops and modifies training based upon their analysis of officer-involved shootings. The addition of the FTFO Unit to the FDRB in an advisory role is expected to be included in an upcoming revision to DGO 3.01 (expected to be revised to "Serious Incident Review Board," reflecting the broader scope of review). DGO 3.01 is currently under revision with a working group of internal and external stakeholders, including the Administration Bureau, Training Division, and Department of Police Accountability, and the draft DGO includes the FTFO Unit in the FDRB. In the interim, the FTFO Unit's inclusion in the FDRB is accomplished through Bureau Order 20-01, "Addition of Training Division Units to the Firearm Discharge Review Board" (issued December 29, 2020). The Bureau Order explains that the Commanding Officer of the Training Division and the Officer in Charge of the Field Tactics Force Options Unit have participated in the FDRB since 2014 and 2019, respectively, and that they will be included formally in the revised DGO.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 11.2

Our office has completed its review of the materials related to Recommendation 11.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD reviewing and implement lessons learned from firearm discharge incidents in training and policy.

After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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 (Firearm Discharge Review Board) 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.

Response to 11.2: On May 9, 2019, SFPD published Department Bulletin 19-100, "New Training Division Unit: Field Tactics / Force Options." The Bulletin established the Field Tactics / Force Options Unit (FTFO) within the Training Division. Under the Bulletin, the FTFO will provide training-based analysis of use of force incidents, including firearm discharges. The FTFO's Procedural Manual specifies that any incident subject to formal review (including the Firearm Discharge Review Board) will be reviewed by FTFO for analyzing SFPD training needs.

The FTFO writes incident summary reports that include a review of the involved officer's training, a review of the use of force and tactics, and recommendations for trainings/suggestions for alternative actions. The review board spans relevant personnel across the organization, and includes representatives from FTFO, the Crisis Intervention Team, and Rangemaster (for incidents involving firearms). The FTFO analysis is presented to Command Staff members and investigators at the Firearm Discharge Review Board.

SFPD has continued to review and make updates to training to cover any gaps or refresher courses it identifies as needed, such as implementing a Limited English Proficient scenario in the Critical Mindset Coordinated Response training and issuing Active Attacker and Traffic Stop trainings and materials in March of 2020. SFPD also implements policies supporting these trainings as well as addressing policy gaps, such as issuing Department Notice 19-224, "Communication Priorities," (issued November 18, 2019) addressing radio communications issues raised in an FTFO review, and Department Notice 20-011, "Modifications to California's Use of Force Standard (AB 392)," (February 3, 2020), integrating new State use-of-force requirement in SFPD policy.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 11.3

Our office has completed its review of the materials related to Recommendation 11.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD assessing its anti-bias trainings to better address issues of bias. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 11.3: The SFPD should update the DGO to ensure that the FDRB is staffed with a Training and Education Division representative as an advisory member to ensure an appropriate focus on development of responsive training protocols.

Response to 11.3: On September 21, 2005, SFPD issued Department General Order (DGO) 3.10, "Firearm Discharge Review Board." The DGO assigns duties to Firearm Discharge

Review Boared (FDRB) members and requires the FDRB to meet within 30 days after receiving investigatory reports from the Homicide Detail (criminal investigation) and Management Control Division (administrative investigation). The FDRB then completes its investigation and issues its findings within 120 days. The FDRB consists of four Deputy Chiefs as the voting members, and an advisory panel consisting of personnel from Risk Management, the Training Division, the Police Commission, and the Department of Police Accountability. The SFPD Rangemaster (under the Training Division), is a member of the Advisory Panel, and the Commanding Officer of the Training Division was added to the Advisory Panel by Department Bulletin 14-064, "Firearm Discharge Review Board: Addition of Commanding Officer of the Training Division as an Advisory Member of the Firearm Discharge Review Board (amends portion of DGO 3.10)."

The FDRB meets on a quarterly basis to review any officer involved shooting cases. The FDRB then determines whether the firearm discharge was consistent with policy and forwards its findings to the Chief for review After the Chief makes a decision on the FDRB findings, the Chair of the FDRB must make a presentation to the Police Commission on the FDRB's quarterly findings.

The Field Tactics Force Options (FTFO) Unit was formed in 2019 and was added to the FDRB Advisory Panel. Among other responsibilities, the FTFO Unit reviews officer-involved shooting incidents and issues reports with recommendations. The FTFO Unit advises the FDRB with an evaluation of policy, training, and tactical considerations of the incidents. The FTFO Unit also develops and modifies training based upon their analysis of officer-involved shootings. The addition of the FTFO Unit to the FDRB in an advisory role is expected to be included in an upcoming revision to DGO 3.01 (expected to be revised to "Serious Incident Review Board," reflecting the broader scope of review). DGO 3.01 is currently under revision with a working group of internal and external stakeholders, including the Administration Bureau, Training Division, and Department of Police Accountability and the draft DGO includes the FTFO Unit. In the interim, the FTFO Unit's inclusion in the FDRB is accomplished through Bureau Order 20-01, "Addition of Training Division Units to the Firearm Discharge Review Board" (issued December 29, 2020). The Bureau Order explains that the Commanding Officer of the Training Division and the Officer in Charge of the Field Tactics Force Options Unit have participated in the FDRB since 2014 and 2019, respectively, and that they will be formally included in the revised DGO.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 11.4

Our office has completed its review of the materials related to Recommendation 11.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD's Firearm Discharge Review Board timely reviewing officer-involved shooting incidents. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 11.4: Officer-Involved shooting events need to be reviewed in a more timely fashion as they relate 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.

Response to 11.4: At the time this recommendation was issued, SFPD waited for the San Francisco District Attorney's Office to make a charging decision before having SFPD's Firearm Discharge Review Board (FDRB) conduct its administrative investigation. This process could significantly delay the FDRB review.

On September 21, 2005, SFPD issued Department General Order (DGO) 3.10, "Firearm Discharge Review Board." The Order assigns duties to FDRB members and requires the FDRB to meet within 30 days after receiving investigatory reports from the Homicide Detail (criminal investigation) and Management Control Division (administrative investigation). The FDRB then must complete its investigation and issue its findings within 120 days. Furthermore, under DGO 8.11, "Investigation of Officer Involved Shootings and Discharges," if the FDRB report is not completed within the 120 days, an FDRB representative must appear before the Police Commission to explain the reason for the delay.

In practice, case files had not been considered complete for FDRB review until after the District Attorney's Office had made a charging decision. On November 16, 2020, SFPD issued Unit Order 20-05, "Case Presentation of Officer-Involved Shooting, In-Custody Death, and Use of Force with Great Bodily Injury Investigations." The Order clarified that for (1) officer-involved shootings, (2) in-custody deaths, and (3) use-of-force incidents, cases will be deemed conditionally complete at the conclusion of the Internal Affairs Division investigation. The designation of "conditionally complete" allows the FDRB to begin its investigation without waiting on any action from the District Attorney's Office. The Order requires the IAD investigator to notify the IAD officer in charge when a case is conditionally complete, and the officer in charge must advance cases to FDRB for the next FDRB meeting.

The FDRB has continued to meet regularly during the pandemic, holding meetings in July, September, and October of 2020 to review officer-involved shooting incidents.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 12.1

Our office has completed its review of the materials related to Recommendation 12.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD working with the Department of Emergency Management to ensure Crisis Intervention Team (CIT) officers are dispatched to calls for persons with mental health disabilities. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 12.1.: The SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following:

• 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.

Response to 12.1: On December 21, 2016, the San Francisco Police Department published Department General Order (DGO) 5.21, "The Crisis Intervention Team (CIT) Response to Persons in Crisis Calls for Service." The DGO required the Department of Emergency Management (DEM) to (1) identify calls for service that involve a person in crisis, (2) request a CIT POST certified officer to respond, and (3) issue a city-wide request for a CIT-trained officer if no CIT-trained officers are available in a district.

SFPD and DEM worked jointly to develop DEM protocols for dispatching officers to persons in crisis. On March 24, 2017, DEM published DEM Training Bulletin TB17-007, "Behavior Crisis Calls & the Role of the DEC Dispatch." The Bulletin creates a CR suffix that notifies dispatch of a person in crisis. After verifying that the CR designation is properly reported, dispatchers are directed to dispatch a CIT-trained officer and ensure a responding unit has an Extended Range Impact Weapon (such as a beanbag shotgun) with contingency plans if a CIT-trained officer is not immediately available. In 2017, DEM trained 122 dispatchers and 30 supervisors/coordinators on the TB17-007 and the policy is now being taught to all new trainees. SFPD sends DEM information when an officer completes CIT training. DEM then updates its systems so that dispatchers see which on-duty officers are CIT trained when responding to calls. In March 2019, DEM instituted an audit of five percent of CIT calls on a monthly basis (in addition to randomly reviewing calls of all types) to ensure CIT calls are being handled properly. Information SFPD provided in a supplemental email evidences that SFPD consulted with the Los Angeles and Memphis police departments and incorporated principles from a National Police Executive Research Forum training when developing its protocols for dispatching CIT-trained officers to CIT incidents.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD implement remedial or corrective action when deficiencies are found in its audit of CIT calls.

Recommendation 12.2

Our office has completed its review of the materials supporting implementation of Recommendation 12.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 12.2: The SFPD should ensure an appropriate distribution of Crisis Intervention Team (CIT)-trained personnel across all shifts in all districts.

Response to Recommendation 12.2:

SFPD takes various measures to ensure the appropriate distribution of CIT-trained personnel across all shifts and districts. First, on a quarterly basis, the CIT coordinator reviews and

analyzes both calls for service and mental health detentions that come out of those calls for service and assesses whether particular stations and shifts have a higher need for CIT-trained officers. The CIT coordinator will then identify and select officers to take the 40-hour California Peace Officer Standards and Training (POST) CIT training to address higher calls for services and mental health detentions in particular stations and shifts. The CIT office has also over time sent members to take the 10-hour POST-certified CIT training. The CIT office's data-driven efforts to have members trained in crisis intervention have resulted in over 99% of SFPD members certified in the 10-hour POST CIT training and 54% trained in the 40-hour POST CIT training. Second, when members sign up for their choice of watch in March and September of each year, district captains will use data on the number of mental health detentions across shifts and district stations in making assignments. Third, Platoon Commanders, as part of the same semiannual assignment of members to particular watches, will ensure that CIT-trained officers are distributed equally among each of the watches.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 12.3

Our office has completed its review of the materials supporting implementation of Recommendation 12.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 12.3: Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.

Response to Recommendation 12.3:

Nearly all of SFPD members have received a 10-hour crisis intervention team (CIT) training and more than half have received a 40-hour CIT training. In addition to these trainings, members who are newly promoted to a supervisory position receive a refresher CIT training as part of their two-week leadership seminar at the Academy. This supervisor training requirement is codified in the Field Operations Bureau CIT Unit Order 20-01. SFPD has provided documentation that members that have been promoted to supervisor in the past several months (just prior to the issuance of Unit Order 20-01) have received this training.

The refresher course is evidence-based and tailored to specific supervisory rankings. Newly-promoted sergeants are trained on, among other topics, CIT field tactics and how to direct a team approach to crisis incidents. Newly-promoted lieutenants and captains are trained on, among other topics, conducting debriefs and hostage negotiation team issues.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 13.1

Our office has completed its review of the materials related to Recommendation 13.1 that have been submitted to us as part of the collaborative reform process. This package focused on

ensuring SFPD hosts town-hall meetings in the community shortly after an officer-involved shooting. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 13.1.: The practice of hosting a town-hall meeting in the community shortly after the incident should continue with a focus on releasing only known facts.

Response to 13.1: The San Francisco Police Department Media Relations Unit Order #16-03 requires the Media Relations Unit to take certain actions after an officer-involved shooting (OIS). Part of their response must include a town-hall meeting within ten days of the OIS. The meeting must be held in the community affected by the incident. The District Station Captain for the area of the OIS is tasked with securing the town hall location and the Media Relations Unit is tasked with publicizing the meeting, including the date, time, and location. SFPD produced a memorandum explaining its improvements to the town-hall process following 2018 OIS incidents, including highlighting the availability of translators, improving searches for appropriate town-hall meeting locations, and fixing the premature release of body-worn camera footage. The Media Relations Unit meets the day after the town-hall meeting to review shortfalls and areas for improvement. The Media Relations Unit also completes a checklist regarding OIS that includes a "Post Town Hall" checkbox for debriefing and for noting areas of improvement.

Based upon all of the above, the Department of Justice finds that the Department is in substantial compliance with this recommendation. The Department recommends that SFPD include community outreach as part of the post-incident debrief.

Recommendation 14.1

Our office has completed its review of the materials related to Recommendation 14.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD developing a communication strategy with stakeholder feedback after officer-involved shootings. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 14.1.: The SFPD should develop an ongoing communication strategy for officer-involved shootings.

Response to 14.1: On December 7, 2016, the San Francisco Police Department (Media Relations Unit) published Unit Order 16-03, outlining the Department's public information response to officer-involved shootings. On July 15, 2019, SFPD updated Unit Order 16-03 pursuant to the objectives of COPS Finding 14. The Order requires the Media Relations Unit to distribute press releases via email, posts to the Department webpage, and posts on social media "as soon as practical." Supplemental press releases are required as additional information becomes available and are also limited to factual information known at the time. Quarterly updates are required for any open OIS investigation. Following the OIS town-hall meeting, the Media Relations Unit must conduct a debrief that includes an assessment of its response to the incident. SFPD submitted a memorandum of record documenting deficiencies identified in the debriefs and SFPD's corrective actions. The Media Relations Unit must also complete a checklist that includes checkboxes for issuing news releases and updates via email and social media, as well as for conducting the debrief.

SFPD also conducted a survey seeking the public's input on its media response to officer-involved shootings, and the results were shared with SFPD's Media Team. On July 15, 2019, The Media Team published a news release responding to some of the questions raised by survey responses.

Based upon all of the above, the Department of Justice finds that the Department is in substantial compliance with this recommendation.

Recommendation 14.2

Our office has completed its review of the materials related to Recommendation 14.2 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring that media outreach is immediate after an officer-involved shooting and that the information SFPD conveys is succinct and accurate. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 14.2.: The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.

Response to 14.2: On December 7, 2016, the San Francisco Police Department (Media Relations Unit) published Unit Order 16-03, outlining the Department's public information response to officer-involved shootings (OIS). On July 15, 2019, SFPD updated Unit Order 16-03 pursuant to the objectives of COPS Finding 14. The Order requires the Media Relations Unit to respond to the scene of the OIS and coordinate information to various media outlets. Press briefings must be limited to factual information known at the time. The press release must be distributed via email, posted to the Department webpage, and posted on social media "as soon as practical." Supplemental press releases are required as additional information becomes available and are also limited to factual information known at the time. Quarterly updates are required for any open OIS investigation. Following the OIS town hall meeting, the Media Relations Unit must conduct a debrief that includes an assessment of its response to the incident. The Media Relations Unit must complete a checklist that includes checkboxes for the debrief. SFPD provided a memorandum documenting 2018 OIS debriefings which included suggested improvements regarding SFPD's interaction with the press. Cal DOJ commends SFPD on exceeding its compliance measures by developing an online survey that sought community members' input on SFPD's responses to OIS and issuing News Release 19-088 to address some of the questions raised by survey recipients.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 14.3

Our office has completed its review of the materials related to Recommendation 14.3 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD using social media to relay information on the progression of an investigation of an officer-involved shooting. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 14.3.: The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.

Response to 14.3: On December 7, 2016, the San Francisco Police Department (Media Relations Unit) published Unit Order 16-03, outlining the Department's public information response to officer-involved shootings. On July 15, 2019, SFPD updated Unit Order 16-03 pursuant to the objectives of COPS Finding 14. The Order requires the Media Relations Unit to distribute press releases via email, posts to the Department webpage, and posts on social media "as soon as practical." Following the OIS town-hall meeting, the Media Relations Unit must conduct a debrief that includes an assessment of its response to the incident. The Media Relations Unit must also complete a checklist that includes checkboxes for issuing news releases and updates via email and social media, as well as for conducting the debrief. Officers are subject to disciplinary procedures for failure to follow Unit Order 16-03.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 15.1

Our office has completed its review of the materials related to Recommendation 15.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 15.1

The SFPD needs to create outreach materials related to educating the public and the media on UOF and OIS investigation protocols. These materials should be disseminated widely through the various community engagement events and district station meetings.

Response to 15.1:

SFPD has prepared outreach materials for the public and media. These outreach materials include a flow chart depicting the various investigations (both internal and external) that are conducted following an officer-involved shooting (OIS) as well as a Frequently Asked Questions document. SFPD intends to disseminate these documents at biannual meetings to be held at every district station, where SFPD will present on its use of force and OIS investigation protocols (as recommended in Recommendation 15.2). These district station presentations, as noted in Field Operations Bureau (FOB) Order 19-01, will involve discussions of Department General Order (DGO) 5.01 (Use of Force) and DGO 8.11 (Investigation of Officer Involved Shooting and Discharges). SFPD will also provide general information regarding OISs, including the quarterly update on OIS investigations (published by the Media Relations Unit), and will discuss the memorandum of understanding between SFPD and the San Francisco District Attorney's Office on OIS investigations.

Because of the COVID-19 pandemic, SFPD has been unable to hold these meetings at the physical district stations but the FOB Deputy Chief has approved virtual meetings until the shelter-in-place order is lifted and in-person meetings can resume. The next district station meetings on use of force will take place virtually in November 2020.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 15.2

Our office has completed its review of the materials related to Recommendation 15.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 15.2

The SFPD should host town hall presentations to educate the public and the media on use of force and officer-involved shooting investigation protocols.

Response to 15.2:

SFPD has identified a two-pronged approach to educating the public and the media on the use of force and officer-involved shooting (OIS) investigation protocols: (1) SFPD will hold biannual meetings at every district station to discuss use of force and OIS investigation protocols, allowing for as many as 20 presentations a year across the City and (2) SFPD will incorporate an explanation of OIS investigation protocols into the quarterly Firearm Discharge Review Board (FDRB) presentations to the Police Commission. Each of these presentations is discussed in more detail below:

Biannual District Station Presentations

SFPD decided against conducting these presentations in the form of town hall meetings and opted instead to do district station meetings for two reasons. First, SFPD did not want to confuse these presentations with the town hall meetings it holds shortly after any OIS (consistent with Recommendation 13.1). Second, SFPD concluded that holding these presentations during district station meetings would allow more people across the City to attend because they would be held at every district station twice a year. The California Department of Justice and Hillard Heintze agree with SFPD's approach, particularly since this approach is consistent with Compliance Measure 1 (Establish a protocol and procedure for SFPD hosted town hall presentations that are inclusive of difference neighborhood and communities). These meetings are codified in Field Operations Bureau (FOB) Order 19-01.

As noted in FOB Order 19-01, the district station presentations will discuss Department General Order (DGO) 5.01 (Use of Force) and DGO 8.11 (Investigation of Officer Involved Shooting and Discharges). SFPD will also provide general information regarding OISs, including the quarterly update on OIS investigations (published by the Media Relations Unit), and will discuss the memorandum of understanding between SFPD and the San Francisco District Attorney's Office on OIS investigations. During the presentations, SFPD will provide community members with copies of the quarterly FDRB reports.

The Community Engagement Division (CED) will prepare a survey that district station Captains will provide at each of these presentations. In May and November of each year, the commanding officer of the CED will review the survey results and will submit a memorandum to the FOB Deputy Chief, summarizing the community feedback and recommendations for the Chief to

consider. In December of every year, the FOB Lieutenant will conduct an audit and review of the CED reports and the surveys and furnish a report to the FOB Deputy Chief.

Because of the COVID-19 pandemic, SFPD has been unable to hold these meetings at the physical district stations but the FOB Deputy Chief has approved virtual meetings until the shelter-in-place order is lifted and in-person meetings can resume. The next district station meetings on use of force will take place virtually in November.

Quarterly Presentations to the Police Commission

SFPD's quarterly FDRB presentation to the Police Commission will include an explanation of the OIS investigation protocols. This process is codified in the Chief of Staff Bureau Order 20-01. To ensure that this occurs, the Internal Affairs Lieutenant is responsible for maintaining a log of the FDRB presentations to the Police Commission, documenting that the OIS investigation protocols were discussed. In December of each year, the Captain of Risk Management will conduct an audit and review of these logs and furnish a report to their Commanding Officer on the outcome of the audit.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 16.1

Our office has completed its review of the materials related to Recommendation 16.1 that have been submitted to us as part of the collaborative reform process. This package focused on the San Francisco Police Department (SFPD) working with stakeholders and community members to make an informed decision about whether to authorize use of electronic control weapons (e.g., tasers). After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 16.1: At the time recommendation 16 was issued, San Francisco Police Department officers were not authorized to use electronic control weapons (ECWs). In 2017, SFPD began facilitating a stakeholder working group regarding ECWs. The stakeholder group consisted of eighteen members, including the Bar Association of San Francisco, the Coalition on Homelessness, the ACLU, the Department of Police Accountability, and SFPD Officers for Justice. The stakeholder working group met nine times. SFPD also participated in public meetings facilitated by the Human Rights Commission and received information from Police Commission Community Input Sessions. SFPD and the stakeholder group reviewed fourteen ECW studies, including studies by Amnesty International, the U.S. Department of Justice, and Stanford University, as well as numerous articles, reports, and other documents. These studies and documents were submitted to the Police Commission for public posting.

On March 14, 2018, SFPD published Department General Order (DGO) 5.02, "Use of Electronic Control Weapon." The policy limited authority to carry ECWs to officers that completed Crisis Intervention Team training, as well as other trainings. The policy specifies instances when ECWs may be used (e.g., subject is causing physical injury to another or is violently resisting an

officer) and when ECWs may not be used (e.g., if a suspect is fleeing and does not pose a threat, or if a subject is compliant).

Based upon all of the above, the California Department of Justice finds that the SFPD is in substantial compliance with this recommendation. It should be noted, that the compliance measures themselves do not require approval of the content of the underlying DGO 5.02, and that neither the California Department of Justice nor Hillard Heintze undertook a comprehensive review of that policy. However, after conducting a limited review of this DGO, Cal DOJ has identified the four below areas within DGO 5.02 that SFPD may wish to review. Please note that this list is not exhaustive, and that as police practices surrounding the use of ECWs evolves, there may be additional policies and practices the SFPD may wish to consider in this regard before implementing this policy. Those areas we believe merit additional review follow:

1. Cal DOJ recommends addressing the gap between DGO 5.02 parts H and J. Part H lists instances when an officer "may activate the ECW" and Part J lists scenarios when ECW use is prohibited. There are potential scenarios that fall outside of expressly permitted and prohibited use where it may be unclear if an officer is permitted to use an ECW. Cal DOJ recommends adding the word "only" to Part H to read that an officer "may activate the ECW **only** when a subject is [. . .]" to clarify the policy.

   Additionally, Cal DOJ recommends adding the words "immediate" and "imminently" in part H(1) and H(2) to read that an officer may use an ECW when a subject is "causing immediate physical injury to a person or threatening to cause **immediate** physical injury when there is a reasonable belief that the subject has the intent and capability of **imminently** carrying out the threat."

2. While SFPD prohibits officers from using ECWs on handcuffed persons, that information is not found in the "Prohibited Use" section. Cal DOJ recommends adding the prohibition in that section for ease of reference.

3. Cal DOJ recommends clarifying the language regarding vulnerable populations in Part I. For vulnerable populations, the current version of DGO 5.02 provides that officers are to limit ECW use to "circumstances where the potential benefit of using the device reasonably outweighs the risks and concerns" because of "heightened risk of adverse reaction." These risks and benefits are vague and provide officers with broad discretion as to whether to use an ECW on the noted vulnerable populations. Cal DOJ recommends first prohibiting the use of the ECW on pregnant women, elderly, visibly frail, and young children except under very limited circumstances that should be narrowly defined to achieve the stated goal. The policy should contain an explanation regarding the heightened risk of death or serious bodily injury to be weighed against any exigency, other control techniques, and force options. As an example, the Medford Police Department lists a few practical considerations for officers to consider before using an ECW on vulnerable populations (see page 3).

4. Cal DOJ recommends adding language discouraging the "drive stun" use of ECWs, which primarily serves as a pain-compliance tactic. The US DOJ COPS office recommends that "[t]he drive stun mode should be used only to supplement the probe mode to complete the incapacitation circuit, or as a countermeasure to gain separation between officers and the subject so that officers can consider another force option." (see pages 14 and 19).

Please let us know if you have any questions or would like to discuss these further.

Recommendation 16.2

Our office has completed its review of the materials related to Recommendation 16.2 that have been submitted to us as part of the collaborative reform process. This package focused on San Francisco reviewing data and evidence while considering deploying electronic control weapons. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 16.2.: The City and County of San Francisco should strongly consider deploying ECWs.

Response to 16.2: At the time recommendation 16.2 was issued, San Francisco Police Department (SFPD) officers were not authorized to use electronic control weapons (ECWs). In 2017, SFPD began facilitating a stakeholder working group regarding ECWs. SFPD and the stakeholder group reviewed fourteen ECW studies, including studies by Amnesty International, the U.S. Department of Justice, and Stanford University, as well as numerous articles, reports, and other documents. These studies and documents were submitted to the Police Commission for public posting. Additionally, SFPD initiated an internal working group researching best practices nationwide and looking at U.S. DOJ recommendations regarding ECW policy. SFPD reviewed the ECW policies from twelve other police departments to inform its decision and policy. On March 14, 2018, SFPD published Department General Order (DGO) 5.02, "Use of Electronic Control Weapon," authorizing certain officers to use ECWs in limited circumstances.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 17.1

Our office has completed its review of the materials related to Recommendation 17.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD promulgating a policy prohibiting officers from using the carotid restraint technique as a use-of-force option. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 17.1: The SFPD should immediately prohibit the carotid restraint technique as a use-of-force option.

Response to 17.1: On December 21, 2016, SFPD issued the revised Department General Order (DGO) 5.01, Use of Force. The DGO Section VI (B)(3)(a) prohibits officers from using the carotid restraint hold and chokehold as a use-of-force option. On December 27, 2016, SFPD issued Department Bulletin 16-219 announcing the adoption of the revised DGO 5.01. Under San Francisco Administrative Code Section 96A.3, SFPD must send written reports to the Police Commission (among others) on a quarterly basis that include use-of-force data. SFPD submitted its report for the first quarter of 2019, which included SFPD's audit of all reported use-of-force incidents, and found no instances where the carotid restraint was used. Additionally, SFPD's Risk Management Division conducts monthly audits of ten random use-of-force reports

including reviewing the incident report, use of force logs, and supervisory use of force evaluation forms to determine the type of force used to ensure data is accurate and consistent.

Based upon all of the above, the Department of Justice finds that the Department is in substantial compliance with this recommendation; however, to remain in substantial compliance, SFPD will need to ensure that periodic audits are ongoing and include reporting on carotid restraint incidents.

Recommendation 18.1

Recommendation 18.1: The SFPD needs to develop a policy for investigation standards and response for all officer use of force.

Response to 18.1: The San Francisco Police Department published Department General Order 5.01 Use of Force, which was approved by the Police Commission on December 21, 2016. Use of force reporting is addressed in Section VII of the policy. Under that provision, it is the responsibility of the officer to immediately notify their supervisor about a reportable use of force as defined by the policy, and then incumbent upon the supervisor to respond to the scene and conduct a use of force evaluation. Among other things, that evaluation includes an on-scene investigation which ensures that all officer and civilian witnesses are identified and interviewed, photographs of injuries are taken, and that other evidence is booked. When a superior officer is notified of a supervisor's preliminary determination of unnecessary force or force that results in serious bodily injury or death, the superior officer will notify the commanding officer and ensure all other notifications are made consistent with DGO 1.06, Duties of Superior Officers. In cases of unnecessary force, the superior office notifies and submits any documentation to the Office of Citizen Complaints, consistent with DGO 2.04, (Citizen Complaints Against Officers). Use of force training is provided to the officers and supervisors which included officer, supervisor and commanding officer's responsibilities in reporting and investigating use of force incidents. As discussed above in more detail, there is also an auditing process conducted by the EIS Unit. Therefore, the California Department of Justice finds the implementation of recommendation 18.1 to be in substantial compliance; however, to remain in substantial compliance, SFPD will need to engage in ongoing review and improvement, and take remedial action if and when deficiencies are found, in accordance with the detailed compliance measures that have been agreed upon between all parties.

Please let us know if you have any questions or would like to discuss these further.

Recommendation 18.2

Our office has completed its review of the materials related to Recommendation 18.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 18.2:

The SFPD should create an on-scene checklist for use of force incidents.

Response to 18.2:

To comply with this recommendation, SFPD revised its general order on use of force (Department General Order (DGO) 5.01) to list out specific tasks a supervisor must complete when notified of a use of force. These tasks include ensuring that witnesses are interviewed and photographs of injuries taken, immediately reviewing the officer's body worn camera footage, and completing a supervisory use of force evaluation form. Rather than create a separate on-scene checklist, the Department has made all of its DGOs available via an application on every sworn member's Department-issued cell phone. Thus, when notified of a use of force, a supervisor can use their cell phone to access and refer to DGO 5.01's list of their on-scene tasks.

Though SFPD did not create a separate on-line checklist, the California Department of Justice and Hillard Heintze agree that SFPD's approach of (1) revising DGO 5.01 to include a list of tasks a supervisor must complete during a use of force incident and (2) making this policy accessible via members' cell phones is sufficient for substantial compliance with this recommendation.

Following the revision of DGO 5.01, SFPD rolled out a full-day training course on the policy for all members. These trainings took place between January 2017 and July 2019. SFPD also trains on a supervisor's on-scene responsibilities as part of the required Continuing Professional Training that members are required to take every two years. One way that SFPD ensures that supervisors are abiding by the list of responsibilities codified in DGO 5.01 is by auditing the supervisory use of force evaluation forms for deficiencies. This form, and the protocols around it, are described in more detail in the packages for Recommendations 4.2 and 4.3.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 18.3

Our office has completed its review of the materials related to Recommendation 18.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 18.3:

The SFPD needs to develop a protocol for proper development and handling of officer statements.

Response to 18.3:

SFPD revised its general order on use of force (Department General Order (DGO) 5.01) to require officers who used force to include specific information in their incident report. The required information includes any efforts to de-escalate prior to the use of force, whether they gave a warning, and, if applicable, why they did not give a warning, and the time the officer notified a supervisor. SFPD also issued a Department Bulletin (19-126), which provides further guidance on reporting use of force. That Department Bulletin states, for example, that officers should avoid "canned or boilerplate language" and provides an example of more specific language officers can use. The Department Bulletin also explains that officers reporting on another officer's use of force must focus on what they saw the other officer doing and refrain from explaining why that other officer took a certain course of action.

Following the revision of DGO 5.01, SFPD rolled out a full-day training course on the policy for all members. These trainings took place between January 2017 and July 2019. SFPD also conducts training with respect to an officers' report writing as part of the required Continuing Professional Training that members are required to take every two years. One way that SFPD ensures that officers' statements are consistent with DGO 5.01 is by auditing the supervisory use of force evaluation forms for deficiencies. This form, and the protocols around it, are described in more detail in the packages for Recommendations 4.2 and 4.3.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 19.1

Our office has completed its review of the materials related to Recommendation 19.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD developing an officer-involved shooting protocol. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 19.1: The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.

Response to 19.1: On May 4, 2019, SFPD entered a memorandum of understanding with the San Francisco District Attorney's Office regarding officer-involved shootings. Pursuant to the agreement, the District Attorney's Office will immediately respond to the scene of, and lead the criminal investigation into, officer-involved shootings, in-custody deaths, and uses of force resulting in serious bodily injury. The MOU outlines, among other things, SFPD's responsibilities at the scene of an officer-involved shooting, SFPD's briefing to the District Attorney's Office, and SFPD's role during civilian and SFPD witness interviews. Under the MOU, SFPD will lead the administrative (non-criminal) investigations and any ancillary criminal investigations regarding non-law enforcement personnel.

As SFPD no longer leads criminal investigations into officer-involved shootings, Cal DOJ and HH review SFPD for substantial compliance with this recommendation with respect to its administrative investigations. For the administrative investigations, SFPD's Internal Affairs Division (IAD) administratively investigates whether any SFPD personnel violated any general order, regulation, policy, or other workplace rule during an officer-involved shooting. In addition to the memorandum of understanding, SFPD has memorialized its officer-involved-shooting protocols in unit orders. On July 20, 2020, SFPD issued IAD Unit Order 20-01, "Officer Involved Shooting Scene Protocol." Attached to the Unit Order is the "Officer Involved Shooting Protocol Checklist." These documents inform IAD personnel of the protocols for administratively investigating officer-involved shootings. The checklist includes fifteen actions for SFPD officers to complete from arriving at the scene to departure, including reporting to the incident commander, the initial briefing, and the scene walkthrough.

Additionally, SFPD issued IAD Unit Order 19-03, "Internal Affairs Division OIS/ICD Case Closure Procedures and Checklist" on January 15, 2019. This policy requires the investigator to ensure that all supporting documents, reports, photos, recordings, and videos are contained in the investigative file and the file has been scanned and uploaded. The Officer in Charge of lAD will review each case file and ensure that it contains the relevant supporting documents. The

checklist attached to the Order includes yes/no boxes for items such as the summary report, administrative witness statements, and training/tactical assessments.

In creating its officer-involved shooting protocols, SFPD reviewed the US DOJ Community Oriented Policing Services Guide for Officer Involved Shootings and the San Jose Police Department Internal Affairs Manual. SFPD borrowed practices from these documents, such as adding a conflict of interest statement for the IAD investigator, to ensure SFPD was aligned with established local and national procedures for investigating officer-involved shooting incidents.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 19.2

Our office has completed its review of the materials related to Recommendation 19.2 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD creating a template for officer-involved shooting files. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 19.2: On May 4, 2019, SFPD entered a memorandum of understanding with the San Francisco District Attorney's Office regarding officer-involved shootings. Pursuant to the agreement, the District Attorney's Office will immediately respond to the scene of, and lead the criminal investigation into, officer-involved shootings, in-custody deaths, and uses of force resulting in serious bodily injury. The MOU outlines SFPD's responsibilities at the scene of an officer-involved shooting, SFPD's briefing to the District Attorney's Office, and SFPD's role during civilian and SFPD witness interviews. Under the MOU, SFPD will lead the administrative (non-criminal) investigations and any ancillary criminal investigations regarding non-law enforcement personnel.

As SFPD no longer leads criminal investigations of officer-involved shootings, Cal DOJ and HH agree that it reviews SFPD for substantial compliance with this recommendation with respect to its administrative investigations. For the administrative investigations, SFPD's Internal Affairs Division (IAD) administratively investigates whether any SFPD personnel violated any general order, regulation, policy, or other workplace rule during an officer-involved shooting. In addition to the memorandum of understanding, SFPD has memorialized its officer-involved-shooting protocols in unit orders. On July 20, 2020, SFPD issued IAD Unit Order 20-01, "Officer Involved Shooting Scene Protocol." Attached to the Unit Order is the "Officer Involved Shooting Protocol Checklist." These documents inform IAD personnel of the protocols for administratively investigating officer-involved shootings. The checklist includes fifteen actions for SFPD officers to complete from arriving at the scene to departure, including reporting to the incident commander, the initial briefing, and the scene walk through.

Additionally, SFPD issued IAD Unit Order 19-03, "Internal Affairs Division OIS/ICD Case Closure Procedures and Checklist" on January 15, 2019. This policy requires the investigator to ensure that all supporting documents, reports, photos, recordings, and videos are contained in the

investigative file and the file has been scanned and uploaded. The Officer in Charge of lAD will review each case file and ensure that it contains the relevant supporting documents. The checklist attached to the Order includes yes/no boxes for items such as the summary report, administrative witness statements, and training/tactical assessments. Additionally, the Order requires annual training on the case closure checklist. This training occurred this year on July 21, 2020. As required by the Order, the training was documented in a memorandum. Finally, the Order requires annual audits of completed case files. The audits also occurred this year on July 21, 2020, and the two case files that were audited were used as examples in the annual training.

In creating its officer-involved shooting protocols, SFPD reviewed the US DOJ Community Oriented Policing Services (COPS) Guide for Officer Involved Shootings and the San Jose Police Department Internal Affairs Manual. SFPD borrowed practices from these documents, such as adding a conflict of interest statement for the IAD investigator, to ensure SFPD was aligned with established local and national procedures for investigating officer-involved shooting incidents. SFPD reviewed the US DOJ COPS Guide for Unit Orders 19-02, 19-03, and 20-01, incorporating information and recommendations regarding pre-incident preparations, incident scene procedures, incident scene walk throughs, incident scene responsibilities, and administrative investigations.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 19.3

Our office has completed its review of the Recommendation 19.3 package that SFPD submitted as part of the collaborative reform process. Recommendation 19.3 is that SFPD should ensure that all officer-involved shooting (OIS) investigations are appropriately reviewed by all levels of supervision.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 19.3 package: As a threshold matter, the SFPD and San Francisco District Attorney's Office (DA) entered into a memorandum of understanding in 2019 whereby the DA would handle the criminal investigations of all OISs. Given this, Cal DOJ and Hillard Heintze agree that this Recommendation now applies to SFPD's administrative investigations of OISs.

SFPD has a policy that all OISs will be administratively reviewed at all levels of supervision, starting with the Officer in Charge of the Internal Affairs Division (IAD) up to the Chief of Police. SFPD determined that the appropriate scope of review at each level will be the same: Each reviewer will review the entirety of the case file and make an independent assessment, based on the preponderance of the evidence, as to whether or not the evidence supports the investigative findings of the IAD investigator assigned to the case.

To ensure consistent standards, the IAD issued Unit Order 17-01, which created an Administrative IA Concurrence Form that each reviewer must sign after making their independent assessment as to whether or not they concur with the investigative findings. The

IAD also issued Unit Order 19-02, which outlines the format and level of detail that each OIS investigative findings report must have.

To ensure an ongoing review of these standards, the IAD Officer in Charge must conduct a review, on an annual basis, of all the OIS case files to determine whether or not each case has been properly closed. The Officer in Charge will then provide a memorandum to the Captain of the Risk Management Office, describing the result of their review and any corrective action taken, if needed.

Based on the above, the California Department of Justice finds SFPD in substantial compliance with this Recommendation.

Recommendation 23.1

Our office has completed its review of the materials related to Recommendation 23.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD promulgating a policy prohibiting officers from firing at moving vehicles. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 23.1.: The SFPD should immediately implement this provision of the draft policy (prohibiting firing at moving vehicles).

Response to 23.1: On December 21, 2016, the Police Commission approved Department General Order (DGO) 5.01, Use of Force. DGO 5.01 Section VI (G)(2)(e) provides that an officer "shall not discharge a firearm at the operator or occupant of a moving vehicle" or "from his or her moving vehicle" unless there is an immediate threat of death or serious bodily injury by means other than the vehicle. On December 27, 2016, Department Bulletins 16-219 and 16-221 issued, announcing the adoption of DGO 5.01, including the prohibition against shooting at moving vehicles.

SFPD reviews all officer involved shootings (OIS). The 2017 and 2018 OIS audit found twelve OIS incidents, one of which involved firing at a vehicle. Department records indicate the employee who was found to have shot at a moving vehicle was in violation of policy. The employee was released from the department.

Based upon all of the above, the Department of Justice finds that the Department is in substantial compliance with this recommendation. The Department notes that the OIS 2017-2018 report contains a field indicating "Vehicle Involved Y/N." That field could be clarified to describe whether or not the OIS involved shooting at or from a moving vehicle (e.g., "OIS at or from vehicle").

Recommendation 23.2

Our office has completed its review of the materials related to Recommendation 23.2 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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

• 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.

Response to Recommendation 23.2:

Shortly after the U.S. Department of Justice issued this recommendation, SFPD amended its department general order (DGO) on use of force (DGO 5.01) to prohibit members from discharging their firearm at or from a moving vehicle. The California Department of Justice and Hillard Heintze agree that the amendment of DGO 5.01 obviates the need for the Firearm Discharge Review Board to review incidents involving this type of firearm discharge for purposes of recommending changes to training or policies.

It is nonetheless worth noting the work SFPD did to amend DGO 5.01 and to familiarize its members of the amendments. In revising its DGO, SFPD sought input from a number of sources, including the U.S. Department of Justice which commended SFPD for its involvement of community members and other stakeholders. Once the Police Commission approved the amended DGO in late 2016, SFPD issued a department bulletin to members notifying them of the changes. SFPD then conducted training sessions on the changes to DGO 5.01 as part of a use of force update class provided to members.

Furthermore, it is worth noting what mechanisms SFPD has in place to review firearm discharges. The FDRB meets on a quarterly basis to review any officer involved shooing cases, including those that may involve discharges from or at a moving vehicle, in violation of DGO 5.01. The FDRB will then determine whether the firearm discharge was consistent with policy and forward its finding recommendation to the Chief for concurrence. After the Chief makes a decision on the FDRB finding recommendation, the Chair of the FDRB must make a presentation to the Police Commission on the FDRB's quarterly findings. This review process is codified in DGO 3.10 (Firearm Discharge Review Board).

In short, because of the policy change prohibiting the discharge of a firearm and the process the Department developed to regularly review firearm discharges, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 24.1

Our office has completed its review of the materials related to Recommendation 24.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD conducting an audit of official electronic communications for biased terms. After reviewing the package and information provided by the SFPD, the California Department of Justice finds as follows:

Recommendation 24.1.: The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.

Response to 24.1: On February 2, 2017, the Internal Affairs Division published a Unit Order setting forth an audit process for SFPD electronic communications. An updated Unit Order was published on January 22, 2018 (18-02) establishing quarterly reporting of audit results. The audit scans emails, mobile data terminal communications, and text messages from department devices for biased words. Text messages are audited every 30 days, computer terminal entries are audited continuously, and email entries are also audited continuously. SFPD provided Cal DOJ with an expanded list of biased words that are used for the audits and the Unit Order requires periodic updates to the list. Internal Affairs reviews any biased words captured in the audit to determine if the incident warrants investigation pursuant to Unit Order 17-02. SFPD has documented its audits and confirmed that the audits have revealed one instance of biased texts between officers in 2017 that resulted in remedial action for the officers involved.

Based upon all of the above, the Department of Justice finds that the Department is in substantial compliance with this recommendation; however, to remain in substantial compliance SFPD will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications.

Recommendation 24.2

Our office has completed its review of the materials related to Recommendation 24.2 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD conducting audits of electronic communications for biased terms and presenting results to the Police Commission. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 24.2.: Upon completion of 24.1, the outcome should be presented to the Police Commission.

Response to 24.2: On February 2, 2017, the Internal Affairs Division published a Unit Order setting forth an audit process for SFPD electronic communications. An updated Unit Order was published on January 22, 2018 (18-02) establishing quarterly reporting of audit results. SFPD has provided copies of quarterly audit results presented to the Police Commission. The audit scans emails, mobile data terminal communications, and text messages from department devices for biased words. Text messages are audited every 30 days, computer terminal entries are audited continuously, and email entries are also audited continuously. SFPD provided Cal DOJ with an expanded list of biased words that are used for the audits. Internal Affairs updates the list annually. Internal Affairs reviews any biased words captured in the audit to determine if the incident warrants investigation pursuant to Unit Order 17-02. SFPD has documented its audits and confirmed that the audits have revealed one instance of biased texts between officers in 2017 that resulted in remedial action for the officers involved.

Based upon all of the above, the Department of Justice finds that the SFPD is in substantial compliance with this recommendation; however, to remain in substantial compliance SFPD will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications.

Recommendation 24.3

Our office has completed its review of the materials related to Recommendation 24.3 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD establishing a policy and practice of ongoing audits of electronic communications for biased terms. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to 24.3: On February 2, 2017, the Internal Affairs Division published a Unit Order setting forth an audit process for SFPD electronic communications. An updated Unit Order was published on January 22, 2018 (18-02) establishing quarterly reporting of audit results. The audit scans emails, mobile data terminal communications, and text messages from department devices for biased words. Text messages are audited every 30 days, computer terminal entries are audited continuously, and email entries are also audited continuously. SFPD provided Cal DOJ with an expanded list of biased words that are used for the audits. Internal Affairs updates the list annually. Internal Affairs reviews any biased words captured in the audit to determine if the incident warrants investigation pursuant to Internal Affairs Unit Order 17-02. SFPD has documented its audits and confirmed that the audits have revealed one instance of biased texts between officers in 2017 that resulted in remedial action for the officers involved.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, to remain in substantial compliance SFPD will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications.

Recommendation 24.4

See Cal DOJ December 28, 2018, Letter.

Recommendation 24.5

Our office has completed its review of the materials related to Recommendation 24.5 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD establishing policies and practices for signing off on SFPD's electronic communications policy and ensuring officers receive a notification of the policy when using department systems. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 24.5: On March 21, 2019, SFPD published Department Bulletin 19-051, SFPD Members' Expectation of Privacy - Use of Computers, Peripheral Equipment and Facilities. The

Bulletin defines inappropriate uses of electronic devices, emphasizes that officers have no expectation of privacy on department devices, and notifies officers that all communications may be audited. The Bulletin updated Department General Order 10.08, Use of Computers and Peripheral Equipment, which also notifies officers that they do not have any expectation of privacy on department-issued devices.

On April 28, 2020, SFPD ran an audit of officers that had signed off on reviewing Bulletin 19-051 using the Human Resources Management System (HRMS). HRMS sign-offs are retained in each officer's personnel file. The audit showed that 98.19% of officers had signed off on the bulletin (officers on leave and certain extenuating circumstances prevented 100% compliance). If an officer has not signed off, they are subject to progressive discipline beginning with a notification to the officer's supervisor that they are out of compliance. For continued non-compliance, officers may be subject to discipline for failure to follow Department General Order 2.01, General Rules of Conduct, which includes obeying all written directives.

Additionally, SFPD implemented a program of pop-up acknowledgements before an officer can log in to a department device. The acknowledgement outlines prohibited uses of devices, notifies the user that there is no expectation of privacy on the device, and states that communications may be monitored without notice. On January 18, 2017, SFPD published Department Bulletin 17-011, Pop-up Network Acceptable Use Statement on Workstations, with the acknowledgement. On September 3, 2019, SFPD published its report on audits to ensure that the pop-up notifications appear on all department devices. After initially finding that 234 smartphones had applications that prevented the pop-up notifications from appearing, during the course of the inspection all but 14 smartphones (at the time of publication) were fixed and were receiving the pop-up notification. SFPD has since followed up to address the remaining smartphones.

Finally, on April 24, 2020, SFPD published Department Bulletin 20-01, User Acceptance Agreement on Department Devices, that establishes protocols for the Technology Unit to ensure all officers receive the pop-up notification when logging in to a department device.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 24.6

Our office has completed its review of the materials related to Recommendation 24.6 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 24.6:

The SFPD should report twice a year to the Police Commission on the outcome of its audits of official electronic communications, 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.

Response to 24.6:

SFPD has exceeded the biannual report provided in the recommendation and instead requires quarterly reports to the Police Commission on its audits of official electronic communications. This requirement is codified in Internal Affairs Division Unit Order 18-02. Under Unit Order 18-02, IAD members prepare quarterly reports to the Commanding Officer of Risk Management, which includes the number and types of devices audited, total number of "hits" (i.e. number of times biased language used) found in the audit, the number of false positives or non-member generated "hits," any reportable findings, and the disciplinary outcomes for any investigations arising out of the audited information. The quarterly report is forwarded and reviewed up the chain of command. The Commander of Risk Management then presents the quarterly report to the Police Commission.

SFPD specifically audits its members' emails and cell phone text messages. The DOJ inquired about whether SFPD could audit individual terminal computer hard drives used by officers and staff. SFPD researched whether it had the capacity to do a random sampling of hard drives and determined that while it did have the capacity, it would be too expensive to implement. Specifically, SFPD's Acting Director of Technology estimated that the cost of the software needed to review the hard drives would amount to $140,000 a year. SFPD determined that, in light of mandatory budget cuts, SFPD would not be able to audit computer hard drives at this time.

SFPD has expanded the list of words it searches for in its audits. The California Department of Justice has reviewed this list and determined that it included contemporary bias-based words.

Since SFPD has implemented this audit process, its audits have uncovered two incidents of members using words on the bias-based word list. SFPD has filed disciplinary charges against the three members involved and the Police Commission has issued penalties to them.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 25.1

Our office has completed its review of the materials related to Recommendation 25.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to 25.1:

Working with the Executive Staff Working Group on Bias and the California Department of Justice, SFPD updated both Department General Orders (DGOs) 5.17 and 11.07. On May 20, 2020, the Police Commission voted to approve DGO 5.17 for the purposes of meet and confer with the San Francisco Police Officers Association (POA). Following meet and confer discussions with the POA, the Police Commission unanimously adopted revised DGO 5.17 on

August 12, 2020. The Police Commission voted to approve and adopt DGO 11.07 on May 20, 2020; the POA concluded that there was no need to meet and confer on this DGO.

Both policies are consistent with contemporary best practices. With respect to DGO 5.17, as far as the California Department of Justice is aware, SFPD is the first law enforcement agency nationwide that acknowledges bias-by-proxy in its bias policy. Bias-by-proxy occurs when a person "call[s] the police and make[s] false or ill-informed claims of misconduct about persons they dislike or are biased against based on explicit racial and identity profiling or implicit bias."(DGO 5.17.) DGO 5.17 cautions officers that they risk "perpetuating the caller's bias" if they act on a bias-by-proxy call and requires officers to use "their critical decision-making skills drawing upon their training to assess whether there is criminal conduct." (Id.) SFPD's policy in this regard is not just consistent with best practices, but is a model for other agencies. DGO 5.17 is also consistent with best practices identified by, among other sources, the Racial and Identity Profiling Advisory Board's 2019 and 2020 annual reports.

DGO 11.07 is also consistent with policies identified by our office has having contemporary best practices, including policies from the Vermont Department of Labor, St. Paul, Minnesota, and Phoenix, Arizona. One notable exception is that DGO 11.07 does not reflect the California Department of Justice's recommendation to extend the time to file an EEO complaint with the City and County of San Francisco to 180 days; that recommendation was rejected by the City's Department of Human Resources. Because the decision not to extend the deadline to file an EEO complaint was outside of SFPD's control, the California Department of Justice will not weigh this fact against SFPD in evaluating it for substantial compliance.

SFPD ensures that its policies will remain up-to-date through the revised DGO 3.01 (Written Communication System). DGO 3.01 directs the Written Directives Unit to review each DGO at least every five years. The Written Directives Unit is also tasked with shepherding the process of updating DGOs, including facilitating the revisions, submitting DGOs to concurrence, and then publishing and distributing the revised versions.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 25.2

Our office has completed its review of the materials related to Recommendation 25.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 25.2:

As a threshold matter, the California Department of Justice and Hillard Heintze agree that SFPD's decision to release a roll call training document, as opposed to a video, suffices for substantial compliance for this recommendation. At the time the US Department of Justice made

this recommendation, SFPD's roll call trainings were sporadic and inconsistent and there was no record that these trainings occurred; given this, the US DOJ recommended a roll call training in video format to ensure consistency. Since this recommendation was issued, SFPD has taken steps to ensure that roll call trainings are conducted in a consistent manner. Importantly here, SFPD now places all roll call trainings online in a cloud-based database and SFPD can keep track of which members have or have not viewed the roll call training.

In this instance, SFPD issued two roll call trainings, one that discusses Department General Order (DGO) 5.17 (Bias-Free Policing Policy) and DGO 11.07 (Prohibiting Discrimination, Harassment, and Retaliation). The roll call training on DGO 5.17 describes various terms that are referenced in the DGO, including "bias policing," "implicit bias," and "bias by proxy." Similarly, the roll call training on DGO 11.07 describes terms referenced in the DGO including "hostile work environment." It also reminds supervisors and managers of their duties upon learning of conduct that would violate the DGO. In both roll call trainings, SFPD states at the outset that its goal in providing this training is to promote fair and impartial policing.

SFPD uploaded these two roll call trainings to its cloud-based database and conducted an audit to ensure that members have read them. The audit concluded that, as of April 6, 2021, all but 10% of members have reviewed the roll call training on DGO 5.17 (about 50% of the noncompliant members are non-sworn) and all but 7% of members have reviewed the roll call training on DGO 11.07 (about 40% of the noncompliant members are non-sworn). SFPD has an existing process in place to notify members' supervisors of any training noncompliance. This process is described in more detail in the package for Recommendation 73.2.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 25.3

Our office has completed its review of the materials related to Recommendation 25.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 25.3: The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to

- 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.

Response to Recommendation 25.3: SFPD established a working group to address bias-related issues, including revising existing bias policies and drafting a comprehensive strategic plan on bias. The working group is facilitated by a Commander and comprised of both internal and external stakeholders, including community members, staff from the Public Defender's Office, staff from the Department of Police Accountability, and Police Commission members.

In the fall of 2019, the working group began the process of drafting the strategic plan. The first step was to work collaboratively as a larger group to define bias and to identify "dimensions" of bias that impact policing in SFPD. The group identified four dimensions of bias that impact policing: Community Perceptions of the Police, Police Perceptions of the Community, and Bias within the Workforce, and Bias by Proxy. The working group determined that each dimension required different approaches that needed to be incorporated in the strategic plan. The working group then divided up into four subgroups to develop strategies related to each dimension.

From November 2019 through July 2020, the subgroups met several times, and then would come together as a larger group to workshop each subgroup's findings and proposed strategies. From there, SFPD worked on synthesizing each subgroup's portions into a larger strategic plan, which was submitted to the Chief for his initial review. The approved draft then went back to the working group, which provided recommendations and feedback using a recommendation grid, so that SFPD could keep track of those recommendations and the Department's responses. The Chief made the final decisions on the working group's recommendations and used the grid to explain the rationales behind each decision.

The final strategic plan was published on June 14, 2021 and SFPD members were notified of this plan via a Department Notice. The plan covers all of the issue areas listed in this recommendation. For example, the recommendation states that the strategic plan should include a framework for how the Department would "update policies prohibiting biased policing to include specific discipline outcomes for failure to follow policy." Consistent with this recommendation, the strategic plan recommends as a first step that the Department conduct ongoing review of its Disciplinary Penalty and Referral Guidelines for Sworn Members to revise disciplinary measures related to bias.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 25.4

Our office has completed its review of the materials related to Recommendation 25.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 25.4: SFPD conducted a needs assessment by working with the City of San Francisco's Department of Human Resources (DHR) to survey of its members. This survey occurred concurrent with the 2016 assessment conducted by the United States Department of Justice and thus was not part of the US DOJ's final assessment. From this survey, SFPD determined that there was a need for a biannual online course relating to anti-bias for supervisors.

In addition to the survey, SFPD has worked with various academic experts that focus on bias in policing, including Drs. Jennifer Eberhardt, Rebecca Hetey, and Jack Glaser to identify improvements to SFPD's trainings and to better understand the science of reducing bias, among other issues related to SFPD's anti-bias programs.

From there, SFPD made various changes to its trainings. SFPD developed a principled policing course that went beyond the POST-mandated training topics. This course was included with the 40-hour advanced officer/continued professional training program, attended by line officers and sergeants. In 2017 and 2018, all sergeants were also required to attend a two-day course facilitated by DHR called "Creating an Inclusive Environment." All SFPD members are also required to take another DHR course called Managing Implicit Bias. Finally, starting in December 2020, the SFPD Sergeants Leadership Seminar (a training that newly promoted sergeants are required to attend) now includes an overview of Department General Order 5.17, SFPD's newly revised policy on bias-free policing, and Department General Order 11.07, SFPD's newly revised policy on prohibiting discrimination, harassment, and retaliation.

Going forward, SFPD has represented that it will continually review its needs concerning anti-bias trainings and policies. SFPD will do so by reviewing its newly developed dashboard that evaluates officers for biased policing and continuing to work with external experts and vendors.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 26.2

Our office has completed its review of the materials related to Recommendation 26.2 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 26.2:

The SFPD should more clearly describe its anti-bias policies and practices for reporting police misconduct and its commitment to ensuring that policies in San Francisco will be bias-free.

Response to 26.2:

SFPD has clearly communicated its anti-bias policies and practices for reporting police misconduct through various avenues. First, it launched a new website in 2019, which includes a page dedicated to discussing "Bias-Free Policing." On that page, SFPD provides the public with links to department general orders (DGOs) related to bias, including its policy prohibiting biased policing (DGO 5.17) and its policy on complaints against officers (DGO 2.04). SFPD includes other information on this page, including links to (1) reports on audits of SFPD personnel's electronic communication devices for biased-based words, (2) SFPD's Administrative Code Sec. 96A reports on stop data, and (3) the webpage to file a complaint against an officer.

Second, SFPD revised its Certificates of Release, officer business cards, and Reportee Follow Up Forms so that they include information on how to commend or complain about an officer.

Finally, SFPD's Media Relations Unit (MRU) runs an outreach campaign on a quarterly basis to disseminate information to the public (in English, Spanish, and Chinese) on how to file a complaint against an officer. The MRU disseminates this information on social media platforms, including Facebook, as well as to captains for distribution at their district stations. Though not related to substantial compliance, Cal DOJ observed that, for the past three quarters, the MRU has noted in its Quarterly Social Media and Web Posting Check List concerning the quarterly campaign that SFPD's Youth Know Your Rights brochure is "out of date" and was thus not posted publicly. Cal DOJ asked SFPD about the status of any update on the brochure and was advised by the Chief's Special Assistant that the Department is actively working on updating this brochure and is seeking input from at least 100 young people from feedback sessions. SFPD noted that because of COVID-19 restrictions that have shut down school and youth programs, it has not met its goal of obtaining the feedback of at least 100 young people. SFPD is coordinating with high schools to facilitate workshops through Zoom and anticipates finalizing the updated brochure in January.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 26.3

Our office has completed its review of the materials related to Recommendation 26.3 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to 26.3:

SFPD has developed a public education campaign on the policies and procedures for reporting misconduct, with a focus on its commitment to anti-biased policing. First, SFPD's Media Relations Unit (MRU) runs an outreach campaign on a quarterly basis to disseminate information to the public (in English, Spanish, and Chinese) on how to file a complaint against an officer. The MRU disseminates this information on social media platforms, including Facebook. The MRU also distributes the same information to district station captains to provide at stations and in station newsletters. Finally, the MRU also publicizes on social media a link to SFPD's webpage on complaints that are sustained by Internal Affairs, which is another way to inform the public about the processes SFPD has in place to address officer misconduct.

On a semi-annual basis, the district station captains must present information related to bias-free policing during their monthly community meetings and in their newsletters. In those meetings and in the newsletters, the district station captains must (1) present information related to SFPD's department general orders (DGOs) related to bias, including its policy prohibiting biased policing (DGO 5.17) and its policy on complaints against officers (DGO 2.04) and (2) explain the process to commend or complain about an officer's conduct.

SFPD also launched a new website in 2019, which includes a page dedicated to discussing "Bias-Free Policing." On that page, SFPD provides the public with links to department general orders (DGOs) related to bias, including its policy prohibiting biased policing (DGO 5.17) and its policy on complaints against officers (DGO 2.04). SFPD includes other information on this page, including links to (1) reports on audits of SFPD personnel's electronic communication devices for biased-based words, (2) SFPD's Administrative Code Sec. 96A reports on stop data, and (3) the webpage to file a complaint against an officer.

To ensure that there is ongoing evaluation of its public education campaign, the MRU's Director of Strategic Communications and its social media manager will monitor whether the public has provided any feedback on the quarterly dissemination of information on how to file a complaint against an officer. SFPD has re-evaluated its approach based on that public feedback. For example, because of a strong reaction from the public to SFPD's publishing of information on NextDoor, SFPD temporarily suspended posting information on that website in June 2020 and resumed it in September 2020 with the MRU's Director of Strategic Communications and social media manager evaluating public response. District Station Captains must also submit a memorandum to the Deputy Chief of Field Operations following their semiannual community meetings where they discuss bias-free policing. This memorandum provides the agenda of the meeting and helps to hold the Department accountable to ensure that these community meetings are regularly taking place.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 26.4

Our office has completed its review of the materials related to Recommendation 26.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to 26.4:

The Police Commission and SFPD worked together to create Executive Staff Working Groups (ESWGs) on the five strategic areas identified by the United States Department of Justice's COPS office. Each of these working groups includes community members and is helmed by a Commander, as assigned by the Chief. The Chief and then-President of the Police Commission, Robert Hirsch, went through SFPD's Department General Orders (DGOs) and identified 24 DGOs that merited community input through an ESWG. On December 27, 2019, the Chief issued a Directive, providing guidance on, among other issues, running ESWGs, ground rules on communication, and establishing work plans for the group.

Relevant to Finding 26 (There is limited community input on the SFPD's actions regarding its anti-bias policies and practices), the Executive Staff Working Group on Bias (Bias Working Group) is comprised of a wide range of stakeholders, including representatives from the Youth Commission, the Bar Association, the Public Defender's Office, and the Police Commission. The

Bias Working Group provided valuable input to the SFPD on revisions to DGOs 5.03 (Investigative Detentions), 5.17 (Bias-Free Policing Policy) and 11.07 (Prohibiting Discrimination, Harassment and Retaliation). As of the date of this email, DGOs 5.17 and 11.07 have been approved by the Police Commission.

To ensure that input from the community is considered, the Chief's December 27, 2019 Directive requires Executive Sponsors to use recommendation grids to track recommendations/feedback from ESWG members on SFPD policies. Specifically, the grid tracks each specific recommendation received, the date the recommendation was received, SFPD's response as to whether or not to implement the recommendation, and the basis for SFPD's decision on implementation. The grid also serves the purpose of increasing transparency by keeping the ESWG members informed about SFPD's decision-making on their recommendations/feedback. The Bias Working Group also provides regular red-lined edits of draft policies to working group members. The California Department of Justice encourages the Chief to amend his Directive to require ESWG sponsors to circulate redlined versions of draft policies any time SFPD incorporates or declines to incorporate feedback from ESWG members.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

However, while it finds SFPD in substantial compliance with this recommendation, the California Department of Justice reiterates its observation first noted in Supervising Deputy Attorney General Nancy Beninati's March 4, 2020 letter accompanying the Phase II Report that the ESWGs have not met with regular frequency, with the Bias Working Group as the notable exception. The California Department of Justice once again recommends that ESWGs meet with more frequency so it can take in community feedback. The success the Bias Working Group has had in revising three DGOs demonstrates the value of the ESWGs and the input from the community SFPD can receive through the ESWGs.

Recommendation 27.1

Our office has completed its review of the materials related to Recommendation 27.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD assessing its anti-bias trainings to better address issues of bias. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 27.1: The SFPD should develop a training plan based on needs assessment specific to the delivery of anti-bias training as part of an ongoing strategic approach to addressing bias in the SFPD.

Response to 27.1: In response to the DOJ COPS recommendations, in 2016 SFPD partnered with the San Francisco Department of Human Resources (DHR) to review SFPD trainings and create a needs assessment plan for bias trainings. Based on the assessment, DHR has been teaching an implicit bias course to SFPD officers. The course began in 2016 with Lieutenants, captains, and commanders receiving training in a sixteen-hour course. In 2017 and 2018 sergeants were trained in an eight-hour course. And in 2017 recruits and police service aides (including new hires) began receiving the eight-hour training. The training continues presently with all new hires being trained.

Based on the needs assessment, SFPD also decided to create a procedural justice training called Principled Policing: Procedural Justice with Implicit Bias. Additionally, in 2017 SFPD had Stanford University researchers review SFPD's bias trainings, and they recommended that all officers receive training in procedural justice, bias, and fair and impartial policing, and that SFPD improve its cultural competency curriculum. SFPD began its Principled Policing training in 2017 as part of Advanced Officer training. Now all existing officers are required to have attended the Principled Policing training (or refresher course every two years if completed), as well as new officers in Basic Academy and new police service aides. The two-year refresher course surpasses the requirement set by the Racial and Identity Profiling Act of a refresher course at least every five years (California Penal Code Section 13519.4 (i)). The eight-hour class covers procedural justice and implicit bias through five modules: (1) The Interactive Nature Between Procedural Justice, Legitimacy, and Goals in Policing; (2) Expectations and Legitimacy; (3) Education and Training; (4) Historical and Generational Effects of Policing; and (5) Implicit Bias and Stereotypes. The Police Academy is currently creating the two-hour Principled Policing refresher course and the four-hour Bias and Racial Profiling course for the next Advanced Officer training scheduled in 2021/2022.

Additionally, SFPD has incorporated elements of bias training within regular occurring roll-call training and in recruit training. Some of these roll-call trainings were Procedural Justice – Neutrality; Interacting with Transgender, Gender Variant, and Nonbinary Individuals; and Procedural Justice – Respect. Some of these recruit trainings are Racial Profiling, Cultural Competency, and Transgender Awareness.

On August 12, 2020, SFPD issued revised Department General Order 5.17, "Bias-Free Policing Policy." The Order mandates officer training consistent with POST on principled policing, racial and cultural diversity, and managing implicit bias. The Order mandates that SFPD's bias training covers racial identity, cultural differences, community relations, historical discrimination, and impacts of law-enforcement biases.

SFPD and DHR have worked with academic institutions and researchers as part of their plan to improve SFPD's bias training. They include high profile and well regarded experts such as Dr. Jennifer Eberhardt (Stanford University), Dr. Rebecca Hetey (Stanford University), Dr. Laura Fridell (University of South Florida), Dr. Josh Correll (University of Colorado, Boulder), and Dr. Jack Glaser (UC Berkeley). These academics have provided recommendations on various subject areas including implicit and explicit biases, bias by proxy, bias confirmation, blink responses, and black crime association bias in order to assist in the development and presentation of all SFPD trainings. In 2017, Dr. Rebecca Hetey reviewed SFPD's training process and provided a written evaluation praising SFPD's expansion of the Principled Policing training to incorporate gender and sexual orientation, and found that SFPD went beyond a "check the box" approach to engage on issues of bias in criminal justice in training materials. Dr. Hetey's evaluation stated "[A]t SFPD I observed a genuine embrace of the material and saw evidence of the core team's work to tailor the material to the agency in order to demonstrate why it matters for all members of the SFPD. Of any agency I have observed, SFPD put the most thought and effort into making the material its own." SFPD continues to work with Dr. Hetey on investigating SFPD internal culture for improved training.

In 2021, SFPD is planning to improve on its bias training by implementing BiasSync, a program that includes an implicit association test, training for bias mitigation, and dashboards. BiasSync provides a two-hour training session for each officer after their implicit association test as well as monthly micro-learning sessions. After two years, BiasSync will measure and report to SFPD any changes in officer attitudes. This information will help SFPD create a needs assessment on an organizational level going forward. Additionally, in 2020 SFPD assigned an officer from the Professional Development Unit to review and audit all bias trainings, including periodically attending classes to ensure SFPD is teaching course materials effectively. On January 5, 2021, SFPD issued Unit Order 21-02, "Audit and Review of Bias Training Programs," which codified SFPD's practice of having officers complete course evaluation forms and having the Training Division review the evaluations for improvements. Additionally, the Training Division now collects second evaluations on bias trainings four months after the trainings to determine which material had a lasting effect (Unit Order 21-01). These audits are compiled in quarterly reports that are sent to the Commanding Officer of the Training Division for review.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 27.2

Our office has completed its review of the materials related to Recommendation 27.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD providing trainings covering various bias-related and cultural competency concepts to better address issues of bias. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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 on the following topics:

- 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 ones proficiency in this area
- Culturally proficient leadership and law enforcement in communities.

Response to 27.2: Since 2016 San Francisco's Department of Human Resources has been teaching implicit bias courses to SFPD officers. Lieutenants, captains, and commanders were trained in 2016 in a sixteen-hour course, sergeants were trained in 2017 and 2018 in an eight-hour course, and recruits and police service aides (including new hires) began receiving the eight-hour training in 2017. The training continues presently with all new hires being trained.

While the DHR program is a one-time class, SFPD has instituted additional internal trainings covering bias. These additional trainings include the Principled Policing training that began in 2017 as part of Advanced Officer training. Now all existing officers are required to have attended the Principled Policing training (or refresher course every two years if completed), as well as new officers in Basic Academy and new police service aides. The two-year refresher course surpasses the requirement set by the Racial and Identity Profiling Act of a refresher course at least every five years (California Penal Code Section 13519.4 (i)). The eight-hour class covers procedural justice and implicit bias through five modules: (1) The Interactive Nature Between Procedural Justice, Legitimacy, and Goals in Policing; (2) Expectations and Legitimacy; (3) Education and Training; (4) Historical and Generational Effects of Policing; and (5) Implicit Bias and Stereotypes. The Police Academy is currently creating the two-hour Principled Policing refresher course and the four-hour Bias and Racial Profiling course for the next Advanced Officer training scheduled in 2021/2022.

Additionally, SFPD has incorporated elements of bias training within regular occurring roll-call training and in recruit training. Some of the roll-call trainings that have been presented are Procedural Justice – Neutrality; Interacting with Transgender, Gender Variant, and Nonbinary Individuals; and Procedural Justice – Respect. Some of these recruit trainings are Racial Profiling, Cultural Competency, and Transgender Awareness.

On August 12, 2020, SFPD issued revised Department General Order 5.17, "Bias-Free Policing Policy." The Order mandates officer training consistent with POST on principled policing, racial and cultural diversity, and managing implicit bias. The Order mandates that SFPD's bias training covers racial identity and cultural differences and community relations, historical discrimination, and impacts of law-enforcement biases.

As of September 2020, ninety-eight percent of officers have completed their required bias training. The remaining two percent comprise recruits yet to receive training and individuals on various forms of leave or separation from SFPD.

SFPD has researched and reviewed its cultural competency training with an eye toward improving on the idea of cultural competency with the concept of cultural humility after consultation with Stanford researchers. That concept is now a part of SFPD's Blue Courage three-day training.

SFPD and DHR have worked with academic institutions and researchers as part of their plan to improve SFPD's bias training. They include Dr. Jennifer Eberhardt (Stanford University), Dr. Rebecca Hetey (Stanford University), Dr. Laura Fridell (University of South Florida), Dr. Josh Correll (University of Colorado, Boulder), Dr. Jack Glaser (UC Berkeley). These academics have weighed in on concepts to inform SFPD training including implicit and explicit biases, bias by proxy, bias confirmation, blink responses, and black crime association bias. In 2017, Dr. Rebecca Hetey reviewed SFPD's training process and provided a written evaluation lauding SFPD's expansion of the Principled Policing training for incorporating gender and sexual orientation, and also finding that SFPD went beyond a "check the box" approach to engage on issues of bias in criminal justice in training materials: "[A]t SFPD I observed a genuine embrace of the material and saw evidence of the core team's work to tailor the material to the agency in order to demonstrate why it matters for all members of the SFPD. Of any agency I have observed, SFPD put the most thought and effort into making the material its own." SFPD continues to work with Dr. Hetey on investigating SFPD internal culture for improved training.

In 2021, SFPD is planning to improve on its bias training by implementing BiasSync, a program that includes an implicit association test, training for bias mitigation, and dashboards. BiasSync provides a two-hour training session for each officer after their implicit association test as well as monthly micro-learning sessions. After two years, BiasSync will measure and report to SFPD any changes in officer attitudes. This information will help SFPD create a needs assessment on an organizational level going forward. Additionally, in 2020 SFPD assigned a Professional Development Unit officer to revie and audit all bias trainings, including periodically attending classes to ensure SFPD is teaching course materials effectively. On January 5, 2021, SFPD issued Unit Order 21-02, "Audit and Review of Bias Training Programs," that codified SFPD's practice of having officers complete course evaluation forms and having the Training Division review the evaluations for improvements. Additionally, the Training Division now collects second evaluations on bias trainings four months after the trainings to determine which material had a lasting effect (Unit Order 21-01). These audits are compiled in quarterly reports that are sent to the Commanding Officer of the Training Division for review.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 27.3

Our office has completed its review of the materials related to Recommendation 27.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD incorporating interactive trainings for their bias-related trainings. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 27.3: Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training and delivery.

Response to 27.3: SFPD has incorporated interactive adult learning into its bias courses by ensuring trainers are trained in adult-learning concepts and by creating interactive curriculum in its courses. SFPD has worked with trainers to ensure they are trained in adult learning by certifying all academy lead instructors in the Academy Instructor Certification Course, which includes training sections on active involvement of students when instructing. Additionally, the Principled Policing/Procedural Justice and Implicit Bias training instructors were required to attend a train-the-trainer course. The course included input from the California Police Officers Standards and Training (POST) and Stanford University SPARQ (Social Psychological Answers to Real-world Questions) and included adult-learning instructing sections.

SFPD has incorporated the adult-learning methods into its bias-related courses. The Principled Policing and Bias courses incorporate visual, auditory, and interactive learning through PowerPoint presentations, videos, pictures, written content, lecture, group work, discussion, and student presentations. For example, in the Principled Policing course, instead of lecturing about the impacts of labeling, officers are placed in groups to discuss, write, and then present to the group on labels used by the police and by the community and the consequences of those labels. And in Department of Human Resources bias trainings, officers play a Jeopardy-style

game that includes categories on gender, sexual orientation, race, religion, and disability. Officers discuss the answers and instructors encourage sharing examples from officers' experiences.

In addition to the above methods, SFPD incorporates real-world scenarios for officers in the Crisis Intervention Training. This provides officers with the opportunity to implement and practice the training they receive. After being trained, officers are called to pretend scenes and the officers are confronted with role players in crisis situations. The officers must respond to the situation and the role players respond to the tactics the officers use. The group then debriefs to discuss areas for improvement.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 27.4

Our office has completed its review of the materials related to Recommendation 27.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring supervisors are engaging their officers on bias issues. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 27.4: SFPD provides training to supervisors regarding both confronting bias and coaching, mentoring, and engagement with officers. SFPD began its Principled Policing training in 2017 as part of Advanced Officer training. Now, all officers, including all supervisors, are required to attend the Principled Policing training every two years, as well as new officers in Basic Academy and new police service aides. The eight-hour class covers procedural justice and implicit bias through five modules: (1) The Interactive Nature Between Procedural Justice, Legitimacy, and Goals in Policing; (2) Expectations and Legitimacy; (3) Education and Training; (4) Historical and Generational Effects of Policing; and (5) Implicit Bias and Stereotypes. Supervisors are also required to attend trainings on Creating an Inclusive Environment, and an Introduction to Implicit Bias.

Newly promoted SFPD sergeants are mandated to attend an eighty-hour Sergeant's Leadership Seminar soon after promotion. The Seminar focuses on leading, mentoring, and engaging officers, and includes topics such as bias-free policing and discrimination-free workplaces. Supervisors are also trained on SFPD's Early Intervention System, the Performance Improvement Program, and Risk Management procedures. Supervisors must also attend a two-week Peace Officer Standards and Training (POST) training on topics relating to communicating with and providing feedback to officers. Furthermore, supervisors were trained in 2021 on the rollout of a new SFPD dashboard. The dashboard informs supervisors on how an officer compares to other officers on the number of stops on various demographic populations, and the training includes remedial actions for any issues identified. Finally, SFPD has issued roll-call trainings on procedural justice that include sections on supervisory responsibilities and interventions.

To ensure trainings are effective and continually improved upon, in 2020 SFPD assigned a Professional Development Unit officer to review and audit all bias trainings, including periodically attending classes to ensure SFPD is teaching course materials effectively. On January 5, 2021, SFPD issued Unit Order 21-02, "Audit and Review of Bias Training Programs," that codified SFPD's practice of having officers complete course evaluation forms and having the Training Division review the evaluations for improvements. Additionally, the Training Division now collects second evaluations on bias trainings four months after the trainings to determine which material had a lasting effect (Unit Order 21-01). These audits are compiled in quarterly reports that are sent to the Commanding Officer of the Training Division for review.

To clarify sergeants' responsibilities regarding bias, SFPD is currently working with the Department of Police Accountability (DPA) to update Department General Order 1.04, "Duties of Sergeants." While the current Order requires sergeants to oversee officers and ensure compliance with policies (such as the Bias-Free Policing policy, DGO 5.17), the revisions aim to specify that sergeants will mentor officers on bias-free policing, procedural justice, and problem-solving.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 27.5

Our office has completed its review of the materials related to Recommendation 27.5 that were submitted to us as part of the collaborative reform process. This package focused on SFPD training officers and supervisors on bias and cultural competency. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 27.5: All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.

Response to 27.5: Since 2016 San Francisco's Department of Human Resources has been teaching an implicit bias courses to SFPD officers. Lieutenants, captains, and commanders were trained in 2016 in a sixteen-hour course, sergeants were trained in 2017 and 2018 in an eight-hour course, and recruits and police service aides (including new hires) began receiving the eight-hour training in 2017. The training continues presently with all new hires being trained.

While the DHR program is a one-time class, SFPD has instituted its own internal trainings covering bias. That includes the Principled Policing training that began in 2017 as part of Advanced Officer training. Now all officers are required to attend the Principled Policing training every two years, as well as new officers in Basic Academy and new police service aides. The eight-hour class covers procedural justice and implicit bias through five modules: (1) The Interactive Nature Between Procedural Justice, Legitimacy, and Goals in Policing; (2) Expectations and Legitimacy; (3) Education and Training; (4) Historical and Generational Effects of Policing; and (5) Implicit Bias and Stereotypes. The Police Academy is currently creating a two-hour Principled Policing refresher course and a four-hour Bias and Racial Profiling course as part of the next Advanced Officer training in 2021/2022.

Additionally, SFPD has incorporated elements of bias training within regular occurring roll-call training and in recruit training. Some of these roll-call trainings were Procedural Justice – Neutrality; Interacting with Transgender, Gender Variant, and Nonbinary Individuals; and Procedural Justice – Respect. Some of these recruit trainings are Racial Profiling, Cultural Competency, and Transgender Awareness.

As of September 2020, ninety-eight percent of officers have completed their required bias training. The remaining two percent comprise recruits yet to receive training and individuals on various forms of leave or separation from SFPD.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 27.6

Our office has completed its review of the materials related to Recommendation 27.6 that were submitted to us as part of the collaborative reform process. This package focused on SFPD assessing its anti-bias trainings to better address issues of bias. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 27.6: SFPD and the San Francisco Department of Human Resources have worked with academic institutions and researchers as part of their plan to improve SFPD's bias training. They include Dr. Jennifer Eberhardt (Stanford University), Dr. Rebecca Hetey (Stanford University), Dr. Laura Fridell (University of South Florida), Dr. Josh Correll (University of Colorado, Boulder), and Dr. Jack Glaser (UC Berkeley). These academics have provided recommendations on concepts to inform SFPD training including implicit and explicit biases, bias by proxy, bias confirmation, blink responses, and black crime association bias. In 2017, Dr. Rebecca Hetey reviewed SFPD's training process and provided a written evaluation complimenting SFPD on its expansion of the Principled Policing training to incorporate issues relating to gender and sexual orientation bias, and also finding that SFPD went beyond a "check the box" approach to engage on issues of bias in criminal justice in training materials. Dr. Hetey's report stated: "[A]t SFPD I observed a genuine embrace of the material and saw evidence of the core team's work to tailor the material to the agency in order to demonstrate why it matters for all members of the SFPD. Of any agency I have observed, SFPD put the most thought and effort into making the material its own." SFPD continues to work with Dr. Hetey on investigating SFPD internal culture to continue to improve training.

SFPD has also worked with the Center for Policing Equity to analyze SFPD stop and use-of-force disparities. The Center is led by Dr. Phillip Atiba Goff, a national leader in the science of racial bias. The Center made seven recommendations to SFPD in a report released in 2021 (https://www.sanfranciscopolice.org/sites/default/files/2021-03/SFPD.CPE_.Report.20210304.pdf). With regard to one recommendation—that SFPD identify situational risk factors for discrimination—the Center recommended that SFPD train officers on situational risk factors that can increase disparate behavior, such as time pressure,

stress, and sleep deprivation. SFPD has engaged the California Policy Lab, Stanford's Social Psychological Answers to Real-world Questions (SPARQ), Palo Alto University, The University of Chicago, and Cambridge University on issues relating to community engagement, critical incident responses, and body-worn camera analysis, with several reports pending. The California Policy Lab project also focuses on stop and search training.

Under San Francisco Administrative Code Section 96A.3, SFPD must send written reports to the Police Commission (among others) on a quarterly basis that include use-of-force and stop data. In the second quarter 2020 96A report, SFPD analyzed findings and identified interventions to reduce disparities. Among the solutions identified was officer training, and the report includes an explanation of how SFPD has tried to meet the training solution and credits new trainings for successes in reducing some disparities.

In 2021, SFPD is planning to improve on its bias training by implementing BiasSync, a program that includes an implicit association test, training for bias mitigation, and dashboards. BiasSync provides a two-hour training session for each officer after their implicit association test as well as monthly micro-learning sessions. After two years, BiasSync will measure and report to SFPD any changes in officer attitudes. This information will help SFPD create a needs assessment on an organizational level going forward. Additionally, in 2020 SFPD assigned a Professional Development Unit officer to revie and audit all bias trainings, including periodically attending classes to ensure SFPD is teaching course materials effectively. On January 5, 2021, SFPD issued Unit Order 21-02, "Audit and Review of Bias Training Programs," that codified SFPD's practice of having officers complete course evaluation forms and having the Training Division review the evaluations for improvements. Additionally, the Training Division now collects second evaluations on bias trainings four months after the trainings to determine which material had a lasting effect (Unit Order 21-01). These audits are compiled in quarterly reports that are sent to the Commanding Officer of the Training Division for review.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 27.7

Our office has completed its review of the materials related to Recommendation 27.7 that were submitted to us as part of the collaborative reform process. This package focused on SFPD regularly training officers on force options. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 27.7: In 2018 and 2019, SFPD's Training Division provided mandatory courses on Use of Force and Crisis Intervention/Threat Assessment De-escalation. In May of 2019 SFPD established the Field Tactics and Force Options Unit (FTFO) to implement various Force Options trainings. (Department Bulletin 19-100, "New Training Unit: Field Tactics/Force Options," May 9, 2019). The FTFO Manual, published on June 25, 2020, tasks FTFO with developing lesson plans for officers relating to mental health calls with armed suspects,

pedestrian stops, foot pursuits, felony vehicle stops, barricaded suspect incidents, active attacker, and other critical incidents. To develop the lesson plans, the FTFO reviews use-of-force incidents and a variety of SFPD data. The FTFO trainings emphasize de-escalation, including increasing time, distance, and cover, to slow down responses and reduce split-second decision making. The Force Options trainings are complimented by mandatory Crisis Intervention, Implicit Bias, and Advanced Officer/Continued Professional trainings, which also focus on de-escalation and how bias can affect use of force.

The FTFO curriculum includes several courses emphasizing de-escalation to reduce demographic disparities in split-second use-of-force incidents. These courses aim to both reduce the number of split-second use-of-force incidents by slowing down officer responses, as well as making officers aware of their potential biases when responding to incidents. FTFO courses include the 10 and additional 20-hour Critical Mindset Coordinated Response training, the Force Options Simulator, FTFO roll-call training (such as FTFO roll-call trainings in 2020 on traffic stops and care and control of prisoners), the 2020 AB 392 Use of Force Update training, and Officer Involved Shooting Response and Investigation training.

Many of these courses, including Crisis Intervention, Critical Mindset Coordinated Response, Force Options Simulator, and an FTFO force options and tactics course, are required officer training every two years. Roll-call trainings also occur throughout the year. This curriculum satisfies the annual requirement contemplated by the recommendation. Trainings are tracked in the Department's Human Resource Management System with remedial action for officers that to not attend.

The FTFO reviews both specific use-of-force incidents and SFPD incidents as a whole to update SFPD's trainings. The FTFO reviews data from the quarterly Use of Force, Firearm Discharge Review Board, and Early Intervention reports. For individual incidents, the FTFO also reviews body worn camera videos, written statements, and dispatch calls. The SFPD Business Analysis Unit developed a data dashboard for FTFO to review data from dispatch, incident reports, and supervisory forms.

The FTFO attends monthly meetings with the Department of Police Accountability to further identify issues with tactics and the Department of Police Accountability has attended trainings, such as the Critical Incident Coordinated Response training, for their input. The FTFO holds a monthly meeting with SFPD's Professional Development Unit, Academy staff, Critical Incident staff, and Range staff to discuss use-of-force issues. A recent training review led to the creation of the Force Options Refresher Course for any officer, and their supervisor, who was recently involved in a use-of-force incident or was a decision-maker during incident. The training will occur within 30 days of the use-of-force incident.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 28.2

Our office has completed its review of the materials related to Recommendation 28.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 28.2: The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.

Response to Recommendation 28.2: SFPD command staff engages with the issue of bias in a number of ways. First, in 2015 and 2016, SFPD rolled out a new course on principled policing and implicit bias. SFPD decided to train command staff on this new course, before the course was taught to other members, because of a belief that command staff drives the culture of the organization.

SFPD command staff has internally engaged around the issue of bias in other ways. SFPD has convened several community groups called Police Employee Groups (PEGs), including the San Francisco Police Officers Pride Alliance (Pride Alliance), the Asian Police Officers Association (APOA), and Women's Action Committee, as described in more detail in SFPD's package for Recommendation 93.1. The Chief has instituted monthly meetings with each of the PEGs so that there is a regular opportunity for PEG members to convey concerns that impact members of their respective identity groups and to have the Chief respond to those concerns. Chief Scott also recently held a joint call with the City's Department of Human Resources and three PEGs—Officers for Justice, Pride Alliance, and APOA—to discuss member concerns about bias and the department and the City's processes for handling discrimination complaints. Command staff, including an Assistant Chief and a Deputy Chief, have also spoken during bias trainings for staff to show their support for these types of trainings.

SFPD command staff has also engaged externally around the issue of bias. For example, Field Operations Bureau Order 20-03 requires district station captains to hold biannual community meetings to discuss issues related to bias, including all of SFPD's policies on bias, information on how to file a complaint against or a commendation for a SFPD officer, and the quarterly results of the Disciplinary Review Board report that is presented to the Police Commission.

SFPD also established a working group to address bias-related issues, including revising existing bias policies and drafting a comprehensive strategic plan on bias. The working group is facilitated by a Commander and comprised of both internal and external stakeholders, including community members, staff from the Public Defender's Office, staff from the Department of Police Accountability, and Police Commission members.

Finally, SFPD worked with Glide Memorial Church to host a Reflection and Reconciliation session to discuss the unjust treatment of members of the LGBTQ community by law enforcement. Both the Chief and the Commander who facilitates the Bias Working Group spoke at the meeting and the meeting was livestreamed.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 28.3

Our office has completed its review of the materials related to Recommendation 28.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 28.3:

SFPD issued a Professional Development Unit (PDU) Order (20-01) that requires roll call training once a monthly, or as necessary. The Training Division determines the content of the roll call training, which is informed by consultations with internal and external stakeholders, changes in caselaw, emerging trends, lawsuits, and complaints, among other sources. The PDU provides the training coordinator for each unit with the roll call training materials and the training coordinators must ensure that the training is administered during line-ups or staff meetings. Training coordinators are also responsible for ensuring that members within their unit have participated in training, by directing them to sign off on completion in SFPD's cloud-based policy storage system and by making sure that members who were on leave complete the training when they return to duty. The Staff Inspections Unit supports compliance by conducting periodic reviews to determine any noncompliance. If any member has not complied with the roll call training, the Staff Inspections Unit will notify the member's Commanding Officer to determine corrective action.

In 2020, SFPD issued six roll call trainings that address various themes related to fair and impartial policing and other leadership issues. While these roll call trainings target all SFPD members, these trainings include a component directed towards Supervisors. For example, SFPD issued a roll call training on its new strategic statement on providing safety with respect for all community members. In addition to generally describing the strategic statement, and how it is a distilled version of the Department's Strategic Plan, the roll call training also included a specific component for supervisors: It advised supervisors to keep a copy of SFPD's strategic plan on their desks and use language within the strategic plan in the preparation of Captain's commendations for officers. Another example is a roll call training on receiving complaints. The training provided information on how to accept complaints and the purpose of respectfully taking down complaints from a member of the public. Like the strategic statement roll call training, this training also included a component specifically for supervisors: It advised supervisors on the process for receiving a complaint against an officer.

SFPD has also developed a new training module that will be a part of the two-week Sergeant's Promotional Course that newly promoted sergeants must take. The training module is entitled "Role of the Sergeant: Leading, Mentoring, and Engaging in the Pursuit of Bias-Free Policing & Harassment and Discrimination-Free Workplaces." The module will discuss, among other issues, the key takeaways of the newly revised Department General Orders 5.17 (Bias-Free Policing Policy) and 11.07 (Prohibiting Discrimination, Harassment, and Retaliation Policy) and the role supervisors play in upholding these policies.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 28.6

Our office has completed its review of the materials related to Recommendation 26.3 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 28.6:

The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely, disciplinary responses.

Response to 28.6:

SFPD has taken a multi-pronged approach to address practices that reflect explicit bias. As part of that approach, SFPD has revised its department general orders (DGOs) related to bias, including its policy prohibiting biased policing (DGO 5.17) and its policy on complaints against officers (DGO 2.04). The Department also instituted a pledge called "Not On My Watch," renewed every two years, where SFPD members agree to serving the public without prejudice, not to tolerate hate or bigotry, and to report any intolerance. Additionally, the Internal Affairs Division (IAD) issued a unit order that gives "special consideration and resources" to the investigation of cases "involving gross misconduct and/or bias…." IAD also conducts quarterly audits of SFPD electronic devices for bias-based words; this is in response to SFPD's text scandal related to the exchange of racist and bigoted texts. As a result of those audits, SFPD has discovered two incidents involving the use of bias-based words. Those cases were referred to the Police Commission and three members were disciplined, one with a 30-day suspension with mandatory re-training, one with an admonishment and retraining, and one with a written warning and retraining.

SFPD also keeps track of stop data through its Administrative Code Sec. 96A reports. SFPD notes that the 96A reports from the first and second quarters in 2020 demonstrate that the hit/yield rates between White and Black subjects has "evened out." This is certainly promising and lends credence to SFPD's conclusion in the package that "bias-related trainings have been effective in reducing racial disparities in stops and searches." However, Cal DOJ notes that force remains disproportionately used against Black and Latinx people, though, promisingly, that disproportionality and the total amount of force used against Black and Latinx people have both steadily decreased. Cal DOJ acknowledges the progress that SFPD has made in this regard but notes that the Department must continuously evaluate how to improve its training and other components of its multi-pronged approach to address bias so that the Department can effectively address disparities that are readily apparent.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 28.7

Our office has completed its review of the materials related to Recommendation 28.7 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 28.7:

The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.

Response to Recommendation 28.7:

SFPD has two policies that requires members to report bias-based policing. First, Department General Order (DGO) 5.17 (Bias-Free Policing Policy) requires "[a]ny member who becomes aware of biased policing . . . or any other violation of this policy shall report it in accordance with established procedure." Second, DGO 11.07 addresses the Department's policy on discrimination, harassment, and retaliation within the Department and states that "members shall report discriminatory, harassing or retaliatory behavior, whether directed at themselves or coworkers." Complementing these two policies is a Not On My Watch pledge spearheaded in late 2015 by then Chief Greg Suhr through Department Bulletin (DB) 15-249. The Not On My Watch pledge commits the person who signs it to, among other promises, not "tolerate hate or bigotry in our community or from my fellow officers" and to "confront intolerance and report any such conduct without question or pause." DB 15-249 explained that the purpose of the pledge was to rebuild trust in the community. The idea of a pledge arose among rank-and-file members following the 2015 FBI investigation into racist and biased text messages exchanged among officers.

Recently, the Department issued two roll call trainings on DGOs 5.17 and 11.07. Both trainings include provisions reminding officers of their duty to report biased behavior. The roll call training on DGO 5.17 also includes suggested discussion topics for a sergeant, which include asking members why they have a duty to act and report bias-based behavior. The answers that sergeants are supposed to draw out are that there is an obligation to report because bias-based behavior "deteriorates public trust . . . [and] trust within the work place" and because "[t]here is no place in law enforcement for explicit bias." These discussion topics reinforce the reasons why reporting bias-based behavior is important to the Department.

Though the roll call trainings are sufficient for substantial compliance with this recommendation, the California Department of Justice believes that SFPD's existing bias-related trainings (for example the 8-hour Principled Policing: Procedural Justice and Implicit Bias training) should be updated to include a component reminding members of their obligation to report bias-based behavior, how to report, and why such reporting is important for the Department. The California Department of Justice encourages SFPD to consider adding this component to future trainings.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 29.1

Our office has completed its review of the materials related to Recommendation 29.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD establishing protocols to investigate bias that are not solely reliant on witness statements. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 29.1: The SFPD and DPA should establish shared protocols for investigating bias that do not rely solely on witness statements, given that bias incidents are often reported as one-on-one occurrences.

Response to 29.1: Both the Department of Police Accountability (DPA) and SFPD have roles in investigating allegations of bias. DPA has jurisdiction over on-duty complaints of officer misconduct from the public, including complaints of bias. SFPD's Internal Affairs Division (IAD) has jurisdiction over allegations of off-duty misconduct by officers and allegations of on-duty misconduct made by officers, including complaints of bias.

On December 23, 2020, SFPD issued Unit Order 20-07, "Guidelines for Investigations Into Bias Related Complaints." The Unit Order directs SFPD's IAD investigators to review documents, body-worn-camera video, and arrest reports in addition to witness interviews in bias investigations. Additionally, if the complaint alleges an officer's selective enforcement of the law, the Unit Order directs investigators to review other officer enforcement actions during that day. Similarly, the Unit Order directs investigators to review prior Stop Data Collection System data and arrest reports for possible patterns of bias. The Unit Order lists questions for a complainant interview as well as for the subject officer.

The Unit Order contains much of the same information as the DPA Biased Policing Investigation Protocol (published March 22, 2010). Additionally, on August 19, 2020, SFPD issued Unit Order 20-04, "Internal Affairs Division and Department of Police Accountability Trainings and Seminars." Unit Order 20-04 establishes protocols between IAD and DPA to attend each other's trainings.

Additionally, in response to this recommendation, SFPD confirmed that Chief Scott has discussed its protocols related to bias complaints and investigations with DPA Director Henderson during monthly meetings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 29.2

Our office has completed its review of the materials related to Recommendation 29.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring training on bias investigations. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 29.2: The SFPD should ensure that supervisors are trained on bias investigations, including all of the following:

- 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 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.

Response to 29.2: Both the Department of Police Accountability (DPA) and SFPD have roles in investigating allegations of bias. DPA has jurisdiction over on-duty complaints of officer misconduct from the public, including complaints of bias. SFPD's Internal Affairs Division

(IAD) has jurisdiction over allegations of off-duty misconduct by officers and allegations of on-duty misconduct made by officers, including complaints of bias.

On December 23, 2020, SFPD issued Unit Order 20-07, "Guidelines for Investigations Into Bias Related Complaints." The Unit Order directs SFPD's Internal Affairs Division (IAD) investigators to gather and review documents, body-worn-camera video, and arrest reports in addition to witness interviews in bias investigations. Additionally, if the complaint alleges an officer's selective enforcement of the law, the Unit Order directs investigators to review other enforcement actions by the officer during that day. Similarly, the Unit Order directs investigators to review prior Stop Data Collection System data and arrest reports for possible patterns of bias. The Unit Order lists questions for a complainant interview as well as for the subject officer. On January 13, 2021, IAD conducted training on Unit Order 20-07 and bias investigations and had scheduled a refresher course for July 21, 2021.

On August 19, 2020, SFPD issued Unit Order 20-04, "Internal Affairs Division and Department of Police Accountability Trainings and Seminars." Unit Order 20-04 establishes protocols between IAD and the Department of Police Accountability (DPA) to attend each other's trainings and states that IAD should attend DPA's trainings bi-annually. As DPA investigates public complaints of bias against officers, IAD can learn DPA's investigative techniques on bias investigations by attending DPA trainings.

Additionally, SFPD's Supervisory Investigation Manual contains a section on Discrimination and Harassment that explains the steps for receiving a complaint of discrimination, harassment, retaliation, or slur. Similarly, all SFPD personnel must complete the City of San Francisco's "Preventing Workplace Harassment Training," which provides information on employees' and supervisors' rights and responsibilities regarding harassment (mandated by Department Bulletin 18-084, Preventing Workplace Harassment Training, April 20, 2018). And some SFPD roll-call trainings have a separate section for supervisors. The Procedural Justice trainings provide supervisors with options for officer interventions preceding any complaint, such as officer counseling sessions, supervisor mentoring of the officer, and referral of the officer to a tactical communications course.

Additionally, on May 5, 2021, SFPD issued Department Notice 21-076, "Dashboard Review System (DRS)." DRS is a new review system using various types of data to identify disparities in policing among officers that aims to go above and beyond the requirements of the recommendation. The goal is for DRS to compare demographics of an officer's data with other officers, however the current rollout provides generalized information (comparing shifts and stations) and is still being tested. Currently, district station captains receive generalized reports quarterly. District station captains and lieutenants received initial training on the DRS system in May 2021. The district station captains submitted memoranda in August 2021 documenting their reviews of the quarterly data and their training of sergeants on the DRS system. While currently providing useful information, as DRS develops to include individual officer data it can become a powerful tool in understanding and remedying disparities, and has the potential to become a national best practice.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 29.3

Our office has completed its review of the materials related to Recommendation 29.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring training on bias investigations. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 29.3: The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.

Response to 29.3: Both the Department of Police Accountability (DPA) and SFPD have roles in investigating allegations of bias. DPA has jurisdiction over on-duty complaints of officer misconduct from the public, including complaints of bias. SFPD's Internal Affairs Division (IAD) has jurisdiction over allegations of off-duty misconduct by officers and allegations of on-duty misconduct made by officers, including complaints of bias.

On December 23, 2020, SFPD issued Unit Order 20-07, "Guidelines for Investigations Into Bias Related Complaints." The Unit Order directs SFPD's Internal Affairs Division (IAD) investigators to gather and review documents, body-worn-camera video, and arrest reports in addition to witness interviews in bias investigations. Additionally, if the complaint alleges an officer's selective enforcement of the law, the Unit Order directs investigators to review other enforcement actions by the officer during that day. Similarly, the Unit Order directs investigators to review prior Stop Data Collection System data and arrest reports for possible patterns of bias. The Unit Order lists questions for a complainant interview as well as for the subject officer. On January 13, 2021, IAD conducted training on Unit Order 20-07 and bias investigations and had scheduled a refresher course for July 21, 2021.

On August 19, 2020, SFPD issued Unit Order 20-04, "Internal Affairs Division and Department of Police Accountability Trainings and Seminars." Unit Order 20-04 establishes protocols between IAD and the Department of Police Accountability (DPA) to attend each other's trainings and states that IAD should attend DPA's trainings bi-annually. As DPA investigates public complaints of bias against officers, IAD can learn DPA's investigative techniques on bias investigations by attending DPA trainings.

Additionally, SFPD's Supervisory Investigation Manual contains a section on Discrimination and Harassment that explains the steps for receiving a complaint of discrimination, harassment, retaliation, or slur. Similarly, all SFPD personnel must complete the City of San Francisco's "Preventing Workplace Harassment Training," which provides information on employees' and supervisors' rights and responsibilities regarding harassment (mandated by Department Bulletin 18-084, Preventing Workplace Harassment Training, April 20, 2018). And some SFPD roll-call trainings have a separate section for supervisors. The Procedural Justice trainings provide supervisors with options for officer interventions preceding any complaint, such as officer counseling sessions, supervisor mentoring of the officer, and referral of the officer to a tactical communications course.

Additionally, on May 5, 2021, SFPD issued Department Notice 21-076, "Dashboard Review System (DRS)." DRS is a new review system using various types of data to identify disparities in policing among officers that aims to go above and beyond the requirements of the recommendation. The goal is for DRS to compare demographics of an officer's data with other

officers, however the current rollout provides generalized information (comparing shifts and stations) and is still being tested. Currently, district station captains receive generalized reports quarterly. District station captains and lieutenants received initial training on the DRS system in May 2021. The district station captains submitted memoranda in August 2021 documenting their reviews of the quarterly data and their training of sergeants on the DRS system. While currently providing useful information, as DRS develops to include individual officer data it can become a powerful tool in understanding and remedying disparities, and has the potential to become a national best practice.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 29.4

Our office has completed its review of the materials related to Recommendation 29.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 29.4:

SFPD leadership should explore the options for alternate dispute resolution regarding bias complaints, including mediation.

Response to 29.4:

Chief Bill Scott, Commander Teresa Ewins, Police Commission Vice President Damali Taylor, and Department of Police Accountability (DPA) Chief of Staff Sarah Hawkins formed a working group to evaluate whether any form of alternate dispute resolution (ADR) would be an appropriate way to resolve complaints of bias. The working group evaluated research materials on ADR options and discussed each one. Based on that discussion, DPA Chief of Staff Hawkins circulated a proposal to the working group, identifying the specific types of bias complaints that may be appropriate to resolve through ADR. Commission Vice President Taylor and Chief Scott held a meeting to discuss DPA's proposal because, ultimately, the decision as to whether to permit ADR resolution of any type of bias complaint rests with the Police Commission.

After the meeting, Vice President Taylor concluded that SFPD would not mediate any complaints of bias at this time. Once SFPD has made further progress in its CRI efforts the working group may revisit the issue, but SFPD cannot mandate any ADR without the Police Commission's approval. The recommendation at issue requires that the SFPD explore alternative dispute resolution options, but it does not require them to implement any of those options. As SFPD did explore options and met with the stakeholders in good faith, it appears that SFPD has satisfied the requirements of this recommendation.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 30.1

Our office has completed its review of the materials related to Recommendation 30.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD

finding reasons and solutions for stop data disparities. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 30.1: Under San Francisco Administrative Code Section 96A.3, SFPD must send written reports to the Police Commission (among others) on a quarterly basis that include use-of-force and stop data. The SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. The 96A reports include data provided by the Department of Police Accountability (DPA) on the number, type, and disposition of complaints. The 96A reports also include enforcement data from SFPD's Crime Data Warehouse, such as dispositions of stops, arrests, citations, and bookings. 96A reports include analysis of the data and other information in sections preceding the data sections. For example, the third quarter 2020 report contained "The Science of Bias and Its Impact on Policing" and listed potential research-based interventions, including policies removing officer discretion, increasing officer intergroup contacts, and diversifying the police force. The 96A reports are posted on the SFPD website: https://www.sanfranciscopolice.org/your-sfpd/published-reports/arrests-use-force-and-stop-data-admin-code-96a.

On March 1, 2018, SFPD entered into an agreement with the Center for Policing Equity (CPE) to analyze stop data, use of force, and complaints and provide recommended reforms. In August 2020, CPE issued a report analyzing SFPD's data and issued seven recommendations as potential ways to reduce disparities it found in SFPD's policing: (1) adopting a unified policy on data collection; (2) expanding on the definition of reportable force; (3) collecting more detained use-of-force information; (4) utilizing the COPS Stop Data Guidebook; (5) requiring supervisory review of stop records; (6) updating policy on drawing firearms; and (7) identifying situational risk factors for discrimination. The recommendations are under review by Chief Scott, and SFPD is continuing to send data to CPE for further analysis while a draft agreement continuing CPE's work is being negotiated. The full report is available on the SFPD website: https://www.sanfranciscopolice.org/sites/default/files/2021-03/SFPD.CPE_.Report.20210304.pdf.

Additionally, on May 5, 2021, SFPD issued Department Notice 21-076, "Dashboard Review System (DRS)." DRS is a review system using various types of data to identify disparities in policing among officers. While the goal is for DRS to compare demographics of an officer's data with other officers, the current rollout provides generalized information (comparing shifts and stations). As DRS develops, it can become a powerful tool in understanding and remedying disparities, and has the potential to become a national best practice.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further.

Recommendation 30.2

Our office has completed its review of the materials related to Recommendation 30.2 that were submitted to us as part of the collaborative reform process. This package focused on

SFPD. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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

Response to 30.2: Under San Francisco Administrative Code Section 96A.3, SFPD must send written reports to the Police Commission (among others) on a quarterly basis that include use-of-force and stop data. The SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. The 96A reports include data provided by the Department of Police Accountability (DPA) on the number, type, and disposition of complaints. The 96A reports also include enforcement data from SFPD's Crime Data Warehouse, such as dispositions of stops, arrests, citations, and bookings. 96A reports include analysis of the data and other information in sections preceding the data sections. For example, the third quarter 2020 report contained "The Science of Bias and Its Impact on Policing" and listed potential research-based interventions, including policies removing officer discretion, increasing officer intergroup contacts, and diversifying the police force. The 96A reports are posted on the SFPD website: https://www.sanfranciscopolice.org/your-sfpd/published-reports/arrests-use-force-and-stop-data-admin-code-96a.

On March 1, 2018, SFPD entered into an agreement with the Center for Policing Equity (CPE) to analyze stop data, use of force, and complaints and provide recommended reforms. In August 2020, CPE issued a report analyzing SFPD's data and issued seven recommendations as potential ways to reduce disparities it found in SFPD's policing: (1) adopting a unified policy on data collection; (2) expanding on the definition of reportable force; (3) collecting more detained use-of-force information; (4) utilizing the COPS Stop Data Guidebook; (5) requiring supervisory review of stop records; (6) updating policy on drawing firearms; and (7) identifying situational risk factors for discrimination. The recommendations are under review by Chief Scott, and SFPD is continuing to send data to CPE for further analysis while a draft agreement continuing CPE's work is being negotiated. The full report is available on the SFPD website: https://www.sanfranciscopolice.org/sites/default/files/2021-03/SFPD.CPE_.Report.20210304.pdf.

On May 5, 2021, SFPD issued Department Notice 21-076, "Dashboard Review System (DRS)." DRS is a review system using various types of data to identify disparities in policing among officers. While the goal is for DRS to compare demographics of an officer's data with other officers, the current rollout provides generalized information (comparing shifts and stations). As DRS develops, it can become a powerful tool in understanding and remedying disparities, and has the potential to become a national best practice.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further.

Recommendation 30.5

Our office has completed its review of the materials related to Recommendation 30.5 that were submitted to us as part of the collaborative reform process. This package focused on SFPD

ensuring supervisors are trained on assessing officers' disparities in traffic stops. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 30.5: SFPD supervisors must be trained (pursuant to recommendation 27.1) to review and assess e-585 traffic stop incident report for disparate outcomes, particularly in relation to peer groups within the unit.

Response to 30.5: On May 5, 2021, SFPD issued Department Notice 21-076, "Dashboard Review System (DRS)," instituting a review system using data to identify disparities in policing among officers. SFPD is rolling out DRS in three phases, and once complete SFPD will be among the first in the nation to create this kind of individualized dashboard and accompanying administrative and remedial framework. The planned DRS will take information, such as the demographics of an officer's stops, and compare that information to other officers. Importantly, the DRS will provide context by comparing the officer to the averages of officers in other stations, to officers in the same station, to various shifts (day, midnight, swing), and to Performance Improvement Plan groups. If significant disparities exist, SFPD will use intervention strategies outside of discipline to address the disparities. These strategies include providing additional training, mentorship, non-punitive review of data, and voluntary change of assignment. DRS is crafted non-punitively because the existence of disparities does not necessarily equate to biased policing; however, the DRS system can indicate where biased policing may occur, where an officer's actions warrant a closer look, or where changes or re-enforced training and resources might be warranted—much like an Early Intervention System.

SFPD's DRS is currently in the first of three phases, providing district station captains monthly reports that incorporate eCitation, arrested/detained/cited persons, district demographics, and Crime Data Warehouse demographic data. During the week of April 12, 2021, SFPD conducted an initial DRS training for district station captains and solicited feedback. SFPD followed up with DRS trainings on May 5, 2021, and May 12, 2021, for supervisors. The trainings included information on drawing comparisons—including how to compare individuals to various groups to provide context—supervisors' responsibilities, and data source information. SFPD has planned further supervisor trainings as DRS is expanded and refined at the start of Phases II and III.

From the early rollout of DRS, SFPD has received and responded to feedback. SFPD has broadened the data sources beyond traffic data, and SFPD is now rolling out the full supervisory analysis in a test phase with select supervisors. The test is intended to help refine DRS before it is adopted by all supervisors. Four sergeants will begin testing the individualized data analysis during Phase I to troubleshoot any issues that arise. The next phases include: (1) incorporating more data; (2) instituting intervention options to include trainings and voluntary change of assignment; and (3) evaluating the rollout and effectiveness of DRS for improvements. Meanwhile, SFPD continues to send generalized data between shifts, district stations, and performance-improvement-plan groups to supervisors, with individualized officer data beginning in Phase II. The district station captains submitted memoranda in August 2021 documenting their reviews of the quarterly data and their training of sergeants on the DRS system.

Cal DOJ commends SFPD on creating the DRS and is hopeful that it will be fully implemented according to SFPD's plan without delay. Cal DOJ would like to acknowledge SFPD's

pioneering work creating the DRS, which may serve as a national best practice to other law-enforcement agencies.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 30.6

Our office has completed its review of the materials related to Recommendation 30.6 that were submitted to us as part of the collaborative reform process. This package focused on SFPD collecting stop data information recommended in the US DOJ COPS report that provide for meaningful analysis of disparities in stops. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 30.6: The US DOJ COPS report (published October 2016) assessed SFPD when SFPD's stop-data system was limited in the data it collected and did not require demographic data to be collected for pedestrian and non-motorized stops. The report recommended that SFPD expand its data collection to pedestrians and non-motorized stops and also expand the stop data it collects for each stop to include information such as the reason for the stop, the location of the stop, the reason for any search, the outcome of the stop, demographics of the officer making the stop, and demographic data of the person being stopped, among other information.

On November 28, 2016, SFPD issued Department Bulletin 16-208, "eStop - Traffic Stop Data Collection Program," explicitly requiring stop data collection for bicycle, pedestrian, and vehicle stops. On May 31, 2018, SFPD issued Department Bulletin 18-105, "Stop Data Collection System (SDCS) Implementation," which reiterated the required collection of data for pedestrian, bicycle and vehicle stops, and adhered with the required data collection under the Racial and Identity Profiling Act (RIPA) (including data collection of motorists, bicyclists, and pedestrians). SFPD's Stop Data Collection System complies with RIPA's data collection requirements, which include the perceived LGBT status of the person stopped, whether the person stopped is limited English proficient, whether the person stopped is disabled, and whether the stop was made in response to a call for service, among other information.

SFPD supported the rollout of SDCS with training and guidance, such as the SDCS Web Application Manual. Department Bulletin 18-247 (revised 18-05), "SDCS Implementation," required officers to complete the training and review the guidance. The SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. And while not a part of this recommendation package, SFPD has formed a partnership with the Center for Policing Equity to analyze stop data and provide recommended reforms.

The BAT also conducts a review of the individual SDCS entries to ensure personal identifying information is not entered, and SFPD has begun an annual audit on other data entry fields. The BAT review was codified in Bureau Order 21-01, "Stop Data Collection System – PII Removal

& Geocoding Procedures (January 5, 2021). The Order requires the BAT to review SDCS entries on a quarterly basis to remove personal identifying information, geocode, and geo-anonymize geographic locations. The annual audit reviews SDCS data for (1) personal identifying information, (2) failure to enter information in the narrative field, (3) the consistency of narrative fields with reason for the stop and search, and (4) errors in geocoding.

Cal DOJ had recommended that SFPD institute supervisory review of stop entries—such as having sergeants review a randomized sample of completed stop forms of their officers—as this would provide for timely corrections for errors and aid in sergeants' discussions with their officers regarding the elimination of biased policing and correcting other actions warranting corrective action. This recommendation would also ensure consistent data is produced within all precincts within San Francisco. SFPD has resisted this recommendation out of concern for sergeants' time and has created the above noted alternative auditing approach. While this is not Cal DOJ's preferred approach—it does not provide direct supervisors with additional insights into their officer's day-to-day policing and does not ensure timely corrections or feedback for individual officers that would provide consistent generation of data within SFPD—it is substantially compliant with the recommendation.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 31.1

Our office has completed its review of the materials related to Recommendation 31.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD completing Recommendation 31.1. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 31.1: Under San Francisco Administrative Code Section 96A.3, SFPD must send written reports to the Police Commission (among others) on a quarterly basis that include use-of-force and stop data. The SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. The 96A reports include data provided by the Department of Police Accountability (DPA) on the number, type, and disposition of complaints. The 96A reports also include enforcement data from SFPD's Crime Data Warehouse, such as dispositions of stops, arrests, citations, and bookings. 96A reports include analysis of the data and other information in sections preceding the data sections. For example, the third quarter 2020 report contained "The Science of Bias and Its Impact on Policing" and listed potential research-based interventions, including policies removing officer discretion, increasing officer intergroup contacts, and diversifying the police force. The 96A reports are posted on the SFPD website: https://www.sanfranciscopolice.org/your-sfpd/published-reports/arrests-use-force-and-stop-data-admin-code-96a.

On March 1, 2018, SFPD entered into an agreement with the Center for Policing Equity (CPE) to analyze stop data, use of force, and complaints and provide recommended reforms. In August 2020, CPE issued a report analyzing SFPD's data and issued seven recommendations as potential ways to reduce disparities it found in SFPD's policing: (1) adopting a unified policy on data

collection; (2) expanding on the definition of reportable force; (3) collecting more detained use-of-force information; (4) utilizing the COPS Stop Data Guidebook; (5) requiring supervisory review of stop records; (6) updating policy on drawing firearms; and (7) identifying situational risk factors for discrimination. The recommendations are under review by Chief Scott, and SFPD is continuing to send data to CPE for further analysis while SFPD negotiates a draft agreement continuing CPE's work. The full report is available on the SFPD website: https://www.sanfranciscopolice.org/sites/default/files/2021-03/SFPD.CPE_.Report.20210304.pdf.

SFPD has moved forward on several recommendations in the 96A and CPE reports. For example, SFPD has mandated implicit bias, procedural justice, and crisis intervention trainings, made policy changes such as banning the release of booking photos (mugshots), and instructed officers to be cognizant of bias by proxy when receiving calls for service. As CPE recommended, SFPD is drafting a Department General Order on data collection, is collecting expanded use-of-force data, and adopted policy making pointing a firearm a reportable use-of-force incident (and is drafting policy regarding reporting when a firearm is drawn and it not pointed at a person).

Additionally, on May 5, 2021, SFPD issued Department Notice 21-076, "Dashboard Review System (DRS)." DRS is a review system using various types of data to identify disparities in policing among officers. While the goal is for DRS to compare demographics of an officer's data with other officers, the current rollout provides generalized information (comparing shifts and stations). As DRS develops, it can become a powerful tool in understanding and remedying disparities, and has the potential to become a national best practice.

While the progress is noteworthy, Cal DOJ recommends that SFPD continually seek and consider recommendations to reduce disparities, such as the additional reforms suggested by presenters at the June 2, 2021 Police Commission meeting. At the Police Commission meeting, presenters recommended that SFPD review its "quality of vehicle" stops, institute racial bias coaching, and end high-discretion probation/parole stops as well as consent searches as ways to further reduce SFPD's disparities in policing. The recommendations of all presenters are available online: https://sfgov.org/policecommission//sites/default/files/Documents/PoliceCommission/PoliceCommission060921-DPA_CommunityPerspectivesonPolicingDisparities.pdf. By continuing to gather and consider recommendations from stakeholders and the community, SFPD can continue its progress in addressing disparities.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD continue to consider additional reforms proposed by the community. Please let us know if you have any questions or would like to discuss these further.

Recommendation 32.1

Our office has completed its review of the materials related to Recommendation 32.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD completing Recommendation 31.1. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 32.1: As stated in finding 31.1, the SFPD should complete recommendation 31.1.

Response to 32.1: Under San Francisco Administrative Code Section 96A.3, SFPD must send written reports to the Police Commission (among others) on a quarterly basis that include use-of-force and stop data. The SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. The 96A reports include data provided by the Department of Police Accountability (DPA) on the number, type, and disposition of complaints. The 96A reports also include enforcement data from SFPD's Crime Data Warehouse, such as dispositions of stops, arrests, citations, and bookings. 96A reports include analysis of the data and other information in sections preceding the data sections. For example, the third quarter 2020 report contained "The Science of Bias and Its Impact on Policing" and listed potential research-based interventions, including policies removing officer discretion, increasing officer intergroup contacts, and diversifying the police force. The 96A reports are posted on the SFPD website: https://www.sanfranciscopolice.org/your-sfpd/published-reports/arrests-use-force-and-stop-data-admin-code-96a.

On March 1, 2018, SFPD entered into an agreement with the Center for Policing Equity (CPE) to analyze stop data, use of force, and complaints and provide recommended reforms. In August 2020, CPE issued a report analyzing SFPD's data and issued seven recommendations as potential ways to reduce disparities it found in SFPD's policing: (1) adopting a unified policy on data collection; (2) expanding on the definition of reportable force; (3) collecting more detained use-of-force information; (4) utilizing the COPS Stop Data Guidebook; (5) requiring supervisory review of stop records; (6) updating policy on drawing firearms; and (7) identifying situational risk factors for discrimination. The recommendations are under review by Chief Scott, and SFPD is continuing to send data to CPE for further analysis while a draft agreement continuing CPE's work is being negotiated. The full report is available on the SFPD website: https://www.sanfranciscopolice.org/sites/default/files/2021-03/SFPD.CPE_.Report.20210304.pdf.

SFPD has moved forward on several recommendations in the 96A and CPE reports. For example, SFPD has mandated implicit bias, procedural justice, and crisis intervention trainings, made policy changes such as banning the release of booking photos (mugshots), and instructed officers to be cognizant of bias by proxy when receiving calls for service. As CPE recommended, SFPD is drafting a Department General Order on data collection, is collecting expanded use-of-force data, and adopted policy making pointing a firearm a reportable use-of-force incident (and is drafting policy regarding reporting when a firearm is drawn and it not pointed at a person).

Additionally, on May 5, 2021, SFPD issued Department Notice 21-076, "Dashboard Review System (DRS)." DRS is a review system using various types of data to identify disparities in policing among officers. While the goal is for DRS to compare demographics of an officer's data with other officers, the current rollout provides generalized information (comparing shifts and stations). As DRS develops, it can become a powerful tool in understanding and remedying disparities, and has the potential to become a national best practice.

While the progress is noteworthy, Cal DOJ recommends that SFPD continually seek and consider recommendations to reduce disparities, such as the additional reforms suggested by presenters at the June 2, 2021 Police Commission meeting. At the Police Commission meeting,

presenters recommended that SFPD review its "quality of vehicle" stops, institute racial bias coaching, and end high-discretion probation/parole stops as well as consent searches as ways to further reduce SFPD's disparities in policing. The recommendations of all presenters are available online: https://sfgov.org/policecommission//sites/default/files/Documents/PoliceCommission/PoliceCommission060921-DPA_CommunityPerspectivesonPolicingDisparities.pdf. By continuing to gather and consider recommendations from stakeholders and the community, SFPD can continue its progress in addressing disparities.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD continue to consider additional reforms proposed by the community. Please let us know if you have any questions or would like to discuss these further.

Recommendation 32.2

Our office has completed its review of the materials related to Recommendation 32.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD improving its search and seizure training. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 32.2: The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.

Response to 32.2: SFPD has improved several of its Fourth Amendment Basic Academy classes during the course of collaborative reform. SFPD improved its Laws of Arrest class by updating sections on consensual encounters (including what may elevate a consensual encounter to a non-consensual encounter and the consequences), the scope and condition for warrantless searches during a detention, and recognizing reasonable suspicion, among other sections. The training has also been amended to include a quiz on consensual encounters and detentions, classroom discussion on officer conduct during an arrest, and scenarios with discussions for procedural justice concepts. The class also expanded from twelve hours to fourteen hours.

SFPD improved its Search and Seizure course by updating sections on plain view, warrantless searches (pat search, search incident to arrest), and vehicle searches, among other sections. The training now includes discussions on officer trustworthiness during searches and the balance of officer safety and individual rights. Upon graduation from Basic Academy, recruits also take a search and seizure review class covering the various types of searches and the standards for those searches, and includes a quiz to test understanding and a discussion of quiz results.

SFPD also improved its Advanced Officer Search and Seizure training by updating sections on the totality-of-the-circumstances standard, entering residences, and searches of transgender individuals, among other sections. And the Force Options training expanded its discussion of Fourth Amendment seizures when using force and now shows video of Fourth Amendment considerations during progressive uses of force.

SFPD has also created additional courses on search and seizure. This includes a forty-hour seminar for supervisors called "Search and Seizure, Warrants, and Rebookings Sergeants

Seminar," a four-hour course for plainclothes officers called "Plainclothes Operations/Undercover Operations Search and Seizure," and legal updates provided by the Field Training Office.

SFPD issues Department Bulletins, Department Notices, and roll-call trainings to notify officers of new Fourth Amendment case law, such as Department Bulletin 19-136, "Consent Searches of Private Residences," Department Notice 21-012, "Entering Residences," and SFPD's roll-call training on searching transgender, gender variant, and nonbinary persons. SFPD also provides officers an annual notice on legislative and legal updates which includes any case law affecting search and seizure.

To improve trainings, SFPD collects instructor and course evaluations at the end of each course. The instructors, lieutenant responsible for the course, and commanding officer of the Training Division review evaluations for improvements. Additionally, under Unit Order 20-02, "Academy Instructor Evaluations," subject matter experts must periodically attend trainings, and in practice have contributed to several of the improvements to search and seizure trainings identified above. Four months after trainings, SFPD sends additional evaluations to officers regarding the trainings (Unit Order 20-01, "Follow Up Training Impact Evaluations"). Additionally, the commanding officer of the training division is responsible for reviewing stop data related to searches and seizures on a quarterly basis to identify any training issues or needs. And on March 30, 2020, SFPD hired a staff attorney with expertise in Fourth Amendment search and seizure law. On a quarterly basis, the attorney reviews Department of Police Accountability and Internal Affairs Division complaints regarding search and seizure, reviews stop data related to search and seizure, and reviews criminal cases that were discharged due to search and seizure issues. The attorney discusses findings with the commanding officer of the training division and subject matter expert to make training recommendations. From Cal DOJ's review of trainings during the collaborative reform initiative, we recommend SFPD consider reinforcing search and seizure training regarding unhoused persons as well as for persons sharing living spaces.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 33.1

Our office has completed its review of the materials related to Recommendation 33.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD collecting stop-data information recommended in the US DOJ COPS report that provides for meaningful analysis of disparities in stops. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 33.1: The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.

Response to 33.1: The US DOJ COPS report (published October 2016) assessed SFPD when SFPD's stop-data system was limited in the data it collected and did not require demographic data to be collected for pedestrian and non-motorized stops. The report recommended that SFPD expand its data collection to pedestrians and non-motorized stops and also expand the stop data it collects for each stop to include information such as the reason for the stop, the location of the

stop, the reason for any search, the outcome of the stop, demographics of the officer making the stop, and demographic data of the person being stopped, among other information.

On November 28, 2016, SFPD issued Department Bulletin 16-208, "eStop - Traffic Stop Data Collection Program," explicitly requiring stop data collection for bicycle, pedestrian, and vehicle stops. On May 31, 2018, SFPD issued Department Bulletin 18-105, "Stop Data Collection System (SDCS) Implementation," which reiterated the required collection of data for pedestrian, bicycle and vehicle stops, and adhered with the required data collection under the Racial and Identity Profiling Act (RIPA) (including data collection of motorists, bicyclists, and pedestrians). SFPD's Stop Data Collection System complies with RIPA's data collection requirements, which include the perceived LGBT status of the person stopped, whether the person stopped is limited English proficient, whether the person stopped is disabled, and whether the stop was made in response to a call for service, among other information.

SFPD supported the rollout of SDCS with training and guidance, such as the SDCS Web Application Manual. Department Bulletin 18-247 (revised 18-05), "SDCS Implementation," required officers to complete the training and review the guidance. The SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. And while not a part of this recommendation package, SFPD has formed a partnership with the Center for Policing Equity to analyze stop data and provide recommended reforms.

The BAT also conducts a review of the individual SDCS entries to ensure personal identifying information is not entered, and SFPD has begun an annual audit on other data entry fields. The BAT review was codified in Bureau Order 21-01, "Stop Data Collection System – PII Removal & Geocoding Procedures (January 5, 2021). The Order requires the BAT to review SDCS entries on a quarterly basis to remove personal identifying information, geocode, and geo-anonymize geographic locations. The annual audit reviews SDCS data for (1) personal identifying information, (2) failure to enter information in the narrative field, (3) the consistency of narrative fields with reason for the stop and search, and (4) errors in geocoding.

Cal DOJ had recommended that SFPD institute supervisory review of stop entries—such as having sergeants review a randomized sample of completed stop forms of their officers—as this would provide for timely corrections for errors and aid in sergeants' discussions with their officers regarding the elimination of biased policing and correcting other actions warranting corrective action. This recommendation would also ensure consistent data is produced within all precincts within San Francisco. SFPD has resisted this recommendation out of concern for sergeants' time and has created the above noted alternative auditing approach. While this is not Cal DOJ's preferred approach—it does not provide direct supervisors with additional insights into their officer's day-to-day policing and does not ensure timely corrections or feedback for individual officers that would provide consistent generation of data within SFPD—it is substantially compliant with the recommendation.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 34.1

Our office has completed its review of the materials related to Recommendation 34.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD

collecting stop data demographics. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 34.1: The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and non-motorized conveyances.

Response to 34.1: In July of 2018 SFPD implemented the Stop Data Collection System (SDCS), a web-based application to collect stop data. SDCS complies with the required collection data under the Racial and Identity Profiling Act (RIPA). SFPD supported the rollout of SDCS with training and guidance, such as the SDCS Web Application Manual. On May 31, 2018, SFPD issued Department Bulletin 18-105, "Stop Data Collection System Implementation," requiring officers to complete the training and review the guidance. In response errors discovered during audits on December 4, 2018, SFPD issued Department Bulletin 18-247, "SDCS Implementation," reminding officers of various data collection requirements. On October 7, 2020, SFPD re-issued Department Bulletin 18-247 as Department Notice 20-141.

The collection and review of stop data has been integrated as part of SFPD's strategic planning. On February 8, 2018, SFPD released its "Department Strategy 1.0." The report identified data collection as a strategic areas ("Measure Performance: Focus on Outcomes - collect, store and a analyze data to better serve our community and increase accountability and transparency"). Additionally, the SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. And while not a part of this recommendation package, SFPD has formed a partnership with the Center for Policing Equity to analyze stop data and provide recommended reforms.

The BAT also conducts a review of the individual SDCS entries to ensure personal identifying information is not entered, and SFPD has begun an annual audit on other data entry fields. The BAT review was codified in Bureau Order 21-01, "Stop Data Collection System – PII Removal & Geocoding Procedures (January 5, 2021). The Order requires the BAT to review SDCS entries on a quarterly basis to remove personal identifying information, geocode, and geo-anonymize geographic locations. The annual audit reviews SDCS data for (1) personal identifying information, (2) failure to enter information in the narrative field, (3) the consistency of narrative fields with reason for the stop and search, and (4) errors in geocoding.

Cal DOJ had recommended that SFPD institute supervisory review of stop entries—such as having sergeants review a randomized sample of completed stop forms of their officers—as this would provide for timely corrections for errors and aid in sergeants' discussions with their officers regarding the elimination of biased policing and correcting other actions warranting corrective action. This recommendation would also ensure consistent data is produced within all precincts within San Francisco. SFPD has resisted this recommendation out of concern for sergeants' time and has created the above noted alternative auditing approach. While this is not Cal DOJ's preferred approach—it does not provide direct supervisors with additional insights into their officer's day-to-day policing and does not ensure timely corrections or feedback for individual officers that would provide consistent generation of data within SFPD—it is substantially compliant with the recommendation.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 34.2

Our office has completed its review of the materials related to Recommendation 34.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD collecting pedestrian and non-motorized conveyance stop data. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 34.2: The SFPD should mandate the collection of stop report data on any stop or detention of a pedestrian or person riding a non-motorized conveyance, such as a bicycle, skateboard, or scooter. This should begin immediately and not wait until AB 953 requires such action in April 2019

Response to 34.2: SFPD's pre-2016 stop data system did not require demographic data to be collected for pedestrian and non-motorized stops. On November 28, 2016, SFPD issued Department Bulletin 16-208, "eStop - Traffic Stop Data Collection Program," explicitly requiring stop data collection for bicycle, pedestrian, and vehicle stops. On May 31, 2018, SFPD issued Department Bulletin 18-105, "Stop Data Collection System (SDCS) Implementation," which reiterated the required collection of data for pedestrian, bicycle and vehicle stops, and adhered with the required data collection under the Racial and Identity Profiling Act of 2015) (including data collection of motorists, bicyclists, and pedestrians). SFPD supported the rollout of SDCS with training and guidance, such as the SDCS Web Application Manual. Department Bulletin 18-247 (revised 18-05), "SDCS Implementation," required officers to complete the training and review the guidance. The SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. And while not a part of this recommendation package, SFPD has formed a partnership with the Center for Policing Equity to analyze stop data and provide recommended reforms.

The BAT also conducts a review of the individual SDCS entries to ensure personal identifying information is not entered, and SFPD has begun an annual audit on other data entry fields. The BAT review was codified in Bureau Order 21-01, "Stop Data Collection System – PII Removal & Geocoding Procedures (January 5, 2021). The Order requires the BAT to review SDCS entries on a quarterly basis to remove personal identifying information, geocode, and geo-anonymize geographic locations. The annual audit reviews SDCS data for (1) personal identifying information, (2) failure to enter information in the narrative field, (3) the consistency of narrative fields with reason for the stop and search, and (4) errors in geocoding.

Cal DOJ had recommended that SFPD institute supervisory review of stop entries—such as having sergeants review a randomized sample of completed stop forms of their officers—as this would provide for timely corrections for errors and aid in sergeants' discussions with their officers regarding the elimination of biased policing and correcting other actions warranting corrective action. This recommendation would also ensure consistent data is produced within all precincts within San Francisco. SFPD has resisted this recommendation out of concern for sergeants' time and has created the above noted alternative auditing approach. While this is not Cal DOJ's preferred approach—it does not provide direct supervisors with additional insights into their officer's day-to-day policing and does not ensure timely corrections or feedback for individual officers that would provide consistent generation of data within SFPD—it is substantially compliant with the recommendation.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 34.3

See Cal DOJ December 28, 2018, Letter.

Recommendation 35.1

Our office has completed its review of the materials related to Recommendation 35.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD adopting policies and procedures to accurately collect certain data in accordance with best practices. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 35.1: In July of 2018 SFPD implemented the Stop Data Collection System (SDCS), a web-based application to collect stop data. SDCS complies with the required collection data under the Racial and Identity Profiling Act (RIPA). SFPD supported the rollout of SDCS with training and guidance, such as the SDCS Web Application Manual. On May 31, 2018, SFPD issued Department Bulletin 18-105, "Stop Data Collection System Implementation," requiring officers to complete the training and review the guidance. In response to errors discovered during audits, on December 4, 2018, SFPD issued Department Bulletin 18-247, "SDCS Implementation," reminding officers of various data collection requirements. On October 7, 2020, SFPD re-issued Department Bulletin 18-247 as Department Notice 20-141.

The collection and review of stop data have been integrated as part of SFPD's strategic planning. On February 8, 2018, SFPD released its "Department Strategy 1.0." The report identified data collection as a strategic area ("Measure Performance: Focus on Outcomes - collect, store and analyze data to better serve our community and increase accountability and transparency"). Additionally, the SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. The 96A reports also include data provided by the Department of Police Accountability (DPA) on the number, type, and disposition of complaints. The 96A reports also include enforcement data from SFPD's Crime Data Warehouse, such as dispositions of stops, arrests, citations, and bookings. Additionally, SFPD has formed a partnership with the Center for Policing Equity to analyze stop data and provide recommended reforms.

SFPD has also worked to align its complaint collection policies and procedures with the Racial and Identity Profiling Advisory (RIPA) Board best practices, such as making complaint data available to the public and having complaint forms in multiple languages. On September 4, 2019, SFPD issued Department Bulletin 19-185, "DPA Complaint Log." The Bulletin established a procedure for creating a Computer Aided Dispatch record of complaints received by officers. The Bulletin also required district stations to record all complaints they receive in a complaint log that is emailed to DPA on a daily basis to ensure that complaints are tracked and that complaint data for reporting is accurate. On December 20, 2017, SFPD issued Department

Bulletin 17-255, "Revised SFPD/DPA Complaint Form 293," translating the SFPD/DPA complaint form into additional languages for Limited English Proficiency individuals.

The BAT also conducts a review of the individual SDCS entries to ensure personal identifying information is not entered, and SFPD has begun an annual audit on other data entry fields. The BAT review was codified in Bureau Order 21-01, "Stop Data Collection System – PII Removal & Geocoding Procedures (January 5, 2021). The Order requires the BAT to review SDCS entries on a quarterly basis to remove personal identifying information, geocode, and geo-anonymize geographic locations. The annual audit reviews SDCS data for (1) personal identifying information, (2) failure to enter information in the narrative field, (3) the consistency of narrative fields with the reason for the stop and search, and (4) errors in geocoding.

Cal DOJ had recommended that SFPD institute supervisory review of stop entries—such as having sergeants review a randomized sample of completed stop forms of their officers—as this would provide for timely corrections for errors and aid in sergeants' discussions with their officers regarding the elimination of biased policing and correcting other actions warranting corrective action. This recommendation would also ensure consistent data is produced within all precincts within San Francisco. SFPD has resisted this recommendation out of concern for sergeants' time and has created the above noted alternative auditing approach. While this is not Cal DOJ's preferred approach—it does not provide direct supervisors with additional insights into their officer's day-to-day policing and does not ensure timely corrections or feedback for individual officers that would provide consistent generation of data within SFPD—it is substantially compliant with the recommendation.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 35.2

Our office has completed its review of the materials related to Recommendation 35.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD reviewing its technological gaps and integrating data solutions into management practices. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 35.2: SFPD has conducted internal assessments and procured outside consultants to assess its technological gaps. In 2019, SFPD conducted a detailed 2019 Portfolio Assessment, specifying the types of systems currently in use, the desired technological state, a description of the gap, and an analysis of the costs to close the gap. SFPD also analyzed its technological requests as part of a ten-year plan, including budgets for technology projects through 2022.

SFPD also retained LE Innovations Inc. as an outside consultant to analyze SFPD technology. On August 30, 2019, LE published an independent assessment of the IT Division's current state, identified technology gaps, and made recommendations to ensure that the IT Division can support the needs of the department. One of the technological needs identified

during the gap analysis was creating a dashboard with officer information provided in part from stop data and use-of-force data that would facilitate a review for biased policing. SFPD has requested funding for the dashboard as part of its annual budget for the past three years.

Regarding SFPD's technology on stop data, in July of 2018 SFPD implemented the Stop Data Collection System (SDCS). SDCS complies with the required collection data under State Assembly Bill AB 953 (RIPA). SFPD supported the rollout of SDCS with training and guidance, such as the SDCS Web Application Manual. Department Bulletin 18-247 (revised 18-05), "SDCS Implementation," required officers to complete the training and review the guidance.

The collection and review of stop data has been integrated as part of SFPD's strategic planning. On February 8, 2018, SFPD released its "Department Strategy 1.0." The report identified data collection as a strategic areas ("Measure Performance: Focus on Outcomes - collect, store and a analyze data to better serve our community and increase accountability and transparency"). Additionally, the SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports. And while not a part of this recommendation package, SFPD has formed a partnership with the Center for Policing Equity to analyze stop data and provide recommended reforms.

The BAT also conducts a review of the individual SDCS entries to ensure personal identifying information is not entered, and SFPD has begun an annual audit on other data entry fields. Cal DOJ had recommended that SFPD institute supervisory review of stop entries—such as having sergeants review a randomized sample of completed stop forms of their officers—as this would provide for timely corrections for errors and aid in sergeants' discussions with their officers regarding biased policing. SFPD has resisted this recommendation out of concern for sergeants' time and has created the alternative auditing approach. While this is not Cal DOJ's preferred approach, it is substantially compliant with the recommendation.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 35.4

Our office has completed its review of the materials related to Recommendation 35.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 35.4: The SFPD should continue participating in the White House Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative.

Response to 35.4: SFPD continues to participate in the White House Data Initiative (now known as the Police data Initiative or PDI), as shown on the PDI website. SFPD is among dozens of law enforcement agencies nationwide that have released open datasets, out of a commitment to transparency and accountability. SFPD has also developed a data reporting strategy and has outlined a timeline for that strategy. This strategy includes expanding the types of data SFPD will collect to include data on the officers involved in stops. Further, the strategy includes increasing the frequency of posting of traffic stop data from yearly to quarterly. Cal DOJ will

follow up with SFPD to ensure that it has committed to its timeline, that it has expanded the types of data it collects, and has more frequently reported certain types of data.

SFPD has also moved all responsibilities related to data reporting from the Technology Division to the Business Analyst Team (BAT). SFPD concluded that BAT is better equipped than the Technology Division to handle this responsibility. Additionally, SFPD has committed to conducting analyses of (1) automating the process of updating and presenting datasets on SFPD's website and (2) posting additional datasets on the PDI and the OpenDataSF websites. SFPD intends to complete these analyses by the fourth quarter of 2019. Cal DOJ will follow up to ensure that SFPD has completed these analyses by the end of this quarter.

Although we find that the SFPD is substantially compliant with this recommendation, Cal DOJ recommends that SFPD consider making changes to its website so that (1) it is clearer to the public that it participates in the PDI and (2) its PDI-related datasets are more easily accessible to the public. SFPD's continued participation in the PDI is commendable and demonstrates the Department's commitment to transparency. However, it is not readily known from SFPD's website that it participates in this initiative. In addition, we recommend that SFPD also make it clearer what type of PDI-related data it releases. As it stands now, SFPD's arrest, use of force, and stop data are all found under the "Your SFPD" tab and, from there, in the "Published Reports" section. A lay person searching for PDI-related data on SFPD's website may find it very difficult to locate that information.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 36.1

Our office has completed its review of the materials related to Recommendation 36.1 that were submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 36.1: The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.

Response to 36.1:

In 2020, SFPD's Training Division developed a new process to evaluate the impact of the Department's training programs related to bias. This process is codified in Unit Order 21-01. Under this new process, each of the four Training Division units (the Professional Development Unit (PDU), the Basic Academy Course, the Field Training Office, and the Field Tactics/Force Options Unit) will provide course participants with a training impact evaluation form four months after any course of instruction. The purpose of the evaluation form is to gauge the effectiveness and quality of the training. The evaluation forms are distributed four months after training so that the course participant can provide the Training Division with feedback on how the training has impacted their policing. The Training Division will review the completed evaluations to determine, among other issues, whether there needs to be any changes to the course and whether there are any additional training needs or trends.

The evaluations and the recommendations gleaned from them are summarized and forwarded to the respective Unit's Lieutenant in Charge. Consistent with the directives in Unit Order 21-01,

SFPD included in the package a memorandum prepared by an officer in PDU that summarized the feedback SFPD received on its most recent Managing Implicit Bias training. SFPD also provided evidence of ongoing communication between the Department and the City of San Francisco's Department of Human Resources (DHR) to identify ways to improve the Managing Implicit Bias class, which is taught by DHR and offered to SFPD members. Through this ongoing communication, DHR and SFPD developed the idea of providing "micro-training" sessions that give updated and/or more in-depth information about concepts taught in the Managing Implicit Bias class.

SFPD also noted that the Disciplinary Review Board (DRB) reviews Department of Police Accountability and Internal Affairs complaints on a quarterly basis, and to the extent any complaint concerns biased policing, the DRB assesses whether the complaint merits any changes to policy or training. This process is codified in Department General Order 2.04 (Citizen Complaints Against Officers) and complements the audit process SFPD has developed.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 36.2

Our office has completed its review of the materials related to Recommendation 36.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 36.2:

Earlier this year, SFPD's Training Division issued Unit Order 21-02, which codifies an ongoing process to review the Department's bias-related trainings. Under this Unit Order, the Officer in Charge of the Professional Development Unit (PDU) must assign an officer to attend bias-related classes at least once a quarter to review them for effectiveness, delivery, and quality of course instruction. The officer must also review the student evaluations of these bias-related trainings as part of their quarterly report.

These evaluations are required under another recently issued Unit Order (21-01). Under this Unit Order, each student must complete an instructor/course evaluation form immediately after the conclusion of each block of instruction. The respective unit of the Training Division will then follow up with each student four months after the course to send a follow up training impact evaluation form. This form asks students questions about the impact of the course on their work. For example, the form asks the student what impact the class has had on the student personally or professionally and whether, without having taken the course, the student would have made a different decision in a recent situation.

SFPD provided the California Department of Justice with its first quarterly report, issued in mid-April. This report reflects several meetings among instructors to ensure ongoing, ad-hoc review of trainings. Some of these meetings were with an external partner, the City of San Francisco's Department of Human Resources (DHR), which offers a Managing Implicit Bias for SFPD

members. SFPD also provided emails demonstrating regular communication between DHR and SFPD. The summary of these meetings and the emails reflect robust review of SFPD's bias-related trainings as well as strong partnership with an external agency. Further, the observations and recommendations provided by the officer in the report were specific. For example, the officer noted that a recommendation that came out of discussions with DHR include looking at "course materials to find ways to reinforce healthy self-assessments of participants in relation to discovering implicit bias and ways to manage them." As required by Unit Order 21-02, the officer also completed an audit form, describing the officer's observations of a Bias and Racial Profiling (AO/CPT) course conducted on January 27, 2021.

SFPD's ongoing review process is in its preliminary stages and, as with other policies and practices implemented by SFPD in the past several months, this process requires ongoing oversight after Phase III. However, the quarterly report provided is thorough and demonstrates a commitment to ongoing review and improvement of its bias-related trainings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 36.3

Our office has completed its review of the materials related to Recommendation 36.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 36.3:

In 2019, SFPD formed a working group, consisting of representatives from the District Attorney's Office, the Public Defender's Office, the Department of Police Accountability, and the Human Rights Commission (HRC). The working group reviewed Department materials, including Department General Orders, Department Bulletins, and Unit Orders and identified words that are archaic or biased. From this meeting, the HRC Executive Director identified several changes to SFPD policies that would remove archaic or biased language. The HRC Executive Director also generated a list of "problematic" terms (that is, terms that are biased or archaic) and a list of "preferred" terms to use in place of the problematic ones.

In late December 2020, SFPD issued a Written Directives Unit (WDU) Order (20-05) directing the WDU to maintain the preferred language list provided by the HRC. At least once every five years, the WDU must work with the HRC to update the list.

The Unit Order also requires the WDU to ensure that any new policy going forward (including updates to existing policies) does not include archaic terms and is consistent with the HRC preferred language list. To facilitate this process, the WDU may provide subject matter experts assigned to draft or update a policy with the preferred language list as a reference. SFPD

provided an example of its update of two policies, where it replaced the use of "he/she" to the singular "they," among other changes.

When any policy is up for review according to the broader policy to update policy on a five-year cycle, the WDU is also tasked with ensuring that the policy is updated to remove any archaic or biased language.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 37.1

Our office has completed its review of the materials related to Recommendation 37.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

-

Recommendation 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.

Response to Recommendation 37.1:

In early 2021, SFPD replaced its paper Field Interview (FI) card system with an online system that is integrated into the Crime Data Warehouse. To codify this new process, SFPD issued a Department Notice, which advises members on when to complete an electronic FI report, and directs members to enter into the electronic FI report as much information as known because it may help with investigative leads in the future; to that end, members are encouraged to include any associated CAD number and indicate whether the encounter was captured on body worn camera footage. Members are required to enter all FI reports into the Crime Data Warehouse by the end of their watch. In order to sign off on an FI report, the member must complete an "Officer Declaration." After the member's sign off, a supervisor is required to review and approve the FI report; in their review, the supervisor is looking for the officer's compliance with department policy and legal requirements. A FI report that is in need of supervisory review and approval will appear in the Crime Data Warehouse under the category of "Reports Pending Approval" until a supervisor reviews it. Supervisory review of FI reports is governed by the same policies as supervisory reviews of incident reports (Department General Order 1.03, the SFPD Department Manual, and Department Notice 20-134).

SFPD rolled out training on the new FI report system in March and April of this year. To ensure ongoing review of the FI reports, the Staff Inspections Unit (SIU) will conduct an annual review of the FI reports in the crime data warehouse to ensure that the FI reports are complete. The annual review is governed by the Strategic Management Bureau Order 21-01 on SIU Procedures.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. While the

Department of Justice finds SFPD in substantial compliance, this policy is still in its early stages and the Department will monitor the SIU annual review process during the remaining phase of the Collaborative Reform Initiative.

Recommendation 37.2

Our office has completed its review of the materials related to Recommendation 37.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 37.2:

Over the past four years, SFPD conducted an assessment and audit of its Field Interview (FI) system, which involved filling out and storing paper cards. SFPD determined that the process had various deficiencies, including (1) that the card itself was small, and thus made the officer's handwriting illegible, and (2) that the cards were rarely fully completed. Given these issues, SFPD decided to migrate to an electronic system in early 2021. The new, online field interview (FI) system is integrated into the Crime Data Warehouse.

To codify this new process, SFPD issued a Department Notice, which advises members on when to complete an electronic FI report, and directs members to enter into the electronic FI report as much information as known because it may help with investigative leads in the future; to that end, members are encouraged to include any associated CAD number and indicate whether the encounter was captured on body worn camera footage. Members are required to enter all FI reports into the Crime Data Warehouse by the end of their watch. In order to sign off on an FI report, the member must complete an "Officer Declaration." After the member's sign off, a supervisor is required to review and approve the FI report; in their review, the supervisor is looking for the officer's compliance with department policy and legal requirements. A FI report that is in need of supervisory review and approval will appear in the Crime Data Warehouse under the category of "Reports Pending Approval" until a supervisor reviews it. Supervisory review of FI reports is governed by the same policies as supervisory reviews of incident reports (Department General Order 1.03, the SFPD Department Manual, and Department Notice 20-134).

SFPD rolled out training on the new FI report system in March and April of this year. To ensure ongoing review of the FI reports, the Staff Inspections Unit (SIU) will conduct an annual review of the FI reports in the crime data warehouse to ensure that the FI reports are complete. The annual review is governed by the Strategic Management Bureau Order 21-01 on SIU Procedures.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. While the Department of Justice finds SFPD in substantial compliance, this policy is still in its early stages and the Department will monitor the SIU annual review process during the remaining phase of the Collaborative Reform Initiative.

Recommendation 38.1

Our office has completed its review of the materials related to Recommendation 38.1 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 38.1:

The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.

Response to 38.1:

SFPD has made various efforts to expand outreach to the community, in a manner that demonstrates its commitment to procedural justice. In the package for Recommendation 38.1, SFPD has provided a few examples. As one example, SFPD holds town hall meetings within ten days of any officer-involved shooting (OIS), during which the Department provides the public with facts known at the time about the OIS. The town halls enhance transparency and public accountability regarding OISs. SFPD also instituted a policy that requires district station captains to dedicate a portion of one of their monthly community meetings to discuss a wide range of topics related to officer conduct. In that meeting, the district station captains must:

1. Discuss SFPD's policies on complaints against its personnel (Department General Order 2.04 (Complaints against Officers) and Department General Order 2.05 (Citizen Complaints against Non-Sworn Members) as well as its policy on bias-free policing.
2. Provide the results of the quarterly Disciplinary Review Board report, which is presented to the Police Commission.
3. Provide information on SFPD's "Youth Know Your Rights" brochure and its Whistleblower Program.
4. Discuss, in general terms, investigations into OISs, which should include a discussion of the quarterly update on OIS investigations which the Media Relations Unit publishes.
5. Provide information on how to look up information on SFPD's website on use of force, the Department's early intervention system, Firearm Discharge Review Board reports, and reports on complaints sustained by the Internal Affairs Division and the Police Commission.

Cal DOJ notes that the Bureau Order requiring district station captain meetings as described above went into effect on December 27, 2019. In early March 2020, the City of San Francisco prohibited large in-person gatherings in light of the COVID-19 pandemic, which we believe have been in effect since that time. Given this restriction, SFPD has decided to host their district station meetings virtually through Zoom. This adaption to changed circumstances is further evidence of SFPD's commitment to continually reaching out to community members.

SFPD also provided evidence of other events that have taken place that advance procedural justice. Those events include a summit on how to reduce gun violence, attended by over 50 people representing 17 community based organizations. This event is consistent with SFPD's Community Policing Strategic Plan and overarching Strategic Plan 1.0, both of which emphasizing building relationships and collaborating with community organizations and the public. These collaborations are consistent with procedurally just policing.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 38.2

Our office has completed its review of the materials related to Recommendation 38.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 38.2: SFPD leadership should take an active and direct role in community engagement at the neighborhood level.

Response to Recommendation 38.2:

SFPD has developed policies and practices that demonstrate that leadership, and specifically command staff, take an active and direct role in community engagement at the neighborhood level. One example is the revised community policing policy (Department General Order (DGO) 1.08), which requires Commanding officers for every Bureau, District Station, Unit, and Detail to issue an annual Community Policing Strategic Plans, detailing their community policing efforts for that upcoming year. A Community Policing Strategic Plan must reflect input from the community that the particular command serves. Every Community Policing Strategic Plan is submitted up the chain of command to the Community Engagement Division for approval. In February of this year, the Police Commission approved DGO 1.08 and the Chief issued a Department Notice providing further details about the required components of the Community Policing Strategic Plans. SFPD appears to have already started the process of issuing Community Policing Strategic Plans prior to the codification of the policy and has provided an example of a strategic plan prepared by the Commander of the Special Operations Bureau. Given the recency of this policy and procedure, the implementation of this recommendation requires ongoing monitoring, specifically to ensure consistency of the strategic plans, the ongoing reliance of the plans to drive community policing at each Bureau, District Station, Unit, and Detail, and leadership's involvement in preparing the plans.

Another example is that SFPD restructured its Command in 2017 to place the Community Engagement Division (CED) under the Field Operations Bureau (FOB). A Commander oversees the CED and supports the efforts of all stations, bureaus, and assignments to promote community oriented policing. The CED Commander does this in collaboration with the Commanders of the various Department bureaus (FOB, Special Operations, Investigations, etc.). The CED must also host community events and programs to build community trust and must also work with the Media Relations Unit to provide information to the community.

SFPD also provided examples of how leadership engages in community policing at the neighborhood level. For example, the Chief and the CED Commander participated in merchant walks in various neighborhoods and attended Asian Pacific Islander Forums over the past year. A Deputy Chief prepared written responses to questions from community members who attended another Asian Pacific Islander Forum. As another example, the Director of the Crime Strategies Division (a non-sworn member of the Command Staff) worked with the Captains of the CED and the Bayview District Station as well as other stakeholders to develop a Violence Prevention Campaign aimed at, among other goals, improving responses to street violence and identifying

supportive services to those affected by a critical violent incident or homicide. The Campaign will do a pilot project in the Bayview district and then replicated throughout the city.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further.

Recommendation 38.3

Our office has completed its review of the materials related to Recommendation 38.3 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 38.3:

The SFPD should engage community members in the implementation of the recommendations in this report.

Response to Recommendation 38.3:

SFPD established five working groups to engage community members in the implementation of the U.S. Department of Justice (USDOJ) recommendations. The five groups correspond with the five strategic areas the USDOJ has identified as requiring reform: Bias, Use of Force, Community Policing, Hiring/Recruitment, and Accountability. The California Department of Justice and Hillard Heintze have observed that some working groups were more successful than others in engaging community members; the California Department of Justice observed several working group meetings and found that some working groups, such as the one on Bias, have regularly engaged the community in revising policy, whereas others have not regularly met to seek the input of community members.

San Francisco acknowledges the uneven success of the working groups that worked on the USDOJ recommendations. Partly in response to this issue, the Chief issued a Directive in 2019 to standardize the working group process. The Chief's Directive notes that the purpose of working groups is to evaluate policies that the Chief and the Police Commission have identified as requiring community input. To that end, the Chief and then Police Commission President Robert Hirsch identified several DGOs that would require community input and designated people serving in certain leadership/management roles within the Department to serve as Executive Sponsors who are required to put together working groups to obtain that input.

The Chief's Directive requires the Executive Sponsor to identify and select stakeholders to participate in the working groups. While the public is permitted to attend any working group meeting, it has no right to public comment, consistent with the City of San Francisco's Administrative Code section. Only the Executive Sponsor is able to add or remove community members.

The Chief's Directive provides guidance on identifying stakeholders and a sample composition of a working group, which would include the following members:

1. A Police Commissioner or commission staff member
2. A member of the Department of Police Accountability

3. A member of SFPD Operations as a subject matter expert
4. A member of SFPD Administration as a subject matter expert
5. Two members from impacted outside partner agencies, community based organizations
6. Three community members.

The Chief advised against having more than ten members in a working group based on research that showed that groups with more than ten members have a "lower sense of individual contribution, increased interpersonal friction and lack of adherence to the overall organization's goals."

To ensure a fair process, the Chief's Directive provides ground rules for communication and transparency. As one example, the Executive Sponsor is required to use a template chart for tracking working group recommendations and SFPD's response to those recommendations. This template provides an organized way for SFPD to keep track of recommendations and holds SFPD accountable for responding to each working group recommendation. The Chief's Directive also requires the Executive Sponsor to hold a final meeting at the conclusion of revising a policy to debrief and to discuss how the Department will continue to engage with the working group members going forward.

SFPD provided examples of emails soliciting community members to be working group members, sign in sheets showing engagement among working group members, and meeting agendas from the Community Policing working group. Additionally, members of the California Department of Justice have regularly observed working group meetings in all five strategic areas and have observed SFPD's efforts to engage the community in implementing the USDOJ recommendations.

Although SFPD has effectively engaged the public in implementing the USDOJ recommendations, the California Department of Justice encourages SFPD to make some modifications to its working group process outlined in the Chief's Directive. First, though the California Department of Justice understands SFPD's interest in keeping the working group membership under ten people, there does not appear to be any mechanism in the Chief's Directive to ensure that the Executive Sponsor is seeking community members and members of affected organizations in a manner that reflects "the wide array of constituencies in San Francisco" as the Chief's Directive requires. SFPD should consider some sort of check to ensure that the Executive Sponsor is seeking input from a number of sources on whom to invite to join any working group; without any such requirement, Executive Sponsors risk drawing from a very narrow pool of potential members—those known to the Executive Sponsors—and overlook other community members who would also be effective participants in the working groups because of their expertise and/or lived experiences. The California Department of Justice encourages SFPD to revisit the Chief's Directive to ensure diversity of working group members.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 39.2

Our office has completed its review of the materials related to Recommendation 39.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD leadership being actively involved in developing the community policing strategic plan and leading the initiative. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 39.2: SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.

Response to 39.2: The San Francisco Police Department developed a Community Policing Strategic Plan (Strategic Plan) with input from the community focusing on five goals: (1) communication; (2) education; (3) problem-solving; (4) relationship-building; and (5) SFPD organization. The Community Policing Executive Sponsor Working Group was led by an SFPD commander and comprised city agencies, nonprofits, and members of the public. The Working Group met fifteen times to research, refine, and finalize the Strategic Plan. Outreach was conducted surveying 525 community organizations that included nonprofits, advocacy organizations, neighborhood organizations, merchants, and government agencies, of which 194 organizations responded (see Appendix F of the Strategic Plan). The working group reviewed dozens of research articles to aid in the development of best practices in the Strategic Plan (see Appendix E of the Strategic Plan), and that information is incorporated into the Strategic Plan. The SFPD commander facilitated the process, soliciting feedback from command staff, outside agencies, and the Police Commission.

On August 5, 2019, SFPD issued Department Bulletin 19-165 implementing the Strategic Plan. The Strategic Plan contains provisions regarding implementation, including requiring each SFPD division and district to create a Community Policing Action Plan, updated annually, that aligns with the Strategic Plan, contains timelines and resources for implementing strategies, and uses various metrics (e.g., surveys, training logs, funding for community policing activities) to track activities and outcomes. Unit Order 20-04, "Annual Community Policing Strategic Plans," (September 25, 2020) established a standardized format for District Captains completing their required annual Community Policing Strategy. On February 10, 2021, SFPD incorporated the Strategic Plan in its revised Department General Order 1.08, "Community Policing." General Order 1.08 includes (1) annual meetings of command staff to review community policing strategies, engagements, and outcomes, (2) the selection of district captains to serve as peer-to-peer trainers, and (3) the creation of a Community Policing and Problem Solving Implementation Committee as well as an Oversight Committee. The committees include the Deputy Chief of Field Operations, Commanders of the Field Operation Bureau and Community Engagement Divisions, and district station captains, among others.

Additionally, to support the goals and objectives of the Community Policing Strategic Plan, the Commander of the Community Engagement Division worked with the Media Relations Unit to develop a community policing video-messaging strategy. The strategy included having SFPD leadership create short video messages emphasizing and illustrating community policing, procedural justice, and relationship building concepts centered around the five community policing goals. The videos which are now published online (see Department Notice 21-010, "Community Policing Strategic Plan Videos," January 13, 2021). SFPD has posted the videos to its webpage, Facebook, Twitter, and Next Door to make the videos widely available (for

example, see the Relationship Building, Education, and Problem Solving videos at https://vimeo.com/495921830, https://vimeo.com/495922030, and https://vimeo.com/495921895, featuring Commander Daryl Fong, Commander Teresa Ewins, and Commander Denise Flaherty).

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further.

Recommendation 39.3

Our office has completed its review of the materials related to Recommendation 39.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD establishing a committee with community engagement focused on neighborhoods disproportionately affected by crime. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 39.3: In 2017, SFPD partnered with Price Waterhouse Coopers to develop a strategic plan. Price Waterhouse Coopers created a strategic framework, identified strategic initiatives, and established three committees with community input from stakeholders. The External Advisor committee included the local chapter NAACP President, a member of the SF Interfaith Council, and the San Francisco Bar Association Director of Court Programs. SFPD is continuing the work of Price Waterhouse Coopers through standing committees.

SFPD has codified community input through standing committees in Department General Order 1.08, "Community Policing," (published February 10, 2021). The General Order establishes two committees: (1) a Community Policing and Problem Solving Implementation Committee (Implementation Committee), and (2) the Community Policing and Problem Solving Oversight Committee (Oversight Committee). The General Order directs the Implementation Committee to meet quarterly and is made up of internal and external stakeholders, including district station captains, the commander of the Community Engagement Division, community members, and representatives from the Department of Police Accountability. The committee is responsible for reviewing SFPD's efforts at community policing and problem solving, including reviewing community engagement for effectiveness, discussing community policing plans, and developing strategies and plans incorporating community policing best practices. Additionally, each year, all SFPD bureaus, district stations, units (e.g., Professional Standards Unit), and details (e.g., SFPD's Homicide Detail) must issue an annual strategic plan that reflects input from the community. At the end of each year, the Field Operations Bureau Commander and District Chief, as well as the Commander of the Community Engagement Division, are required to provide a review of the past year's engagements and outcomes.

SFPD has also formalized a process for revising Department General Orders by issuing a Chief's Directive on General Order Working Groups on December 27, 2019. Under the Directive, many General Order revisions require working groups that include community input. Policies that require input from working groups include any revisions to policies on use of force, community policing, crowd control, sexual assaults, and investigative detentions, among others.

The Oversight Committee includes the deputy chief and commander of the Field Operations Bureau, district station captains, a representative from the District Attorney's Office, and community stakeholders. The Oversight Committee will oversee the progress of district station captains to ensure accountability and record and disseminate best practices.

General Order 1.08 also requires Community Policing Advisory Boards at each district station. The Boards are intended to create a forum for the community to raise concerns and work with SFPD on addressing the concerns. SFPD created a Board manual to clarify roles and responsibilities, including an annual review process for setting community priorities and plans.

Building on the strategic initiatives from Price Waterhouse Coopers, SFPD has created a process for annual strategic priorities. For 2021, gun violence response in the Bayview Police District became a strategic priority because of an increase in gun violence in the Bayview, and has resulted in the district station captain creating the Bayview Community Violent Crime Task Force. The Task Force meets monthly with community members to discuss potential solutions and identity resources. SFPD has also developed a Street Violence Intervention Program aimed at intervening with community support with individuals at risk of gun violence. SVIP engages with the individual, their family, and support network to extricate individuals from situations leading to gun violence. In 2021, San Francisco received a $1.5 million California Violence Intervention and Prevention Grant to fund the SVIP program.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as DGO 1.08 was recently published, SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities.

Recommendation 39.4

Our office has completed its review of the materials related to Recommendation 39.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD creating processes to identify and address training needs. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 39.4: SFPD has instituted processes to ensure training gaps are identified and addressed. On December 11, 2020, SFPD issued Unit Order 20-05 "The Professional

Development Unit's Role as Clearinghouse for Training Needs Analyses." Under the Unit Order, the Professional Development Unit serves as a centralized training clearinghouse for the Police Academy. Professional Development Unit will coordinate both internal Academy training needs and analyses of the basic curriculum (e.g., Force Options Simulator, Range, Emergency Vehicle Operations) as well as the training needs outside the Academy for units and members outside the Training Division. The Professional Development Unit will provide its technical and administrative training expertise to help implement trainings outside the Academy. To ensure follow-up, the Professional Development Unit will log requests for assistance, meet with all SFPD Training Coordinators quarterly for briefing on new training and for feedback on training needs, and issue bi-annual reports on the requests received and how the requests were addressed.

To ensure training needs are identified during policy development, on November 20, 2020, SFPD published Program Standards and Professional Policing Unit Order 20-03, "Consideration of Policy Implementation Support Factors as Part of Policy Development Process." The Unit Order outlines the process regarding policy implementation, including a checklist that includes training, creating or updating forms, software and IT updates, equipment, and personnel redeployment. For example, recent updates to the Use of Force Policy required a Policy Implementation Leader and implementation steps of training support, updated forms, and software.

New policies often require roll-call training to update officers on the new policies. That process is codified in Professional Development Unit Order 20-01, "Roll Call Training Development, Issuance, Procedures, and Compliance," issued July 29, 2020. The Training Division is consulted on all roll-call trainings and creates materials for training coordinators to administer monthly roll-call trainings.

SFPD has instituted different review boards that review incidents to inform training needs and improvements. These include the Discipline Review Board (DRB), the Firearm Discharge Review Board (FDRB), the In Custody Death Review Board (ICDRB), and the Collision Board of Review (CBOR). These various Board roles and responsibilities are codified in General Orders 2.04, 3.10, 8.12, and 3.07. The DRB meets quarterly and consists of SFPD Command Staff, a member of the Police Commission, and the Director of the Department of Police Accountability (DPA). The DRB is tasked with aggregating trends related to DPA and Internal Affairs complaints. The DRB reviews policy failure or training failure cases and selects sustained cases from the previous quarter to determine the need for training or policy changes. The first DRB meeting was held on February 11, 2020, and, after a hiatus due to COVID-19 restrictions, DRB meetings resumed in October 2020. For the Fourth Quarter Disciplinary Review Board Meeting in 2020, the DRB composed a memorandum with nine recommendations, including recommending that SFPD add a requirement that officers who receive a sustained discourtesy complaint go to specific training to address discourtesy.

The FDRB reviews firearm discharge incidents to ensure that the department is continually reviewing its firearms training, policy, and procedures. The FDRB includes the commanding officer of the Training Division and the officer in charge of the Field Tactics Force Options (FTFO) Unit as advisory members. The FTFO conducts its own, non-punitive, inquiry regarding tactics used in an incident and issues reports that include recommendations for new or updated training. The FTFO Unit develops and modifies training based upon their analysis of officer-

involved shootings. SFPD is in the process of revising General Order 3.10 which will broaden the scope of review to serious incidents.

The ICDRB reviews in-custody deaths to determine if the SFPD members acted reasonably within policy at the time of the death. The ICDRB evaluates the SFPD's training, policies, and procedures in light of the incident to identify gaps and areas for improvements. The ICDR presents a written summary of findings to the Chief that includes its training analysis. Finally, the Collision Board of Review (CBOR), reviews officer-involved collisions. A member of the Emergency Vehicle Operations (EVOC) Unit is a non-voting member of the CBOR panel, and CBOR communicates their findings to the EVOC Unit to develop training to address any gaps or improvements.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further.

Recommendation 39.5

Our office has completed its review of the materials related to Recommendation 39.5 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD conducting a technology needs assessment and technology gap analysis. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 39.5: SFPD has addressed its technology gaps through both the publishing of new department policy and by conducting several assessments of its technological needs.

On January 31, 2020, SFPD adopted a Unit Order titled Information Technology Strategic Planning and Budget Prioritization. Under the Order, the Technology Division's Project Management Officer will conduct an annual portfolio assessment. The assessment will determine technology products that could be consolidated into SFPD's enterprise systems to ensure resources are effectively invested in technologies that meet the needs of the department. The assessment will inform yearly updates to the Technology 5-year Roadmap – a high-level plan communicating the department's technology strategy to reach short-term and long-term goals through the use of technology solutions. Additionally, the Order mandates quarterly IT Steering Committee meetings to review sub-committee recommendations on areas such as budget, staffing needs, project prioritization, and gap analysis. The Steering Committee is tasked with determining the technological needs throughout the Department and providing executive-level leadership for technology requests and projects.

SFPD has also conducted internal assessments and procured outside consultants to assess its technological gaps. In 2019, SFPD conducted a detailed 2019 Portfolio Assessment, specifying the types of systems currently in use, the desired technological state, a description of the gap, and an analysis of the costs to close the gap. SFPD also analyzed its technological requests as part of a ten-year plan, including budgets for technology projects through 2022.

SFPD also retained LE Innovations Inc. as an outside consultant to analyze SFPD technology. On August 30, 2019, LE published an independent assessment of the IT Division's current state, identified technology gaps, and made recommendations to ensure that the IT Division can support the needs of the department.

Additionally, SFPD hired the Matrix Consulting Group to evaluate staffing levels of the entire department, including the IT Division. On March 6, 2019, Matrix published a comprehensive study recommending six additional staff for SFPD's Technical Services and Support Unit, four additional staff for the Architecture and Operations Unit, three additional staff for the Applications and Business Intelligence Unit, and three additional staff for the IT Division's Portfolio Management Program.

Using these reports, SFPD created a Technology Needs Plan and an IT Strategic Plan, incorporating the gap analyses conducted by the department and setting forth SFPD's technology strategic direction. On February 20, 2020. SFPD presented these plans to the city-wide Committee on Information Technology (the decision-making body on city IT investments). SFPD has requested over a dozen new or enhanced technology products and services and will update the Technology Needs Plan annually.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 39.6

Our office has completed its review of the materials related to Recommendation 39.6 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD conducting a technology gap analysis. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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

Response to 39.6: SFPD has conducted internal assessments and procured outside consultants to assess its technological gaps. In 2019, SFPD conducted a detailed 2019 Portfolio Assessment, specifying the types of systems currently in use, the desired technological state, a description of the gap, and an analysis of the costs to close the gap. SFPD also analyzed its technological requests as part of a ten-year plan, including budgets for technology projects through 2022.

SFPD also retained LE Innovations Inc. as an outside consultant to analyze SFPD technology. On August 30, 2019, LE published an independent assessment of the IT Division's current state, identified technology gaps, and made recommendations to ensure that the IT Division can support the needs of the department.

Using these reports, SFPD created a Technology Needs Plan and an IT Strategic Plan, incorporating the gap analyses conducted by the department and setting forth SFPD's technology strategic direction. On February 20, 2020, SFPD presented these plans to the city-wide Committee on Information Technology (the decision-making body on city IT investments). SFPD has requested over a dozen new or enhanced technology products and services and will update the Technology Needs Plan annually, with an annual technological assessment mandated by unit order (titled Information Technology Strategic Planning and Budget Prioritization).

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 39.7

Our office has completed its review of the materials related to Recommendation 39.7 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD conducting a review to consolidate technology services. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 39.7: On January 31, 2020, SFPD adopted a Unit Order titled Information Technology Strategic Planning and Budget Prioritization. Under the Order, the Technology Division's Project Management Office will conduct an annual portfolio assessment. The assessment will determine technology products that could be consolidated into SFPD's enterprise systems to ensure resources are effectively invested in technologies that meet the needs of the department. The assessment will inform yearly updates to the Technology 5-year Roadmap – a high-level plan communicating the department's technology strategy to reach short-term and long-term goals through the use of technology solutions. SFPD presents its assessments to the city-wide Committee on Information Technology (the decision-making body on city IT investments).

In SFPD's 2020 annual portfolio assessment, SFPD identified fifteen technology-consolidation opportunities. These include opportunities in case tracking, data reporting, emergency news service, and enterprise infrastructure solutions. As a result of its assessments, SFPD has implemented the Crime Data Warehouse enterprise solution to consolidate 7 of the 15 identified consolidation opportunities. Other consolidation actions include that SFPD implemented Oracle Business Intelligence for primary data collection and reporting, will remove one of its two emergency news services, and is capitalizing on the Department of Technology's Enterprise Agreements for citywide solutions to lower costs.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 39.8

Our office has completed its review of the materials related to Recommendation 39.8 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD creating a five-year technology roadmap. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 39.8: On January 31, 2020, SFPD adopted a Unit Order titled Information Technology Strategic Planning and Budget Prioritization. Under the Order, the Technology Division's Project Management Officer will update the SFPD 5-year technology roadmap in conjunction with the SFPD Technology Division portfolio assessment at the beginning of each fiscal year. The purpose of these updates is to align the current and future technology investments with the departments overall strategic goals and objectives and the Technology 5-year Roadmap will serve as a high-level plan communicating the department's technology strategy to reach short-term and long-term goals through the use of technology solutions.

SFPD's current roadmap is the Technology Division Enterprise Projects Roadmap-2019, produced by the IT Steering Committee. The Roadmap shows completed projects, such as SFPD's implementation of a self-service data portal including crimes, stops, use of force, and officer-involved shootings. The Roadmap also shows items to be completed, such as upgrading mobile vehicle computers and implementing an arrest module in the Crime Data Warehouse. The Roadmap contains timelines for these projects and links the projects to overarching goals. The IT Steering Committee holds quarterly meetings where it evaluates the progress made on projects identified in the Roadmap, as well as areas such as budget, staffing needs, project prioritization, and gap analysis.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 39.9

Our office has completed its review of the materials related to Recommendation 39.9 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD establishing life-cycle management policies and procedures for its technologies. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 39.9: On January 31, 2020, SFPD adopted a Unit Order, Enterprise Lifecycle Management, which incorporated an umbrella lifecycle-management policy document governing all enterprise systems at SFPD. The policy applies to all enterprise systems, which are divided

into six categories: (1) office systems; (2) performance systems; (3) law enforcement systems; (4) community policing systems; (5) human resource systems; and (6) foundational systems.

The policy also provides a framework through five phases of lifecycle management, describing in detail how SFPD will plan for, acquire, deploy, manage, and retire its technologies. This information becomes part of SFPD's Five Year Roadmap, and the IT Steering Committee reviews progress on the Roadmap on a quarterly basis pursuant to a January 31, 2020, Unit Order entitled Information Technology Strategic Planning and Budget Prioritization. This umbrella policy supports SFPD in identifying enterprise application strategies by allowing SFPD to conduct a complete review of all of its systems.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 40.1

Our office has completed its review of the materials related to Recommendation 40.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD developing a strategic community policing plan. After reviewing the package and information provided by the SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to 40.1: The San Francisco Police Department developed a Community Policing Strategic Plan (Strategic Plan) with input from the community focusing on five goals: (1) communication; (2) education; (3) problem-solving; (4) relationship-building; and (5) SFPD organization. The Community Policing Executive Sponsor Working Group, comprising city agencies, nonprofits, and members of the public, met fifteen times to research, refine, and finalize the Strategic Plan. Outreach was conducted surveying 525 community organizations that included nonprofits, advocacy organizations, neighborhood organizations, merchants, and government agencies, of which 194 organizations responded (see Appendix F of the Strategic Plan). The working group reviewed dozens of research articles to aid in the development of best practices in the Strategic Plan (see Appendix E of the Strategic Plan), and that information is incorporated into the Strategic Plan.

On March 13, 2019, Chief Scott approved a memorandum identifying the review process and the metrics for evaluating the Strategic Plan's effectiveness. On August 5, 2019, SFPD issued Department Bulletin 19-165 implementing the Strategic Plan. The Strategic Plan contains provisions regarding implementation, including requiring each SFPD division and district to create a Community Policing Action Plan, updated annually, that aligns with the Strategic Plan, contains timelines and resources for implementing strategies, and uses various metrics (e.g., surveys, training logs, funding for community policing activities) to track activities and outcomes.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 40.3

Our office has completed its review of the materials related to Recommendation 40.3 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD evaluating its use of patrol beats and using its evaluation to redeploy patrol beats. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 40.3: Pursuant to San Francisco Administrative Code 2A.86(a), Boundaries of Police Department District Stations, SFPD must complete a comprehensive review of district station boundaries and make adjustments every ten years. The last ten-year cycle and redistricting completed on July 19, 2015. This comprehensive review included a review of foot beat patrols, as is required by the Administrative Code. For this review, the SFPD worked in conjunction with the Controller's Office to provide relevant data for the Police Commission to consider before deciding upon district boundaries. The Controller's Office produced the first document for the re-alignment project on August 19, 2013, which included criteria such as calls for service, incident reports, citations, and response times.

On December 10, 2014, SFPD presented its findings to the Police Commission in conjunction with the Public Safety Strategies Group, a private consultant on the project, as part of a data-driven boundary analysis. The public was given 90 days for comment. SFPD published the District Station Boundary Analysis Report in March of 2015. The Department of Emergency Management programmed the new boundaries, including foot beat changes, into the dispatch system (which directs officers for 911 calls).

Between ten-year cycles, SFPD can reallocate foot beat officers based on crime trends, complaints, district events, or citywide events. For example, in 2017, SFPD targeted certain areas with high property crime and violent crime with double the number of uniformed foot beat officers, as noted in SFPD News Release 17-131, "The San Francisco Police Department Announces Enhanced Foot Beat Deployment Strategies." SFPD attributed its increase in foot beat patrols to higher rates of auto-burglaries, as reflected in COMPSTAT documents. SFPD has also continued to study the efficacy of its changes to foot beat patrols. On December 5, 2018, the California Policy Lab issued a report on SFPD foot patrols that found that the increase of almost 70 foot patrol officers in 2017 resulted in a significant reduction in larceny (16.9% drop) and assaults (19.1% drop). Finally, SFPD provided individual district station captain emails describing their dynamic deployment of foot beats within their boundaries based on community and business needs, criminal activity, and other factors.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 40.4

Our office has completed its review of the materials related to Recommendation 40.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 40.4:

As required under San Francisco Administrative Code 2A.86(a), SFPD must complete a comprehensive review of district station boundaries and make adjustments every ten years. The last ten-year cycle and redistricting was completed on July 19, 2015. This comprehensive review included a review of foot beat patrols, as is required by the Administrative Code. For this review, the SFPD worked in conjunction with the Controller's Office to provide relevant data for the Police Commission to consider before deciding upon district boundaries. The Controller's Office produced the first document for the re-alignment project on August 19, 2013, which included criteria such as calls for service, incident reports, citations, and response times.

Between ten-year cycles, SFPD can reallocate foot beat officers based on crime trends, complaints, district events, or citywide events. For example, in 2017, SFPD targeted certain areas with high property crime and violent crime with double the number of uniformed foot beat officers, as noted in SFPD News Release 17-131, "The San Francisco Police Department Announces Enhanced Foot Beat Deployment Strategies." SFPD attributed its increase in foot beat patrols to higher rates of auto-burglaries, as reflected in COMPSTAT documents. SFPD has also continued to study the efficacy of its changes to foot beat patrols. On December 5, 2018, the California Policy Lab issued a report on SFPD foot patrols that found that the increase of almost 70 foot patrol officers in 2017, described above, resulted in a significant reduction in larceny (16.9% drop) and assaults (19.1% drop).

To assess whether foot and bicycle patrol would bridge the trust gap in the community, SFPD conducted a survey in December 2020. The survey asked several questions, including "Have you interacted with San Francisco Police Department Foot and Bike Patrol Officers?" and "Does the deployment of Foot and Bike Patrol Officers enhance safety of the area?" SFPD advertised the survey through various social media outlets, including Twitter and Next Door. SFPD got 47 responses to this survey. Based on the results of the survey, SFPD concluded that most people do not see foot or bicycle patrol officers very often, but that people felt like they deterred crime, that they liked having foot beat officers in their neighborhoods, and that beat officers made them feel safer. Though not required for substantial compliance, the California Department of Justice recommends that SFPD periodically reissue this survey and supplement the survey by asking members of the public and community organizations directly about their experiences with foot and bicycle officers. The California Department of Justice also recommends that SFPD consider other means of increasing the number of survey responses, such as publicizing the survey during the Chief's Report during the Police Commission meetings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 40.5

Our office has completed its review of the materials related to Recommendation 40.5 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD developing community policing goals that are incorporated into the CompStat processes. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 40.5: The San Francisco Police Department developed a Community Policing Strategic Plan (Strategic Plan) with input from the community. The Plan outlines five goals and twenty-one objectives on: (1) communication; (2) education; (3) problem-solving; (4) relationship-building; and (5) SFPD organization.

The Community Policing Executive Sponsor Working Group, comprising city agencies, nonprofits, and members of the public, helped formulate fourteen minimum, measurable community-policing requirements for each District Station. These requirements have been implemented as part of the Strategic Plan and will also be published in SFPD's Community Engagement Department Manual and the forthcoming revised Department General Order 1.08 (Community Policing). The requirements include weekly newsletters, an academy community immersion program, various events (e.g., coffee with a cop), and community police advisory boards. Commanding officers at each District Station are tasked with communicating the status of community policing engagement during CompStat meetings. SFPD has produced documents from a Crime Strategies Analysis Meeting (CSAM) to demonstrate that community policing strategies and events are, in fact, incorporated into the CompStat processes. SFPD's Community Engagement Division will evaluate community engagement events in annual reports that summarize what is occurring at each district station, review best practices, and make changes at district changes accordingly. Additionally, there are routine evaluation surveys regarding the community immersion course, semi-annual audits of station newsletters, and other measures to audit the effectiveness of community engagement.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 40.7

Our office has completed its review of the materials supporting implementation of Recommendation 40.7 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 40.7:

SFPD has entered into multiple strategic partnerships with governmental agencies and private organizations to address key societal issues in San Francisco. SFPD provided evidence of three strategic partnerships to address issues of homelessness, crisis intervention, and drug abuse.

One example of SFPD's strategic partnerships is the Healthy Streets Operation Center (HSOC), a collaboration among SFPD, the Department of Homelessness and Supportive Housing, the Department of Public Health, and Public Works to address homelessness in the city. The HSOC provides coordinated outreach to people experiencing homelessness and people struggling with behavioral health issues. The HSOC coordinates services to encampments, provides referrals for housing, shelter, and various services, and works to improve the medical and behavioral health of people.

The HSOC partners have daily calls during the week where they discuss that day's efforts at outreach and any need for additional outreach. During that call, the HSOC partners also plan for outreach the next day and determine the appropriate level of resources to deploy and the locations of outreach, among other issues. Managers from each of the HSOC partner agencies also meet on a weekly basis to discuss updates on outreach efforts, resources, and the need for any policy revisions, among other issues.

Another example of a strategic partnership is the Law Enforcement Assisted Diversion (LEAD), a collaboration of SFPD, the Department of Public Health, the Public Defender's Office, the District Attorney's Office, BART Police Department, Adult Probation, the San Francisco Sheriff's Department, and two non-profit organizations, Glide Memorial and the Felton Institution. LEAD works collaboratively to steer people arrested for low-level crimes and drug possession into a pre-booking diversion program in lieu of incarceration, with the goal of improving the health of the program participants and reducing their recidivism rates. The program provides assistance with housing, drug treatment, job training, among other services. This program is modeled after a similar program in Seattle.

LEAD partners meet biweekly to discuss individual program participants' successes and challenges. High level executives from each partner agency or organization also meet on a monthly basis as part of a Policy Committee. The Chief of Police serves as one of the co-chairs of this meeting. The purpose of these monthly meetings is to refine, develop, and evaluate LEAD operations and policies so that they are consistent with the shared goal of diverting program participants away from the criminal justice system.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 40.8

Our office has completed its review of the materials related to Recommendation 40.8 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 40.8: The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.

Response to Recommendation 40.8: In February of 2021, SFPD's Department General Order (DGO) on community policing (DGO 1.08) went into effect. Under DGO 1.08, the Community

Engagement Division (CED) is responsible for monitoring, coordinating, and evaluating SFPD's community policing efforts. The CED Commander facilitates discussion of community policing efforts at the Captain's Monthly meetings and holds an annual meeting with the Deputy Chief and Commanders of the Field Operations Bureau to present a review of the past year's community policing events and outcomes, as well as community feedback on the year's programs. The CED also puts together an annual review of its progress on achieving the Department's goals and objectives concerning community policing, as outlined in DGO 1.08.

Though DGO 1.08 was not yet formal policy, the CED did put together a 91-page annual community policing progress review at the end of 2020. The Department has indicated that, now that it is collecting community policing data (pursuant to Recommendation 46.4), future annual reviews will include analyses of that data and will identify successes, gaps, and improvements based on that data.

The Department provided evidence that it posted the 2020 annual review on its website, which suffices for purposes of this recommendation. Though not necessary for substantial compliance with this recommendation, the California Department of Justice encourages SFPD to advertise its annual review on its social media platforms, including its main Twitter account, district station Twitter accounts, Facebook, and Next Door. This will help the annual review reach a broader audience.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 41.2

Our office has completed its review of the materials related to Recommendation 41.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 41.2:

SFPD worked with the Police Commission to draft a new community policing Department General Order (DGO 1.08). The collaboration between the Department and the Commission was through the Department's Executive Sponsor Working Group (ESWG) on community policing, which consists of community members, Police Commission staff and Commissioners, and SFPD personnel. The ESWG worked on revising DGO 1.08. SFPD provided meeting invites and emails that show that Police Commission staff and one Commissioner were a part of meetings to discuss and revise DGO 1.08.

SFPD also included a list of references that it used to identify best practices on community policing. SFPD notes that these best practices informed not only the revisions to DGO 1.08 but also the Department's community policing strategic plan. Moreover, the revised DGO 1.08 is

consistent with the community policing strategic plan, which details the Department's vision and objectives around community policing.

SFPD further noted that under its DGO on policy review and updates (DGO 3.01), SFPD must submit a DGO to the Police Commission for review and/or amendment every five years. This periodic review/amendment ensures that DGO 1.08 will be regularly revised and amended to reflect best practices as well as the values and objectives of the Department.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 42.2

Our office has completed its review of the materials related to Recommendation 42.2 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 42.2:

As a threshold step to implement this recommendation, SFPD restructured its Command in 2017 to place the Community Engagement Division (CED) under the Field Operations Bureau (FOB). A Commander oversees the CED and supports the efforts of all stations, bureaus, and assignments to promote community oriented policing. The CED Commander does this in collaboration with the Commanders of the various Department bureaus (FOB, Special Operations, Investigations, etc.). The CED must also host community events and programs to build community trust and must also work with the Media Relations Unit to provide information to the community.

District station Captains must also permit their officers to devote time to community events, relationship-building, and other activities consistent with the Department's overarching community policing strategic plan.

To ensure that senior leaders and Captains drive community policing for the Department, SFPD has established the Internal Review Committee, consisting of the FOB Deputy Chief, Commanders of Golden Gate and Metro Division, and the ten District station Captains. SFPD states in the recommendation package that the "Captain's monthly meetings currently serve as the Internal Review Committee." During a January 11, 2020 meeting with our office and Hillard Heintze, SFPD clarified what it meant by this statement: SFPD will hold an Internal Review Committee meeting in January of each year and that, on top of that annual meeting, community policing best practices are discussed during the Captain's monthly meeting. The Captain's monthly meeting is facilitated by the CED Commander and is attended by the district station Captains assigned to FOB. In this meeting, the CED Commander and district station Captains discuss their community policy efforts.

These various processes, aside from the Captain's monthly meeting, are in their infancy stage. This is in part because these processes were only recently codified in Department General Order

(DGO) 1.08. SFPD presented the draft revised version of DGO 1.08 to the Police Commission on October 7, 2020 and the Police Commission approved the version for purposes of meet and confer with the San Francisco Police Officers Association (SFPOA). Two months later, on December 8, 2020, DHR advised SFPD that it has completed meet and confer with the SFPOA and the DGO 1.08 can now go before the Police Commission for approval. The Police Commission has calendared approval of DGO 1.08 for February 10, 2020, four months after SFPD first presented the DGO to the Police Commission.

Though unrelated to substantial compliance, the California Department of Justice notes that the lengthy meet and confer on DGO 1.08 reflects how external barriers outside of SFPD's control hinder SFPD's ability to maintain progressive policies. In any event, SFPD has demonstrated that its community policy efforts are driven by senior leaders and district station Captains.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 42.1

Our office has completed its review of the materials related to Recommendation 42.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 42.1:

SFPD has taken several steps to provide structure and support to district station captains' community policing initiatives. A primary example of the steps SFPD has taken is the restructuring of its Command in 2017 to place the Community Engagement Division (CED) under the Field Operations Bureau (FOB). A Commander oversees the CED and supports the efforts of all stations, bureaus, and assignments to promote community oriented policing. The CED Commander does this in collaboration with the Commanders of the various Department bureaus (FOB, Special Operations, Investigations, etc.). The CED must also host community events and programs to build community trust and must also work with the Media Relations Unit to provide information to the community.

SFPD also established an Internal Review Committee, consisting of the FOB Deputy Chief, Commanders of Golden Gate and Metro Divisions, and the ten District Station Captains to discuss community policing initiatives. As noted in the Department of Justice's email finding SFPD in substantial compliance with Recommendation 42.2 (Community Policing), SFPD will hold an Internal Review Committee meeting in January of each year and, on top of that annual meeting, SFPD will discuss community policing best practices during the Captain's monthly meeting. During the annual meeting, the FOB Deputy Chief and the Commanders of the Golden Gate and Metro Divisions will select three district captains who engaged in successful and innovative community policing practices during the previous year to serve as peer-to-peer trainers to the other district station captains and lieutenants for the upcoming year. The Captain's

monthly meeting is facilitated by the CED Commander and is attended by the district station Captains assigned to FOB. In this meeting, the CED Commander and district station Captains discuss their community policy efforts.

Finally, SFPD's Department General Order (DGO) on community policing (DGO 1.08) went into effect in February 2021 and provides an overarching framework for community policing initiatives at the district station levels. Under DGO 1.08, district station captains are required to prepare an annual strategic plan on community policing. In this plan, the district station captains must describe how to continue to build relationships with community stakeholders. This plan informs the district station captains' community policing initiatives for the upcoming year. To help district station captains with preparing this plan, the SFPD issued Unit Order 20-04, which provides the district station captains with a template on what the strategic plan should include, such as what social media strategies the captains will use in the upcoming year and a list of the events that the captains will hold.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 42.2

Our office has completed its review of the materials related to Recommendation 42.2 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 42.2:

As a threshold step to implement this recommendation, SFPD restructured its Command in 2017 to place the Community Engagement Division (CED) under the Field Operations Bureau (FOB). A Commander oversees the CED and supports the efforts of all stations, bureaus, and assignments to promote community oriented policing. The CED Commander does this in collaboration with the Commanders of the various Department bureaus (FOB, Special Operations, Investigations, etc.). The CED must also host community events and programs to build community trust and must also work with the Media Relations Unit to provide information to the community.

District station Captains must also permit their officers to devote time to community events, relationship-building, and other activities consistent with the Department's overarching community policing strategic plan.

To ensure that senior leaders and Captains drive community policing for the Department, SFPD has established the Internal Review Committee, consisting of the FOB Deputy Chief, Commanders of Golden Gate and Metro Division, and the ten District station Captains. SFPD states in the recommendation package that the "Captain's monthly meetings currently serve as the Internal Review Committee." During a January 11, 2020 meeting with our office and Hillard Heintze, SFPD clarified what it meant by this statement: SFPD will hold an Internal Review Committee meeting in January of each year and that, on top of that annual meeting, community

policing best practices are discussed during the Captain's monthly meeting. The Captain's monthly meeting is facilitated by the CED Commander and is attended by the district station Captains assigned to FOB. In this meeting, the CED Commander and district station Captains discuss their community policy efforts.

These various processes, aside from the Captain's monthly meeting, are in their infancy stage. This is in part because these processes were only recently codified in Department General Order (DGO) 1.08. SFPD presented the draft revised version of DGO 1.08 to the Police Commission on October 7, 2020 and the Police Commission approved the version for purposes of meet and confer with the San Francisco Police Officers Association (SFPOA). Two months later, on December 8, 2020, DHR advised SFPD that it has completed meet and confer with the SFPOA and the DGO 1.08 can now go before the Police Commission for approval. The Police Commission has calendared approval of DGO 1.08 for February 10, 2020, four months after SFPD first presented the DGO to the Police Commission.

Though unrelated to substantial compliance, the California Department of Justice notes that the lengthy meet and confer on DGO 1.08 reflects how external barriers outside of SFPD's control hinder SFPD's ability to maintain progressive policies. In any event, SFPD has demonstrated that its community policy efforts are driven by senior leaders and district station Captains.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 42.3

Our office has completed its review of the materials related to Recommendation 42.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 42.3: The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.

Response to Recommendation 42.3:

SFPD's policy on community policing (Department General Order (DGO) 1.08) codifies a process to recognize district captains engaged in best practices. Under DGO 1.08, the Department must create an Internal Review Committee, consisting of the Commander overseeing the Community Engagement Division (CED), the Deputy Chief of the Field Operations Bureau (FOB), and the Commanders of the Metro and Golden Gate Divisions. In January of every year, the CED Commander must convene a meeting of this Committee.As part of that meeting, the FOB Deputy Chief and the Commanders of the Metro and Golden Gate Divisions must select three district station captains who have engaged in successful and innovative community policing practices in the prior year. Those district station captains will then serve as peer-to-peer trainers for other district station captains and lieutenants for that upcoming year.

DGO 1.08 was only approved by the Police Commission this past February; therefore, SFPD has not yet had the annual meeting overseen by the CED Commander. SFPD has nonetheless began to implement parts of the process outlined in DGO 1.08. SFPD explains that the members of the Internal Review Committee regularly meet as part of the monthly District Station Captains meetings and in the December 2020 meeting, the FOB Deputy Chief recognized two Captains.

Although not related to substantial compliance, the California Department of Justice commends the community policing practices used by the two District Station Captains. They reflect both community partnerships and innovative and tailored approaches to addressing neighborhood-specific concerns. As one example, after the San Francisco Unified School District voted to dissolve its School Resource Officer (SRO) Program, a Captain in the Bayview district decided to assign those former SROs to serve as community liaisons near a specific apartment complex that experienced a surge in violence in the first half of 2020. The Captain received feedback from the community in that area that they appreciated seeing the same officers on a regular basis, with whom they were on a first name basis. The Captain observed a decrease in response times to calls for service because officers were already physically present, as well as decreases in speeding complaints, traffic collisions, and the number of shots fired by members of the public. As a form of peer-to-peer training, the two recognized Captains presented at the December District Stations Captains monthly meeting on their specific community policing strategies.

The Department of Justice finds that SFPD is in substantial compliance with this recommendation because the Department has identified a framework for recognizing district station captains. However, the California Department of Justice agrees with Hillard Heintze that the future, sustained success of this framework requires further details. Specifically, SFPD needs to further develop its plan on how recognized district station captains can engage in peer-to-peer training beyond presenting at District Stations Captains monthly meeting.

Recommendation 42.4

Our office has completed its review of the materials supporting implementation of Recommendation 42.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 42.4:

SFPD has standardized its newsletters across stations. In the fall of 2017, SFPD created a working group to create uniform standards for its district station newsletter. The working group was formed because the Community Engagement Division had reviewed all of its district station newsletters and found that the newsletters were not consistent in format and district stations were not all publishing them on regular basis. The working group created a Newsletter Requirements Document which outlined the required format and content for all newsletters. The Newsletter Requirements Document was presented to the Community Policing Executive Sponsor Working Group in the fall of 2019 and the Working Group provided feedback that was later integrated into the final version of the document. Each district station's newsletters must comply with the Newsletter Requirements Document's requirements.

To facilitate the uniformity and professional design of newsletters, SFPD created a newsletter template for all of the district stations. SFPD also installed Microsoft Publisher on computers at each district station and officers at each district station are trained on how to use this software. Each district station uses the software to design the newsletters, which are then converted to PDF and uploaded to the SFPD website. District stations also use MailChimp to email the newsletters. SFPD provided examples of recently published newsletters from each of the district stations and the newsletters have a consistent, professional design that conveys various news, events, and issues for each district station.

To address the inconsistency in newsletter publication, the Community Policing Strategic Plan requires district stations to publish newsletters on a weekly basis. SFPD acknowledges that the COVID-19 pandemic has strained district station resources and district stations have not been able to keep up with that frequency. The California Department of Justice and Hillard Heintze agree that the frequency of newsletter publication is not relevant to its substantial compliance with this recommendation.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation

---

Recommendation 43.1

Our office has completed its review of the Recommendation 43.1 package that SFPD submitted as part of the collaborative reform process. Recommendation 43.1 is that SFPD should continue to actively support 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.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 43.1 package: SFPD is substantially compliant with this Recommendation. SFPD has a plan to implement, support, and expand community policing programs. Each district station has assigned a designated officer as their community liaison officer. The community liaison officers meet on a regular basis to discuss upcoming events and share ideas on how to assist one another and allocate resources. Further, the Community Engagement Division advises the community liaison officers when there is a community event, not hosted by SFPD, in their district.

SFPD has also demonstrated that it has continued active engagement and support of existing community programs. SFPD engages in a variety of community engagement programs. These programs include Project Pull, which places high school students in internship positions with SFPD and an "adopt-a-block" initiative in Chinatown where specific officers are assigned to foot beats in specific business areas and merchants serve as liaisons to address that particular area's concerns and challenges.

While Cal DOJ finds SFPD substantially compliant, it recommends that SFPD consider a few improvements. Specifically, Cal DOJ recommends that SFPD keep better track of its community liaison officer meetings through a regular calendar invite, a designated person or rotating

assignment for a person to take minutes each meeting, and typed minutes for each meeting. Making these improvements will increase accountability for tasks, assignments, and ideas that are generated through these meetings.

Based upon all of the above, Cal DOJ finds that SFPD is in substantial compliance with this Recommendation.

Recommendation 43.2

Our office has completed its review of the materials related to Recommendation 43.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 43.2:

SFPD has a wide variety of partnerships for its youth-centered programs, which are described in detail in its package. This partnerships include one with the Academy of Art to develop an Art Program and another with CROSSFIT Portrero Hill to teach young people about health and fitness.

To ensure that these partnerships are supported and additional partnerships are identified, SFPD created a Youth and Community Engagement Unit (YCEU) within the Community Engagement Division which is staffed by two sergeants and five officers and is responsible for assessing and developing youth programs. SFPD recently codified the YCEU's protocol for assessing and developing of youth programs in the form of a Unit Order. Under that Unit Order, Youth Program Coordinators within the YCEU meet with the YCEU Sergeant on a monthly basis to discuss the status and progress of existing programs and the need for any additional support. The YCEU sergeant also annually meets on an individual basis with each Youth Program Coordinator—at least three months prior to the start of that Coordinator's program—to discuss the goals and expectations of that program and the broader resources needed for that program. These annual meetings must include an agenda and minutes; further, the Unit Order permits external stakeholders, including community members, to participate. These monthly and annual meetings provide an opportunity for SFPD to identify new partnerships and find ways to support existing ones.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 43.4

Our office has completed its review of the materials related to Recommendation 43.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 43.4:

The SFPD provided a wide range of evidence that it has reached out to groups that seek to hold the SFPD accountable. As one example, SFPD reached out to several groups to participate in a working group on developing SFPD's community policing strategic plan. These groups include the LGBT Center, the Homeless Advocacy Project, and Justice for Louis Góngora Pat. As another example, Chief Scott has participated in several community discussions, including a panel discussion hosted by the Alice B. Toklas LGBT Democratic Club, where the Chief spoke along with the city District Attorney, Public Defender and the County Sheriff. The Chief also participated in a town hall hosted by the Bar Association of San Francisco on Police Accountability, Discipline and Oversight, where the Chief spoke along with the city's District Attorney, Police Commission Vice President, and the Executive Director of the Department of Police Accountability, and a panel discussion hosted by Mayor London Breed, where the Chief spoke along with Board of Equalization Member Malia Cohen (and now the President of the Police Commission) and Van Jones, the CEO of REFORM Alliance, an organization that seeks to reform the criminal justice system.

SFPD also meets regularly with groups that are historically critical of the police. For example, Chief Scott has quarterly meetings with Wealth and Disparities in the Black Community (WDBC), a group that has worked to hold SFPD accountable for deficiencies in its policing, including continued racial disparities in its stops and use of force, to discuss issues specifically related to policing and the Black community. Following SF Pride's decision to ban SFPD from participating in the SF Pride Celebration, Chief Scott reached out to the President of SF Pride to identify ways to improve the relationship between SFPD and the LGBTQ community. With the assistance of the SF Pride Alliance Police Employee Group, SFPD has now held two meetings with SF Pride in the past few months. SFPD also reached out to Asian American Pacific Island (AAPI) community groups in the wake of harassment of AAPI individuals during the COVID-19 pandemic.

Based on the conversations SFPD has had with these and other groups, SFPD recently issued a Unit Order (21-02), entitled Community Engagement Strategy Involving Historically Underrepresented Communities. Under Unit Order 21-02, the Community Engagement Division (CED) must oversee relationships with groups that represent and/or work with historically excluded groups, which SFPD specifically identified as the African American, the AAPI, the Latinx, and LGBTQ, and Youth communities. The CED must identify external stakeholders working with these identified groups, facilitate outreach with those stakeholders, and hold meetings with each historically excluded group. Each group will work with SFPD to identify local concerns and to develop strategies to address those concerns. On a quarterly basis, the CED Commander will review the progress made on addressing the local concerns identified by each group.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, because the process described above is in its infancy, SFPD should review the work the CED conducts with historically excluded communities to ensure compliance with Unit Order 21-02.

Recommendation 43.3

Our office has completed its review of the materials related to Recommendation 43.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 43.3:

In 2017, SFPD reinstated its Community Police Academy, which was briefly suspended following the retirement of the Captain who oversaw the Academy. SFPD transferred responsibility of Academy to the Community Engagement Division, which now offers the Academy three times a year and a youth Academy once a year. In light of the COVID-19 pandemic, SFPD has stopped offering the Community Police Academy but will resume the academy once pandemic-related restrictions are lifted.

The Community Police Academy is a 10-week program, where participants come together once a week to learn about a wide range of SFPD's policies, practices, and procedures. As examples, Academy participants learn about SFPD's training on implicit bias and crisis intervention, the Department's community policing efforts, and the policies and procedures around investigating officer-involved shootings.

To ensure that the Academy is continuously improving its training topics, SFPD has participants fill out a class evaluation for each week of instruction and SFPD reviews those evaluations for any areas of improvement to its Academy trainings.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 44.1

Our office has completed its review of the materials related to Recommendation 44.1 that were submitted to us as part of the collaborative reform process. This package focused on restructuring the Community Engagement Division within SFPD. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 44.1: On July 21, 2017, SFPD issued Department Bulletin 17-166, "Restructure of Command – Community Engagement Division." The Bulletin restructured the command hierarchy for the Community Engagement Division (CED), placing CED under the Deputy Chief of the Field Operation Bureau with a Commander overseeing its operations. SFPD made this move to emphasize that community engagement applies to officers throughout the department. The current Department Bulletin, 19-173 (issued April 29, 2019) continued the restructuring under the Deputy Chief of the Field Operations Bureau with a designated Commander for Community Engagement, and Department Bulletin 19-093 (issued April 29, 2019) defines the units and programs that the CED Division oversees.

CED and the CED Executive Sponsor Working Group created a Community Policing Strategic Plan (Strategic Plan) with extensive community input. The Strategic Plan furthers the recommendations in Pillar Four of the President's Task Force on 21st Century Policing (Community Policing and Crime Reduction) and identifies five community policing goals: communication, education, problem-solving, relationship-building, and SFPD organization. Each goal contains specific objectives, including policies, community input, and accountability, to reach the goals. On August 5, 2019, SFPD issued Department Bulletin 19-165 implementing the Strategic Plan. The Strategic Plan created a standardized format for all district stations to follow to create their own community policing strategies, including documenting and analyzing community policing efforts. Additionally, Unit Order 20-04, "Annual Community Policing Strategic Plans," (September 25, 2020) established a standardized format for District Captains completing their required annual Community Policing Strategy.

SFPD has also drafted Department General Order 1.08, "Community Policing," which has been approved by the Police Commission and is currently in the meet-and-confer process with the police officers' union. The Order was also created with extensive community input, including through the Executive Sponsor Working Group. The Order codifies that the CED is part of the Field Operations Bureau, requires annual community policing plans, requires the collection of community policing data for effectiveness, and mandates community policing training.

SFPD has instituted a variety of practices to advance community policing. These have included (1) holding town hall meetings within ten days of every officer involved shooting (Unit Order 16-03); (2) holding regular discussions with the community on use of force (Unit Order 19-01); (3) requiring 21st Century Policing discussions at community meetings (Unit Order 21-01); and (4) requiring twice-yearly community meetings on officer conduct, the complaint process, and bias-free policing (Unit Order 20-03).

Under Order 1.08, CED is responsible for monitoring, coordinating, and evaluating SFPD's community policing efforts. The Commander is responsible for ensuring that this information is discussed at the Captain's Monthly meetings and holds an annual meeting to present a review of the past year's community policing events and outcomes, as well as community feedback on the year's programs. CED gathers community policing feedback through community evaluation forms, surveys, and after-action reports.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 44.4

Our office has completed its review of the materials related to Recommendation 44.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD having regular meetings among supervisors to discuss community policing. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 44.4: The SFPD, through the Principled Policing and Professional Standards Bureau (PSPPB), 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 the sharing information.

Response to 44.4: On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing." The General Order requires the commander of the Community Engagement Division to coordinate two committees—the Community Policing and Problem Solving Implementation Committee (Implementation Committee) and the Community Policy and Problem Solving Oversight Committee (Oversight Committee). Both committees work to improve the Department's processes to take in community feedback. The Implementation Committee reviews evaluations from community surveys, discusses organizational goals, and discusses community-policing outcomes to determine whether the Department's existing community engagement strategies are effective. The Oversight Committee evaluates district station Captains to determine if they are following best practices for community engagement. The General Order requires the commander of the Community Engagement Division to hold monthly meetings with captains of the Field Operations Bureau regarding community policing efforts and requires district station captains to report monthly on their districts' community policing activities to the Community Engagement Division.

While General Order 1.08 codified the monthly meetings, SFPD had already begun those meetings. For example, in the December 2020 monthly meeting, a captain raised the issue of high-profile incidents in Chinatown and whether community members were engaging with the police on solutions. As a result, Central Station developed community member liaisons in the Chinatown area between merchants and the SFPD Foot Beat Officers to improve communication. Also during the December meeting, captains discussed peer-to-peer training on community policing strategies and the Commander of the Community Engagement Division presented on formulating annual community policing strategies.

SFPD has also created a shared space in the Microsoft Teams Apps accessible to supervisors and managers to share information regarding community policing. There are folders for the captains' monthly meetings, community policing annual plans and annual summaries, and community policing programs and after-action reports. The shared platform allows supervisors to see community engagement activity across the organization.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as DGO 1.08 was recently published, SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their

responsibilities. Please let us know if you have any questions or would like to discuss these further.

Recommendation 44.2

Our office has completed its review of the materials related to Recommendation 44.2 that have been submitted to us as part of the collaborative reform process. This package focused on creating a plan to implement 21st Century Policing and Collaborative Reform Initiative recommendations regarding Community Policing. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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 Policing recommendations contained in Pillar Four and the recommendations in the CRI-TA assessment.

Response to 42.2: Chief Scott originally designated Toney Chaplin as the Professional Standards and Principled Policing Bureau Deputy Chief. Executive Director Catherine McGuire now oversees that bureau, which is tasked with creating strategies and plans to implement collaborative reform recommendations.

On June 14, 2017, SFPD issued Department Bulletin 17-135, establishing the San Francisco Police Department Community Engagement Division. The Community Engagement Division created a Community Policing Strategic Plan (Strategic Plan) with extensive community input. The Strategic Plan furthers the recommendations in Pillar Four of the President's Task Force on 21st Century Policing (Community Policing and Crime Reduction) as well as the Collaborative Reform Initiative for Technical Assistance recommendations. Those recommendations included, among others: (1) developing policies that reinforce the importance of community engagement in managing public safety; (2) infusing community policing throughout the culture of SFPD; and (3) working with neighborhood residents to implement meaningful solutions for the community. The Strategic Plan, in various parts, focuses on each area. The Strategic Plan also categorizes all CRI community-policing recommendations by the Strategic Plan's twenty-one community-policing objectives. On August 5, 2019, SFPD issued Department Bulletin 19-165 implementing the Strategic Plan.

The Strategic Plan contains provisions regarding implementation, including requiring each SFPD division and district to create annual Community Policing Action Plans, and one community-policing metric tracks DOJ community policing recommendations as part of ongoing self-reflection and external review. The Executive Sponsor Working Group also compiled extensive suggestions and strategies for implementation in Appendix A to the Strategic Plan. While SFPD currently collects and reports on data sources – e.g., time spent meeting with community members, numbers of community policing trainings and attendees, and survey responses of community perceptions of police – SFPD also proposes expanding to new data sources, including developing community engagement logs and new internal and external surveys.

Based upon all of the above, the Department of Justice finds that the Department is in substantial compliance with this recommendation.

Recommendation 44.3

Our office has completed its review of the materials related to Recommendation 44.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD adequately staffing the Professional Standards and Principled Policing Bureau to reflect community diversity and engage in coordinated and monitored community policing. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 44.3: On July 21, 2017, SFPD issued Department Bulletin 17-166, "Restructure of Command – Community Engagement Division." The Bulletin restructured the command hierarchy for the Community Engagement Division (CED), placing CED under the Field Operation Bureau with a Commander overseeing its operations. The current Department Bulletin, 19-173 (issued April 29, 2019) continued the restructuring with a designated Commander for Community Engagement, and Department Bulletin 19-093 (issued April 29, 2019) defines the units and programs that the CED Division oversees.

In 2019 and 2020 SFPD conducted a staffing and resource assessment of CED, which found that the 21 personnel assigned to CED was adequate staffing. Certain events and programs require additional staff for short periods of time, and CED assigns Project Coordinators to request additional officers to be detailed and assist with those events and programs. For example, for SFPD's involvement in the Camp Mather Teen Outdoor Experience in 2019 (a 4-day overnight summer camp), CED requested that 3 CED and six additional non-CED officers attend the event.

The assessment found that the San Francisco population is approximately 33% Asian, the staff in CED was 38% Asian, and SFPD officers as a whole are 22% Asian. It found that the San Francisco population is 6% Black, the staff in CED is 33% Black, and SFPD officers as a whole are 10% Black. It found that the San Francisco population is 15% Hispanic, the staff in CED is 10% Hispanic, and SFPD officers as a whole are 17% Hispanic. And finally, it found that the San Francisco population is 48% White, the staff in CED is 10% White, and SFPD officers as a whole are 48% White. While the demographics do not track to the City population percentages or SFPD officer populations exactly, it appears that CED is drawing on diverse perspectives to serve the community. CED staff can speak several languages, including Cantonese, Spanish, Farsi, German, and Toishan.

RACE	ASIAN	BLACK	FILIPINO	HISPANIC	WHITE	OTHER	Unknown	TOTAL
Sworn Female	1	2						3
Sworn Male	5	4			2			11
Civilian Female	1							1
Civilian Male	3	1		2				6
CED Total	10	7		2	2			21
Percent of Total	38%	33%		10%	10%			
**Dept. Totals	16.83%	9.51%	5.83%	17.23%	48.49%	1.53%	.22%	2,280
*City Population	33%	6%	(Asian)	15%	48%			805,235

**San Francisco Police Department Totals (As of 1/7/2020 from https://www.sanfranciscopolice.org/your-sfpd/published-reports/demographics)
*City Population (2010 Census)

To ensure that community policing efforts are coordinated and monitored, SFPD has designated a Community Liaison Officer for each district station to monitor the ten district station community policing efforts. The Community Liaison Officers meet with the CED Sergeant monthly to coordinate community policing efforts and submit forms to the CED sergeant for each event so that the CED sergeant can monitor the various events across district stations. The forms include the event description, mission and objectives, and department resources and assignments. SFPD solicits feedback through surveys after events, and additional event surveys, as well as survey results, are now available on the SFPD website at https://www.sanfranciscopolice.org/community/community-surveys.

SFPD also conducted a community survey to obtain feedback on community policing as a whole for the Community Policing Strategic Plan and received responses from 194 community organizations. The responses were grouped to become Strategic Plan goal areas: communication, education, problem-solving, relationship-building, and SFPD organization. Each goal in the Strategic Plan contains specific objectives, including policies, community input, and accountability, to reach the goals. The community survey, its methodology, and results are explained in detail in the Community Policing Strategic Plan Appendices. Cal DOJ found SFPD substantially compliant with its development of the Community Policing Strategic Plan as part of Recommendation 40.1. On August 5, 2019, SFPD issued Department Bulletin 19-165 implementing the Community Policing Strategic Plan. The Strategic Plan created a standardized format for all district stations to follow to create their own community policing strategies, including documenting and analyzing community policing efforts. Additionally, Unit Order 20-04, "Annual Community Policing Strategic Plans," (September 25, 2020) established a standardized format for District Captains completing their required annual Community Policing Strategy.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 44.4

Our office has completed its review of the materials related to Recommendation 44.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD

having regular meetings among supervisors to discuss community policing. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 44.4: The SFPD, through the Principled Policing and Professional Standards Bureau (PSPPB), 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 the sharing information.

Response to 44.4: On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing." The General Order requires the commander of the Community Engagement Division to coordinate two committees—the Community Policing and Problem Solving Implementation Committee (Implementation Committee) and the Community Policy and Problem Solving Oversight Committee (Oversight Committee). Both committees work to improve the Department's processes to take in community feedback. The Implementation Committee reviews evaluations from community surveys, discusses organizational goals, and discusses community-policing outcomes to determine whether the Department's existing community engagement strategies are effective. The Oversight Committee evaluates district station Captains to determine if they are following best practices for community engagement. The General Order requires the commander of the Community Engagement Division to hold monthly meetings with captains of the Field Operations Bureau regarding community policing efforts and requires district station captains to report monthly on their districts' community policing activities to the Community Engagement Division.

While General Order 1.08 codified the monthly meetings, SFPD had already begun those meetings. For example, in the December 2020 monthly meeting, a captain raised the issue of high-profile incidents in Chinatown and whether community members were engaging with the police on solutions. As a result, Central Station developed community member liaisons in the Chinatown area between merchants and the SFPD Foot Beat Officers to improve communication. Also during the December meeting, captains discussed peer-to-peer training on community policing strategies and the Commander of the Community Engagement Division presented on formulating annual community policing strategies.

SFPD has also created a shared space in the Microsoft Teams Apps accessible to supervisors and managers to share information regarding community policing. There are folders for the captains' monthly meetings, community policing annual plans and annual summaries, and community policing programs and after-action reports. The shared platform allows supervisors to see community engagement activity across the organization.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as DGO 1.08 was recently published, SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities. Please let us know if you have any questions or would like to discuss these further.

Recommendation 45.1

Our office has completed its review of the materials related to Recommendation 45.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring all units have a community policing strategic plan. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 45.1: On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing." General Order 1.08 requires the commander of each bureau, district station, unit (e.g., Professional Standards Unit), and detail (e.g., SFPD's Homicide Detail) to issue an Annual Community Policing Strategic Plan ("Annual Plan"). The Annual Plans must outline how they each SFPD component will build relationships with the community in the upcoming year. At the end of each year, the General Order requires the commander of the Community Engagement Division to meet with the deputy chief and commander of the Field Operations Bureau to present on the outcomes of the part year's efforts, including a summary of community feedback.

On September 25, 2020, SFPD issued Unit Order 20-04, "Annual Community Policing Strategic Plans." The Unit Order established a standardized format for District Captains completing their required Annual Plans and provides a template to ensure consistency in Annual Plans. The template includes designated space for engagement with business groups, community groups, schools, youth outreach, community outreach, and social media strategies. Each of the designated spaces includes prompts, such as requesting meeting dates, times, and topics for community outreach and inclusion of activities such as weekly newsletters, monthly community meetings, and the Academy Community Immersion Program, again to ensure consistency and complete entries.

Additionally, on February 5, 2021, SFPD issued Department Notice 21-019, "Annual Community Policing Strategy." Department Notice 21-019 includes a guide for the completion of Annual Plans that have measurable goals and identifies progress towards meeting the goals. Notice 21-019 advises that goals should be specific, measurable, attainable, relevant, and timely, and it provides definitions and examples of each metric.

SFPD has collected Annual Community Policing Strategic Plans from all ten district stations, the Community Engagement Division, and the Special Operations Bureau for 2021. As General Order 1.08 was only recently passed, SFPD is working with other bureaus and units on the remaining Annual Plans. While the detail on Plans in the first year of the rollout has varied among district stations, SFPD has responded by issuing guidance such as Department Notice 20-019 to provide clear direction on the Plans. To ensure quality submissions, the commander of the Community Engagement Division must approve each Annual Plan. SFPD has also included community policing data into the required information that captains must report on every month, and the commander of the Community Engagement Division will conduct quarterly audits to ensure progress toward meeting Annual Plan goals.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as DGO 1.08 was recently published, SFPD

should review its rollout of the new processes during the scheduled year-end review for any improvements. Please let us know if you have any questions or would like to discuss these further.

Recommendation 45.2

Our office has completed its review of the materials related to Recommendation 45.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD producing video messages emphasizing community policing. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 45.2: SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.

Response to 45.2: In 2018, SFPD convened the Community Policing Working Group to develop its Community Policing Strategic Plan. SFPD gathered extensive community input, including conducting a community survey to obtain feedback on community policing and received responses from 194 community organizations. That feedback was distilled into five community policing goals: communication, education, problem-solving, relationship-building, and SFPD organization. Cal DOJ found SFPD substantially compliant with its development of the Community Policing Strategic Plan as part of Recommendation 40.1.

To support the goals and objectives of the Community Policing Strategic Plan, the Commander of the Community Engagement Division worked with the Media Relations Unit to develop the community policing video-messaging strategy. The strategy includes having SFPD leadership create short video messages emphasizing and illustrating community policing, procedural justice, and relationship building concepts centered around the five community policing goals.

The Community Engagement Division and Media Relations Unit worked together to develop scripts, recruit senior SFPD leaders to feature in the videos, shoot and edit the videos which are now published online (see Department Notice 21-010, "Community Policing Strategic Plan Videos," January 13, 2021). SFPD has posted the videos to its webpage, Facebook, Twitter, and Next Door to make the videos widely available (for example, see the Relationship Building and Problem Solving videos at https://vimeo.com/495921830 and https://vimeo.com/495921895).

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 45.3

Our office has completed its review of the materials related to Recommendation 45.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD mandating community policing training. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 45.3: The SFPD should consider mandating annual community policing training to the entire agency.

Response to 45.3: SFPD drafted Department General Order 1.08, "Community Policing," which has been approved by the Police Commission and is currently in the meet-and-confer process with the police officers' union. The Order was created with extensive community input, including through the Executive Sponsor Working Group. The Order mandates community policing training: "All department members (sworn and non-sworn) shall attend Community Policing training every two years." The Order requires the training to be a minimum of 2 hours and cover best practices in community policing, community engagement, customer service, and problem solving.

To implement the General Order's training, SFPD developed community policing roll-call training. Under the Professional Development Unit Order titled "Community Policing Roll-Call Training," (issued October 29, 2020) at least every six months SFPD will issue a roll-call training of at least 30 minutes in length covering the topics described in the Order. SFPD chose roll-call training to facilitate discussion and to allow for local examples. Pursuant to Unit Order 20-03, "Monthly Roll-Call Training & the Periodic Audit of HRMS Training Records for Accuracy," Training Coordinators are responsible for certifying that all officers within their unit have completed each training by signing an acknowledgment form. If an officer fails to take the training within 60 days, the Professional Standards Bureau is tasked with sending a report to the officer in charge of the unit or station for administrative action.

Under General Order 1.08, the Commanding Officer of the Youth and Community Engagement Unit within CED is responsible for ensuring that the trainings are consistent with best practices. Additionally, a Community Policing and Problem Solving Oversight Committee will meet annually to discuss emerging best practices and for training curriculum updates.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 46.1

Our office has completed its review of the materials related to Recommendation 46.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD having regular meetings among supervisors to discuss community policing. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 46.1: The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.

Response to 46.1: On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing." General Order 1.08 requires that District Station captains digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division. The General Order requires the Department to collect data for all events and to include feedback from the community. The General Order states that the results of this data and feedback should be included in the Department's Annual Report on community policing and posted on SFPD's webpage. As part of data collection, the General Order states that SFPD should have periodic community surveys and provide a mechanism for community feedback via the Department's website, with results posted on SFPD's webpage.

To implement the Order, SFPD reinstated the use of SFPD Form 509 to track community policing issues from the public. The forms document the type of issue, the partners involved, the use of SARA problem-solving (which means identifying the problem, identifying the cause of the problem, proposing a solution, and assessing what worked and did not work), the need for additional response, and a chronology of actions taken. On April 1, 2021, SFPD also issued Department Bulletin 21-056, "Instructions for Completing and Routing Community Policing Tracking Form #509." The Bulletin provides guidance on when to use, how to complete, and where to send the form. The Bulletin also requires supervisory review of the forms by the sergeant, lieutenant, and captain of the Community Engagement Division to ensure completeness and to analyze the information received to improve community outreach.

SFPD also created a community survey webpage to incorporate community feedback into policing strategies, available at https://www.sanfranciscopolice.org/community/community-surveys. The webpage includes surveys for the public to complete relating to community events, interactions with foot and bike patrols, and interactions with officers that may involve implicit bias. For community events, survey-takers can choose among thirty-eight community events to respond to, including coffee with a cop, officer-involved-shooting town-hall meetings, and SF Police Activity Leagues basketball leagues. The results of all surveys are available on the webpage, as well as data trends and visualizations.

On February 4, 2021, SFPD issued Unit Order 21-01, "Youth and Community Engagement Unit [YCEU]– Community Surveys." Under the Unit Order, the YCEU sergeant and a community engagement analyst will coordinate with bureaus and district stations to discuss surveys for events, analyze survey results, and produce summary reports for the annual community policing reports. Fully Implementing Unit Order 21-01 has been delayed because SFPD does not yet have an analyst to complete certain responsibilities. Hillard Heintze recommended that SFPD proceed with existing personnel as opposed to continuing to wait for an analyst. In response, the Community Engagement Division has conducted monthly reviews of the survey results and has used the results during captains' monthly meetings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD advertise its community survey webpage to increase the number of responses.

Recommendation 46.2

Our office has completed its review of the materials related to Recommendation 46.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD assessing community engagement programs to ensure they are effective. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 46.2: The San Francisco Police Department developed a Community Policing Strategic Plan (Strategic Plan) with input from the community. The Strategic Plan outlines five main goals in the following areas: (1) communication; (2) education; (3) problem-solving; (4)

relationship-building; and (5) SFPD organization. As part of developing its community policing strategic plan, the department surveyed participants (e.g., Community Police Advisory Board members and Chief's Advisory Forums members) and community partners (e.g., Nonprofit organizations, neighborhood associations, and advocacy organizations). Under the Strategic Plan, SFPD's Community Engagement Division will evaluate community engagement events in annual reports that summarize what is occurring at each district station, review best practices, and make changes at district stations accordingly. Additionally, the Strategic Plan outlines routine surveys, semi-annual audits of station newsletters, and other measures to audit the effectiveness of community engagement.

On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing," codifying requirements of the Strategic Plan. This General Order requires that District Station captains digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division. The General Order requires the Department to collect data for all events and to include feedback from the community. The General Order states that the results of this data and feedback should be included in the Department's Annual Report on community policing and posted on SFPD's webpage. As part of data collection, the General Order states that SFPD should have periodic community surveys and provide a mechanism for community feedback via the Department's website, with results posted on SFPD's webpage.

SFPD created a community survey webpage to incorporate community feedback into policing strategies, available at https://www.sanfranciscopolice.org/community/community-surveys. The webpage includes surveys for the public to complete relating to community events, interactions with foot and bike patrols, and interactions with officers that may involve implicit bias. For community events, survey-takers can choose among thirty-eight community events to respond to, including coffee with a cop, officer-involved-shooting town-hall meetings, and SF Police Activity Leagues basketball leagues. The results of all surveys are available on the webpage, as well as data trends and visualizations.

On February 4, 2021, SFPD issued Unit Order 21-01, "Youth and Community Engagement Unit [YCEU]– Community Surveys." Under the Unit Order, the YCEU sergeant and a community engagement analyst will coordinate with bureaus and district stations to discuss surveys for events, analyze survey results, and produce summary reports for the annual community policing reports. Fully Implementing Unit Order 21-01 has been delayed because SFPD does not yet have an analyst to complete certain responsibilities. Hillard Heintze recommended that SFPD proceed with existing personnel as opposed to continuing to wait for an analyst. In response, the Community Engagement Division has conducted monthly reviews of the survey results and has used the results during captains' monthly meetings.

Additionally, on February 5, 2021, SFPD issued Department Notice 21-019, "Annual Community Policing Strategy." The Notice includes a guide for the completion of Annual Plans that have measurable goals and identifies progress towards meeting the goals. The Notice advises that goals should be specific, measurable, attainable, relevant, and timely, and the Notice provides definitions and examples of each metric. The Notice requires after-action reports after the completion of community engagement events that include the demographics, goals of the event, and issues for improvement.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD advertise its community survey webpage to increase the number of responses.

Recommendation 46.3

Our office has completed its review of the materials related to Recommendation 46.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD developing processes to share good community policing practices. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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 and trusted community partners.

Response to 46.3: The San Francisco Police Department developed a Community Policing Strategic Plan (Strategic Plan) with input from the community. Officers and community members reviewed nationwide community policing best practices, and surveyed SFPD members and community-based organizations, and provided an appendix on community policing considerations and strategies. Under the Strategic Plan, each SFPD division and district creates a Community Policing Action Plan that: (1) outlines the division or district's current practices related to community policing, (2) determines strategies to meet those community policing objectives, including potential best practices as referenced in Appendix A to the Strategic Plan, (3) develops action plans to implement strategies, including timelines and resources, and (4) determines metrics to track activities and outcomes of the division or district's community policing strategies.

On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing," codifying requirements of the Strategic Plan. The Order requires the commander of each bureau, district station, unit, and detail to issue an Annual Community Policing Strategic Plan ("Annual Plan"). The Annual Plans must outline how they each will build relationships with the community in the upcoming year. At the end of each year, the Order requires the commander of the Community Engagement Division to meet with the deputy chief and commander of the Field Operations Bureau to present on the outcomes of the past year's efforts, including a summary of community feedback.

General Order 1.08 also requires the commander of the Community Engagement Division to coordinate two committees—the Community Policing and Problem Solving Implementation Committee (Implementation Committee) and the Community Policy and Problem Solving Oversight Committee (Oversight Committee). Both committees work to improve the Department's processes to take in community feedback. The Implementation Committee reviews evaluations from community surveys, discusses organizational goals, and discusses community-policing outcomes to determine whether the Department's existing community engagement strategies are effective. The Oversight Committee evaluates district station Captains to determine if they are following best practices for community engagement. The General Order requires the commander of the Community Engagement Division to hold monthly meetings with captains of the Field Operations Bureau regarding community policing efforts and requires

district station captains to report monthly on their districts' community policing activities to the Community Engagement Division.

Additionally, General Order 1.08 requires the commander of the Community Engagement Division to hold an annual meeting with the Internal Review Committee. At the meeting, the deputy chief of the Field Operations Bureau and the commanders of the Metro and Golden Gate Divisions will select three district captains who engaged in successful and innovative community-policing practices during the previous year. The three captains then serve as peer-to-peer trainers to the other district station captains and lieutenants for one year.

SFPD also created a shared space in the Microsoft Teams Apps accessible to supervisors and managers to share information regarding community policing. There are folders for the captains' monthly meetings, community policing annual plans and annual summaries, and community policing programs and after-action reports. The shared platform allows supervisors to see community engagement activity across the organization. During the April 23, 2021 captains' meeting, the Community Engagement Division gave a training presentation to the captains on the use of the shared folders, their locations, the types of documents contained in them, and the process for reviewing them for best practices.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as DGO 1.08 was recently published, SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities.

Recommendation 46.4

Our office has completed its review of the materials related to Recommendation 46.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD gathering feedback after community engagement events. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 46.4: SFPD has drafted Department General Order 1.08, "Community Policing," which has been approved by the Police Commission and is currently in the meet-and-confer process with the police officers' union. The Order requires the collection of community policing data for effectiveness. Under Order 1.08, CED is responsible for monitoring, coordinating, and evaluating SFPD's community policing efforts. The Commander is responsible for ensuring that this information is discussed at the Captain's Monthly meetings and holds an annual meeting to present a review of the past year's community policing events and outcomes, as well as community feedback on the year's programs. CED gathers community policing feedback through community evaluation forms, surveys, and after-action reports.

On September 15, 2020, SFPD launched a web-based survey on its website to gather after-event feedback from the community (as well as feedback on beat patrols and implicit bias), at https://www.sanfranciscopolice.org/community/community-surveys. Currently, community

members can offer feedback through the survey for 34 events and programs. SFPD has also published the results of the surveys through the same webpage.

To ensure that community policing efforts are coordinated and monitored, SFPD has designated a Community Liaison Officer for each district station to monitor the ten district station community policing efforts. The Community Liaison Officers meet with the CED sergeant monthly to coordinate community policing efforts. The Liaisons also submit forms to the CED sergeant for each event so that the CED sergeant can monitor the various events across district stations. The forms include the event description, mission and objectives, and department resources and assignments.

On November 17, 2020, SFPD issued Community Engagement Unit Order "Youth and Community Engagement Unit – Community Surveys." The Order requires the Commanding Officer of the Youth and Community Engagement Unit (YCEU) to oversee the conducting, monitoring, and analyzing of the community surveys. The order also directs the YCEU sergeant and community engagement analyst (overseen by the YCEU Commanding Officer) to coordinate with SFPD Bureaus and District Stations to discuss community surveys for events and programs, and to produce a monthly summary report that is shared at monthly meetings with Community Liaison Officers and monthly meetings with District Captains. The Order also directs the community survey results to be incorporated into the Annual Report on Community Policing as well as the SFPD webpage.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 46.5

Our office has completed its review of the materials related to Recommendation 46.5 that were submitted to us as part of the collaborative reform process. This package focused on SFPD publishing community survey results. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 46.5: The SFPD should publish and post any community survey results.

Response to 46.5: On September 15, 2020, SFPD launched a web-based survey on its website to gather after-event feedback from the community (as well as feedback on beat patrols and implicit bias), at https://www.sanfranciscopolice.org/community/community-surveys. Currently, community members can offer feedback through the survey for 34 events and programs. Many of the events are currently not active during the pandemic. SFPD has published the results of the surveys, which are available through the same webpage. On September 30, 2020, SFPD issued a news release announcing the online community engagement survey.

On November 17, 2020, SFPD issued Community Engagement Unit Order "Youth and Community Engagement Unit – Community Surveys." The Order directs the community survey results to be incorporated into the Annual Report on Community Policing as well as the SFPD webpage.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, the Department of Justice recommends that SFPD re-publicize the availability of the surveys when normal community engagement events and programs resume, including on social media.

Recommendation 47.1

Our office has completed its review of the materials related to Recommendation 47.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 47.1: 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.

Response to Recommendation 47.1:

Since 2017, SFPD has conducted two separate surveys (one in 2017 and the other in 2020) to assess the community's perception of SFPD's service to the community. The 2020 survey is posted on SFPD's website in a section entitled "Community Surveys" and community members can still take this survey. SFPD's Executive Sponsor Working Group on Bias (Bias Working Group), which has been tasked with developing a strategic plan on bias and revising SFPD's policies related to bias, developed the 2020 survey questions.

To advertise the 2020 survey, district station captains advertised it in their newsletters, community meetings, and SFPD's social media (including Twitter). One month after this advertising campaign, the Commander for the Community Engagement Division (CED) asked district station captains to send direct emails to community members on their mailing lists to encourage survey participation.

After receiving 86 responses, the Bias Working Group reviewed the results, though it acknowledged the survey results were not comprehensive. At the time that SFPD prepared this package, 83.67% of survey participants had never experienced biased policing in San Francisco.

As of the date of this email, SFPD has received roughly 198 responses and 74.09% of survey participants had never experienced biased policing in San Francisco. As part of the survey, SFPD asked survey participants to rank the tools or methods to decrease bias in order of importance. These tools or methods include training, hiring/recruitment, and data collection and analysis. Survey respondents overwhelmingly listed training as the most important. SFPD notes that its Bias strategic plan, drafted by the Bias Working Group, provides recommendations for the Department on each of the tools or methods listed in the survey.

The CED is working with the Media Relations Unit to coordinate quarterly social media and other advertising campaigns to garner responses to this survey, among others. This suffices as ongoing use of surveys to measure fair and impartial policing.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. While SFPD is substantially compliant with this recommendation, the California Department of Justice has previously recommended that the survey be modified.

As a threshold matter, the California Department of Justice commends SFPD for working with the Bias Working Group to design this survey and believes that the survey questions are a good starting point. It is the California Department of Justice's understanding that the Bias Working Group designed the questions with the perspective that SFPD would refine them at a later point. Given this, the California Department of Justice recommends that the SFPD revisit these survey questions and identify more specific questions that will better help it measure the fair and impartial treatment of community members. SFPD could refine the questions through the Bias Working Group or it could first work with other entities or stakeholders, like an academic researcher or the Department of Police Accountability, to develop new survey questions and then ask the Bias Working Group's feedback and edits to those questions.

Regardless of how the SFPD revises these questions, the Department of Justice recommends that the survey questions seek information about respondents' experiences with specific forms of biased policing, if any. For example, rather than asking the survey participant if they have "personally experienced biased policing in San Francisco," the survey could ask participants something more direct, such as "Do you believe that SFPD officers have discriminated against you because of [insert identity group, such as race, gender identity, or religion]?" The survey could also provide survey participants an opportunity to describe their experiences in a narrative field and provide a link to the process for filing a civilian complaint, as the California Department of Justice has previously recommended.

Finally, the California Department of Justice recommends that SFPD reconsider asking questions about the survey participants' awareness of various SFPD policies and practices related to bias. (For example, there is a question that states: "Did you know that the SFPD has convened a public stakeholder working group to develop a strategy to minimize bias across all dimensions of its work and to update its policies on investigative detentions, bias-free policing, and discrimination, retaliation, and harassment?") While these types of questions may be helpful in giving SFPD some context as to the survey participant's perspective on SFPD and whether the SFPD has effectively communicated their work on bias, these questions are not designed to aid the Department in measuring whether officers are providing fair and impartial treatment. Instead, SFPD could preface these types of questions by providing survey participants the specific reasons why SFPD is asking these questions.

Finally, the California Department of Justice recommends that SFPD evaluate survey responses not just in the aggregate but also evaluate responses within specific City districts as well as among people within certain identity groups (such as evaluating survey responses of all people who identify as transgender). These types of evaluations will better help the Department identify any gaps in its services.

Recommendation 47.2

Our office has completed its review of the materials supporting implementation of Recommendation 47.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 47.2:

SFPD has created several easy points of access for community feedback and input through its website. First, in August 2017, the Department's Technology Division created a community feedback page on the Department's website that includes an email portal where members of the public can email feedback to the Department. Any feedback received through this portal is sent to the inbox of sfpdfeedback@sfgov.org, managed by the Community Engagement Division (CED). The Commander of the CED has appointed one officer to review and respond to the feedback received through this portal. To ensure that the CED officer is responding to feedback on a consistent basis, CED has set up regular calendar alerts, reminding the CED officer to respond to feedback during their work day. The CED officer also forwards the feedback to other SFPD units, stations, or personnel, if appropriate.

Second, the SFPD website permits members of the public to email each district station Captain directly. Third, SFPD uploads all district station newsletters on its website, and those newsletters include links to the district station Captain's email addresses and phone numbers. Fourth, each district station has its own Twitter, Next Door, and Facebook accounts which provide other means to communicate with district station Captains.

The Commander of the CED coordinates two committees—the Community Policing and Problem Solving Implementation Committee and the Community Policy and Problem Solving Oversight Committee, both of which work to improve the Department's processes to take in community feedback. The Implementation Committee reviews evaluations from community surveys to determine whether the Department's existing community engagement strategies are effective. The Oversight Committee evaluates district station Captains to determine if they are following best practices for community engagement.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 47.3

Our office has completed its review of the materials related to Recommendation 47.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 47.3:

As a threshold matter, SFPD restructured the Community Engagement Division (CED), moving it from the Principled Policing and Professional Standards Unit and assigned a Commander to oversee the CED.

SFPD recently revised Department General Order 1.08 to direct the CED Commander to partner with the Media Relations Unit (MRU) to enhance messaging to the community. To that end, SFPD issued a Unit Order providing details of the partnership. On a quarterly basis, the MRU's Director of Strategic Communications and the CED Commander will meet to identify the communication and messaging priorities for the quarter and to review efforts for prior quarters. On a biannual basis, the Director of Strategic Communications will also collaborate with the CED Commander to assess the effectiveness of, and recommend changes to, the existing communication strategies.

The MRU will also work with the CED to circulate surveys via the Department's social media accounts and to review the results of the survey.

The DGO's directives, along with the Unit Order, reflect an overarching strategy to align the CED Commander's role with the Department's organizational communication strategy on community policing. The Department also provided several examples of the CED and the MRU working together to raise awareness of the Department's community policing initiatives and programs. For example, the CED and MRU are working on producing community policing video messages, the first of which focuses on addressing procedural justice. The Department also put together a Community Policing Video Messaging Strategy, which describes the procedures to use when developing a video message on community policing.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 49.1

Our office has completed its review of the materials related to Recommendation 49.1 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 49.1:

The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.

Response to Recommendation 49.1:

SFPD trains its members on community policing as well as customer service and engagement through its 8-hour Principled Policing: Procedural Justice and Implicit Bias training. This training, which members of the California Department of Justice observed in 2019, reflects the tenets of 21st Century Policing and the Department's Community Policing Strategic Plan. This training addresses, among other topics, the four principles of procedural justice (Voice, Neutrality, Respectful Treatment, and Trustworthiness), and explains why procedurally just policing increases police legitimacy, builds community trust, and in turn, increases safety and reduces crime. Trainers touch on the connection between customer service and procedurally just policing and provide scenarios where good customer service leads to better outcome and community trust. One such scenario discussed by trainers is when an officer issues a ticket; a driver's perception of and satisfaction with the stop is dependent on the process, rather than the outcome. That is, an officer's fair treatment of the driver shapes the driver's perception of and satisfaction with the stop more so than whether or not the driver received a ticket.

SFPD has provided evidence that 96 percent of its members have taken the Principled Policing training. SFPD also described other trainings it offers that also touch on community policing concepts and customer service, which SFPD categorizes as supplemental principled policing trainings.

These supplemental trainings include a Creating an Inclusive Environment training for supervisors and a Managing Implicit Bias training required for all sworn and civilian SFPD employees. SFPD has demonstrated that 69 percent of its employees have taken these supplemental principled policing trainings. Importantly, the newly revised Department General Order (DGO) 1.08 requires SFPD members to take training on community policing every two years.

SFPD also provided examples of roll call trainings on the four principles of procedural justice that reinforce the lessons taught in required trainings.

To ensure that the Department continuously improves these trainings, the Training Division requires trainees to evaluate the trainings using an evaluation form and the Training Division uses the feedback to revise trainings. Additionally, the newly revised DGO 1.08 obligates the Commanding Officer within the Community Engagement Division to remain up to date on national best practices and to work with the Training Division to ensure that the curriculum is consistent with those best practices.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 49.2

Our office has completed its review of the materials related to Recommendation 49.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 49.2:

SFPD's 16-week field training program serves as an opportunity for trainee officers to apply the concepts they learn in the Basic Academy in the real world. SFPD uses the program to reinforce Academy training on community policing and procedural justice. Each trainee officer is paired with a field training officer (FTO) for each of the three phases of the field training (for a total of three FTOs), each of whom evaluates the trainee officer every day on a number of skills using a Daily Observation Report (DOR). The evaluated skills include "Communicating and Interacting with Citizens/Communities" and "Community Policing/Problem Solving Techniques." If a trainee officer does not perform satisfactorily based on their DOR ratings, that officer may not successfully complete the field training program. In the last week of the field training program, the Community Engagement Division also teaches a refresher course on community policing as a way to transition trainees into full time policing.

To assess the effectiveness of the field training program, the Lieutenant in Charge of the Field Training Office recently prepared a survey for each trainee officer to complete at the end of the field training program. The survey includes questions on the program's training on community policing, and asks, in particular, how the officer applied their community policing training to their interactions with community members.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 49.3

Our office has completed its review of the materials related to Recommendation 49.3 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 49.3:

SFPD provides a training entitled Principled Policing/Procedural Justice that address the concepts of procedural justice. This training was first provided to Sergeants and officers during the 2017/2018 Advanced Officer/Continuing Professional Training cycle. In the Recommendation 49.1 package, SFPD provided documentation that 96 percent of its members have taken this Principled Policing training. SFPD has also integrated the training into the Basic Recruit Academy Curriculum since January 2017. Staff from the California Department of Justice have also attended this training and have observed that the training addresses, among other topics, the four principles of procedural justice (Voice, Neutrality, Respectful Treatment, and Trustworthiness), and explains why procedurally just policing increases police legitimacy, builds community trust, and in turn, increases safety and reduces crime. SFPD also provided examples of roll call trainings on the four principles of procedural justice that reinforce the lessons taught in required trainings.

The newly revised Department General Order (DGO) 1.08 on community policing, which is up for approval with the Police Commission on February 10, 2021, obligates the Commanding Officer of the Community Engagement Division (CED) to remain up to date on national best practices and to work with the Training Division to ensure that the curriculum is consistent with those best practices. DGO 1.08 also requires all SFPD members to attend Community Policing Training every two years. The Training Division must work with the CED to develop the training, which must be a minimum of 2 hours in length, and include best practices in community policing and community engagement, among other topics.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 50.1

Our office has completed its review of the materials related to Recommendation 50.1 that have been submitted to us as part of the collaborative reform process. This package focused on ensuring SFPD officers read and understand the Final Report of the President's Task Force on 21st Century Policing. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 50.1: The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.

Response to 50.1: On December 27, 2016, SFPD published Department Bulletin 16-216, "Mandatory Reading Revised." The Bulletin required SFPD officers to read the Department of Justice CRI Assessment and the President's Task Force on 21st Century Policing Report, and suggested officers read other relevant materials. On June 25, 2019, SFPD published San Francisco Bulletin 19-135, "Mandatory Reading Reminder," reminding personnel of their obligation to read the Assessment and Report. On May 12, 2020, SFPD ran an audit of SFPD personnel that had signed off on the Bulletin using the Human Resources Management System, with 99.45% of personnel having signed off.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 50.2

Our office has completed its review of the materials related to Recommendation 50.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD formalizing continued discussions on the 21st Century Policing Task Force Report with a focus on emerging best practices. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 50.2: On December 27, 2016, SFPD published Department Bulletin 16-216, "Mandatory Reading Revised." The Bulletin requires SFPD officers to read and maintain working knowledge of the Department of Justice CRI Assessment and the President's Task Force on 21 Century Policing Report. On June 25, 2019, SFPD published Department Bulletin 19-135, "Mandatory Reading Reminder," reminding officers of their duties to read the reports. An audit conducted on May 12, 2020, found that 99.45% of SFPD personnel had signed off on having read the reports.

On August 19, 2020, SFPD published Bureau Order 20-01, "21st Century Policing discussions for captains to have at their community meetings and forums." The Order requires district station captains to present on one of the six pillars of 21st Century Policing at their monthly community meetings, covering all six pillars through the course of the year. The six pillars are (1) building trust and legitimacy, (2) policy and oversight, (3) technology and social media, (4) community policing and crime reduction, (5) training and education, and (6) officer wellness and safety. Captains are directed to present what SFPD is doing to support the pillar and how the

pillar affects the community. The Commander of the Community Engagement Division will conduct yearly audits to ensure compliance with the Order.

On July 18, 2019, SFPD issued Department Bulletin 19-152, "Monthly Roll-Call Training," which re-issued a prior bulletin on roll-call training. The Bulletin provides for monthly roll-call training focusing on Leadership, Procedural Justice, Fair and Impartial Policing, the President's Task Force on 21st Century Policing report, and other contemporary topics. Training coordinators are provided materials before each training and are responsible for ensuring all the members within their unit have participated in the trainings through the Human Resources Management System. Additionally, the SFPD Training Division provided outlines for monthly roll-call trainings in 2019 and 2020 that describe the six pillars of the 21st Century Policing Report and provide questions for discussion on each pillar. Outlines included definitions, hypothetical scenarios for analysis, and supervisory responsibilities. An audit conducted on August 27, 2020, of a March 2020 roll call on the six pillars found that 99% of officers had completed the roll-call training.

The principles of the 21st Century Policing Report have also been incorporated into other department training. For example, SFPD requires officers to attend a Principled Policing training on legitimacy and procedural justice every two years, which focuses on community trust and engagement. The 21st Century Policing Report principles are also incorporated in SFPD's Community Policing Strategic Plan, which lists as an objective "Integrate community policing values in recruitment, training, and professional development of SFPD members" and provides specific recommendations on how to achieve the objective, such as the trainings to be provided.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 51.1

Our office has completed its review of the materials related to Recommendation 51.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD providing ongoing procedural justice and bias trainings informed by best practices. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 51.1: Beginning in 2017, SFPD began offering regular its current procedural justice and bias classes. The Principled Policing and Procedural Justice training, which addresses explicit and implicit bias, has been taught to all sergeants and officers in the Advanced Officer, Continuing Professional Training. The eight-hour course was created in conjunction with Stanford's SPARQ Think-tank Group (Social Psychological Answers to Real World Questions), ensuring SFPD used an evidence-based approach to the training. The training development include using statistics from course evaluations to show training effectiveness and attitude changes of participants. Additionally, the training has been integrated into the basic recruit academy curriculum in two courses, Principled Policing and Managing Implicit Bias.

Beginning in August 2019, the San Francisco Department of Human Resources began offering a course on implicit bias, "Managing Implicit Bias: Creating Awareness and Building Inclusion." Through individual trainings at the Academy and its inclusion in the basic recruit Academy, the course is being completed by nearly all SFPD officers. SFPD's audits of its courses show that ninety-eight percent of officers have completed their bias and procedural justice courses, and SFPD follows up with officers who have not been trained to ensure that training will occur.

To ensure continuing training on procedural justice and bias, SFPD has instituted a series of roll-call trainings, codified in Department Bulletin 19-152, "Monthly Roll Call Training" (July 18, 2019). The monthly trainings focus on leadership, procedural justice, fair and impartial policing, and the President's Task Force on 21st Century Policing. For example, a recent roll call training focused on the relationship between procedural justice and police legitimacy, and provided a sample scenario of an officer interaction with the public for discussion. The trainings also have a section regarding the role of supervisors.

Additionally, SFPD plans to offer a course called "Bias and Racial Profiling" beginning in 2021 as part of the advanced officer training. The course will focus on the historical context of bias and how bias affects decision making. On August 12, 2020, SFPD published revised Department General Order 5.17, "Bias Free Policing." The Order requires the Training Division to ensure that officers attend training on Principled Policing and Procedural Justice, Racial and Cultural Diversity and Racial Profiling, and Managing Implicit Biases, among other trainings. Draft Department General Oder 1.08 also requires officers to attend community policing training every two years.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 51.2

Our office has completed its review of the materials related to Recommendation 51.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD learning best practices from exchanges with other police departments. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 51.2: On November 17, 2020, SFPD's Professional Development Unit issued Unit Order 20-04, "Peer to Peer Training Curricula Exchanges for Training Improvement." The Order states that SFPD should conduct peer review of its trainings at least every two years and identifies partners and resources for the review, including IACPNET, the POST Training Managers' Symposium, Stanford's SPARQ (Social Psychological Answers to Real-World Questions) Think-tank Group, The Center for Policing Equity, and the New York Peace Institute.

SFPD has engaged in various peer reviews developing its training curricula, especially regarding its CIT training. When developing its Crisis Intervention Team (CIT) training, SFPD officers conducted a peer review of the Los Angeles and Memphis police departments to assess their programs, and then relied heavily on the Memphis model to develop its CIT training. SFPD officers also traveled to Seattle to learn and incorporate elements of the Seattle Police Department CIT training and relied on that visit to create SFPD's 10-hour CIT Field Tactics Course. In February 2018, members from the SFPD CIT Unit met with CIT staff from the Los Angeles Police Department (LAPD) to review their training curriculum and the outreach portion of their CIT program, which also includes a clinician response to critical incidents.

San Francisco has also conducted a peer-to-peer training exchange with the Austin Police Training Academy-Continuing Education Team. As a result of the exchange, SFPD collaborated with and attended the Austin Fair and Impartial Policing course, discussing best practices in training methods and content. Additionally, for its Principled Policing: Procedural Justice and Implicit Bias 8-hour course, SFPD partnered with the Stanford SPARQ Group.

SFPD has also been a resource for other police departments and has been recognized as a leader for its CIT trainings. Over the past three years, SFPD has presented its CIT Program at the California Crisis Intervention Team Association (CACITA) Conference, in Sacramento, CA, the American Psychological Association (APA) Conference in San Francisco, CA, and the California Association of Hostage Negotiators (CAHN) Regional Conference in San Francisco. SFPD was also invited to present at the 2020 Annual CAHN Conference in Southern California, which has been rescheduled to 2021 due to the Covid-19 pandemic. Other California police departments have attended SFPD's CIT training to learn from it, including police departments from Mountain View, Los Angeles, San Diego, Richmond, and Sacramento. SFPD is also committed to presenting and learning from the International Association of Chiefs of Police (IACP). Over the past three years, SFPD has presented three times to IACP regarding its Crisis Intervention (CIT) strategies, Leadership, and Critical Mindset Coordinated Response trainings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 52.1

Our office has completed its review of the materials supporting implementation of Recommendation 52.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 52.1:

SFPD provides services to people experiencing homelessness through the Healthy Streets Operation Center (HSOC), which is a collaboration among SFPD, the Department of Homelessness and Supportive Housing, the Department of Public Health, and Public Works to address homelessness in the city. The HSOC provides coordinated outreach to people

experiencing homelessness and people struggling with behavioral health issues. The HSOC coordinates services to encampments, provides referrals for housing, shelter, and various services, and works to improve the medical and behavioral health of people. The HSOC partners put together a charter in August 2018 which describes the goals and objectives of the HSOC, the evolving strategies to achieve those goals and objectives, and the roles and responsibilities of each member on the HSOC team.

To ensure that there are sufficient and appropriate SFPD resources to support the HSOC's work, the SFPD member who serves as the HSOC Planning Section Chief reviews a weekly dashboard report that provides several forms of data, including the time it takes to respond or resolve a 311 or 911 call related to homelessness. The Planning Section Chief uses this information to make sure that staffing levels are adequate. The HSOC partners also regularly convene to ensure adequate support for its work. The HSOC partners have daily calls during the week where they discuss that day's efforts at outreach and any need for additional outreach. As part of that daily call, the HSOC partners plan for outreach the next day and determine the appropriate level of resources to deploy and the locations of outreach, among other issues. Managers from each of the HSOC partner agencies also meet on a weekly basis to discuss updates on outreach efforts, resources, and the need for any policy revisions, among other issues.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 52.2

Our office has completed its review of the materials supporting implementation of Recommendation 52.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 52.2:

SFPD collaborates with the Department of Homelessness and Supportive Housing, the Department of Public Health, and Public Works to address homelessness in the city. This collaboration has developed into the Healthy Streets Operation Center (HSOC). HSOC provides coordinated outreach to people experiencing homelessness and people struggling with behavioral health issues. The HSOC coordinates services to encampments, provides referrals for housing, shelter, and various services, and works to improve the medical and behavioral health of people. The HSOC partners have put together a charter in August 2018 which describes shared goals and objectives of the HSOC, the evolving strategies to achieves those goals and objectives, and the roles and responsibilities of each member on the HSOC team. Some of the roles for SFPD members include having a SFPD Commander serve as the coordinator of the work of each HSOC member agency. The charter also makes clear that SFPD is responsible for any public safety issues that arise in the course of addressing homelessness in the city.

As part of its work with HSOC, SFPD engages with community organizations, including coordinating same day shelter access with Glide Memorial Church's Walk In Center, free meal programs with Glide and St. Anthony's Church, and mental health services with DORE Urgent Clinic and Mission Mental Health.

HSOC partners regularly convene to ensure adequate support for its work. HSOC partners have daily calls during the week where they discuss that day's efforts at outreach and any need for additional outreach. The HSOC partners also plan for outreach the next day and determine the appropriate level of resources to deploy and the locations of outreach, among other issues. Managers from each of the HSOC partner agencies also meet on a weekly basis to discuss updates on outreach efforts, resources, and the need for any policy revisions, among other issues.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 52.3

Our office has completed its review of the materials related to Recommendation 52.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 52.3:

SFPD's primary support for its compliance with this recommendation is its participation in the Healthy Streets Operation Center (HSOC), which is a collaboration among SFPD, the Department of Homelessness and Supportive Housing, the Department of Public Health, and Public Works to address homelessness in the city. HSOC provides coordinated outreach to people experiencing homelessness and people struggling with behavioral health issues. The California Department of Justice agrees with Hillard Heintze that SFPD plays an integral role in this collaborative but that it does not drive the process. Given that, it is reasonable that SFPD would not be the stakeholder that leads HSOC's work on the data collection and analysis recommended here.

SFPD has nonetheless provided support that it engages in data collection and analysis as part of its role in HSOC. Prior to the implementation of the HSOC, most city departments involved in addressing homelessness tracked related data in siloes. HSOC centralized data collection and analysis within the City Controller's Office, which is now in charge of maintaining dashboards that provide statistics on various issues related to HSOC's work, including the number of people whom SFPD encounters in response to calls for service and the number of people whom HSOC team members proactively interact with to provide referrals or connections to care. It is important to note that, due to the pandemic, the City Controller's Office reallocated its staff resources elsewhere and currently only maintains data and dashboards related to the number of tents and occupied vehicles in the city.

The San Francisco Police Department's HSOC Unit chief, along with the HSOC management team, reviews the dashboard to ensure that the SFPD and other HSOC staffing levels are adequate and deployed appropriately. The HSOC management team reviews the dashboards to ensure that the appropriate resources and outreach efforts are being deployed appropriately and effectively. The HSOC partners also have daily calls during the week in which they discuss that day's efforts at outreach and any need for additional outreach. As part of that daily call, the HSOC partners plan for outreach the next day and determine the appropriate level of resources to deploy and the locations of outreach, among other issues. Managers from each of the HSOC partner agencies also meet on a weekly basis to discuss updates on outreach efforts, resources, and the need for any policy revisions, among other issues.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss this further.

Recommendation 53.1

Our office has completed its review of the materials related to Recommendation 53.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD including community policing goals as part of performance evaluations. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 53.1: On July 23, 2020, SFPD issued Department Bulletin 20-118, "Patrol Officer Semi-Annual Performance Appraisal, Updated SFPD Form, 438A." The Bulletin announced that SFPD had added new sections to the Patrol Officer Semi-Annual Performance Appraisal related to community policing. The first section, Communicating & Interacting with Citizens/Communities, evaluates officers on eight areas such as serving citizen needs and requests objectively and with concern, using cultural understanding to resolve problems, and developing partnerships with the community. The second section, Community Policing/Problem Solving Skills, evaluates officers on their use of SFPD's problem-solving procedure, their identification of root causes of problems, and their selection of workable solutions.

Under Department General Order 3.18, "Performance Improvement Program," sergeants evaluate the performance of officers using a Performance Improvement Program binder. As explained in Department Manual 6, "Performance Improvement Program," these binders include the Patrol Officer Semi-Annual Performance Appraisals. Sergeants are required to maintain these binders for officers under their supervision, Lieutenants are required to supervise sergeants in ensuring that patrol officer appraisals occur and are maintained in officers' Performance Improvement Plan binders, and command officers are required to periodically inspect the binders and take remedial action for deficiencies. Additionally, the Staff Inspection Unit is required to inspect the binders on a continual basis to ensure compliance with Department Manual 6. To commend officers who excel at community policing, SFPD has revised Department General

Order 3.09, "Department Awards" to include the Strategic Problem-Solving Award and the Community Engagement Award.

SFPD Department Manual 8, "Performance Appraisal Guide," requires supervisors to conduct the Semi-Annual Performance Appraisals, which now include the content required by Department Bulletin 20-118, and provides guidance on the evaluation process. Supervisors also document patrol officer activity in Monthly Activity Reports that become a part of the Semi-Annual Performance Appraisal. Activities include community meetings attended.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 54.1

Our office has completed its review of the materials related to Recommendation 54.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD expanding its reward and recognition system to include officer decisions that result in de-escalation and good community outcomes. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 54.1: On March 2, 2020, SFPD proposed updates to Department General Order 3.09, Department Awards, to the Police Commission. The draft Order includes adding a Police Commission and Department Awards Committee commendation recognizing officers who use de-escalation to resolve incidents with an armed subject, or subjects exhibiting violent behavior, with minimal or no use of force. SFPD has also proposed a new Community Oriented Policing and Problem-Solving Award for strategic problem solving to persistent issues and for developing original, self-initiated community-engagement projects. SFPD also proposed instituting an officer-of-the-month and year award.

Since 2015, the San Francisco Mental Health and SFPD Crisis Intervention Team (CIT) has hosted five annual CIT awards Ceremonies. The award recognized officers who used CIT tactics and de-escalation techniques during various incidents. SFPD has proposed moving the CIT award, currently in Department General Order 5.21, to General Order 3.09. The move would coincide with revisions to the award. The proposed language would award officers who demonstrates excellence by resolving critical incidents using crisis-intervention-team principles with minimal to no use of force. The award would come with a ribbon to wear on officer uniforms as well as a monetary award.

The inclusion of a monetary award for the CIT award also appears to satisfy one of the San Francisco Commission on the Status of Women report recommendations (Recommendation 6.4: "Add commensurate monetary awards to Crisis Intervention Awards"). The addition of a monetary award places the CIT award, which is more often awarded to women than other SFPD awards, on more similar footing to other officer awards and helps institutionalize respect for non-physical awards. It is promising that SFPD is meeting this recommendation and Cal DOJ encourages SFPD to meet the Commission's related recommendations regarding implicit bias in

the commendation selection process and regarding diversity of the commendation review committee.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 54.2

Our office has completed its review of the materials related to Recommendation 54.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD starting an officer recognition program to reward positive policing with the community. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 54.2: On January 5, 2021, SFPD issued Department Bulletin 21-003, "Featured Officer of the Month and Officer of the Year Awards." The Bulletin states that the award is intended to advance good community policing practices and the idea of the police officer as a guardian.

Under the Bulletin, the Assistant Chief, Deputy Chief, and Executive Director will rotate choosing an officer to recognize each month of the year. Every January, Captains and Command staff will vote for one of the Officers of the Month to be Officer of the Year. The Commander of the Community Engagement Division will coordinate and ensure SFPD follows the process specified in the Bulletin. The nomination criteria include creative problem-solving, community projects, and community service. SFPD is currently revising Department General Order 3.09, "Department General Awards," and intends to add information about community policing awards to the Order.

Engaging these high leadership positions, such as the Assistant Chief, supports the value placed on the award. Each Officer of the Month will receive a certificate and be featured in a monthly message from the Chief's Office. The Officer of the Year will receive their award during an awards ceremony and will receive a plaque from the Police Commission displayed at Police Headquarters.

The Officer of the Month policy and implementation only recently began, but so far it is being implemented successfully. The first Officer of the Month recognized an officer for her dedication to the community and youth mentorship. The nomination memorandum noted her youth engagement through Mulatto Meadows, which provides equestrian opportunities to marginalized communities, her initiation of a community clean-up event, and her participation in Halloween community events.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as this recommendation was only recently implemented Cal DOJ recommends SFPD conduct a brief review after the first yearly award to ensure compliance with the process and make improvements.

Recommendation 55.1

Our office has completed its review of the materials related to Recommendation 55.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD improving transparency around officer misconduct. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 55.1: Part of SFPD's strategy to improve communication about officer misconduct involved improving access to SFPD reports and renaming reports to make them accessible to the public. SFPD created a section on its webpage called "Published Reports" to centralize SFPD reports that includes links to officer-involved-shooting (OIS) data reports, early intervention system reports, and disciplinary reports (https://www.sanfranciscopolice.org/your-sfpd/published-reports). SFPD also changed the name of the disciplinary report from the "Veronese Report" to "Disciplinary Report" so that the public would be able to find it. SFPD's Media Relations Unit Order 16-02, "Posting of OIS Data to Department Webpage," commits SFPD to updating the Published Reports webpage with current reports.

SFPD also published Media Relations Unit Order 16-01, "Public Info: Procedures for Filing Complaints of Misconduct." The Unit Order commits SFPD to publishing an annual report on discipline cases on the SFPD website and to also posting information on filing complaints, the whistle-blower program, and the Youth Commission's "Know Your Rights" on social media every three months. Additionally, the associated "Unit Order 16-01 Social Media and Web Posting Checklist" directs SFPD to publish a variety of quarterly reports, including Internal Affairs Division sustained complaints, Firearm Discharge Review Board reports, and use-of-force reports. Unit Order 16-01 directs SFPD's Social Media Manager to forward the reports to district station captains for use in their newsletters and community meetings.

Relatedly, twice a year district station captains are required to use a portion of their monthly meetings to discuss the process for filing a complaint including a review of DGO 2.04 (Citizen Complaints), information on where to find various reports, general information about OIS investigations, and results of the Disciplinary Review Board reports. (Field Bureau Order 20-03, "District Captains Bi-annual Community Meetings"). SFPD has used virtual meetings and newsletters to convey this information during the pandemic, but plans to resume in-person meetings as safety permits.

Media Relations Unit Order 16-02, "Posting of OIS Data to Department Webpage," requires SFPD to maintain its webpage with information regarding OIS investigations. The Unit Order requires the SFPD webpage to contain a description of the OIS investigative process, links to relevant policies, and a table of OIS data broken down by year (https://www.sanfranciscopolice.org/your-sfpd/policies/officer-involved-shooting-faq; and https://www.sanfranciscopolice.org/your-sfpd/published-reports/officer-involved-shootings-ois-data)

To ensure transparency for an OIS, the SFPD Media Relations Unit issued Unit Order 16-03 on the steps it must take following any OIS. The Unit Order directs the Department to provide an

initial press briefing providing the public and press with factual information known at the time and directing them to the Department's website for information on OIS investigations, use of force policies, among other directives. SFPD must also conduct a town hall within ten days of an OIS. The Unit Order describes the responsibilities of the Department during the town hall, which include coordinating the display of photos of any evidence and providing printed copies of relevant Department General Orders for the public. The MRU conducts an after-review and debriefing meeting following a town hall to identify areas of improvement.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 56.1

Our office has completed its review of the materials related to Recommendation 56.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD working with partners to inform complainants and the public about the status of complaints. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 56.1: The SFPD should work with the DPA and Police Commission to minimize obstacles to transparency as allowed by law to improve communications to complainants and the public regarding investigation status, timelines, disposition, and outcome.

Response to 56.1: On July 16, 2020, SFPD Internal Affairs Division created a "customer service protocol" to improve communication with complainants by providing status updates. Under the protocol, IAD will send the complainant a form letter within five days indicating that the complaint has been received and is being internally investigated. The protocol requires the assigned IAD investigator to contact the complainant with status updates monthly until the end of the adjudication of the complaint. At that point, IAD will mail a form letter to the complainant with SFPD's findings. Cal DOJ recommended that SFPD provide complainants more information in the findings letter; however, SFPD was concerned about the legal ramifications of adding information and did not require additional information to be included in the letter.

Regarding publicly available information, DPA publishes monthly "Openness Reports" on the DPA website. The reports include information regarding the complaints DPA received each month, including a summary of each allegation and DPA's findings. SFPD links to the DPA website and its published reports on the SFPD website (https://www.sanfranciscopolice.org/your-sfpd/published-reports). DPA also links to its yearly report on complaint statistics on the front page of its website (https://sfgov.org/dpa/ and https://sfgov.org/dpa/sites/default/files/DPA_Statistical_Overview_19.pdf). Additionally, SFPD provides a quarterly IAD report to the Police Commission with the number and type of IAD investigations initiated during the quarter, which is also available on the Police Commission's website (https://sfgov.org/policecommission//iad-sustained-complaints-chiefs-decision-0).

On May 15, 2019, SFPD published Department General Order (DGO) 2.04, "Complaints Against Officers." The DGO had not been updated since 1994. The revised DGO added procedures for increasing public access in the complaint process, including requiring SFPD district stations to display of Department of Police Accountability (DPA) complaint form and

brochure on the complaint process in multiple languages, requiring officers to provide DPA contact information to members of the public on request, and requiring officers to assist in the preparation of a complaint form if requested by the complainant.

DGO 2.04 also established a Disciplinary Review Board to ensure that SFPD works with both the DPA and the Police Commission to review aggregate trends of complaints and specific sustained complaints to identify policy and training failures and make written recommendations.

The DRB consists of the SFPD Assistant Chief of Staff, Deputy Chief of the Administration Bureau, a member of the Police Commission, and the Director of the Department of Police Accountability. The DRB reports quarterly to the public and to the Commission on its recommendations and regarding the success or failure of any implemented recommendations.

The first DRB meeting was held on February 11, 2020 and, after a hiatus due to COVID-19

restrictions, DRB meetings resumed in October 2020. For the Fourth Quarter Disciplinary Review Board Meeting in 2020, the DRB composed a memorandum with nine recommendations. These included recommendations on DPA adding specificity in failure-to-supervise findings, providing the public specific numbers of IAD and DPA cases in addition to trend data, and adding a requirement that officers who receive a sustained discourtesy complaint go to specific training to address discourtesy. (December 28, 2020 memo from Assistant Chief Moser to Chief Scott).

Additionally, on December 2, 2020, representatives of SFPD, DPA, and the Police Commission met to discuss strategies to improve communications with the public regarding the complaint process. The group recommended the development of a common SharePoint communications system for the DRB, additional public educational sessions on the complaint process held at District stations (including each agency publicizing the sessions on their websites), and reviewing the finding letter template for possible additional information. On January 16, 2020, DPA and IAD piloted a presentation to Central Station regarding the complaint process and intend to roll out the presentation to other district stations as Covid restrictions ease.

SFPD and DPA also conduct monthly meetings on policy recommendations called “Sparks Meetings.” These meetings, required by the city charter, Police Commission Resolution 27-06, and SFPD Policy (see e.g., Written Directive’s Unit Order 20-03, "Collaboration with DPA During Policy Development"), are a forum for issues arising between SFPD and DPA, which have included resolving issues in the complaint process. For example, the August 2020 Sparks Meeting included a discussion on complaint log email troubleshooting.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD re-visit whether it can include additional information in the form letter to the complainant with SFPD’s findings, such as which steps were taken during the investigation (even if generalized).

Recommendation 56.2

Our office has completed its review of the materials related to Recommendation 56.2 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD allocating adequate resources to provide for status updates to complainants throughout the course of their cases. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 56.2: On July 16, 2020, SFPD's Internal Affairs Division issued a memorandum, "Approval of lAD Customer Service Protocol." The memorandum implemented a customer service protocol and established processes when individuals submit complaints regarding SFPD. When a complaint is filed, the IAD Officer in Charge makes and assessment and assignments are made to investigators based on a rotating schedule. The assigned investigator must send the complainant a letter within five days to inform the complainant that the complaint was received and is being investigated. The investigator will then reach out to the complainant for interview or follow up.

Additionally, the memorandum requires the investigator to be in contact with the complainant monthly at minimum to provide the complainant status updates. The investigator must memorialize all contacts and attempted contacts in the investigator's chronological report. Once the case is closed, the senior clerk will mail out a letter updating the complainant of the conclusion of the investigation and the Department's findings.

Under the memorandum, the lAD clerk performs quarterly audits to confirm that complainants have been contacted by the assigned investigator. If the clerk finds deficiencies, the clerk will bring refer the matter to the Officer in Charge of lAD for corrective action. The Officer in Charge of lAD is responsible for following up and ensuring that investigators adhere to the protocol.

The Officer in Charge of IAD assessed the staffing needs to when developing the new protocol. As described above, the Officer in Charge determined the assigned lAD investigator and senior clerk would be best suited to support the Internal Affairs Division with the customer service protocol and assigned responsibilities accordingly.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ again suggests in the interest of transparency that the closing letter to complainants provide greater detail regarding how complaints were investigated and decided (without providing confidential information).

Recommendation 56.3

Our office has completed its review of the materials related to Recommendation 56.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD working with DPA regarding public outreach regarding complaints and the complaint process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 56.3: The SFPD should work with the DPA to facilitate the same actions and outreach to the community as best suits the independence of the DPA.

Response to 56.3: On May 15, 2019, SFPD published Department General Order (DGO) 2.04, "Complaints Against Officers." The DGO had not been updated since 1994. The revised DGO added procedures for increasing public access in the complaint process, including requiring SFPD district stations to display of Department of Police Accountability (DPA) complaint form and brochure on the complaint process in multiple languages, requiring officers to provide DPA contact information to members of the public on request, and requiring officers to assist in the preparation of a complaint form if requested by the complainant. SFPD and DPA worked together to translate the complaint form into several languages, and SFPD and DPA have established a process under Department Bulletin 19-195 to ensure DPA receives a daily email log of all complaints received.

DGO 2.04 also established a Disciplinary Review Board to ensure that SFPD works with both the DPA and the Police Commission to review aggregate trends of complaints and specific sustained complaints to identify policy and training failures and make written recommendations. The DRB consists of the SFPD Assistant Chief of Staff, Deputy Chief of the Administration Bureau, a member of the Police Commission, and the Director of the Department of Police Accountability. The DRB reports quarterly to the public and to the Commission on its recommendations and regarding the success or failure of any implemented recommendations.

The first DRB meeting was held on February 11, 2020, and, after a hiatus due to COVID-19

restrictions, DRB meetings resumed in October 2020. For the Fourth Quarter Disciplinary Review Board Meeting in 2020, the DRB composed a memorandum with nine recommendations. These included recommendations on DPA adding specificity in failure-to-supervise findings, providing the public specific numbers of IAD and DPA cases in addition to trend data, and adding a requirement that officers who receive a sustained discourtesy complaint go to specific training to address discourtesy. (December 28, 2020 memo from Assistant Chief Moser to Chief Scott).

Additionally, on December 2, 2020, representatives of SFPD, DPA, and the Police Commission met to discuss strategies to improve communications with the public regarding the complaint process. The group recommended the development of a common SharePoint communications system for the DRB, additional public educational sessions on the complaint process held at District stations (including each agency publicizing the sessions on their websites), and reviewing the finding letter template for possible additional information. On January 16, 2020, DPA and IAD piloted a presentation to Central Station regarding the complaint process and intend to roll out the presentation to other district stations as Covid restrictions ease.

SFPD and DPA also conduct monthly meetings on policy recommendations called “Sparks Meetings.” These meetings, required by the city charter, Police Commission Resolution 27-06, and SFPD Policy (see e.g., Written Directive’s Unit Order 20-03, "Collaboration with DPA During Policy Development"), are a forum for issues arising between SFPD and DPA, which have included resolving issues in the complaint process. For example, the August 2020 Sparks Meeting included a discussion on complaint log email troubleshooting.

Regarding publicly available information, DPA publishes monthly “Openness Reports” on the DPA website. The reports include information regarding the complaints DPA received each

month, including a summary of each allegation and DPA's findings. SFPD links to the DPA website and its published reports on the SFPD website (https://www.sanfranciscopolice.org/your-sfpd/published-reports). DPA also links to its yearly report on complaint statistics on the front page of its website (https://sfgov.org/dpa/ and https://sfgov.org/dpa/sites/default/files/DPA_Statistical_Overview_19.pdf). Additionally, SFPD provides a quarterly IAD report to the Police Commission with the number and type of IAD investigations initiated during the quarter, which is also available on the Police Commission's website (https://sfgov.org/policecommission//iad-sustained-complaints-chiefs-decision-0).

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 56.4

Our office has completed its review of the materials related to Recommendation 56.4 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD providing information regarding the discipline process and rights to the community. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 56.4.: The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.

Response to 56.4: SFPD worked with DPA to create DPA's Complaint Process brochure. That brochure explains who can file a complaint, what to include, how to file a complaint, and the process after filing a complaint. SFPD also developed a "Know Your Rights for Youth In San Francisco" brochure. That brochure explains a person's rights when stopped, searched, and arrested, and contains DPA's website address for filing a complaint.

On May 15, 2019, SFPD published an updated Department General Order (DGO) 2.04, "Citizen Complaints Against Officers." The DGO requires copies of DPA's complaint form as well as DPA's Complaint Process brochure to be available in several languages at all district stations. SFPD has submitted photographs from district stations demonstrating that the brochures are generally available. Additionally, SFPD's website directs the public to DPA's website where members of the public can file a complaint electronically. The DPA website also has additional information regarding the complaint process.

Based upon all of the above, the Department of Justice finds that the SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD post DPA's brochure about the complaint process -- or similar information explaining the complaint process -- on its website.

Recommendation 56.5

Our office has completed its review of the materials related to Recommendation 56.5 that were submitted to us as part of the collaborative reform process. This package focused on SFPD and DPA creating a workshop to the public on the complaint process. After reviewing the package

and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 56.5: The SFPD should work with the DPA 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.

Response to 56.5: On August 26, 2020, SFPD issued Unit Order 20-03, "District Station Captains' Bi-annual Community Meetings on Officer Conduct, the Citizen Complaint Process and Bias-Free Policing." The Order outlines SFPD's responsibilities regarding communicating the complaint process at monthly community meetings. Under the Order, at meetings in March and August District Station Captains must devote a portion of the monthly community meeting to a discussion officer conduct and the process for filing a complaint or commendation for an officer. This information must also be included in the Captain's email newsletter. Additionally, each District Captain must contact DPA and provide DPA to add to the agenda or present to the community.

The Order includes a list of required topics to cover at these meetings. They include, among other topics, (1) a review of DGO 2.04, "Citizen Complaints Against Officers," (2) results of quarterly Disciplinary Review Board reports as presented to the Police Commission, and (3) information on where to locate the reports regarding use of force, the firearm discharge review board, and internal affairs division and police commission sustained complaints. Captains must memorialize the meetings in memoranda sent to the Deputy Chief of Field Operations. Due to COVID-19, District Captains have held virtual community meetings via Zoom.

In 2019 SFPD and DPA began corresponding about a joint presentation to the community on the complaint process. On January 16, 2020, DPA and IAD piloted a presentation to Central Station regarding the complaint process. SFPD and DPA advertised the presentation through social media, newsletters, and flyers. SFPD and DPA intend to roll out the presentation to other district stations as Covid restrictions ease.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 56.6

Our office has completed its review of the materials related to Recommendation 56.6 that were submitted to us as part of the collaborative reform process. This package focused on SFPD working with DPA to identify and resolve complaint investigation issues. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 56.6: The SFPD should encourage the DPA and lAD to identify obstacles that interfere with optimal complaints investigations and accountability, with a goal of implementing changes to better support their intended missions.

Response to 56.6: On May 15, 2019, SFPD published Department General Order (DGO) 2.04, "Complaints Against Officers." The DGO had not been updated since 1994. The revised DGO added procedures for increasing public access in the complaint process. DGO 2.04 also established a Disciplinary Review Board to ensure that SFPD works with both the DPA and the

Police Commission to review aggregate trends of complaints and specific sustained complaints to identify policy and training failures and make written recommendations. The DRB consists of the SFPD Assistant Chief of Staff, Deputy Chief of the Administration Bureau, a member of the Police Commission, and the Director of the Department of Police Accountability. The DRB reports quarterly to the public and to the Commission on its recommendations and regarding the success or failure of any implemented recommendations.

The first DRB meeting was held on February 11, 2020, and, after a hiatus due to COVID-19 restrictions, DRB meetings resumed in October 2020. For the Fourth Quarter Disciplinary Review Board Meeting in 2020, the DRB composed a memorandum with nine recommendations. These included recommendations on DPA adding specificity in failure-to-supervise findings, providing the public specific numbers of IAD and DPA cases in addition to trend data, and adding a requirement that officers who receive a sustained discourtesy complaint go to specific training to address discourtesy. (December 28, 2020 memo from Assistant Chief Moser to Chief Scott).

SFPD and DPA also conduct monthly meetings on policy recommendations called "Sparks Meetings." These meetings, required by the city charter, Police Commission Resolution 27-06, and SFPD Policy (see e.g., Written Directive's Unit Order 20-03, "Collaboration with DPA During Policy Development"), are a forum for issues arising between SFPD and DPA, which have included resolving issues in the complaint process. For example, the August 2020 Sparks Meeting included a discussion on complaint log email troubleshooting.

Additionally, on December 2, 2020, representatives of SFPD, DPA, and the Police Commission met to discuss strategies to improve communications with the public regarding the complaint process. The group recommended the development of a common SharePoint communications system for the DRB, additional public educational sessions on the complaint process held at District stations (including each agency publicizing the sessions on their websites), and reviewing the finding letter template for possible additional information. On January 16, 2020, DPA and IAD piloted a presentation to Central Station regarding the complaint process and intend to roll out the presentation to other district stations as Covid restrictions ease.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 57.1

Our office has completed its review of the materials related to Recommendation 57.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring appropriate first interactions with individuals making complaints against the police. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 57.1: On May 15, 2019, SFPD published revised Department General Order 2.04, "Complaints Against Officers." The Order outlines SFPD's policies and procedures for

receiving, investigating, and processing complaints against officers and requires that SFPD personnel receive complaints with courtesy. The Order prohibits any attempts to threaten or harass complainant and mandates that individuals asking about the complaint process be provided the Department of Police Accountability complaint form and informational brochure. It also requires quarterly Disciplinary Review Board meetings between DPA and SFPD to discuss trends, policy recommendations, and training improvements. On December 20, 2017, SFPD published Department Bulletin 17-255, Revised SFPD/DPA Complaint Form 293, notifying personnel that the complaint form had been translated into Spanish, Chinese, Russian, Tagalog, and Vietnamese.

SFPD has also conducted roll-call training on the importance of first contacts with complainants, emphasizing that courtesy and active listening "builds and maintains public confidence and trust in the process." The training includes information about the complaint form and on supervisors' duties when receiving a complaint. SFPD followed up to ensure that all officers received the roll-call training. Information that could improve first contacts with complainants is also covered in the SFPD Principled Policing training (covering proper tone, active listening, neutrality), and the Department of Police Accountability provides two-hour training at Basic Academy on the complaint process. SFPD conducts surveys to improve these trainings.

On December 27, 2019, the SFPD Field Operations Bureau published Unit Order 19-01, District Captains' Bi-annual Community Meetings on Officer Conduct and the Members of the Public Complaint and Commendation Process. The Order requires district station captains to hold meetings with the public twice a year focusing on how to make a complaint and how to commend an officer. The meetings are memorialized in memoranda that are audited annually.

On August 10, 2020, SFPD published a Unit Order titled, "Collaboration with the Dept. of Police Accountability on Training & Complaint Trends." The Order requires quarterly meetings between the SFPD Academy, Professional Development Unit, and Field Training office with DPA to discuss training needs and opportunities. This forum promotes open dialogue where DPA can suggest training improvements based on the complaints it receives and information from complainants, which can include issues with first contacts if such issues arise. Notes are retained by the Professional Development Unit.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 57.2

Our office has completed its review of the materials related to Recommendation 57.2 that have been submitted to us as part of the collaborative reform process. This package focused on establishing norms and processes for SFPD officers assisting community members who are filing complaints. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 57.2.: The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.

Response to 57.2: On May 15, 2019, SFPD published an updated Department General Order (DGO) 2.04, "Citizen Complaints Against Officers." The DGO requires copies of DPA's

complaint form as well as DPA's complaint process brochure to be available in several languages at all District Stations. The DGO also states that it is SFPD policy to encourage everyone to bring forward complaints regarding inadequate police service or official misconduct, and to receive the complaints with courtesy. Chief Scott issued a Department Bulletin regarding the updated SFPD/DPA complaint form on December 20, 2017. And on November 26, 2018, Chief Scott issued another Bulletin reminding officers not to contact complainants or witnesses during an investigation.

SFPD worked with DPA to create DPA's complaint process brochure. That brochure explains who can file a complaint, what to include in a complaint, how to file a complaint, and the process after filing a complaint. SFPD has submitted photographs from district stations demonstrating that the brochures are generally available. Additionally, SFPD's website directs the public to DPA's website where members of the public can file a complaint electronically. The DPA website also has additional information regarding the complaint process.

Based upon all of the above, the Department of Justice finds that the SFPD is in substantial compliance with this recommendation.

Recommendation 57.3

Our office has completed its review of the materials related to Recommendation 57.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD training officers and supervisors on the public complaint process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 57.3: The SFPD should ensure that all personnel are trained and educated on the public complaint process and the location of the appropriate forms.

Response to 57.3: On May 15, 2018, the Police Commission passed Department General Order (DGO) 2.04, "Complaints Against Officers." The DGO outlines the policies and procedures for receiving, processing, and investigating complaints against officers. It also sets forth SFPD policy of encouraging complaints of inadequate policing or misconduct, and receiving the complaints with courtesy. The DGO requires copies of complaint forms and informational brochures regarding complaints to be available at all District Stations and in several languages. SFPD's website also routes users to an online complaint form. Accompanying the DGO, Department Bulletin 10-122, "Update Packer # 60," requited members to review and have working knowledge of the DGO.

The provisions of DGO 2.04 are taught to members in various trainings. For example, SFPD recruit classes are provided training by the Department of Police Accountability that covers the complaint process. The training includes common complaints and allegations, the complaint findings classifications, and an overview of the process from receipt of a complaint to final adjudication. The training also advises officers to assist community members who are filing complaints. The Department of Police Accountability also trains all newly promoted sergeants on the citizen complaint process during sergeants' two-week orientation seminar. The training includes the responsibilities of SFPD supervisors, including the duties of sergeants, during the complaint process. On August 8, 2019, SFPD conducted roll-call training on (1) respectfully

receiving complaints, (2) the location of complaint forms (including on officer computer desktops), and (3) supervisors' responsibilities upon receiving a complaint.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 57.4

Our office has completed its review of the materials related to Recommendation 57.4 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD developing materials for complainants who file complaints at department facilities. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 57.4.: The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.

Response to 57.4: SFPD worked with DPA to create DPA's Complaint Process brochure. That brochure explains who can file a complaint, what to include, how to file a complaint, and the process after filing a complaint. SFPD also developed a "Know Your Rights for Youth In San Francisco" brochure. That brochure explains a person's rights when stopped, searched, and arrested, and contains DPA's website address for filing a complaint.

On May 15, 2019, SFPD published an updated Department General Order (DGO) 2.04, "Citizen Complaints Against Officers." The DGO requires copies of DPA's complaint form as well as DPA's Complaint Process brochure to be available in several languages at all District Stations. SFPD has submitted photographs from district stations demonstrating that the brochures are generally available. Additionally, SFPD's website directs the public to DPA's website where members of the public can file a complaint electronically. The DPA website also has additional information regarding the complaint process.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD post DPA's brochure about the complaint process -- or similar information explaining the complaint process -- on its website.

Recommendation 58.1

Our office has completed its review of the materials related to Recommendation 58.1 that were submitted to us as part of the collaborative reform process. This package focused on restructuring the Community Engagement Division within SFPD. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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 manner to the DPA. Emails and fax should be considered for ensuring delivery and creating a record.

Response to 58.1: Under Department General Order 2.04, "Complaints Against Officers," once a complaint is received, the ranking officer is responsible for ensuring the original Department of Police Accountability (DPA) complaint form is routed by mail to DPA before reporting off-duty. On September 4, 2019, SFPD published Department Bulletin 19-185, "DPA Complaint Log." The Bulletin created SFPD Form 599, a complaint log to track complaints received at District Stations from members of the public against SFPD officers. The officer receiving the DPA complaint will document the complaint with a CAD (dispatch) number. The CAD number and other information (i.e. time/date of receipt, receiving member's information, etc.) are also documented on the form. The Bulletin requires each District Station to email the log to DPA (dpa.logssfgov.org) every day.

The Staff Inspection Unit (SIU) conducted an audit of complaints received at District Stations to confirm whether the complaints are properly documented on the DPA Complaint Log and properly forwarded to DPA in a timely manner. While most district stations showed 100% compliance, the audit revealed three missing logs and other minor discrepancies for other stations, such as a misdated logs or faulty attachments. Those issues were brought to the attention of Executive Director Catherine McGuire on July 9, 2020, through a memorandum for correction. Going forward, SFPD has made the complaint log submissions a regular and recurring agenda item on existing bi-weekly meetings between the SFPD Assistant Chief and the DPA Chief of Staff to identify and correct any issues.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 59.1

Our office has completed its review of the materials related to Recommendation 59.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring that administrative violations are timely and properly addressed. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 59.1: On July 27, 2020, SFPD published Unit Order 20-02, "Internal Affairs Division (lAD) & Investigative Services Division (ISD) Weekly Meeting and Case Tracking Sheets." The Order formalizes the practices of the Risk Management Office (RMO) to ensure that internal criminal and administrative investigations are properly and timely investigated and adjudicated. The Order establishes bi-weekly meeting among the Commander of the RMO, the Captain of RMO, the ISD Lieutenant, and the IAD Lieutenant to meet and review criminal and administrative investigations. These meetings focus on reviewing the IAD and ISD case tracking sheets, investigative strategies, and ensuring cases are adjudicated in a timely manner. The case tracking sheet information is maintained by the Officer in Charge of IAD and includes the date the case was received, tolling start and end dates, the reasons for tolling (e.g., criminal investigation or trial), and the case status.

Additionally, the Order requires that the ISD and IAD Lieutenants meet bi-weekly to discuss internal criminal cases and appropriate IAD involvement. The meetings inform the IAD Lieutenant of potential prosecution timelines and pending case closures which could affect criminal tolling, as well as any administrative violations uncovered by the criminal investigation.

Furthermore, as documented in a memorandum from Commander O'Sullivan (RMO) to Assistant Chief Moser on September 10, 2020, the IAD Lieutenant also individually meets bi-weekly with IAD investigators to review the current case load and case statuses of each investigator.

On July 27, 2020, SFPD published IAD Unit Order 20-03, "Internal Affairs Division Procedures." The Order provides that investigators should complete their investigations within six months; that open cases will be placed in a report to the Commander of the Office of Chief of Staff, the Commanding Officer of the RMO, and the Officer in Charge of IAD; and that investigators will meet with the IAD Officer in Charge monthly to provide case status updates.

Additionally, IAD now uses a software program called AIM, which sends 30, 60, and 90-day "warnings" to the investigator and the Lieutenant of IAD when a case is nearing the one-year statute of limitations. Pursuant to Unit Order 20-03, when a case is assigned the IAD Clerk enters case information into the IAD Case Management Database and also enters the information into the AIM system, and includes the assigned investigator, the date of occurrence, date assigned, and six-month date. Upon receipt of an AIM notice, the IAD Lieutenant will notify both the Captain and Commander of RMO and coordinate with the investigator to ensure the case is completed prior to expiring.

Due to the measures implemented by SFPD, currently SFPD has no cases that have exceeded the statute of limitations. When a case has exceeded the statute of limitations, it is reviewed within IAD, by the Captain and Commander of the Risk Management Office, and then presented to the Chief of Police.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 60.1

Our office has completed its review of the materials related to Recommendation 60.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 60.1:

The SFPD and DPA 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 [or otherwise, the agency is prohibited under state law from disciplining the accused officer].

Response to 60.1:

As a threshold matter, SFPD and the Department of Police Accountability [DPA] entered into a memorandum of understanding delegating DPA as the investigator of all complaints related to on-duty misconduct against sworn members acting under the color of authority. Under the MOU, SFPD is responsible for investigating any internal complaints made by a member against another member, as well as complaints against non-sworn members, complaints against a member related to off-duty conduct, and complaints by other agencies (such as the District Attorney's Office).

SFPD notes in the package for this Recommendation that the Department and DPA are unable to share a joint case tracking system because SFPD and DPA decided to use different software for case tracking. The California Department of Justice and Hillard Heintze agree that the decision not to develop a shared database to support ongoing reconciliation should not be factored against the Department in determining substantial compliance with this recommendation. However, the California Department of Justice agrees with Hillard Heintze that this decision does render the working relationship between SFPD and DPA less efficient because of the added administrative burden of tracking cases across two separate systems.

SFPD has, however, developed other protocols to ensure the timely progression of cases. First, SFPD's software vendor imports DPA's data on a weekly basis onto SFPD's system. Second, SFPD issued a unit order (Risk Management Office Unit Order 20-02) detailing the protocol for tracking investigations. Under this unit order, the Internal Affairs Division (IAD) maintains a spreadsheet that tracks all IAD investigations and captures various categories of information on each administrative investigation, including the date the case was received, any tolling of the disposition deadline, the basis for tolling, and the case status. The unit order also requires the Investigative Services Detail (ISD) to do the same for investigations into allegations of officer criminal misconduct. Pursuant to the unit order, the Lieutenants in IAD and ISD review their respective spreadsheets as part of biweekly case review meetings with the Commander of the Risk Management Office; the Commander of the Risk Management Officer further indicates that he also meets regularly with the Lieutenants during course of the week to discuss issues related to the timeliness of investigations. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser. Pursuant to the IAD Standard Operating Procedures Manual, the Lieutenants in IAD and ISD also hold biweekly meetings together to ensure the timely transfer of cases to and from their respective offices.

As further noted in the IAD Standard Operating Procedures Manual, IAD has an internal commitment to complete investigations within 6 months. This internal deadline is intended to ensure that the case can be completely adjudicated well within a year. The reason for this internal deadline is that no officer can be subject to disciplinary action if the agency has not completed the investigation within one year of the agency's discovery of the allegations of misconduct. See Government Code § 3304(d)(1). Under Unit Order 20-03, IAD investigators collectively meet on a monthly basis with the IAD Lieutenant to provide case updates as part of the effort to ensure that investigations are completed within six months; however, during the COVID-19 pandemic, these meetings occur more frequently, on a weekly basis. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser. The Commander of Risk Management further noted that the IAD Lieutenants meet individually with each investigator on a biweekly basis. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser. Further, investigators must advise the IAD Lieutenant if any case cannot be completed within six months.

On top of these regular meetings, the Commander of the Risk Management Office also holds separate quarterly meetings with Lieutenants of IAD and ISD specifically to discuss the status and maintenance of their respective spreadsheets.

Third, SFPD's tracking software also automatically sends out 90, 60, and 30-day warnings to the investigator of an administrative investigation and the IAD Lieutenant, advising of the expiration of deadline to complete an investigation within one year.

The regularly meetings and automatic alerts significantly reduce the concern that administrative investigations will not be timely resolved.

Finally, under the DPA-SFPD MOU, DPA provides quarterly updates on its cases to IAD, which includes the expected completion dates of their investigations and any statutory deadlines. DPA must also notify the Chief of Police and IAD of all investigations that have passed the six-month mark (including those where the 1-year deadline is tolled). DPA also notifies the Chief of Police when their investigation has passed the nine-month mark and provides (1) the basis for why it is unable to complete the investigation and (2) the expected completion dates.

These various protocols, both internally and with DPA, help to ensure the timely resolution of the investigations.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 60.2

Our office has completed its review of the materials related to Recommendation 60.2 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD and DPA establishing a protocol with specific timeframes for completing investigative responsibilities and for transferring cases if criminal allegations are made against SFPD officers. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 60.2.: The SFPD and DPA 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.

Response to 60.2: On May 15, 2019, SFPD published Department General Order (DGO) 2.04, Complaints Against Officers, outlining SFPD's procedures for investigating and processing complaints against officers and describing the Department of Police Accountability (DPA) procedures. Among the procedures outlined, there must be an immediate investigation and report if a complainant alleges criminal conduct and SFPD must immediately notify DPA and the Internal Affairs Division (IAD). DPA, in turn, must also immediately forward the complainants' information to the District Attorney's Office. A disciplinary review board, including DPA, the Police Commission, and SFPD, must meet quarterly to discuss complaint trends, policy, and training failures, as well as SFPD and DPA recommendations. The review board can make recommendations and will meet with the public and Police Commission quarterly.

On May 28, 2019, SFPD and DPA entered into a memorandum of understanding regarding DGO 2.04. This memorandum sets internal deadlines such as:

- Sending quarterly updates on cases to IAD with expected completion dates,
- Notifying the Chief of Police and IAD of all cases that reach the six-month mark, and
- Informing the Chief of Police of the reasons for any delay over nine months.

Additionally, if a complaint alleges SFPD criminal conduct, DPA must immediately forward the complainant's information to the District Attorney's Office. Within 30 days of completing an investigation, DPA will send complainants and named officers a letter containing the disposition of the complaint and instructions for requesting a hearing. When DPA sustains a complaint, the Chief of Police has 45 days to make an action recommendation. The Chiefs of Staff of SFPD and DPA must meet monthly to discuss discipline, policy, and training. The memorandum also details the structure of the SPFD/DPA quarterly reports and meetings.

On August 17, 2018, IAD published Unit Order 18-05, updating its investigative policy. The Unit Order requires monthly reports of open IAD cases, and the Officer in Charge of IAD must review open cases with investigators every 30 days. Investigators should complete their investigations within 7 months and must provide an explanation if they are unable.

SFPD provided agendas documenting meetings with the DPA and a memorandum documenting SFPD and DPA's current discussions regarding complaint deadline issues. As further support, SFPD provided a spreadsheet of sustained complaints that SFPD represented was provided to the Police Commission. While these submitted documents are sufficient to meet the requirements of substantial compliance under this recommendation, Hillard Heinzte requested that SFPD provide status reports to better document the review process. Despite this request, SFPD failed to provide such reports. In the future, to demonstrate its compliance with this recommendation, SFPD should provide all such documentary evidence.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 60.3

Our office has completed its review of the materials related to Recommendation 60.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 60.3:

SFPD has developed a protocol that (1) ensures the timely transfer of cases from the Investigative Services Detail (ISD) to the Internal Affairs Division (IAD) and (2) takes into account the statutory requirement that the Department cannot impose discipline on an officer if the investigation is not completed within one year of the agency's discovery of the allegations of misconduct. See Government Code § 3304(d)(1). As part of that protocol, SFPD issued a unit order (Risk Management Office Unit Order 20-02) detailing the protocol for tracking

investigations and the various obligations of supervisors. Under this unit order, both IAD and ISD must maintain separate spreadsheets of their respective investigations, which capture various categories of information on each administrative investigation, including the date the case was received, any tolling of the disposition deadline date, the basis for tolling, and the case status. Unit Order 20-02 also obligates the Lieutenants of IAD and ISD to maintain these spreadsheets, which includes monitoring the cases captured on the spreadsheet for timeliness. Pursuant to the Unit Order, the Lieutenants may be subject to disciplinary action if they fail to meet this obligation.

Pursuant to Unit Order 20-02, the Lieutenants in IAD and ISD are required to review their respective spreadsheets as part of biweekly case review meetings with the Commander of the Risk Management Office; the Commander of the Risk Management Officer indicates that he also meets regularly with the Lieutenants during course of the week to discuss issues related to the timeliness of investigations. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser. As noted in the IAD Standard Operating Procedures Manual, the Lieutenants in IAD and ISD also meet together on a biweekly basis for the purpose of ensuring timely transfer of cases between the two offices.

Under Unit Order 20-03, IAD investigators collectively meet on a monthly basis with the IAD Lieutenant to provide case updates, to ensure that investigations are completed within six months; during the COVID-19 pandemic, these meetings occur more frequently, on a weekly basis. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser. The Commander of Risk Management further noted that the IAD Lieutenants individually with each investigator on a biweekly basis. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser.

IAD has an internal commitment to complete investigations within 6 months. This internal deadline is intended to ensure that the case can be completely adjudicated well within a year. The reason for this internal deadline is that no officer can be subject to disciplinary action if the agency has not completed the investigation within one year of the agency's discovery of the allegations of misconduct. See Government Code § 3304(d)(1). Given this statutory limitation, the SOP Manual obligates investigators to advise the IAD Lieutenant if any case cannot be completed within six months or if there are any other issues that could cause a delay in the completion of the investigation (such as an inability to interview the accused member).

On top of these meetings, the Commander of the Risk Management Office also holds separate quarterly meetings with Lieutenants of IAD and ISD to discuss the status and maintenance of their respective spreadsheets.

The regular meetings collectively ensure consistent internal review for timely transfer of cases. The Department has noted that since the implementation of the protocol in July 2020 as described above, no investigation already in progress has continued past 1-year statutory deadline. Between 2018 and the implementation of this protocol, two investigations exceeded the 1-year statutory deadline that would have permitted the Department to begin disciplinary proceedings. The package does not indicate whether there was any disciplinary action taken because these two investigations were untimely for the purposes of imposing discipline. However, SFPD notes that it instituted the protocol described above in response to these two untimely investigations.

Finally, SFPD's IAD staff were trained on the protocol described above in September 2020. The California Department of Justice agrees with Hillard Heintze's recommendation that this unit level training should occur on an annual basis.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 61.1

Our office has completed its review of the materials related to Recommendation 61.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 61.1:

The SFPD should develop a Standard Operating Procedures Manual detailing the scope of responsibility for all functions within the Internal Affairs Division [IAD]. Standard operating procedures should provide guidance and advice on conflict reduction, whether internal or external to the SFPD.

Response to 61.1:

SFPD's Internal Affairs Division has developed a Standard Operating Procedures Manual, which goes into extensive detail about the various policies and procedures involving administrative investigations. The SOP Manual addresses the scenario where an allegation of misconduct requires both criminal and administrative investigations. In those circumstances, the SOP Manual directs the Officer in Charge (OIC) of the Investigative Services Detail to determine, on a case by case basis, whether concurrent investigations may occur or if the IAD investigation should toll during the pendency of the ISD investigation.

Under the SOP Manual, the OIC or a designee must conduct quarterly reviews of the SOP to ensure that it is updated as needed to be consistent with changes to Department policy or case law. The first of these quarterly reviews took place on September 30, 2020. During this meeting, a Sergeant also trained IAD staff on the substance of the SOP Manual and a related Unit Order (20-03 "IAD Procedures"). The SOP Manual also mandates that newly assigned IAD investigators will work closely with a more experienced IAD investigator for training purposes.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 61.2

Our office has completed its review of the materials related to Recommendation 61.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 61.2:

SFPD has prepared a Standard Operating Procedures Manual and a Unit Order (Risk Management Office 20-03 "IAD Procedures"), which goes into extensive detail about the various policies and procedures involving administrative investigations.

The SOP Manual specifically lists out the respective responsibilities for the IAD Sergeants and Lieutenants. As examples, the SOP Manual obligates IAD Sergeants to ensure that the accused SFPD member is notified of (1) the complaint against them and (2) their rights and responsibilities in any administrative investigation. The SOP Manual also obligates the Lieutenant to attend biweekly meetings with the Commander of the Risk Management Office to review pending cases and separate biweekly meetings with the Lieutenant in the Investigative Services Detail [ISD] to discuss the timely transfer of cases between the units.

The SOP Manual also provides detailed information about various deadlines/timelines for investigations. For example, because no officer can be subject to disciplinary action if the agency has not completed the investigation within one year of the agency's discovery of the allegations of misconduct, see Government Code § 3304(d)(1),the SOP Manual directs IAD investigators to make every effort to complete an investigation within 6 months to ensure that the case is fully adjudicated within a year. As another example, the SOP Manual requires an investigator to interview the accused SFPD member within ten days of notifying the member of the complaint.

To hold IAD members accountable and to ensure their compliance with the SOP Manual, IAD staff participate in several, regular meetings. The IAD Lieutenant maintains a spreadsheet of the unit's investigations, which captures various categories of information on each administrative investigation, including the date the case was received, any tolling of the disposition deadline date, the basis for tolling, and the case status. Pursuant to Unit Order 20-02, the Lieutenants in IAD and ISD review their respective spreadsheets as part of biweekly case review meetings with the Commander of the Risk Management Office; the Commander of the Risk Management Officer indicates that he also meets regularly with the Lieutenants during course of the week to discuss issues related to the timeliness of investigations. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser. As noted in the SOP Manual, the Lieutenants in IAD and ISD also meet together on a biweekly basis for the purpose of ensuring timely transfer of cases between the two offices. On top of these meetings, the Commander of the Risk Management Office also holds separate quarterly meetings with Lieutenants of IAD and ISD to discuss the status and maintenance of their respective spreadsheets.

Finally, the IAD Lieutenant also meets individually with each IAD investigator on a biweekly basis to discuss their open cases. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser. Under Unit Order 20-03, IAD investigators collectively meet on a monthly basis with the IAD Lieutenant to provide case updates, to ensure that investigations are completed within six months; during the COVID-19 pandemic, these meetings occur more frequently, on a weekly basis. See September 10, 2020 memo from Commander O'Sullivan to Assistant Chief Moser. Further, investigators must advise the IAD Lieutenant if any case cannot be completed within six months.

These meetings collectively ensure that IAD unit compliance with the SOP Manual and state laws.

The Department has noted that since the implementation of its new protocol in July 2020, no investigation already in progress has continued past 1-year statutory deadline. Between 2018 and the implementation of the new protocol, two investigations exceeded the 1-year statute of limitations deadline that would have permitted the Department to begin disciplinary proceedings. The package does not indicate whether there was any disciplinary action taken because these two investigations were untimely for the purposes of imposing discipline. However, SFPD notes that, in response to these two untimely investigations, it instituted the protocol described above where case tracking spreadsheet are maintained and reviewed at regularly-scheduled meetings.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 62.1

Our office has completed its review of the materials related to Recommendation 62.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 62.1:

The Internal Affairs Division [IAD] has put together a Standard Operation Procedures Manual and Unit Orders that outline the procedures to maintain the separation of administrative and criminal investigative files and the integrity of any criminal investigation conducted by the Investigative Services Detail.

As outlined in Unit Orders 20-02 and 20-03 as well as the IAD SOP Manual, the Officer-in-Charge oversees the day-to-day operations of IAD and case file management, which includes maintaining a one-way firewall intended to protect any Investigative Services Detail [ISD] criminal investigation and to ensure adherence to the Peace Officer Bill of Rights. To that end, while ISD can share information and case findings with IAD, IAD is not permitted share case specific information or case findings with ISD. The Lieutenants in IAD and ISD regularly review their respective spreadsheets as part of case review meetings with the Commander of the Risk Management Office. Importantly, where there are concurrent criminal and administrative investigations into the same allegations, the ISD Lieutenant presents their cases first and then leaves the meeting so that they cannot hear any information gained through the administrative investigation (such as compelled statements). This is consistent with contemporary best practices as set forth in the United States Department of Justice's Community Oriented Policing Services' Standards and Guidelines for Internal Affairs. Moreover, SFPD notes that the offices of IAD and ISD are in different locations, and their case files stored in different buildings.

Finally, the SOP Manual and Unit Order 20-02 require a quarterly meeting between the Commander of the Risk Management Office and the IAD Lieutenant to discuss the status and maintenance of spreadsheets that track IAD cases. These meetings provide an opportunity for the Commander and the IAD Lieutenant to ensure separation of administrative and criminal case information and files.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 63.1

Our office has completed its review of the materials related to Recommendation 63.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD defining Internal Affairs Division (IAD) authority, requiring officer collaboration, and ensuring department coordination with IAD. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 63.1: The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.

Response to 63.1: On May 15, 2019, SFPD published DGO 2.04, Complaints Against Officers, which outlines the policies and procedures for receiving, investigating and processing complaints against officers. The DGO defines the scope of IAD investigations: "Internal Affairs shall investigate complaints of members made by any Department member or Law Enforcement Agency, and all off-duty alleged misconduct." The DGO also explains the roles of other agencies that handle complaints, including the Department of Police Accountability.

SFPD has supplemented the DGO to reinforce IAD's authority and remind members of their required cooperation. On December 16, 2019, SFPD published Department Notice 19-244, clarifying that IAD works under the authority of the Police Chief and reiterating that all officers are required to cooperate in IAD investigations. The Notice emphasizes that "[b]oth Named and Witness Members are required to answer truthfully and cooperate fully with lAD." The Notice also provides illustrative examples of investigations that fall within IAD's responsibility. Additionally, SFPD has included information on the importance of officer compliance with IAD in its Principled Policing training. Chief Scott has also buttressed this messaging in his October 2019 Video Message, recognizing that lAD is critical to maintaining SFPD's integrity, credibility, and effectiveness.

If any officer does not cooperate with lAD during any phase of an investigation, the officer in charge may add insubordination as an allegation if warranted. These incidents will also be reviewed by the Disciplinary Review Board, which will make recommendations on changes to policies, procedures, and trainings as needed.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 63.2

Cal DOJ has completed its review of the Recommendation 63.2 package that SFPD submitted as part of the collaborative reform process. Recommendation 63.2 is that SFPD should continue to implement the tenets of procedural justice and ensure training includes instruction on the importance of the Internal Affairs Department's functions to the integrity of the Department and connection to the community.

After reviewing the package and information provided by SFPD, Cal DOJ finds as follows:

Response to 63.2 package: Based on the below information, Cal DOJ finds that SFPD is substantially compliant with this Recommendation. SFPD's Principled Policing Training includes a section that emphasizes the importance of IAD in advancing principled policing. To further stress the importance of IAD, SFPD also added a question to its Principled Policing course evaluation form, asking members to rate, on a scale from 1 to 5, the importance of IAD at promoting the department's integrity and connection to the community. The Principled Policing Training is offered as part of the Advanced Officer Training Course. As of December 12, 2019, 1221 SFPD members, out of a total of 1245 members required to take the Advanced Officer Training Course (or 98%), have taken the Principled Policing Training.

Cal DOJ agrees with Hillard Heintze that, although SFPD is substantially compliant with this Recommendation, SFPD should consider ongoing training on IAD and principled policing. That is, SFPD should consider an annual certification on this particular issue/training as a way to consistently reinforce SFPD's commitment to accountability and principled policing.

Recommendation 63.3

Our office has completed its review of the materials related to Recommendation 63.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 63.3:

SFPD leadership has taken a multi-pronged approach to demonstrating support of the Internal Affairs Division [IAD]. First, SFPD has committed to devoting two of the Chief's monthly video messages a year to discussing IAD. SFPD has included the transcript for two of those videos. In these videos, the Chief speaks to the importance of IAD. For example, the Chief noted in one of the videos that the "functions [of IAD] are [the] foundational pillar [of] 'Building Trust and Legitimacy" which is one of the six pillars of policing set forth by the 21st Century Policing Task Force formed by President Obama. The Chief further noted that IAD is "a credit to the San Francisco Police Department."

IAD also issued a memorandum, inviting leadership to attend IAD monthly meetings. See Sgt. Ware August 22, 2019 Memorandum. IAD requested leadership attend on a rotating basis so that each of them could offer a different perspective on IAD work and, through their presence,

demonstrate that leadership recognizes the importance of IAD to the Department. To that end, several Deputies Chief and Commanders have attended IAD monthly meetings.

Ancillary to the above, IAD has also put together presentations for the newly promoted Captains, Lieutenants, and Sergeants as part of their two-week leadership seminar. The presentations discuss the roles and importance of IAD and the Investigative Services Detail, the other unit within the Risk Management Office.

SFPD identifies the Captain's Complimentary Report as a way to formally recognize IAD members for their work. A Captain's Complimentary Report is given when a member has performed "excellent police work" which has "demonstrated a remarkable dedication to duty reflecting credit on the member(s) and the Department" but where the member's actions "may not fall within the criteria governing medals of valor, meritorious conduct or police commission commendations." See Captain's Complimentary Report Template (SFPD Form 62); see also Department General Order 3.09(I)(A)(7) (describing the Captain's Complimentary Report as given to a member "who performs [their] duty in a manner showing dedication and service above that normally demanded by the Department but not meeting the qualifications necessary for a Medal of Valor, Meritorious Conduct Award, Police Commission Commendation, Life Saving Award or Unit Citation.") The Report becomes a part of the member's personnel file. DGO 3.09(I)(A)(7). SFPD notes that IAD members are eligible for all Department Awards but, given the nature of their work, some awards "inherently exclude" IAD members. One example is the Meritorious Conduct Award, given to a member who investigated a felony case and effectuated an arrest by "diligent and painstaking research." DGO 3.09(I)(A)(2).

The California Department of Justice shares Hillard Heintze's concern that the current scope of formal awards provides limited opportunity for IAD members to achieve formal recognition because of the existing focus in many of the awards on risk-taking, bravery, and/or work in arresting individuals. The California Department of Justice and Hillard Heintze agree that SFPD should be commended for its ongoing efforts to revise Department General Order 3.09 to include additional awards that foster other types of policing work, such as a Crisis Intervention Team award. The California Department of Justice asks SFPD to continue these efforts and, at minimum, consider revising the language to describe the Captain's Complimentary Report which is described in part as what it is not—that is, it is an award that does "not meet[] the qualifications necessary for a Medal of Valor, Meritorious Conduct Award, Police Commission Commendation, Life Saving Award or Unit Citation." This description gives the impression that this recognizes work that is less important than the work recognized by the Medal of Valor, Meritorious Conduct Award, Police Commission Commendation, Life Saving Award and Unit Citation. The California Department of Justice is happy to work with the Department to revise this language.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 64.1

Our office has completed its review of the materials related to Recommendation 64.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD

meeting regularly with DPA to improve processes and policies. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 64.1: The SFPD should convene a joint review process within 90 days of the issuance of this report, co-chaired by OCC (now DPA) and SFPD senior staff, to evaluate existing complaint and disciplinary processes, policies, and liaison relationships to enhance trust and legitimacy around these issues.

Response to 64.1: SFPD has created a few different recurring meetings with DPA to improve processes and policies. On May 15, 2019, SFPD published Department General Order (DGO) 2.04, Complaints Against Officers, outlining SFPD's procedures for investigating and processing complaints against officers and describing the Department of Police Accountability (DPA) procedures. The Order establishes a Disciplinary Review Board that meets quarterly to examine inefficiencies, policy gaps, and protocols for the complaint system and discipline process. The board consists of senior staff from SFPD, DPA, and the Police Commission, including the Assistant Chief of Staff or designee from the Risk Management Office, the Deputy Chief of the Administration Bureau, and the Deputy Chief of the Field Operations Bureau.

The first disciplinary review board meetings were intended to set up the parameters and processes of the board. After an initial meeting on February 11, 2020, meetings were paused because of the Covid pandemic until September 30, 2020. A third meeting to finalize the setup of the board was held on November 12, 2020, and the first official board meeting occurred on December 18, 2020. Several issues from individual officer actions were raised by both IAD and DPA, including how firearms are handled at the range, how SFPD conducts searches at residences when only a juvenile is present, and how officers communicate with bystanders that are recording officers. DPA recommended policy changes to address these issues. IAD and DPA also identified complaint trends, including recurring issues with officers turning on body-worn cameras, search warrant issues, discourtesy, and interactions with limited English proficient individuals. SFPD and DPA agreed to nine recommendations stemming from these trends, including SFPD exploring modifying the body-worn-camera policy to allow Sergeants to regularly audit body-worn-camera footage in incidents that do not involve the use of force, SFPD requiring officers who receive sustained discourtesy complaints to go to specific training to address discourtesy, and ensuring SFPD training teaches that officers should not question claims from individuals that they are limited English proficient.

Additionally, on May 28, 2019, SFPD and DPA entered into a memorandum of understanding (MOU) regarding DGO 2.04. The MOU between DPA and the SFPD sets regularly scheduled monthly meeting with the Chief of Staff of the SFPD and the Chief of Staff of the DPA to discuss discipline, policy, and training recommendations. The MOU tasks DPA with sending quarterly updates on cases to IAD with expected completion dates, notifying the Chief of Police and IAD of all cases that reach the six-month mark, and informing the Chief of Police of the reasons for any delay over nine months.

Finally, the SFPD Risk Management Office and DPA have also agreed to formalize their quarterly meetings to improve interagency communications, promote transparency, and discuss trends and any issues related to concurrent investigations. These meetings did occur previously but were never agendized or formalized. On November 13, 2020, SFPD issued a memorandum outlining a more structured processes for these meetings, including that the Commander of Risk Management or designee and a DPA designee will attend the meetings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 64.2

Our office has completed its review of the materials related to Recommendation 64.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD convening quarterly meetings with the Department of Police Accountability (DPA, formerly OCC) to discuss policy and practice recommendations. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 64.2: The SFPD should immediately accept OCC's [DPA's] recommendation, as reported in the First Quarter 2016 Spark's Report, to convene quarterly meetings between the OCC Staff and the SFPD Staff.

Response to 64.2: San Francisco's city charter requires the DPA to present quarterly recommendations concerning SFPD policies and practices to the Police Commission. These reports are known as the Sparks Reports.

On April 5, 2006, the San Francisco Police Commission adopted Resolution 27-06, requiring SFPD and the Office of Citizen Complaints (now DPA) to meet quarterly regarding policy proposals. Beginning in November 2018, SFPD and DPA began conducting monthly meetings on policy recommendations called "Sparks Meetings." Sparks Meetings are used for DPA and SFPD to discuss updates and changes to policies such as Department General Orders and certain Department Bulletins.

SFPD has met monthly with DPA for the past two years, except for a pause from the beginning of this year through May due to the COVID-19 pandemic. The meetings have now resumed, with documented meetings in June, July, and August. The most recent Sparks report presented to the Police Commission occurred on September 2, 2020.

On September 11, 2020, SFPD published Written Directives Unit Order 20-03, "Collaboration with DPA During Policy Development." The Order codifies the practice of monthly meetings, establishes policy and procedure for Sparks Meetings, and directs the use of a recommendation grid to track DPA recommendations and SFPD responses. At the monthly Sparks Meetings, SFPD provides DPA with a status report on DPA's proposed recommendations. The status report includes whether SFPD supports or does not support DPA's recommended policy changes and an explanation. The Order also details the SFPD annual revision plan for Department General Orders in collaboration with DPA. Finally, the Order explains how any policy disagreements can be elevated to the Chief of Police, and ultimately the Police Commission at public meetings.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 64.3

Our office has completed its review of the materials related to Recommendation 64.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD

collaborating with the Department of Police Accountability (DPA, formerly OCC) to improve the complaint and disciplinary processes. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 64.3: On May 28, 2019, SFPD and DPA entered into a memorandum of understanding (MOU) regarding DGO 2.04. The MOU between DPA and the SFPD sets regularly scheduled monthly meeting with the Chief of Staff of the SFPD and the Chief of Staff of the DPA to discuss discipline, policy, and training recommendations. The MOU tasks DPA with sending quarterly updates on cases to IAD with expected completion dates, notifying the Chief of Police and IAD of all cases that reach the six-month mark, and informing the Chief of Police of the reasons for any delay over nine months.

The MOU also commits SFPD and DPA to formulating consistent language when referring to categories of alleged misconduct. The agreed-upon classifications are contained within the MOU to help with the consistency of investigations between the two agencies. Also pursuant to the MOU, DPA sends SFPD the "Henderson Report" each week with information on the complaints DPA received.

On May 15, 2019, SFPD published Department General Order (DGO) 2.04, Complaints Against Officers, outlining SFPD's procedures for investigating and processing complaints against officers and describing the Department of Police Accountability (DPA) procedures. The Order establishes a Disciplinary Review Board that meets quarterly to examine inefficiencies, policy gaps, and protocols for the complaint system and discipline process. The board consists of senior staff from SFPD, DPA and the Police Commission, including the Assistant Chief of Staff or designee from the Risk Management Office, the Deputy Chief of the Administration Bureau, and the Deputy Chief of the Field Operations Bureau.

The first disciplinary review board meetings were intended to set up the parameters and processes of the board. After an initial meeting on February 11, 2020, meetings were paused because of the Covid pandemic until September 30, 2020. A third meeting to finalize the setup of the board was held on November 12, 2020, and the first official board meeting occurred on December 18, 2020. Several issues from individual officer actions were raised by both IAD and DPA, including how firearms are handled at the range, how SFPD conducts searches at residences when only a juvenile is present, and how officers communicate with bystanders that are recording officers. DPA recommended policy changes to address these issues. IAD and DPA also identified complaint trends, including recurring issues with officers turning on body-worn cameras, search warrant issues, discourtesy, and interactions with limited English proficient individuals. SFPD and DPA agreed to nine recommendations stemming from these trends, including SFPD exploring modifying the body-worn-camera policy to allow Sergeants to regularly audit body-worn-camera footage in incidents that do not involve the use of force, SFPD requiring officers who receive sustained discourtesy complaints to go to specific training to address discourtesy, and ensuring SFPD training teaches that officers should not question claims from individuals that they are limited English proficient.

The SFPD Risk Management Office and DPA have also agreed to formalize their quarterly meetings to improve interagency communications, promote transparency, and discuss trends and any issues related to concurrent investigations. These meetings did occur previously but were never agendized or formalized. On November 13, 2020, SFPD issued a memorandum outlining a more structured processes for these meetings, including that the Commander of Risk Management or designee and a DPA designee will attend the meetings.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further.

Recommendation 64.4

Our office has completed its review of the materials related to Recommendation 64.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD collaborating with the Department of Police Accountability (DPA) regarding the timeliness of complaints and consistency of discipline. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 64.4: The SFPD should work with DPA 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.

Response to 64.4: On November 18, 2020, DPA and the SFPD Internal Affairs Division (IAD) met to discuss timeliness and consistency issues between the two agencies in the complaint and disciplinary processes, in particular the classification of cases, bi-annual training, investigative challenges, including obstacles scheduling interviews by both agencies. On August 19, 2020, SFPD issued Unit Order 20-04, "Internal Affairs Division and Department of Police Accountability Trainings and Seminars," establishing bi-annual trainings between both agencies to continue and follow up on the discussions.

On May 28, 2019, SFPD and DPA entered into a memorandum of understanding (MOU) regarding DGO 2.04. The MOU between DPA and the SFPD sets a regularly scheduled monthly meeting with the Chief of Staff of the SFPD and the Chief of Staff of the DPA to discuss discipline, policy, and training recommendations. The MOU tasks DPA with sending quarterly updates on cases to IAD with expected completion dates, notifying the Chief of Police and IAD of all cases that reach the six-month mark, and informing the Chief of Police of the reasons for any delay over nine months.

The MOU also commits SFPD and DPA to formulating consistent language when referring to categories of alleged misconduct. The agreed-upon classifications are contained within the MOU to help with the consistency of investigations between the two agencies. Also pursuant to the MOU, DPA sends SFPD the "Henderson Report" each week with information on the complaints DPA received.

The SFPD Risk Management Office and DPA have also agreed to formalize their quarterly meetings to improve interagency communications, promote transparency, and discuss trends and any issues related to concurrent investigations. These meetings did occur previously but were

never agendized or formalized. On November 13, 2020, SFPD issued a memorandum outlining a more structured process for these meetings, including that the Commander of Risk Management or designee and a DPA designee will attend the meetings.

On May 15, 2019, SFPD published Department General Order (DGO) 2.04, Complaints Against Officers, outlining SFPD's procedures for investigating and processing complaints against officers and describing the Department of Police Accountability (DPA) procedures. The Order establishes a Disciplinary Review Board that meets quarterly to examine inefficiencies, policy gaps, and protocols for the complaint system and discipline process. The board consists of senior staff from SFPD, DPA, and the Police Commission, including the Assistant Chief of Staff or designee from the Risk Management Office, the Deputy Chief of the Administration Bureau, and the Deputy Chief of the Field Operations Bureau. The first disciplinary review board meetings were intended to set up the parameters and processes of the board. After an initial meeting on February 11, 2020, meetings were paused because of the Covid pandemic until September 30, 2020. A third meeting to finalize the setup of the board was held on November 12, 2020. The first official board meeting occurred on December 18, 2020, and the second was held on March 19, 2021.

To keep SFPD on track regarding IAD complaint investigations, the Officer in Charge of IAD conducts bi-weekly meetings to conduct case reviews with each investigator. These meetings allow for the Officer in Charge of IAD to review, discuss and provide feedback to the investigator on their cases. The process is detailed in the IAD Standard Operating Procedures manual. Regarding consistent discipline, on February 11, 2021, the Police Commission approved revised Referral Guidelines for Sworn Members of the San Francisco Police Department (Resolution 21-17). The guidelines include a disciplinary matrix taking into account different types of incidents, levels of misconduct, and whether an incident is a first, second, or third offense.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 64.5

Our office has completed its review of the materials related to Recommendation 64.5 that were submitted to us as part of the collaborative reform process. This package focused on SFPD working with DPA to ensure that they classify complaints and report their findings consistently. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 64.5: The SFPD should engage with DPA to ensure that the classification for complaints and their findings are reported consistently between the two agencies to ensure better transparency.

Response to 64.5: On May 15, 2019, SFPD published Department General Order 2.04, "Complaints Against Officers." In revising the Order, SFPD and the Department of Police Accountability (DPA) worked collaboratively on creating shared classifications of complaints and findings. This resulted in ten shared findings that are codified in the Order (e.g., "improper conduct, insufficient evidence, proper conduct") with definitions of each finding. Additionally, SFPD and DPA agreed on twenty-one classifications of disciplinary categories. On May 28,

2019, SFPD and DPA entered into a Memorandum of Understanding on General Order 2.04 to establish joint procedures for complaints. The Memorandum includes the joint SFPD and DPA disciplinary categories. On June 3, 2019, SFPD issued Department Bulletin 19-122, "Department General Order 2.04 Update Packet 60," requiring officers to review DGO 2.04 and maintain working knowledge of the complaint policy and procedures, with an internal audit showing 98% compliance. The Officer in Charge of IAD reviews submitted cases (SFPD Form 83) and ensures correct classifications are used.

Additionally, SFPD's Internal Affairs Division and Investigative Service Detail present trainings to all newly promoted Captains, Lieutenants, and Sergeants that includes a discussion on complaint classifications for criminal and administrative cases. DPA also conducts trainings that are presented to all Academy Classes that include complaint findings and classifications. Finally, on November 18, 2020, IAD and DPA conducted joint training on complaint classifications and findings. The training covered General Order 2.04 and the SFPD/DPA Memorandum of Understanding. SFPD and DPA discussed DPA's disciplinary categories, examples of certain findings, and processes for complaints (SFPD supplemented their package submission with the additional joint training information). On August 19, 2020, SFPD issued Unit Order 20-04, "Internal Affairs Division and Department of Police Accountability Trainings and Seminars." Under the Order, IAD and DPA will have joint bi-annual trainings to ensure consistent and efficient processes.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 65.1

Our office has completed its review of the materials related to Recommendation 65.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD reviewing Department of Police Accountability (DPA) complaint reporting to make improvements across SFPD. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 65.1: The SFPD should develop a department-internal priority to regularly review and analyze OCC (DPA) complaint reporting to identify priorities for intervention in terms of workforce culture, training, policy clarification, or leadership development.

Response to 65.1: In February 2019, DPA began a weekly process of emailing complaints and information to SFPD known as the Henderson Report. Captains receive the complaints about officers under their command, and command staff receives the full report of all officers. Beginning on April 28, 2020, DPA also began providing SFPD with a quarterly report of complaints as well as complaint data. SFPD's Business Analysis Unit uses the data to create a quarterly trend analysis report. The report includes complaint breakdowns by watch, district, and allegation type. The processing of the trends report is codified in Unit Order 20-06, "Quarterly Department of Police Accountability Henderson and Complaint Trends Report" (December 17, 2020).

On December 8, 2020, SFPD issued Unit Order 20-05, "District Station Captains Quarterly Meeting Identifying DPA Complaint Allegation Trends and Remedying Steps." The Order requires captains to review the quarterly trend analysis from the Henderson Report and compare

the statistics with the previous quarter's report. The report is presented quarterly during the monthly captains' meeting to discuss any problematic issues identified. Captains are required to document their actions in quarterly captains' memoranda, including exploring underlying causes of complaint trends, identifying possible solutions, documenting the implementation of solutions, and evaluating the success of measures taken. The Field Operations Bureau Lieutenant will audit the quarterly memoranda each year to ensure captains' compliance and will take corrective action if necessary. As a result of the captains' reviews of the Fourth Quarter 2020 trends report, captains identified complaint trends and proposed remedies, including roll-call trainings regarding discourtesy and debriefs, body-worn camera inspections, and having training supervisors review certain Department General Orders.

On May 15, 2019, SFPD published Department General Order (DGO) 2.04, Complaints Against Officers, outlining SFPD's procedures for investigating and processing complaints against officers and describing the Department of Police Accountability (DPA) procedures. The Order establishes a Disciplinary Review Board that meets quarterly to examine inefficiencies, policy gaps, and protocols for the complaint system and discipline process. The board consists of senior staff from SFPD, DPA and the Police Commission, including the Assistant Chief of Staff or designee from the Risk Management Office, the Deputy Chief of the Administration Bureau, and the Deputy Chief of the Field Operations Bureau.

The first disciplinary review board meetings were intended to set up the parameters and processes of the board. After an initial meeting on February 11, 2020, meetings were paused because of the Covid pandemic until September 30, 2020. A third meeting to finalize the setup of the board was held on November 12, 2020, and the first official board meeting occurred on December 18, 2020. Several issues from individual officer actions were raised by both IAD and DPA, including how firearms are handled at the range, how SFPD conducts searches at residences when only a juvenile is present, and how officers communicate with bystanders that are recording officers. DPA recommended policy changes to address these issues. IAD and DPA also identified complaint trends, including recurring issues with officers turning on body-worn cameras, search warrant issues, discourtesy, and interactions with limited English proficient individuals. SFPD and DPA agreed to nine recommendations stemming from these trends, including SFPD exploring modifying the body-worn-camera policy to allow Sergeants to regularly audit body-worn-camera footage in incidents that do not involve the use of force, SFPD requiring officers who receive sustained discourtesy complaints to go to specific training to address discourtesy, and ensuring SFPD training teaches that officers should not question claims from individuals that they are limited English proficient.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 65.2

Our office has completed its review of the materials related to Recommendation 65.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD's Internal Affairs Division (IAD) presenting complaint trends to captains to identify emerging issues for remedial action. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 65.2: The SFPD should raise district captains' awareness of this information by requiring IAD to present a trends analysis report of Department of Police Accountability (DPA) case activity, emerging issues, and concerns at CompStat meetings every quarter.

Response to 65.2: In February 2019, DPA began a weekly process of emailing complaints and information to SFPD known as the Henderson Report. Captains receive the complaints for officers under their command, and command staff receives the full report of all officers. Beginning on April 28, 2020, DPA also began providing SFPD with a quarterly report of complaints as well as complaint data. SFPD's Business Analysis Unit uses the data to create a quarterly trend analysis report. The report includes complaint breakdowns by watch, district, and allegation type. The processing of the trends report is codified in Unit Order 20-06, "Quarterly Department of Police Accountability Henderson and Complaint Trends Report" (December 17, 2020).

On December 8, 2020, SFPD issued Unit Order 20-05, "District Station Captains Quarterly Meeting Identifying DPA Complaint Allegation Trends and Remedying Steps." The Order requires captains to review the quarterly trend analysis from the Henderson Report and compare the statistics with the previous quarter's report. The report is presented quarterly during the monthly captains' meeting to discuss any problematic issues identified. SFPD proposed using the captains' meeting as the appropriate venue to address complaint trends under the recommendation in lieu of a CompStat meeting. Cal DOJ and Hillard Heintze accepted this alternative meeting as substantially compliant with the recommendation because it achieves the same objective. Captains are required to document their actions in quarterly captains' memoranda, including exploring underlying causes of complaint trends, identifying possible solutions, documenting the implementation of solutions, and evaluating the success of measures taken. The Field Operations Bureau Lieutenant will audit the quarterly memoranda each year to ensure captains' compliance and will take corrective action if necessary. As a result of the captains' reviews of the Fourth Quarter 2020 trends report, captains identified complaint trends and proposed remedies, including roll-call trainings regarding discourtesy and debriefs, body-worn camera inspections, and having training supervisors review certain Department General Orders.

On May 15, 2019, SFPD published Department General Order (DGO) 2.04, Complaints Against Officers, outlining SFPD's procedures for investigating and processing complaints against officers and describing the DPA procedures. The Order establishes a Disciplinary Review Board that meets quarterly to examine inefficiencies, policy gaps, and protocols for the complaint system and discipline process. The board consists of senior staff from SFPD, DPA and the Police Commission, including the Assistant Chief of Staff or designee from the Risk Management Office, the Deputy Chief of the Administration Bureau, and the Deputy Chief of the Field Operations Bureau.

The first disciplinary review board meetings were intended to set up the parameters and processes of the board. After an initial meeting on February 11, 2020, meetings were paused because of the Covid pandemic until September 30, 2020. A third meeting to finalize the setup of the board was held on November 12, 2020, and the first official board meeting occurred on December 18, 2020. Several issues from individual officer actions were raised by both IAD and DPA, including how firearms are handled at the range, how SFPD conducts searches at residences when only a juvenile is present, and how officers communicate with bystanders that

are recording officers. DPA recommended policy changes to address these issues. IAD and DPA also identified complaint trends, including recurring issues with officers turning on body-worn cameras, search warrant issues, discourtesy, and interactions with limited English proficient individuals. SFPD and DPA agreed to nine recommendations stemming from these trends, including SFPD exploring modifying the body-worn-camera policy to allow Sergeants to regularly audit body-worn-camera footage in incidents that do not involve the use of force, SFPD requiring officers who receive sustained discourtesy complaints to go to specific training to address discourtesy, and ensuring SFPD training teaches that officers should not question claims from individuals that they are limited English proficient.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 66.1

Our office has completed its review of the materials related to Recommendation 66.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD meeting quarterly with the Department of Police Accountability to discuss policy improvements. After reviewing the package and information provided by the SFPD, the California Department of Justice finds as follows:

Recommendation 66.1: The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations.

Response to 66.1: San Francisco's city charter requires the Department of Police Accountability (DPA) to present quarterly recommendations concerning SFPD policies and practices to the Police Commission. These reports are known as the Sparks Reports.

On April 5, 2006, the San Francisco Police Commission adopted Resolution 27-06, requiring SFPD and the Office of Citizen Complaints (now DPA) to meet quarterly regarding policy proposals. Beginning in November 2018, SFPD and DPA began conducting monthly meetings on policy recommendations called "Sparks Meetings." Sparks Meetings are used for DPA and SFPD to discuss updates and changes to policies such as Department General Orders and certain Department Bulletins.

SFPD has met monthly with DPA for the past two years, except for a pause from the beginning of this year through May due to the COVID-19 pandemic. The meetings have now resumed, with documented meetings in June, July, and August. The most recent Sparks report presented to the Police Commission occurred on September 2, 2020.

On September 11, 2020, SFPD published Written Directive's Unit Order 20-03, "Collaboration with DPA During Policy Development." The Order codifies the practice of monthly meetings, establishes policy and procedure for Sparks Meetings, and directs the use of a recommendation grid to track DPA recommendations and SFPD responses. The Order also details the SFPD annual revision plan for Department General Orders in collaboration with DPA. Finally, the Order explains how any policy disagreements can be escalated to the Chief of Police, and ultimately the Police Commission at public meetings.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 66.2

Our office has completed its review of the materials related to Recommendation 66.2 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD's Professional Standards and Principled Policing Bureau's direct involvement in policy engagement from the Sparks Report. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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

Response to 66.2: San Francisco's city charter requires the Department of Police Accountability (DPA) to present quarterly recommendations concerning SFPD policies and practices to the Police Commission. These reports are known as the Sparks Reports.

On April 5, 2006, the San Francisco Police Commission adopted Resolution 27-06, requiring SFPD and the Office of Citizen Complaints (now DPA) to meet quarterly regarding policy proposals. Beginning in November 2018, SFPD and DPA began conducting monthly meetings on policy recommendations called "Sparks Meetings." Sparks Meetings are used for DPA and SFPD to discuss updates and changes to policies such as Department General Orders and certain Department Bulletins.

SFPD has met monthly with DPA the past two years, except for a pause from the beginning of this year through May due to the COVID-19 pandemic. The meetings have now resumed, with documented meetings in June, July, and August. The most recent Spark report presented to the Police Commission occurred on September 2, 2020.

On September 11, 2020, SFPD published Written Directive's Unit Order 20-03, "Collaboration with DPA During Policy Development." The Written Directive's Unit is one of four components of the Professional Standards and Principled Policing Bureau. Under the Order, the Written Directives Unit tracks the development of new and existing policies, manages communications on behalf of the Department regarding policy development, drafts the Sparks Meeting agenda, facilitates the Sparks Meetings, takes meeting minutes, and facilitates the concurrence process for policy development. The Professional Standards Bureau also presents reports of progress to the Police Commission.

The Order also codifies the practice of monthly meetings, establishes policy and procedure for Sparks Meetings, and directs the use of a recommendation grid to track DPA recommendations and SFPD responses. Additionally, the Order details the SFPD annual revision plan for Department General Orders in collaboration with DPA. Finally, the Order explains how any policy disagreements can be escalated to the Chief of Police, and ultimately the Police Commission at public meetings.

At the monthly Sparks Meetings, SFPD provides DPA with a status report on DPA's proposed recommendations. The status report includes whether SFPD supports or does not support DPA's recommended policy changes and an explanation. Additionally, SFPD provides DPA with the revision status on Department Bulletins and General Orders, and agreed-upon DPA recommendations are moved into the process for inclusion into policy. These actions are tracked with the recommendation grid.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 66.3

Our office has completed its review of the materials related to Recommendation 66.3 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD reporting to the Police Commission regarding progress and timelines of policy changes from the Sparks Report. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 66.3: San Francisco's city charter requires the Department of Police Accountability (DPA) to present quarterly recommendations concerning SFPD policies and practices to the Police Commission. These reports are known as the Sparks Reports.

On April 5, 2006, the San Francisco Police Commission adopted Resolution 27-06, requiring SFPD and the Office of Citizen Complaints (now DPA) to meet quarterly regarding policy proposals. Beginning in November 2018, SFPD and DPA began conducting monthly meetings on policy recommendations called "Sparks Meetings." Sparks Meetings are used for DPA and SFPD to discuss updates and changes to policies such as Department General Orders and certain Department Bulletins. The Resolution mandates the Chief of Police to present quarterly reports on policy proposals, including the status of recommendations made by DPA and due dates for next steps.

SFPD has met monthly with DPA the past two years, except for a pause from the beginning of this year through May due to the COVID-19 pandemic. The meetings have now resumed, with documented meetings in June, July, and August. The most recent Spark report presented to the Police Commission occurred on September 2, 2020. SFPD presents quarterly to the Police Commission.

On September 11, 2020, SFPD published Written Directive's Unit Order 20-03, "Collaboration with DPA During Policy Development." The Order codifies the practice of monthly meetings, establishes policy and procedure for Sparks Meetings, and directs the use of a recommendation grid to track DPA recommendations and SFPD responses. The Order also details the SFPD annual revision plan for Department General Orders in collaboration with DPA. Finally, the Order explains how any policy disagreements can be escalated to the Chief of Police, and ultimately the Police Commission at public meetings. The recommendation grid that tracks and memorializes SFPD's responses and actions taken is also sent to the Police Commission when the Commission reviews policy changes to promote accountability.

On September 11, 2020, SFPD published Unit Order 19-01, "Guidelines for Updating DGO's." The Unit Order provides the parameters for SFPD updating, revising, and creating new policies, including policy changes recommended by DPA. Under the Unit Order, each year on January 15th the Written Directive's Unit will send Deputy Chiefs a list of General Orders to update that

year. The Unit Order establishes deadlines for subject matter expert review and drafting as well as status reports at regular intervals. Unit Order 20-03 also sets deadlines for SFPD's collaboration with DPA, including that DPA has thirty days to either approve an SFPD draft General Order or to request a Sparks meeting to discuss the draft. DPA also has thirty days to review Department Bulletins amending a General Order.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 67.1

Our office has completed its review of the materials related to Recommendation 67.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 67.1: The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.

Response to Recommendation 67.1:

In February 2019, the Department of Police Accountability (DPA) began to submit to SFPD a weekly report of civilian complaints, which includes the District/Unit of the underlying allegation of misconduct, a summary of the complaint including the allegations of misconduct, and the officer(s) involved (if identified). This report is called the Henderson Report.

In late April 2020, upon SFPD's request, DPA also began to send SFPD a quarterly version of the Henderson Report. SFPD Captains receive the portion of the report concerning members under their command and Command staff receive the full report. The DPA also provides the underlying data on civilian complaints in an Excel spreadsheet. The SFPD's Business Intelligence Unit (BIU) uses the data in the Excel spreadsheet to create a quarterly trend analysis report (the "Henderson Trends Report"). The Henderson Trends Report visually breaks down the DPA civilian complaint data by watch, district, quarter, and underlying allegation. The BIU then forwards the Henderson Trends Report to the Officer in Charge (OIC) of the Internal Affairs Division (lAD) who is tasked with forwarding it to the Deputy Chief of the Field Operations Bureau (FOB). SFPD codified the quarterly trends analysis reporting process in Internal Affairs Division Unit Order 20-06.

The FOB Deputy Chief facilitates a quarterly Captains meeting, which is attended by the Commanders of Metro and Golden Gate Divisions along with the District Station Captains. The meeting attendees must discuss, among other topics, the Henderson Trends Report. Meeting attendees use the report to identify trends, reoccurring themes, potential underlying causes, remedies, and to evaluate successes of any of those remedies. This process is codified in FOB Bureau Order 20-05.

Captains are tasked with addressing issues emerging from the civilian complaints within their commands and must document the actions they take to address those issues in a quarterly Captain's Report. The FOB OIC must maintain a log of quarterly reports Captain's Report and conduct an audit and review of the quarterly reports in December of each year. The FOB OIC must furnish their review to the FOB Deputy Chief. SFPD provided further details about this process in the packages for Recommendations 65.1 and 65.2. Those two packages also provide

additional related details on SFPD's meetings with DPA to discuss the complaint and disciplinary process

As the above reflects, SFPD's civilian complaint analysis process, while promising, is fairly new. DPA started to provide SFPD with data in a searchable format starting in April 2020, and SFPD began to analyze that data in September 2020. SFPD provided evidence that the Henderson Trends Report has been discussed in two quarterly Captains meetings (November 2020 and March 2021). Therefore, while the California Department of Justice finds SFPD in substantial compliance with this recommendation based on all of the above, this recommendation requires ongoing review to ensure sustained compliance and consistent analysis of civilian complaint information. Additionally, the California Department of Justice agrees with Hillard Heintze that SFPD should also consider examining IAD data as well.

Finally, the California Department of Justice recommends that SFPD provide more details in the minutes of its Captains meetings on specific trends from civilian complaint data that are identified in the meetings and to specifically place an item of the meeting agenda that addresses a comparison of past data with current data to identify positive and negative trends. These changes will ensure that SFPD can keep better track of whether their policing has improved as a result of evaluating civilian complaint data.

Recommendation 67.2

Our office has completed its review of the materials related to Recommendation 67.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 67.2: Supervisors should be provided with quarterly reports that integrate individual actions, as is currently reported by the Early Intervention Systems (EIS) Unit, with aggregated information that provides complaint and misconduct data trends for the watch, district, and city.

Response to Recommendation 67.2:

SFPD supervisors receive quarterly EIS and complaint data reports. With respect to EIS reports, the Department notifies supervisors, on a real time basis, if a member exceeds threshold factors and generates an EIS alert. On a quarterly basis, the Department also aggregates EIS alerts into a quarterly report and makes this report available to supervisors, as well as the Police Commission and the public.

The Department of Police Accountability (DPA) provides a weekly and a quarterly report of civilian complaints received by DPA, which includes the District/Unit of the underlying allegation of misconduct, a summary of the complaint including the allegations of misconduct, and the officer(s) involved (if identified). SFPD Captains receive the portion of the weekly and quarterly reports concerning members under their command and Command staff receive the full reports.

The DPA also provides the underlying data on civilian complaints in an Excel spreadsheet. The SFPD's Business Intelligence Unit (BIU) uses the data in the Excel spreadsheet to create a quarterly trend analysis report. This trends analysis report breaks down the DPA civilian complaint data by watch, district, quarter, and underlying allegation. The BIU then forwards the

report to the Officer in Charge (OIC) of the Internal Affairs Division (lAD) who is tasked with forwarding it to the Deputy Chief of the Field Operations Bureau (FOB). SFPD codified the quarterly trends analysis reporting process in Internal Affairs Division Unit Order 20-06.

The FOB Deputy Chief facilitates a quarterly Captains meeting, which is attended by the Commanders of Metro and Golden Gate Divisions along with the District Station Captains. The meeting attendees must discuss, among other topics, the trends analysis report. Meeting attendees use the report to identify trends, reoccurring themes, potential underlying causes, remedies, and to evaluate successes of any of those remedies. This process is codified in FOB Bureau Order 20-05. Captains are then tasked with addressing issues emerging from the civilian complaints within their commands and must document the actions they take to address those issues in a quarterly Captain's Memorandum. The FOB OIC must maintain a log of quarterly reports Captain's Memorandum and conduct an audit and review of the quarterly reports in December of each year.

Based on all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 68.2

Our office has completed its review of the materials related to Recommendation 68.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD collecting and entering accurate data. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 68.2: SFPD has several policies dictating the entry and review of data for accuracy. If an officer or supervisor fails to follow policies or procedures, including for entry of accurate data, they are subject to discipline under Department General Order (DGO) 2.01, "General Rules of Conduct." Under DGO 1.04, "Duties of Sergeants," supervisors are required to review the reports of subordinates for completeness, and under DGO 1.06, "Duties of Superior Officers," commanding officers are required to inspect all records under their command. SFPD has also promulgated specific rules for review of certain types of data, such as with the Juvenile Detention Log (SFPD Form 472 and 473, requiring supervisors to validate accuracy), Use of Force Log (Department Bulletin 18-171, "Supervisory Use of Force Evaluation Form," requiring supervisory review of information), and stop data collection (e.g., Department Bulletin 18-105, "Stop Data Collection System Implementation," mandating stop data collection in compliance with AB 953).

Additionally, Department Notice 20-134, "Report Writing Responsibilities—Supervisors, Officers, and Police Service Aides," reiterates that officers must prepare complete and accurate incident reports and that supervisors are responsible for thoroughly reviewing the reports and for providing informal training to officers on completing the reports. The Notice advises officers and supervisors of eighteen common entry errors, such as not articulating reasonable suspicion in the narrative, omission of witness contact information, and writing in the passive voice ("was arrested" instead of "I arrested"). The Notice also reminds officers and supervisors of their

responsibilities regarding use-of-force reports, and reiterates relevant requirements under DGO 5.01, DGO 1.04, DGO 1.05, and Department Bulletin 19-126 regarding the collection and review of use-of-force reports.

SFPD trains officers to gather and enter data through roll-call trainings, department bulletins, and other resources. For example, Department Bulletin 18-171, "Supervisory Use of Force Evaluation Form," provided specific guidance on how data entry should be completed in the evaluation form, such as how to sequence the use of force and when to check off that a subject was admitted for medical treatment. The Bulletin was accompanied by a step-by-step roll-call training in late 2018. SFPD supplemented this with a readily accessible online step-by-step guide. Additionally, SFPD promulgated Unit Order 18-02, "Supervisory Use of Force Evaluation Form—Missing Data," creating a procedure whereby evaluation forms are checked for missing data and returned to the supervisor. The supervisor must correct the form and prepare a memorandum to the commanding officer outlining the issue for potential remedial training or other follow up.

Regarding stop data, in July of 2018 SFPD implemented the Stop Data Collection System (SDCS), a web-based application to collect stop data. SDCS complies with the required collection data under the Racial and Identity Profiling Act (RIPA). SFPD supported the rollout of SDCS with training and guidance, such as the SDCS Web Application Manual. On May 31, 2018, SFPD issued Department Bulletin 18-105, "Stop Data Collection System Implementation," requiring officers to complete the training and review the guidance. In response to errors discovered during audits, on December 4, 2018, SFPD issued Department Bulletin 18-247, "SDCS Implementation," reminding officers of various data collection requirements. On October 7, 2020, SFPD re-issued Department Bulletin 18-247 as Department Notice 20-141. The SFPD Business Analysis Team also conducts a review of the individual SDCS entries to ensure personal identifying information is not entered, and SFPD has begun an annual audit on other data entry fields. The BAT review was codified in Bureau Order 21-01, "Stop Data Collection System – PII Removal & Geocoding Procedures (January 5, 2021). The Order requires the BAT to review SDCS entries on a quarterly basis to remove personal identifying information, geocode, and geo-anonymize geographic locations. As addressed in other recommendations, Cal DOJ has also recommended supervisory review of stop data.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendations 68.3

Our office has completed its review of the materials related to Recommendation 68.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD making its information more accessible to the public by translating and posting information on the SFPD website and open data portals. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 68.3: On December 10, 2020, SFPD published Department Bulletin 20-180, "Data Transparency Program." The Bulletin establishes SFPD's Open Data Program in policy, which includes SFPD publishing and releasing its data and assigns internal roles and responsibilities to ensure data is published on SFPD's website and on DataSF (https://datasf.org/). DataSF is an open portal where the public can download raw data related to policing and crime. SFPD's website also publishes crime and policing data, such as Crime Data Reports (https://www.sanfranciscopolice.org/stay-safe/crime-data/crime-reports) and an impressive Crime Dashboard (https://www.sanfranciscopolice.org/stay-safe/crime-data/crime-dashboard) where users can select districts for comparison by date and for different types of crimes. The Dashboard generates data visualizations based on the user's selections in real time. Most content on the SFPD website translates to over 90 languages.

On May 31, 2018, SFPD issued Department Bulletin 18-105, "Stop Data Collection System (SDCS) Implementation." The Bulletin requires collection of data for stops, searches, and arrests. SFPD's Stop Data Collection System complies with Racial and Identity Profiling Act (Assembly Bill AB 953) data collection requirements, which include the perceived LGBT status of the person stopped, whether the person stopped is limited English proficient, whether the person stopped is disabled, and whether the stop was made in response to a call for service, among other information. The SFPD Business Analyst Team (BAT) analyzes the stop data and provides thorough quarterly reports known as "96A" reports that are posted on the SFPD website.

Media Relations Unit Order 16-02, "Posting of OIS Data to Department Webpage," commits SFPD to updating the Published Reports webpage with current reports. Additionally, the associated "Unit Order 16-01 Social Media and Web Posting Checklist" directs SFPD to publish a variety of quarterly reports, including Internal Affairs Division sustained complaints, Firearm Discharge Review Board reports, and use-of-force reports. In January 2021, SFPD added DataSF to the checklist. Unit Order 16-01 directs SFPD's Social Media Manager to forward the reports to district station captains for use in their newsletters and community meetings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 69.1

Our office has completed its review of the materials related to Recommendation 69.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD incorporating procedural justice, including gathering stakeholder viewpoints, into the disciplinary process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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, DPA, IAD, and POA leadership should be partners in this process.

Response to 69.1: On April 27, 2021, SFPD issued Unit Order 20-01, "Procedural Justice in the Discipline Process Working Group." The Unit Order formally established the Discipline Equity Group (DEG), which began convening on February 25, 2021, met bi-weekly through April 15,

2021, and will continue meeting bi-annually. The DEG is composed of representatives from the Police Commission, Department of Police Accountability (DPA), Internal Affairs Division (IAD), and the San Francisco Police Officers' Association (SFPOA). After the first meeting, the DEG expanded and invited Police Employee Groups to participate, such as the Women's Action Committee, Officers for Justice, and Asian Police Officers' Association. The Unit Order designates the commander of the Risk Management Office to act on the DEG meeting proposals and report back to the DEG on outcomes. At the February 25, 2021 DEG meeting, participants discussed topics such as the new disciplinary matrix, data concerning disparate outcomes in disciplinary action, and how to engage officers in the development of the disciplinary process.

Additionally, SFPD has revised Department General Order 2.04, "Complaints Against Officers," as well as updated the IAD Standard Operating Procedures, to make the disciplinary process more transparent to officers. The IAD Standard Operating Procedures include the Case Investigation Procedures step-by-step guide that provides officers with transparency about the investigation process. Similarly, on February 16, 2021, SFPD issued Department Notice 21-026, "Disciplinary Penalty and Referral Guide," which includes a disciplinary matrix. The matrix provides all stakeholders transparency and consistency for discipline after sustained officer violations of policy. The DEG is also considering methods of informing officers of the disciplinary process, such as using pamphlets, flow charts, and line-up training.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 70.1

Our office has completed its review of the Recommendation 70.1 package that SFPD submitted as part of the collaborative reform process. Recommendation 70.1 is that SFPD should work with the Police Commission to develop a nimble process for reviewing and approving existing and new Department General Orders (DGOs) that supports policing operations with codified, transparent policies.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 70.1 package: SFPD is in substantial compliance with this Recommendation. Newly-amended DGO 3.01 provides SFPD with a nimble process for reviewing and approving existing and new DGOs. DGO 3.01 outlines the task flow for initiating and amending DGOs and specifies that the process will be facilitated by a member of the particular division, bureau, or unit most affected by the DGO. DGO 3.01 also outlines the timelines for review of draft DGOs by relevant stakeholders and command staff. Further, DGO 3.01 now also permits modification of an existing DGO without requiring the Police Commission to review the entire DGO. The Police Commission need only review the portion of the DGO that SFPD seeks to modify. Under this new process, SFPD's Written Directives Unit will identify the particular section to be modified and, through a General Order Change form (SFPD 581), SFPD will submit the proposed modification to that section to the Commission for review and approval.

Finally, under DGO 3.01, existing DGOs will be submitted for review and amendment every five years. To facilitate ongoing review, SFPD's Strategic Management Bureau and the Commission put together a matrix that outlines a schedule to revise existing DGOs (DGO Matrix Schedule).

The DGO Matrix Schedule prioritizes amendment of DGOs that will more directly impact the community, such as the DGOs on use of force, bias, and community policing.

In order to remain in substantial compliance, Cal DOJ recommends that SFPD find a mechanism to keep better track of the dates, tasks, and appropriate personnel for revising or amending existing DGOs. The DGO Matrix Schedule submitted by SFPD does not include the personnel assigned to lead the revision/amendment of several DGOs that are described as "in progress." Nor are there status updates every 60 days for several "in-progress" DGOs. A more robust, or regularly used Matrix Schedule, will enable SFPD to keep better track of assignments and deliverables.

Recommendation 70.2

Our office has completed its review of the Recommendation 70.2 package that SFPD submitted as part of the collaborative reform process. Recommendation 70.2 is that SFPD should commit to updating all Department General Orders (DGOs) in alignment with current laws and statutes, community expectations, and national best practices.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 70.2 package: SFPD is in substantial compliance with this Recommendation. SFPD's plan to update DGOs is outlined in DGO 3.01, which was approved by the Police Commission (the Commission) last year and describes the task flow for initiating and amending DGOs. DGO 3.01 specifies that the DGO initiation/amendment process will be facilitated by a member of the particular division, bureau, or unit most affected by the DGO. DGO 3.01 also outlines the timelines for review of draft DGOs by relevant stakeholders and command staff. Further, DGO 3.01 permits modification of an existing DGO without requiring the Commission to review the entire DGO. The Commission need only review the portion of the DGO that SFPD seeks to modify. Under this relatively new process, SFPD's Written Directives Unit (WDU) will identify the particular section to be modified and, through a General Order Change form (SFPD 581), SFPD will submit the proposed modification to that section to the Commission for review and approval.

Though the USDOJ directed SFPD to develop a plan to update DGOs every three years, SFPD has determined that a three-year policy revision cycle does not give it sufficient time to review and revise DGOs. Given this, SFPD has developed a policy to review and revise DGOs every five years. Cal DOJ and Hillard Heintze have considered SFPD's explanation for a longer cycle for policy revision and are in agreement with a modification to the USDOJ recommendation.

To facilitate ongoing review, SFPD's Strategic Management Bureau and the Commission put together a matrix that outlines the schedule to revise existing DGOs (DGO review matrix). The WDU maintains the DGO review matrix and updates the schedule based on any litigation, legislation, and contemporary issues. The WDU will provide an updated DGO review matrix to the Commission President no less than once a year. Importantly, in response to Cal DOJ's suggestion in its October 22, 2019 email on SFPD's substantial compliance with Recommendation 70.1, SFPD's latest DGO review matrix—provided with this package—does a better job of keeping track of dates, tasks, and appropriate personnel for revising or amending existing DGOs than the version submitted with the Recommendation 70.1 package.

The WDU also issued Unit Order 19-01, which provides further direction on the process to update DGOs. As part of the process, the Deputy Chief in charge of the particular division, bureau, or unit most affected by the DGO will assign a member to serve as the subject matter expert (SME) on the DGO. The SME is in charge of revising the DGO to ensure it address any key issues, community expectations, and best practices. To that end, the WDU provides guidance to the SME on any relevant deadlines, how to update a DGO, and where to find information on best practices for that DGO. Finally, to ensure accountability for revising DGOs, the Strategic Management Executive Director will update the Chief on a quarterly basis on the progress of DGOS up for review.

SFPD reviewed the policy review processes in place of several other law enforcement agencies to ensure that SFPD has a continuous improvement loop that is informed by best practices. SFPD found that its review plan, as described above, is different than that of other agencies for many reasons, including that some agencies do not have as many outdated policies in place and thus do not require the complex review process described above, and other agencies contract with external companies, such as Lexipol, to provide updates to policies.

While Cal DOJ finds that SFPD is in substantial compliance, it shares Hillard Heintze's concerns that SMEs have a significant number of DGOS to update and that there may not be sufficient support for SMEs as they work to update those DGOs. Cal DOJ will continue to monitor SFPD's processes on updating DGOs.

Recommendation 70.3

Our office has completed its review of the materials related to Recommendation 70.3 that were submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 70.3:

SFPD has developed a process that ensures that it obtains the input of members and units that are most affected by any policy or procedure in development. Consistent with Department General Order 3.01 (Written Communication System), the Written Directives Unit (WDU) issued Unit Order 19-01, which provides details on this process. As part of the process, the Deputy Chief in charge of the particular division, bureau, or unit most affected by a department general order (DGO) under development will assign a SFPD member to serve as the subject matter expert (SME).

The SME is in charge of revising the DGO to ensure it address any key issues, community expectations, and best practices. To that end, the WDU provides guidance to the SME on any relevant deadlines, how to update a DGO, and where to find information on best practices for that DGO. SFPD included in the package the matrix of the policies that under currently under development and the SME assigned to oversee development of each policy.

Under DGO 3.01.01(F)(2), the SME will also "[s]olicit review by Commanding Officers, who shall seek input from their respective members, in units most affected by the proposed policy."

Further, the SME will meet and confer with the Department of Police Accountability to go over the policy and resolve any differences. DGO 3.01.01(F)(5). Finally, the SME must review any recommendations provided by stakeholders, such as community members and the Police Commission. DGO 3.01.01(F)(4).

To keep track of input received, the SME must complete a Policy Input Log, and attach it to the initial draft of the policy that is submitted for concurrence. In the log, the SME lists the units and/or members most affected by the policy in development and identifies any person who provided input, and summarizes the input received. The WDU staff will input the contents of the log into SFPD's cloud-based system that stores all policies.

WDU also keeps track of input by maintaining minutes of each meeting in which Executive Command reviews a policy in development. SFPD provided an example of those minutes which show each commanding officer's edits to a policy in development.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 70.4

Our office has completed its review of the materials related to Recommendation 70.4 that were submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 70.4: Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.

Response to 70.4:

Under Department General Order 3.01, the Police Commission must identify the Department General Orders that require a public and/or stakeholder input process. To that end, the Department has developed a process to obtain input from the public and other stakeholders through the use of working groups. The Chief has put together guidelines on the working group process. Under the Chief's guidelines, each working group must have a mandate (that is, a "specific, articulable goal that is broad enough to allow for productive conversation but narrow enough to keep working group members focused"), an executive sponsor, who is a SFPD member who will oversee and facilitate the working group process, and a department facilitator or coordinator who works with the Executive Sponsor to coordinate meeting logistics (including distributing meeting agendas and taking meeting minutes). The Executive Sponsor must also identify and solicit working group members, using the guidance provided by the Chief. Part of that guidance is ensuring that the working group includes people who are critical of the Department as well as people directly impacted by the policy in development.

To keep track of the input received by working group members, SFPD uses a grid that lists (1) each recommendation received from a working group member, (2) the date the recommendation is received, (3) the Department's response to that recommendation and (4) the explanation for its response, (5) and the open or closed status of the recommendation.

The recommendation grid is updated and provided to the working group after each meeting so that the working group is on the same page about the status of each recommendation. At the final meeting, the Executive Sponsor must advise the working group on how the Department will

implement the recommendations, how it will track the implementation, and how it will engage with the community moving forward. Staff from the Department of Justice have also observed several working group meetings and have found that they operate consistent with the Chief's guidelines.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 71.1

Our office has completed its review of the Recommendation 71.1 package that SFPD submitted as part of the collaborative reform process. Recommendation 71.1 requires that SFPD work with the Police Commission to create a process to make timely and necessary updates to key policies.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 71.1 package: SFPD is in substantial compliance with this Recommendation. In August of 2019, the Police Commission approved substantial updates to DGO 3.01. Under DGO 3.01, existing DGOs will be submitted for review and updated every five years. To facilitate ongoing review, SFPD's Strategic Management Bureau and the Police Commission put together a matrix that outlines a schedule to revise existing DGOs. The Written Directives Unit will provide an updated matrix to the President of the Police Commission no less than once a year. See DGO 3.01.01(G). SFPD also issued Department Bulletin 19-01 which tasks the Executive Director, on a quarterly basis, to (1) review the speed with which policies are updated and the integration of best policing practices into policies and (2) identify any shortcomings in implementing the provisions of DGO 3.01.01. The Executive Director will summarize these findings in a memorandum to the Chief of Police, and include recommendations to improve the process and accountability.

DGO 3.01 also outlines the task flow for amending DGOs and specifies that a member of the particular division, bureau, or unit most affected by the DGO is tasked with facilitating that process. Importantly, DGO 3.01 now permits modification of an existing DGO without requiring the Police Commission to review the entire DGO. The Police Commission need only review the portion of the DGO that SFPD seeks to modify. Under this new process, SFPD's Written Directives Unit will identify any sections to be modified and, through a General Order Change Form (SFPD 581), SFPD will submit any proposed modification to that section to the Commission for review and approval. We agree with Hillard Heintze that SFPD should consider modifying the General Order Change Form to require the person filling it to provide the reason(s) for the change to a DGO. Doing so will help the Police Commission make an informed decision about whether or not to approve the amendment to the DGO. The General Order Change Form should also include a space where the Police Commission can provide the basis for any decision not to approve a requested modification.

Recommendation 71.2

Our office has completed its review of the Recommendation 71.2 package that SFPD submitted as part of the collaborative reform process. Recommendation 71.2 is that 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.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 71.2 package: SFPD has prepared a matrix that lists out the schedule for existing Department General Order (DGO) review, as well as other details, including the proposed revision date, the assigned General Order Leader, and any status update for each DGO (DGO Matrix Schedule). After DGOs are reviewed according to the DGO Matrix Schedule, they will be submitted for review/amendment every five years, pursuant to DGO 3.01.

Based on the above, Cal DOJ finds that SFPD is substantially compliant with this Recommendation. However, Cal DOJ recommends that SFPD find a mechanism to keep better track of the dates, tasks, and appropriate personnel for revising/amending existing DGOs. The DGO Matrix Schedule does not include the personnel assigned to lead the revision/amendment of several DGOs that are described as "in progress." Nor are there status updates every 60 days for several "in-progress" DGOs. A more robust, or regularly used Matrix Schedule, will enable SFPD to keep better track of assignments and deliverables.

Recommendation 72.1

Our office has completed its review of the Recommendation 72.1 package that SFPD submitted as part of the collaborative reform process. Recommendation 72.1 is that SFPD should present all Department Bulletins that substantively change or countermand a Department General Order (DGO) to the Police Commission before implementation and publish them on their website after approval is received.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 72.1 package: While the package of materials does not demonstrate that SFPD formally presents Department Bulletins that change or countermand a DGO to the Police Commission, Cal DOJ nonetheless finds that SFPD is in substantial compliance with this Recommendation. Under DGO 3.01.06(D), where a Department Bulletin modifies a DGO, the Written Directives Unit will identify the specific section in the DGO that requires amendment and will submit the amendment to the DGO itself to the Police Commission for approval. The related Department Bulletin will not go into effect until the Police Commission approves the amendment to the DGO. The Written Directives Unit is also responsible for ongoing review of Department Bulletins, which expire after 2 years, to see if they need to be incorporated into an existing DGO or require the drafting of a new DGO. Additionally, though not codified in DGO 3.01, it appears that in practice SFPD also presents the underlying Department Bulletin that amends a DGO to the Police Commission. Indeed, SFPD notes on its website that "[w]henever a Department Bulletin supplements or amends a substantive provision of a Department General Order, within two weeks of its issuance, the Department Bulletin and the Department General Order shall be calendared before the Police Commission for discussion and approval."

The process SFPD has developed, and described above, is in line with the intent behind Recommendation 72.1. That is, it is reasonable for SFPD to seek approval of an amendment to a

DGO to be consistent with the Department Bulletin that modifies it, and then to have the Department Bulletin issue only when the DGO amendment is approved by the Police Commission.

Finally, SFPD puts its Department Bulletins on its website and they are readily accessible to the public.

Based on the above, Cal DOJ finds that SFPD is substantially compliant with this Recommendation.

Recommendation 72.2

Our office has completed its review of the Recommendation 72.2 package that SFPD submitted as part of the collaborative reform process. Recommendation 72.2 is that SFPD should post all Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order (DGO) to its website.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 72.2 package: SFPD is in substantial compliance with this Recommendation. Strategic Communications Director David Stevenson met with the Written Directives Unit to flag any Department Bulletin that modified an existing DGO and directed the Media Relations Unit to post any flagged Department Bulletins online. SFPD's website clearly indicates whether a Department Bulletin is class "A" and whether the Department Bulletin amends an existing DGO. For example, SFPD notes on its website that Department Bulletin 19-018 (Monitoring Overtime) is a class A Department Bulletin, that it amends DGO 11.01(I)(B)(4)(b), and that it is a re-issue of Department Bulletin 17-045.

While Cal DOJ finds SFPD substantially compliant, it recommends SFPD consider noting on its website that, pursuant to newly amended DGO 3.01, Department Bulletins expire after two years, so the public does not have the mistaken impression that all posted Department Bulletins are the current policy of SFPD. Cal DOJ further recommends that SFPD consider periodically removing expired Department Bulletins from its website or updating its website to indicate when a posted Department Bulletins has expired.

Recommendation 72.3

Our office has completed its review of the Recommendation 72.3 package that SFPD submitted as part of the collaborative reform process. Recommendation 72.3 is that SFPD should limit the use of Department Bulletins and eliminate the authority to continue a Department Bulletin after two years.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 72.3 package: SFPD is in substantial compliance with this Recommendation. Under DGO 3.01.06(E), a Department Bulletin expires after two years and will not renew. An expired Department Bulletin may be incorporated into an existing or a new DGO. The Written Directives

Unit is responsible for ongoing review of Department Bulletins, which includes the responsibility of shepherding the process of amending a DGO when a Department Bulletin modifies it. The Written Directives Unit tracks the expiration of Department Bulletins through PowerDMS and it will annually review which Department Bulletins have been incorporated into DGOs, and note the reasons why a Department Bulletin is not incorporated into a DGO.

In order to remain in substantial compliance, SFPD will need to show at a later basis that it has a robust continual review and improvement loop, where the Written Directives Unit is indeed (1) tracking the expiration of Department Bulletins, (2) shepherding the process of incorporating expired Department Bulletins into an existing or a new DGO, where necessary, and (3) noting the reasons why an expired Department Bulletin is not incorporated into a DGO.

Recommendation 73.1

Our office has completed its review of the materials related to Recommendation 73.1 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 73.1:

SFPD has developed various mechanisms to track whether a member has accessed and acknowledged a Department General Order (DGO) or a Department Bulletin (DB).

When members are first hired, they must sign and acknowledge that they have received DGOs and have a working knowledge of them. The signed forms are saved by the Department. As SFPD issues new DBs, it disseminates them to members through a cloud-based software that stores all DBs. Under SFPD policy, members are required to electronically review and acknowledge any DB within 30 days of issuance. The cloud-based software has a query feature that allows a supervisor to track whether a member has reviewed and acknowledged a DB. The Staff Inspection Unit (SIU) is also tasked with conducting various audits and inspections, as needed by the Department. The SIU conducted an audit of members' noncompliance with accessing and acknowledging policies issued in 2019 and provided their findings in a report issued in July 2020. The Bureau Chiefs were notified of any noncompliant members in their respective bureaus.

Finally, SFPD recently developed a new policy obligating the Business Analysis Team to conduct a quarterly review of all members to determine if any of them are noncompliant with accessing and acknowledging policies. If a member is noncompliant, the Commanding Officer of the Professional Standards and Principled Policing Unit (PSPP) sends a memo to the member's respective Commanding Officer for remediation or discipline. The noncompliant member's Commanding Officer must ensure that the member becomes compliant and is counseled and retrained, if needed. Once that is done, the Commanding Officer signs off on the PSPP memo, which is then logged with the SIU.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 73.2

Our office has completed its review of the materials related to Recommendation 73.2 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 73.2:

Once a mechanism [to track when a Department General Order or Department Bulletin has been accessed and acknowledged by a SFPD member] is established, the SFPD should create a protocol for notification, noncompliance, and accountability.

Response to Recommendation 73.2:

SFPD recently developed a new policy where the Business Analysis Team (BAT) conducts a quarterly review of all members to determine if any of them are noncompliant with accessing and acknowledging policies. BAT will compile a list of noncompliant members, including each member's number, rank, star, number, current assignment, and whether they are on any extended leave. The BAT's quarterly report is transferred to the Staff Inspections Unit (SIU), which maintains a digital file version of the report.

The SIU Sergeant also prepares a memo on each noncompliant member for the member's Commanding Officer. The SIU Sergeant that submits those memos to the Commanding Officer of the Professional Standards and Principled Policing Unit (PSPP) for approval. The PSPP Commanding Officer then forwards it to the Executive Director and/or the Strategic Management Bureau so that the memo can go through the Chain of Command. After the noncompliant member's Commanding Officer receives the must ensure that the member becomes compliant and is counseled and retrained, if needed. Once that is done, the Commanding Officer signs off on the memo, which is then logged with the SIU.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 74.1

Our office has completed its review of the materials related to Recommendation 74.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD establishing processes to ensure new Department Bulletins are supported in trainings and implementation. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 74.1: The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.

Response to 74.1: At the time this recommendation was issued, there was a concern that Department Bulletins circumvented the General Order process. SFPD now ensures that its policies will remain current through the revised Department General Order (DGO) 3.01,

"Written Communication System" (revised August 7, 2019). DGO 3.01 directs the Written Directives Unit to review each DGO at least every five years. Department Bulletins expire after two years and are not re-issued, meaning that the Bulletins are to be incorporated into DGOs. The Written Directives Unit is tasked with shepherding the process of updating DGOs, including facilitating the revisions, submitting DGOs to concurrence, and then publishing and distributing the revised versions. Under DGO 3.01.06(D), where a Department Bulletin modifies a DGO, the Written Directives Unit will identify the specific section in the DGO that requires amendment and will submit the amendment to the DGO itself to the Police Commission for approval. The related Department Bulletin will not go into effect until the Police Commission approves the amendment to the DGO.

Part of the policy development process is considering the policy implementation. Under Unit Order 19-01, the Deputy Chief in charge of the particular division, bureau, or unit most affected by the DGO will assign a member to serve as the subject matter expert on the DGO. The subject matter expert oversees revising the DGO to ensure it addresses any key issues, community expectations, and best practices. Additionally, SFPD created the "Policy Implementation Checklist" (SFPD 577 PIC) to be completed by the Written Directives Supervisor when reviewing a draft policy. The checklist includes policy implementation support options such as training, creating or updating forms, software and IT updates, equipment, and personnel redeployment. The Commanding Officer of Program Standards and Professional Policing reviews the checklist and determines if the policy will be assigned a Policy Implementation Leader. For example, recent updates to the Use of Force DGO required a Policy Implementation Leader and implementation steps such as training support, updated forms, and software.

On November 20, 2020, SFPD published Program Standards and Professional Policing Unit Order 20-03, "Consideration of Policy Implementation Support Factors as Part of Policy Development Process." The Order outlines the process regarding the Policy Implementation Checklist. Additionally, the Order requires the Staff Inspections Unit to take several steps when developing policy, including surveying officers, DPA, and the Policy Implementation Leader regarding the implementation of recent policies to identify problematic or positive trends with newly issued policies and to received feedback on the implementation process. The results of the survey are assembled into a memorandum identifying how the implementation of policies can be improved. The supervisor of Staff Inspections Unit submits the memorandum to the Executive Director by February 1st each year. The Order also requires the Staff Inspections Unit to conduct a review to ensure that Department Bulletins that were issued the prior year adhered to the process and requirements set forth in DGO 3.01.06.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 74.2

Our office has completed its review of the materials related to Recommendation 74.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring that Bulletins are supported and reinforced by training and supervisors. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 74.2: The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.

Response to 74.2: Under the revised Department General Order (DGO) 3.01, "Written Communication System," the Written Directives Unit manages the policy development and support process. DGO 3.01 directs the Written Directives Unit to review each DGO at least every five years. Department Bulletins expire after two years and are not re-issued, meaning that the Bulletins are to be incorporated into DGOs. The Written Directives Unit is tasked with shepherding the process of updating DGOs, including facilitating the revisions, submitting DGOs to concurrence, and then publishing and distributing the revised versions.

Part of the policy development process is considering the policy implementation, including training needs. Under Unit Order 19-01, the Deputy Chief in charge of the particular division, bureau, or unit most affected by the DGO will assign a member to serve as the subject matter expert on the DGO. The subject matter expert oversees revising the DGO to ensure it addresses any key issues, community expectations, and best practices. This can include mandating training in the policy, such as the mandated trainings listed in the revised DGO 5.17, "Bias-Free Policing" (requiring the Training Division to ensure officers attend trainings on implicit bias, procedural justice, and bias by proxy, among other trainings). Additionally, SFPD created a checklist (Policy Implementation Checklist, SFPD 577 PIC) to be completed by the Written Directives Supervisor when reviewing a draft policy, codified in Unit Order 20-03, "Consideration of Policy Implementation Support Factors as Part of Policy Development Process." The checklist contains implementation support options that include training, as well as other support such as creating or updating forms, software and IT updates, equipment, and personnel redeployment. The Commanding Officer of Program Standards and Professional Policing reviews the checklist and determines if the policy will be assigned a Policy Implementation Leader. For example, recent updates to the Use of Force DGO required a Policy Implementation Leader and implementation steps such as training support, updated forms, and software.

New policies often require roll-call training to update officers on the new policies. That process is codified in Professional Development Unit Order 20-01, "Roll Call Training Development, Issuance, Procedures, and Compliance," issued July 29, 2020. The Training Division is consulted on all roll-call trainings and creates materials for training coordinators to administer monthly roll-call trainings. The Training Division works in conjunction with other stakeholders, such as its recent collaboration with the Department of Police Accountability on Limited English Proficiency training. All SFPD units have at least one training coordinator, who is a supervisor, and the coordinator is provided with roll-call training materials and conducts the roll-call trainings. The training coordinators are encouraged to use the materials to foster discussion during the trainings. Training coordinators are also tasked with ensuring officers complete the trainings. Each officer must sign off on having completed roll-call trainings in SFPD's Human Resource Management System, and the Staff Inspections Unit conducts a review to notify commanding officers of non-compliance for administrative corrective action.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 75.1

Our office has completed its review of the Recommendation 75.1 package that SFPD submitted as part of the collaborative reform process. Recommendation 75.1 states that SFPD should task the Principled Policing and Professional Standards Bureau (PPPSB) with overall responsibility for development, maintenance, training, and implementation planning for Department General Orders (DGOs).

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 75.1 package: SFPD is in substantial compliance with this Recommendation. In August of 2019, the Police Commission approved DGO 3.01, which provides SFPD with a more nimble process for reviewing and approving existing and new DGOs. Under the new process outlined in DGO 3.01, SFPD's Written Directives Unit, a unit overseen by PPPSB, is responsible for the ongoing review of all DGOs and must maintain a DGO review matrix that may be updated with changes brought on by litigation, legislation, or other issues. See DGO 3.01.01(G). As part of its duties, the Written Directives Unit, shepherds the initiation or amendment of any DGO, by, among other things, (1) tasking the Deputy Chief of Director of the bureau, division, or unit most affected by the underlying DGO with drafting the DGO and (2) submitting the DGO through the concurrence process. See 3.01.01(F); see also DB 19-01.

In Cal DOJ's correspondence finding SFPD's substantial compliance with Recommendation 70.1, Cal DOJ advised SFPD to more regularly maintain its DGO review matrix so SFPD can keep better track of assignments and deliverables. To that end, SFPD issued Department Bulletin 19-01 which tasks the Executive Director, on a quarterly basis, to (1) review the speed with which policies are updated and the integration of best policing practices into policies and (2) identify any shortcomings in implementing the provisions of DGO 3.01.01. The Executive Director will summarize these findings in a memorandum to the Chief of Police, and include recommendations to improve the process and accountability.

Recommendation 75.2

Cal DOJ has completed its review of the Recommendation 75.2 package that SFPD submitted as part of the collaborative reform process. Recommendation 75.2 is that the Written Directives Unit (WDU) should be tasked to work with subject matter experts from DPA and the Police Commission to ensure policies are adopted in a timely manner and appropriately updated.

After reviewing the package and information provided by SFPD, Cal DOJ finds as follows:

Response to 75.2 package: Based on the below information, Cal DOJ finds that SFPD is substantially compliant with this Recommendation. The compliance measure for this Recommendation asks SFPD to task the WDU with supporting the recommendations in Findings 70 and 71 to facilitate the timely update of the Department General Orders (DGOs). As background, Finding 70 is that the process to update DGOs is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues. Finding 71 is that the SFPD does not have an effective process for the development and distribution of DGOs and Department Bulletins. The recommendations under these Findings involve getting the Department to develop a nimble process for updating and developing DGOs and Department

Bulletins in a timely and consistent fashion, while involving all necessary stakeholders. As of the date of this email, SFPD has substantially complied with two of the six Recommendations under these two Findings (70.1 and 71.2).

SFPD has tasked the WDU with supporting the recommendations in Findings 70 and 71. Indeed, recently-amended DGO 3.01 specifically requires WDU to manage the initiation of any new DGO and the amendment of any existing DGO as well as the concurrence process. See DGO 3.01.01(D)-(E). DGO 3.01 outlines in more detail the specific tasks of the WDU during the DGO development, amendment, and concurrence processes. See DGO 3.01.01(F)-(G). Related to this Recommendation, the WDU must notify the Deputy Chief or Director of the bureau, division or unit most affected by a proposed DGO or amendment to an existing DGO. That Deputy Chief or Director will then assign a member to solicit and review recommendations from stakeholders, including DPA and the Police Commission. Based on the above, Cal DOJ finds SFPD in substantial compliance.

Recommendation 75.3

Our office has completed its review of the materials related to Recommendation 75.3 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD staffing the Written Directives Unit to ensure timely updates to Department General Orders. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 75.3:

To meet this recommendation, SFPD tasked subject matter experts with developing the substantive provisions of new and revised Department General Orders. This leverages personnel throughout the department for work on policy and reduces the Written Directive Unit's responsibilities to WDU managing the administrative processes.

On August 7, 2019, SFPD published Department General Order 3.01, Written Communication System. Among other directives, the Order describes the process for creating and revising Department General Orders (DGOs). Under the Order, the Written Directives Unit will review each DGO at least every five years, and will provide an updated DGO review matrix to the President of the Police Commission at least once a year. The Written Directives Unit is tasked with submitting DGOs to concurrence, and then publishing and distributing the DGOs.

On December 15, 2019, SFPD published Written Directives Unit Order 19-01, Guidelines for Updating DGO's. The Order established a DGO matrix so ensure that DGOs meet the five-year update requirement. The process begins by requiring the Written Directives Unit to distribute a list of DGOs to the Deputy Chiefs that will be updated that year by January 15th. The Order provides timelines for working with subject matter experts, requires status reports, and outlines the process for submission to the Police Commission. Under the Order, the Written Directives Unit issues quarterly status reports to the Deputy Chiefs, Assistant Chiefs, and to the Chief of

Police. This supports the Chief's duty to report quarterly to the Police Commission regarding policy proposals under Police Commission Resolution 27-06 (published April 6, 2006).

After being assigned DGOs, subject matter experts are generally required to submit draft DGOs within 120 days, with exceptions for good cause for additional delay such as community outreach and involvement in the DGO drafting. Subject matter experts are provided with templates, a "how to" document on writing general orders, and resources for conducting research. Under Unit Order 19-01, the Executive Director of the Strategic Management Bureau provides regular status reports to the Chief of Police. The last status submitted for this recommendation, dated May 1, 2020, verified that all DGOs were in compliance with the process and timelines set forth in Unit Order 19-01.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation; however to remain in substantial compliance SFPD will need to ensure that it will continue to follow the timelines set forth in the recently published Unit Order.

Recommendation 76.1

Our office has completed its review of the materials related to Recommendation 76.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD making its General Orders and Bulletins digitally available to officers and personnel. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 76.1: Recommendation 76.1 and 76.2 were concurrent recommendations and documents submitted for 76.2 were reviewed and accepted in support of 76.1. To meet the 76.1 recommendation, SFPD used the PowerDMS web-based document management system. The Written Directives Unit was already using the PowerDMS for the Department General Order (DGO) and Department Bulletin drafting, concurrence, and approval processes. SFPD has now rolled out access to Power DMS, which includes a database of DGOs and Bulletins, to all officers and staff.

As part of the rollout, SFPD implemented a 45-day soft rollout to Southern Station users beginning in June of 2020. SFPD created a survey to Southern Station users to determine if the training on the system was useful and what additional training may be needed before the department-wide rollout. SFPD offered a training on PowerDMS on nine occasions during July and August of 2020. The department-wide rollout was effective on August 17, 2020.

The SFPD Information Technology Division Project Management Office created a project plan and timeline for rollout of PowerDMS. The plan included a planning, execution, and production phase and all phases are now complete.

Additionally, SFPD has articulated its policy update and publication process in policy. On August 7, 2019, SFPD published DGO 3.01, Written Communication System. Under the DGO,

the Written Directives Unit is responsible for electronically publishing and distributing directives, including DGOs and Bulletins, on the Department network and SFPD must provide officers and staff with electronic access to directives in a searchable database. A draft Unit Order designates the Written Directives Unit as the unit responsible for providing that access and provides 24 hours after final approval of a directive for it to be published on PowerDMS. While Cal DOJ is satisfied with the Unit Order's directive that the WDU "should" update Power DMS, Cal DOJ suggests that SFPD, going forward, use mandatory language like "will" or "must" to ensure that the task will be done.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 76.2

Our office has completed its review of the materials related to Recommendation 76.2 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD making its General Orders and Bulletins digitally available to officers and personnel with capabilities for updating, cross-referencing, reporting, and monitoring. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 76.2: The SFPD should provide department members with 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.

Response to 76.2: Recommendation 76.1 and 76.2 were concurrent recommendations. To meet the 76.2 recommendation, SFPD used the PowerDMS web-based document management system. PowerDMS has for cross-referencing, reporting, and monitoring capabilities. The Written Directives Unit was already using the PowerDMS for the Department General Order (DGO) and Department Bulletin drafting, concurrence, and approval processes. SFPD has now rolled out access to Power DMS, which includes a database of DGOs and Bulletins, to all officers and staff.

The SFPD Information Technology Division Project Management Office created a PowerDMS training plan and timeline for rollout of PowerDMS. The plan included separate training objectives for administrative users, training coordinators, and general SFPD users. Document workflow, assignment of documents, submission of document sign-off, security, log on information, creating non-compliance reports, and search capabilities.

As part of the rollout, SFPD implemented a 45-day soft rollout to Southern Station users beginning in June of 2020. SFPD created a survey to Southern Station users to determine if the training on the system was useful and what additional training may be needed before the department-wide rollout. The trainings included job aids (including step-by-step screenshot instructions), on-site training for certain users, and access to the PowerDMS training library (including a training video). SFPD offered training on PowerDMS on nine occasions during July and August of 2020. The department-wide rollout was effective on August 17, 2020.

Additionally, SFPD has articulated its policy update and publication process in policy. On August 7, 2019, SFPD published DGO 3.01, Written Communication System. Under the DGO, the Written Directives Unit is responsible for electronically publishing and distributing

directives, including DGOs and Bulletins, on the Department network and SFPD must provide officers and staff with electronic access to directives in a searchable database. A draft Unit Order designates the Written Directives Unit as the unit responsible for providing that access and provides 24 hours after final approval of a directive for it to be published on PowerDMS. While Cal DOJ is satisfied with the Unit Order's directive that the WDU "should" update Power DMS, Cal DOJ suggests that SFPD, going forward, use mandatory language like "will" or "must" to ensure that the task will be done.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 77.1

Our office has completed its review of the materials related to Recommendation 77.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD creating and supporting a robust auditing practice. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 77.1: The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practice.

Response to 77.1: On April 17, 2018, SFPD published Department Bulletin 18-081, "Staff Inspection Unit." The Bulletin established the Staff Inspection Unit (SIU) and granted SIU access to all records, facilities, and personnel. The Order also required all employees to cooperate with audits so that SIU can provide meaningful audit inspections to SFPD.

On May 1, 2020, SFPD published Unit Order 20-01, "Staff Inspection Unit (SIU) Procedures." The Order uses the Generally Accepted Government Auditing Standards published by the U.S. Government Accountability Office as a guide for SIU audit practices. To ensure independence, the Order prohibits command staff of the Strategic Management Bureau and personnel outside of SIU from participating in the audits.

The Order organizes SIU into an inspection team and a monitoring team. The inspection team audits SFPD policies, practices, and procedures. After the inspection team conducts an audit, the team writes an inspection report to the Chief (or designee), conducts follow-up inspections as requested, and makes recommendations based on the audit results. If the SIU audit uncovers deficiencies, the monitoring team reviews progress made on correcting the deficiencies. The monitoring team documents that progress in an Accomplishment Memorandum that recommends whether another audit is necessary.

Under Order 20-21, SIU researches and develops topics for an Annual Inspection Plan. SIU uses a Risk Assessment Matrix to prioritize its planned yearly audit, which weighs potential audits for the likelihood of occurrence of harms and the severity of the harms. The selected audits are placed in the Annual Audit Inspection Plan memorandum that explains why audits were selected or were not selected, lists the planned audits for the year, and details the objectives and strategies for fulfilling each audit. If an audit is not completed by the end of the year, SIU will write a memorandum up the chain-of-command explaining why it was not done and the anticipated time of completion. Recently completed audits include reviewing SFPD submissions of Department of Police Accountability complaint logs, officer activations of body-worn cameras, compliance

with state regulations on detention facilities, compliance with requirements to secure state criminal and driver information materials, and compliance with SFPD's juvenile detention policy.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 77.2

Our office has completed its review of the materials related to Recommendation 77.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD developing and supporting an audit plan and schedule. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 77.2: On May 1, 2020, SFPD published Unit Order 20-01, "Staff Inspection Unit (SIU) Procedures." The Unit Order organizes SIU into an inspection team and a monitoring team. The inspection team audits SFPD policies, practices, and procedures using the Generally Accepted Government Auditing Standards as a guide. The monitoring team monitors previously reported findings and documents progress in an Accomplishment Memorandum that recommends whether another audit is necessary. The SIU staffing plan would allow for four to eight risk audits per year, and four routine audits per year.

Under Order 20-21, SIU researches and develops topics for an Annual Inspection Plan. SIU uses a Risk Assessment Matrix to prioritize its planned yearly audit, which weighs potential audits for the likelihood of occurrence of harms and the severity of the harms. The selected audits are placed in the Annual Audit Inspection Plan memorandum that explains why audits were selected or were not selected, lists the planned audits for the year, and details the objectives and strategies for fulfilling each audit. If an audit is not completed by the end of the year, SIU will write a memorandum up the chain of command explaining why it was not done and the anticipated time of completion.

SIU has created Annual Inspection Plans for 2019, 2020, and 2021. In 2020, SFPD changed three of the four planned audits to accommodate new audits that pertained to collaborative reform recommendations and because of staffing issues related to the pandemic. Overall, SFPD completed five risk audits, one routine audit, and three monitoring audits in 2020. These audits included reviewing SFPD's submissions of complaint logs to the Department of Police Accountability, reviewing SFPD's compliance with collecting and submitting stop data, and reviewing SFPD's compliance with the SFPD juvenile detention policy. The 2020 audits that had not been completed on time were included in the 2021 Annual Inspection Plan pursuant to Unit Order 20-01.

On January 8, 2021, SFPD issued its 2021 Annual Inspection Plan. The 2021 Annual Inspection Plan audits include (1) inspecting whether preliminary alcohol screening devices are maintained and used appropriately, (2) inspecting whether Naloxone (an opioid inhibitor) is available and being used appropriately, (3) reviewing officer performance-improvement-plan binders for

completeness, (4) reviewing officer signoffs of SFPD policies, and (5) reviewing whether investigative detentions (*Terry* stops) complied with law and policy and whether officers issued Certificates of Release. After learning from the changes to the 2020 Annual Inspection Plan, SFPD coordinated regarding collaborative reform priorities before issuing the 2021 Annual Inspection Plan.

Other routine reviews of data are conducted across various teams and units. For example, the Business Analysis Team produces a quarterly analysis of stop, use of force, and arrest data known as 96A reports, the Staffing and Deployment Unit regularly reviews exit interview information to understand retention issues, and the Recruitment Unit regularly reviews whether its recruitment efforts result in recruit diversity.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, SFPD should ensure that it adequately staffs SIU to meet SFPD's auditing goals. Please let us know if you have any questions or would like to discuss these further.

Our office has completed its review of the materials related to Recommendation 77.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD developing and supporting an audit plan and schedule. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 78.1

Our office has completed its review of the Recommendation 78.1 package that SFPD submitted as part of the collaborative reform process. Recommendation 78.1 is that SFPD should consider partnering with local academic institutions to evaluate its reform program, particularly as it seeks to implement the recommendations in this report.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 78.1 package:

Since the release of the United States Department of Justice's 2016 report assessing SFPD, the Department has worked with several academic institutions, including the California Policy Lab at University of California, Berkeley and Los Angeles (CPL), Stanford University, John Jay College, the University of Cambridge, and the University of Chicago. The scope of the Department's relationship with these academic institutions range from working with them on discrete studies to ongoing partnerships, whereby the institution engages in multiple studies or projects for the Department. As an example of its academic partnerships, SFPD provided the memorandum of understanding (MOU) between the Department and CPL, which allows for multiple research projects under the same MOU. One such research project governed by the MOU involved the study of SFPD's recent decision to assign more foot patrol beats and any resulting impact on crime rates. The CPL found that the increase in foot patrol beats led to a 16.9% decline in larceny theft and 19.1% reduction in assaults across the city.

To keep track of these academic relationships, SFPD has assigned a person to serve as a liaison with the academic institutions. The liaison maintains an Academic Project matrix which is updated monthly and briefed to the Chief on a quarterly basis. The matrix keeps track of the

status of and the issues addressed by each study or project, and identifies whether any study or project relates to any CRI recommendation. In order to remain in substantial compliance, the California Department of Justice recommends that the SFPD academic relationship liaison add additional columns to the matrix to keep track of any recommendations that come out of any completed study or project, SFPD's decision to implement any of those recommendations, and the progress on any implementation. Keeping track of these additional details will help SFPD determine the efficacy and value of its academic relationships.

Based on the above, the California Department of Justice finds SFPD in substantial compliance with this Recommendation.

Recommendation 80.1

Our office has completed its review of the materials related to Recommendation 80.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 80.1:

Several of SFPD's existing policies govern the reporting of criminal activity and administrative misconduct that is uncovered during the course of a covert investigation. These policies include Department General Order (DGO) 1.04 (Duties of Sergeants), 2.01 (General Rules of Conduct), 2.04 (Complaints against Officers) and Internal Affairs Division Standard Operations Procedures. SFPD issued Department Notices (DN) 21-046 and 21-059 to synthesize all of the processes and protocols within this wide range of policies.

DN 21-059 reminds members of their obligations under DGO 8.01 (Critical Incidents) to notify their Commanding Officer if they become aware that another member is arrested for a felony or misdemeanor while off-duty. DN 21-046 reminds members that if they observe, or otherwise become aware of another member's suspected violation of the law or SFPD policies and procedures, they are required to immediately report the violation to their immediate supervisors. DN 21-046 further reminds supervisors that when they become aware of suspected criminal activity or administrative misconduct, they must immediately notify their Commanding Officer via a memorandum. The Commanding Officer must determine if an investigation is necessary and then notify Command Staff and the Department of Police Accountability (DPA). The Commanding Officer must also forward the memorandum describing the alleged misconduct to the Commanding Officer of the Risk Management Office, who will follow existing protocols for administrative and criminal investigations into SFPD members. Those protocols can be found in the Memoranda of Understanding between SFPD and DPA and the San Francisco District Attorney's Office (SFDA) as well as the Internal Affairs Division Standard Operating Procedures. These protocols are discussed in more detail in the packages for Recommendation 19.1, and the recommendation packages under Findings 10 and 60.

SFPD also provided evidence to show its ongoing relationships with the SFDA and the Federal Bureau of Investigation as they relate to investigations into member misconduct. SFPD provided several policies that govern the relationship between the SFDA and SFPD, and in particular, their relationship during various stages of a criminal investigation. As one example, the Risk Management Office's Investigative Services Detail (ISD) must prepare an investigative case file on an investigation into a member's criminal activity. This case file is confidential and is secured within the ISD; however, the SFDA can also review this file. If the SFDA decides to criminally charge a member, the underlying ISD case file will be watermarked and bates stamped prior to forwarding it to the SFDA.

The Officer in Charge (OIC) of the ISD maintains regular contact with their counterpart in the FBI's Public Corruption Squad to discuss cases that might involve both agencies. If the FBI is investigating a SFPD member, it would notify the ISD OIC, who would then report it up the chain of command, consistent with the ISD Unit Order 20-01 and DGO 2.04. Similarly, Chief Scott is also in regular communication with the head of the San Francisco Office of the FBI. If the Chief determines an investigation of a member would fall under federal jurisdiction, he would discuss this with the Special Agent in Charge of the FBI field office and work with the Risk Management Office to provide all relevant information to the FBI.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 80.2

Our office has completed its review of the materials related to Recommendation 80.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 80.2: SFPD has two external partners that it works with on investigating misconduct by members. SFPD has a memorandum of understanding with the San Francisco District Attorney's Office (SFDA) delegating SFDA the investigator of criminal conduct in three types of events, which are referred to as "covered incidents" in the MOU: 1) officer-involved shootings, 2) in-custody deaths, and 3) uses of force resulting in seriously bodily injury. The SFPD Risk Management Office's Investigative Services Detail (ISD) retains authority to investigate members for a wide range of other types of criminal conduct. For example, SFPD must investigate any criminal conduct of a member while off-duty as well as any whistleblower complaint of any criminal conduct. The MOU governs the responsibilities and protocols of the respective entities with respect to the types of investigations handled by the SFDA. The SFPD provides more details about these responsibilities and protocols in the package for Recommendation 2.1. As one example, the MOU explains that SFPD retains the primary responsibility to securing the scene of any covered incident but that the SFDA will lead all interviews for the investigations.

In addition, the ISD issued a unit order (20-01) which provides details about various procedures and protocols SFPD must take with respect to criminal investigations that are within SFPD's

authority to handle. The unit order provides guidance on the steps that must be taken, and the people who must be involved, if there is an allegation of criminal conduct by a SFPD member; these steps include having a team of four ISD investigators respond to the scene of the criminal conduct, and the lead investigator making appropriate notifications up the chain of command.

With respect to complaints of misconduct, SFPD and the Department of Police Accountability (DPA) entered into a memorandum of understanding delegating DPA as the investigator of all complaints related to on-duty misconduct against sworn members acting under the color of authority. Under the MOU, SFPD, through the Risk Management Office's Internal Affairs Division (IAD), is responsible for investigating any internal complaints made by a member against another member, as well as complaints against non-sworn members, complaints against a member related to off-duty conduct, and complaints by other agencies (such as the SFDA). Under the MOU, DPA provides quarterly updates on its cases to IAD, including the expected completion dates of their investigations and any statutory deadlines. DPA must also notify the Chief and IAD of all investigations that have passed the six-month mark (including those where the 1-year deadline is tolled). DPA also notifies the Chief when its investigation has passed the nine-month mark and provides (1) the basis for why it is unable to complete the investigation and (2) the expected completion dates.

SFPD has also issued unit orders (IAD Unit Order 20-03 and ISD Unit Order 20-02) that govern how IAD and ISD investigators keep track of the progression of criminal and administrative investigations. The Commanding Officer of the Risk Management Office issued a memorandum to the Chief of Staff detailing the regular meetings he has with IAD and ISD staff to maintain progression of investigations that fall under both units. These meetings and the related tracking processes are discussed in more detail in the package for Recommendation 60.1.

SFPD has conducted a variety of trainings that go over the various policies and procedures that govern relationships with the SFDA and DPA. These trainings include a September 30, 2020 training on IAD procedures related to administrative investigations into complaints, a January 14, 2021 joint ISD-IAD training regarding confidentiality of investigations, and an April 20, 2021 training on policies related to reporting criminal conduct of a member. The IAD also issued a unit order (20-04) which requires bi-annual training among IAD members and DPA staff on IAD related trainings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 80.3

Our office has completed its review of the materials related to Recommendation 80.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 80.3:

Several of SFPD's existing policies provide reporting and confidentiality requirements for criminal activity and administrative misconduct that is uncovered during the course of a covert investigation. These policies include Department General Order (DGO) 1.04 (Duties of Sergeants), 2.01 (General Rules of Conduct), 2.04 (Complaints against Officers) and Internal Affairs Division (IAD) Standard Operations Procedures.

With respect to reporting requirements, SFPD issued Department Notices (DN) 21-046 and 21-059 to synthesize all of the processes and protocols within the wide range of policies, listed above. DN 21-059 reminds members of their obligations under DGO 8.01 (Critical Incidents) to notify their Commanding Officer if they become aware that another member is arrested for a felony or misdemeanor while off-duty. DN 21-046 reminds members that if they observe, or otherwise become aware of another member's suspected violation of the law or SFPD policies and procedures, they are required to immediately report the violation to their immediate supervisors. DN 21-046 further reminds supervisors that when they become aware of suspected criminal activity or administrative misconduct, they must immediately notify their Commanding Officer via a memorandum. The Commanding Officer must determine if an investigation is necessary and then notify Command Staff and the Department of Police Accountability (DPA). The Commanding Officer must also forward the memorandum describing the alleged misconduct to the Commanding Officer of the Risk Management Office, who will follow existing protocols for administrative and criminal investigations into SFPD members. Those protocols can be found in the Memoranda of Understanding between SFPD and DPA and the San Francisco District Attorney's Office (SFDA) as well as the Internal Affairs Division Standard Operating Procedures. These protocols are discussed in more detail in the packages for Recommendation 19.1, and the recommendation packages under Findings 10 and 60.

With respect to confidentiality requirements, the IAD Standard Operating Procedures requires investigators not to discuss their investigations with anyone outside of the Risk Management Office and more specifically, not to disclose case specific information or case findings with members of the Investigative Services Detail (ISD), who are charged with conducting investigations into members' criminal conduct (except for investigations that are delegated to the San Francisco District Attorney's Office). This one-way firewall protects ISD investigations and ensures adherence to state laws known as the Peace Officer Bill of Rights.

SFPD has also issued unit orders (IAD Unit Order 20-03 and ISD Unit Order 20-02) which govern how IAD and ISD investigators keep track of the progression of criminal and administrative investigations. These unit orders discuss regular meetings that the investigators have with the Commanding Officer of the Risk Management Office. These meetings and the related tracking processes are also discussed in more detail in the package for Recommendation 60.1. Where there are concurrent criminal and administrative investigations into the same allegations, the ISD Lieutenant presents their cases first during these meetings with the Commanding Officer and then leaves the meeting so that they cannot hear any information gained through the administrative investigation (such as compelled statements). This is consistent with contemporary best practices as set forth in the United States Department of Justice's Community Oriented Policing Services' Standards and Guidelines for Internal Affairs. Moreover, SFPD notes that the offices of IAD and ISD are in different locations, and their case files stored in different buildings.

Finally, the SOP Manual and Unit Order 20-02 require a quarterly meeting between the Commander of the Risk Management Office and the IAD Lieutenant to discuss the status and

maintenance of spreadsheets that track IAD cases. These meetings provide an opportunity for the Commander and the IAD Lieutenant to ensure separation of administrative and criminal case information and files.

SFPD does not identify consequences specifically designed to address violations of disclosure requirements; rather, it notes that such a violation would trigger the standard disciplinary process that would follow any other violation of policy or procedure. The California Department of Justice agrees with Hillard Heintze's assessment that this constitutes substantial compliance of this recommendation, but that SFPD should consider identifying consequences/remedial action specifically tailored to disclosure violations, which would further support the Department's accountability efforts.

SFPD has conducted trainings on these reporting and confidentiality requirements. On September 30, 2020, IAD conducted a training on IAD procedures related to administrative investigations into complaints and on January 14, 2021, ISD and IAD conducted a joint training regarding confidentiality of investigations.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 81.1

Our office has completed its review of the materials related to Recommendation 81.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 81.1: The SFPD should clearly articulate its hiring and background standards as matter of building community trust and ensuring applicants are prepared.

Response to Recommendation 81.1:

Though the City of San Francisco's Department of Human Resources largely oversees the hiring process, SFPD has nonetheless taken ownership of making sure that all of the Department's hiring and background standards are clearly articulated on its website.

SFPD has a webpage specifically focused on the hiring process. It includes clear links to (1) the salary and benefits; (2) the application process, including what the physical ability test and background investigation entail; (3) the selection procedures, and (4) the Basic Academy. SFPD also took into consideration feedback provided by the California Department of Justice and Hillard Heintze to add some language to the hiring webpage and to reorganize the layout to make information about hiring clearer for applicants. As one example of how SFPD clearly articulates its hiring process, SFPD includes videos on its website that detail each component of the physical ability test, which gives applicants insight on what to expect and how to prepare. SFPD also makes clear that, as part of the background investigation process, investigators will contact current and previous neighbors (where practicable) of an applicant. The detailed information on the hiring process helps applicants understand all of the stages and what is expected of them.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 81.2

Our office has completed its review of the materials related to Recommendation 81.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 81.2: The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.

Response to Recommendation 81.2:

SFPD publishes on its website annual statistics on the demographics (race and gender) of its applicants. SFPD publishes demographics of applicants at each stage of the hiring process, including the application submission phase, the written test, the physical ability test (PAT), the oral interview, the backgrounds investigation phase, and the candidates who enter the Police Academy (that is, candidates who pass the background investigation phase).

The City of San Francisco's Department of Human Resources (DHR) provides SFPD data for the stages of the hiring process that it oversees (application submission phase, the written test, the PAT, the oral interview) and SFPD maintains data on the remaining phases and on the Police Academy. The SFPD's Staffing and Deployment Unit uploads the data it receives from DHR or internally into a dashboard, which allows it to prepare graphs showing the demographics at each stage of the hiring process.

In addition to preparing and publishing graphs showing the annual statistics on the demographics (race and gender) of its applicants at each phase of the hiring process, SFPD also holds quarterly meetings with members of the Staff Services Division (the Recruitment Unit, the Backgrounds Unit, and the Staffing and Deployment Unit), the Training Division (the Academy), and DHR. The parties discuss the demographic data and identify ways to address any disparities observed in the data.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. While SFPD has substantially complied with this recommendation, the California Department of Justice recommends that SFPD also publish race and gender demographics at each stage of the hiring process as a percentage of the total number of applicants at each stage. For example, SFPD provides the passage rate for the PAT and the oral interview for each race and gender. In addition to these statistics, the California Department of Justice recommends that SFPD provide the percentage of the total number of applicants who passed the PAT and oral interview phases that are of each race and gender. SFPD already does this for the statistics on the background investigation phase. This will help the Department and the public track where in the hiring process any particular race, identity, or gender faces challenges in passing.

Recommendation 81.3

Our office has completed its review of the materials related to Recommendation 81.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 81.3: The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as

- 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.

Response to Recommendation 81.3: SFPD has developed a multi-pronged approach to data collection concerning applicant tracking and hiring. Four different entities are involved at tracking data at each stage of the hiring process: the San Francisco Department of Human Resources (DHR) as well as SFPD's Recruitment Unit (RU), Background Investigations Unit (BIU), and the Training Academy. The RU keeps track of all individuals it contacts via recruiting efforts, such as college fairs and advertising campaigns. DHR collects information on all people who apply for a SFPD position, including their race, gender, and the way the applicant learned about SFPD's job application. DHR shares this data with SFPD so it is able to generate its own reports, which it does on a weekly basis. The RU then tracks applicants' passage or failure on the first three testing components of the hiring process (the written test, the physical ability test (PAT), and the oral interview) as well as the race, gender, age of those applicants.

For applicants who pass the first three testing components, the BIU continues to track information about them, including race and gender, and the investigator's efforts to communicate with the applicant. Once applicants pass the background investigation, the Academy will then track them through the academy and specifically track their race, gender, and passage/failure/release/resignation data for each testing component at the Academy, including emergency vehicle operations testing and scenario training.

SFPD holds quarterly meetings with members of the Staff Services Division (the Recruitment Unit, the Backgrounds Unit, and the Staffing and Deployment Unit), the Training Division (the Academy), and DHR. The units discuss the demographic data they have tracked through the hiring phases and identify ways to address any disparities observed in the data.

The RU, BIU, and the Academy then use the data and accompanying reports to make adjustments to components of the hiring process where there appear to be disparities. For example, SFPD observed a high failure rate for female applicants for the trigger pull test, which was part of the PAT. As described in more detail in the package for Recommendation 83.1, SFPD replaced this test with a handgrip test, which a third-party entity SFPD hired concluded would not compromise the fairness or validity of this component of the PAT.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 82.1

Our office has completed its review of the materials related to Recommendation 82.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 82.1:

SFPD has an active social media and website presence, which it uses in part for recruitment purposes. It recently revamped its website to make it more user-friendly. It also posts regularly on three social media platforms—Facebook, Twitter, and Instagram—on a wide range of issues, including issues that are intended to reach potential applicants. As an example, SFPD recently posted on its social media platforms about workout events with the Department and noted that "[b]eing in a good physical shape for the Academy is important." It also posted about Pride Month, which is another example of how SFPD tries to attract diverse range of applicants. The Recruitment Unit keeps track of these social media posts through a calendar of past and upcoming posts related to recruitment. To better understand SFPD outreach efforts and user engagement, the Media Relations Unit [MRU] also keeps track of web analytics, which is the measurement, collection, analysis, and reporting of web data.

SFPD also recently issued Recruitment Unit Order (20-01), which details SFPD's procedure for ongoing review and analysis of its social media efforts. Under that order, the MRU issues a report on a monthly basis to the Sergeant-in-Charge of the Recruitment Unit, which comes in the form of an email to the Sergeant, showing, among other things, the posts that were made that month and the reactions and comments to those posts. SFPD provided a few examples of these reports and the Sergeant's response emails, which have asked for feedback on upcoming ideas for posts and suggestions for particular events/dates about which the Recruitment should post. These email exchanges show that there appears to be an iterative approach to improving social media engagement.

The Recruitment Unit also issues surveys to recruits, which in part ask about SFPD's social media efforts. It issues a survey to any recruit who has reached the stage where the Department is investigating their backgrounds. In that survey, SFPD asks how the recruit was initially introduced to SFPD, and includes SFPD's website and social media platforms as options for the recruit to select. The Recruitment Unit also surveys all recruits hired through the Department's Police Academy. In that survey, SFPD asks several questions related to its social media and website presence, including whether the recruit was exposed to any of SFPD's advertisements on social media platforms or its website, and ways SFPD can improve its recruitment efforts. SFPD states that it uses these surveys as a way to evaluate the effectiveness of its website and social media presence.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 82.2

Our office has completed its review of the materials related to Recommendation 82.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 82.2:

The City of San Francisco's Department of Human Resources (DHR) manages the hiring process for SFPD personnel. Given this, SFPD can consider creating information boards and applicant-only websites, but it must do so in coordination with DHR.

SFPD represents that, in the past, it considered creating an applicant-only platform but decided against it because the cost was prohibitive and the software for these types of platforms was, at the time, new. More recently, the Staffing and Deployment Unit identified a number of long-term goals to improve the hiring process and one of them was to work with DHR to create an online applicant-only portal to provide applicants updates on hiring. SFPD then presented this long-term goal to DHR. DHR advised SFPD that it was in the process of transitioning away from its existing platform on which applicants can apply for jobs to new platform in the near future. Because the new platform may have some of the features SFPD would want in its own applicant-only platform, DHR advised SFPD to hold off on securing its own platform. Both SFPD and DHR are also concerned about data transfer compatibility between two different platforms. Given these issues, SFPD is holding off on securing its own applicant-only platform.

In the meantime, SFPD has worked to make its website more helpful for applicants by providing various information on the application and hiring process, such as videos on what to expect in the Physical Ability Test and tips on taking the oral examination. SFPD also notes that DHR has its own applicant-only portal, which keeps applicants abreast of the status of their applications.

SFPD also identified a number of ways it keeps in regular touch with applicants throughout the hiring process. The Recruitment Unit assigns every applicant a recruiter to keep in touch with the applicant. The recruiter keeps track of their communication with the applicant through an Applicant Tracking Sheet. DHR also sends regular emails and letters to applicants regarding the application, reminders on testing, pass/fail testing notifications, among other issues. If and when an applicant reaches the background investigation phase of their application, the Background Investigations Unit takes over keeping in regular touch with the applicant. Like the Recruitment Unit, the Background Investigations Unit also keeps track of communication with an applicant through a tracking spreadsheet. SFPD also provided a redacted chronological report, summarizing the various communications a background check investigator had with an applicant, which provides evidence of SFPD's regular communication with applicants.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 83.1

Our office has completed its review of the materials related to Recommendation 83.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 83.1:

The SFPD should work with City HR to reinstitute a valid PAT [physical ability test] that is aligned with current policing and state POST (California Commission on Peace Officer Standards and Training) requirements within 180 days of this report.

Response to 83.1:

As a threshold matter, the City of San Francisco's Department of Human Resources (DHR) controls and administers the PAT as part of the hiring process for SFPD officers. At the time this recommendation was made by the U.S. Department of Justice, DHR was transitioning from administering a trigger pull test to administering a hand grip test, as part of the overall PAT (SFPD's PAT involves three other tests: sit-ups, push-ups and a wall agility run). SFPD noted that, partly in response to the high failure rate of female applicants with the trigger pull test, DHR and SFPD worked with a third-party entity to study whether DHR could replace the trigger pull test with the handgrip test without compromising the fairness or validity of this component of the PAT. During a three-and-a-half month period, from October 8, 2016 through January 22, 2017, DHR administered both tests to Academy recruits to determine whether it could transition to the handgrip test without any adverse impact on protected classes. The study concluded that DHR could transition to the handgrip test and DHR formally did so on July 30, 2017.

Because the PAT was going through a transition for a months-long period of time, the U.S. Department of Justice appeared to have been under the impression that SFPD had suspended the PAT, which is the reason it issued this recommendation. In fact, as SFPD notes in this package, DHR has administered the PAT test uninterrupted since 2014.

SFPD notes that POST does not specifically require law enforcement agencies to administer a PAT but SFPD nonetheless chooses to do so, consistent with Finding 83 which noted that a "selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers" and that "PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work."

Because POST does not require a PAT as part of hiring, it has not suggested that law enforcement agencies include any specific components in any PAT. However, SFPD notes that POST does require a physical assessment as part of any academy and that SFPD exceeds POST's requirement by providing 75 physical conditioning sessions during the course of the Basic Academy, which is more than twice the 36 sessions required by POST.

In 2017, SFPD established a SFPD/DHR Recruiting and Hiring Committee that would meet quarterly to assess current hiring practices and compare them to nationwide contemporary best practices. The Committee consists of the Officers-in-Charge of the Staff Services Division and the Basic Academy, the Sergeants of the Background Investigations and Recruitment Units, and the DHR Public Safety Team. SFPD notes that DHR was regularly providing the Committee

with data on PAT, among other forms of data, up until the end of 2019. However, because of staffing and pandemic-related duty changes at DHR, DHR has not provided data on the PAT throughout 2020. Because PAT data is within the control of DHR, the Review Committee's inability to evaluate the data on a quarterly basis will not be weighed against SFPD for purposes of this review. Importantly, SFPD has provided evidence (i.e. meeting minutes) reflecting that the Review Committee nonetheless continues to evaluate the testing components on a quarterly basis, even without testing data.

Cal DOJ notes that the minutes indicate that SFPD is considering eliminating the PAT for lateral hires in part because it would streamline the hiring process. While this potential decision may be construed as inconsistent with Finding 83, it will not be weighed against SFPD for purposes of this review because it is not directly relevant to this recommendation.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 83.2

Our office has completed its review of the materials related to Recommendation 83.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 83.2:

The SFPD should continuously evaluate the PAT [physical ability test] process to ensure no unintended impact for any of the diverse candidates it seeks to hire.

Response to 83.2:

In 2017, SFPD established a SFPD/DHR Recruiting and Hiring Committee that would meet quarterly to assess current hiring practices and compare them to nationwide contemporary best practices. The Committee consists of the Officers-in-Charge of the Staff Services Division and the Basic Academy, the Sergeants of the Background Investigations and Recruitment Units, and the DHR Public Safety Team. SFPD notes that DHR was regularly providing the Committee with data on PAT, among other forms of data, up until the end of 2019. However, because of staffing and pandemic-related duty changes at DHR, DHR has not provided data on the PAT throughout 2020. Because PAT data is within the control of DHR, the Review Committee's inability to evaluate the data on a quarterly basis will not be weighed against SFPD for purposes of this review. Importantly, SFPD has provided evidence (i.e. meeting minutes) reflecting that the Review Committee nonetheless continues to evaluate the testing components on a quarterly basis, even without testing data.

SFPD provided a chart that indicates that the passage rate of the PAT differs significantly between men and women, but among women, there is not a significant difference in the passage rate among women of different races/ethnicities. Given this, SFPD has provided examples of ways it has evaluated the PAT specifically to address the gender disparity in passage rate.

First, SFPD determined that partly in response to the high failure rate of female applicants with the trigger pull test (a component of the PAT), DHR and SFPD hired a third-party entity to study

whether DHR could replace the trigger pull test with the handgrip test without compromising the fairness or validity of this test. During a three-and-a-half month period, from October 8, 2016 through January 22, 2017, DHR administered both tests to academy recruits to determine whether it could transition to the handgrip test without any adverse impact on protected classes. The study concluded that DHR could transition to the handgrip test and DHR formally did so on July 30, 2017.

Second, Chief Scott directed the Department to hold several women's forum meetings in 2017, seeking feedback on how to improve recruitment of women, among other issues. Attendees suggested offering more frequent PAT practice sessions so applicants can practice any of the components of the PAT as many times as needed prior to formally taking the PAT. In response to this suggestion, SFPD began to offer monthly practice PAT sessions.

Attendees at the women's forum meetings also recommended regular workout sessions. SFPD was already offering such sessions at that time but in response to this suggestion, SFPD increased the frequency to monthly sessions.

Third, the Recruitment Unit constructed its own 5-foot wall, which could be used to practice the wall agility test, a component of the PAT. DHR approved the Recruitment Unit to take the wall, and other components of the PAT, to various locations throughout California, which allows women across the state to practice the PAT. SFPD notes that taking the PAT components to colleges is particularly helpful because there is high recruitment interest among women in colleges and thus SFPD is able to make practice sessions more readily available to interested women.

Because of the changes SFPD and DHR have already implemented, SFPD has seen an increase in the PAT passage rate for women, from 42% in 2014 to 60% in 2019. While SFPD has made changes that have increased women's PAT passage rate by 18%, the passage rate remains low. The California Department of Justice encourages SFPD to consider recommendations from other sources, including other departments' practices and the Department on the Status of Women's 2019 gender analysis report. In that report, the Department on the Status of Women recommended SFPD evaluate whether SFPD's weight to height requirements may be a barrier and reassess how much weight the Department should place on physicality for hiring purposes.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 84.1

Our office has completed its review of the materials related to Recommendation 84.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD restructuring its recruitment and hiring units and analyzing whether recruitment and hiring strategies are successful in meeting SFPD's goals. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 84.1: On March 22, 2017, the Office of the Chief of Police issued Personnel Order No. 6, which restructured the recruitment and hiring divisions. SFPD moved the Recruitment Unit and the Background Investigations Unit under the same chain of command—the Staff Services Division (in the Administration Bureau). This complements other units under the Staff Services Division, the Personnel Unit, and the Staffing and Deployment Units. The restructuring was intended to provide organizational consistency and cohesion throughout the recruitment and hiring process pursuant to this Recommendation. An additional benefit is that these units are now all housed in a single location at Police Headquarters, facilitating regular and frequent meetings and communication among these units.

SFPD has drafted a Diversity Strategic Plan setting forth SFPD's recruitment and hiring goals and strategies. The Plan includes input from the various relevant stakeholders from the Staff Services Division (as outlined above) and the Training Division, including the Academy (Basic Recruit Course), Field Training Office, and the Professional Development Unit. The plan identifies five strategic goals: (1) Diversity in Recruitment; (2) Diversity in Hiring; (3) Diversity in Academy and Field Training; (4) Long Term Retention, Support, and Professional Development; and (5) Organizational Accountability. The Plan describes SFPD's efforts in each area, identifies areas for improvement, and describes how SFPD will evaluate if its programs are working. While the SFPD Diversity Strategic Plan is still in the approval process, the content of the Strategic Plan as it pertains to this Recommendation is already being used to guide the Department's resources and programs. Based on the Strategic Plan, SFPD has utilized metrics and empirical data to review recruitment strategies and implemented programs assisting applicants throughout the application process. These efforts are outlined in the 2019 Recruitment Year End Review Report.

The Year End Review Report process has been formalized in Unit Order 20-02 ("Recruitment Unit - Year End Review Report," issued August 1, 2020). The yearly review includes an assessment of recruitment events and activities, applicant contacts, media advertising, and recruitment strategies. SFPD has also outlined short term and long term strategies for reaching recruitment and hiring goals in the yearly reports including: (1) expansion of recruitment efforts into previously unexplored geographic territory; (2) exploring new cultural/social venues for outreach; (3) advertising focusing on the contemporary workforce/generation's needs and interests by using updated social-media platforms; (4) developing a more robust "farm system" by expanding mentorship of young adults in college; and (5) rethinking benefits packages, work/life support (scheduling/childcare/professional development).

SFPD has also implemented recruitment and hiring improvement processes. On June 9, 2017, SFPD issued revised Unit Order 17-05, "SFPD/DHR Recruiting and Hiring." The Order requires quarterly meetings of a committee to improve processes for police-officer applicants. Committee members include:

- The Officer-in-charge of the Staff Services Division
- The Officer-in-charge of the Basic Academy
- The Officer-in-charge of the Field Training Office
- The Sergeant of the Backgrounds Investigation Unit
- The Sergeant of the Recruitment Unit; and
- The San Francisco Department of Human Resources Public Safety Team

The committee also assesses current hiring practices and compare them to nationwide best practices.

SFPD has a variety of other methods of gathering feedback on its strategies. For example, the Recruitment Unit analyzes demographic data provided by the SF Department of Human Resources. The Officer in Charge of Recruitment and Background Investigations conducts a monthly meeting with the Police Employee Groups (affinity groups such as the Women's Action Committee and the Pride Alliance) to discuss current recruitment strategies as well as suggestions for improvement. SFPD also has begun directing newly hired recruits to complete a detailed survey regarding their experience during the hiring process upon entering the Police Academy. New hires are asked about recruitment efforts such as the usefulness of test preparation programs and advertising.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 84.2

Our office has completed its review of the materials related to Recommendation 84.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD creating a recruiting and hiring committee focused on improving processes for applicants. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 84.2: The SFPD should establish a recruiting and hiring committee tocontinuously improve and streamline processes for applicants. The process should be as user friendly as possible.

Response to 84.2: On June 9, 2017, SFPD issued Unit Order 17-05, "SFPD/DHR Recruiting and Hiring Committee." The committee includes representatives across the department, including recruitment, background investigations, the academy, and the field training office, as well as a representative from the San Francisco Department of Human Resources. Under the Order, the committee meets quarterly and discusses ways to improve the efficiency of the application process. For example, the committee's October 2020 meeting minutes show that members discussed Racial Equity and Inclusion Plan data processes, applicant test preparation offered, the physical agility test, fee waivers, and virtual recruitment. Similar meetings were held in July and February 2020, and quarterly since the committee was formed. The meeting minutes also list meeting action items that are updated and reviewed each meeting to ensure follow up.

SFPD has improved several processes as a result of the committee's work. For example, SFPD now allows applicants to take certain tests remotely to eliminate unnecessary applicant trips to San Francisco. Additionally, SFPD expanded social media outreach of recruitment events (such as free workout sessions), began using Eventbrite to ease registration for recruitment events, and established a webpage with information on the application process. A suggestion at a committee meeting in 2018 regarding a virtual job fair became a practice in 2019 of attending the virtual job fair that continued in 2020. The committee also reviews SFPD Recruitment Unit surveys of applicants regarding the recruitment and hiring process.

To continue to improve its processes, SFPD is now using the Interview Now text-messaging platform to communicate with applicants and collect information about how applicants were found. The platform allows SFPD to conduct cost/benefit analyses on various recruitment programs. SFPD is considering partnering with a consulting firm regarding reaching applicants in diverse communities, and is hiring a company (Epic Recruiting) to help with SFPD's recruitment-outreach marketing plan that will include video, outdoor advertisements, and social media content. Epic Recruiting will provide analytical reports to help SFPD determine which recruiting programs are most cost effective, down to the most effective locations where SFPD places advertising.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 85.1

Our office has completed its review of the materials related to Recommendation 85.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 85.1:

SFPD employs a number of mechanisms to oversee recruitment activities. First, recruitment activities must be approved by a chain of command via a memo. The chain of command is as follows: Recruiter, Recruitment Sergeant, Staff Services Lieutenant, Staff Services Captain, Administration Bureau Commander, Administration Bureau Deputy Chief, and finally, the Chief of Police. However, not all requests require going through the full chain of command.

The City of San Francisco's Department of Human Resources (DHR) also participates in a hiring committee with SFPD, which provides further oversight. This committee meets quarterly and consists of DHR's Public Safety Team, SFPD's Recruitment Unit, the Background Investigation Unit, the Staff Services Division, the Basic Academy, and the Field Training Program. Each unit provides an update on their practices and future plans and ensure momentum and accountability for various hiring and recruitment goals. The hiring committee's policies and practices are described in more detail in Unit Order 17-05 as well as in the email summaries finding SFPD in substantial compliance with Recommendations 84.1 and 84.2.

Finally, the Recruitment Unit provides a Year End Review, which is codified in Unit Order 20-02 ("Recruitment Unit - Year End Review Report," issued August 1, 2020). The yearly review includes an assessment of recruitment events and activities, applicant contacts, media advertising, and recruitment strategies. SFPD has also outlined short term and long term strategies for reaching recruitment and hiring goals in the yearly reports including: (1) expansion of recruitment efforts into previously unexplored geographic territory; (2) exploring new cultural/social venues for outreach; (3) advertising focusing on the contemporary workforce/generation's needs and interests by using updated social-media platforms; and (4)

rethinking benefits packages, work/life support (scheduling/childcare/professional development).

Beyond oversight, SFPD has also provided support for recruitment in a number of ways. First, SFPD has allocated $250,000 of its annual budget to fund recruitment activities, programs, and expenses. Second, SFPD has detailed more recruitment personnel and resources to recruitment events. SFPD notes that while requests for more support for recruitment must be approved by the chain of command, these requests are rarely completely denied.

Third, on an annual basis, the Recruitment Unit sends at least two of its unit members to external trainings on police recruitment. This policy is codified in Unit Order 17-07. After unit members attend a training, the unit reviews the training materials to determine if SFPD has implemented any of the best practices presented at the training. SFPD provided an extensive list of best practices that they gleaned from various trainings and how SFPD had already implemented those practices and/or improved them since the trainings. As one example, SFPD learned from a training that agencies should not include the same information across all social media platforms. After learning of this best practice, the Recruitment Unit adjusted their social media advertising.

Finally, SFPD has external support from DHR. SFPD notes that DHR has timely approved requests for resources (such as canopies and folding tables for recruitment events) and DHR participates in a hiring committee with SFPD, as described above.

To ensure that its recruitment activities are geared towards improving diversity and cultural and linguistic responsiveness, SFPD has ensured that its full-time recruiters are diverse, both in terms of gender and race. Out of its eight full-time recruiters, half are women and seven are people of color. Additionally, three speak other languages in addition to English (specifically, Cantonese, Portuguese, Spanish, Tagalog, Hawaiian, Tongan, and Samoan). Of SFPD's 90 part-time recruiters, 85% are people of color, 42% are women, and 38% speak other languages in addition to English. The Recruitment Unit also recruits at a wide range of events to ensure a diverse group of candidates. These events include SF's Black History Celebration as well as the Chinese New Year, Pride, and Adobo Festivals.

SFPD has analyzed data on its recruiting efforts and determined that in 2019 and 2020, about 45% of its recruiting events were focused on diversity recruitment.

SFPD has seen its recruiting efforts pay off. From 2007-2014, the SFPD hired an average of 44% of its racially diverse (i.e. non-White) recruits. From 2015-2019, the SFPD hired an average of 68% of its racially diverse recruits.

Based on all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 85.2

Our office has completed its review of the materials related to Recommendation 85.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD considering increasing resources to engage underrepresented communities in its recruiting efforts. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 85.2: The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.

Response to 85.2: SFPD's Recruitment Unit has six full-time staff members. These staff members work with part-time recruiters (currently 81) to ensure SFPD participates at various recruitment events, such as job fairs, college presentations, and workout sessions. The SFPD Recruitment Unit also attends numerous San Francisco cultural events, including Chinese New Year Street Fair, SF Carnaval, and Advancing the Dream Career Fair. In 2019 SFPD attended 219 events, including 46 first-time events. SFPD has also held recruiting events at dozens of California colleges throughout the state, from Humboldt to Fresno to Long Beach in 2019.

The Recruitment Unit uses applicant tracking sheets, event summaries, and recruit surveys (among other surveys) to evaluate the effectiveness of SFPD's recruitment. The Recruitment Unit also meets with Police Employee Groups (e.g., the Women's Action Committee, the Pride Alliance, and the Latin Police Officers Association) annually for assistance in recruiting and outreach, and the Police Employee Groups also provide the Recruitment Unit recruiting suggestions. The Recruitment Unit publishes a Year End Review Report on all its recruitment efforts, which includes GIS mapping that is reviewed to ensure recruiting events occur in a diversity of locations.

Additionally, SFPD has leveraged its community network to expand its outreach. SFPD created a Community Ambassador program to identify and train community leaders to support SFPD's recruitment process. The Community Ambassador Program is being implemented in all twelve SFPD districts. SFPD held district station meetings with information regarding the ambassador program in ten of the twelve district stations between November 2019 and February 2020, and has committed to hold additional meetings for the remaining two district stations when the regular district station meetings resume. During these meetings, the Recruitment Unit presents and provides training to community leaders interested in becoming a part of the Community Ambassador Program. This includes providing information on finding applicants, mentorship, test prep help, the hiring process, minimum qualifications, and how to overcome common barriers. The Recruitment Unit solicits feedback and yearly surveys from Community Ambassadors in a process that has been formalized in Unit Order 20-02 ("Recruitment Unit - Year End Review Report," issued August 1, 2020). The Order also commits to annual district station presentations and training for the Community Ambassador Program.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 85.3

Our office has completed its review of the materials related to Recommendation 85.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD creating a Community Ambassador Program to aid in SFPD's recruitment process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 85.3: SFPD has leveraged its community network to expand its recruitment outreach by creating a Community Ambassador Program. The Program trains community leaders to support in the SFPD's recruitment process and is being implemented in all twelve SFPD districts. Community Ambassadors identify applicants for SFPD within their community, provide applicants with information and materials, and refer applicants to the SFPD Recruitment Unit. Ambassadors also assist with recruitment events such as community events, facilitate school presentations, and provide suggested improvements to the Recruitment Unit. To date, SFPD has forty Community Ambassadors in its program.

SFPD held district station meetings with information regarding the ambassador program in ten of the twelve district stations between November 2019 and February 2020, and has committed to hold additional meetings for the remaining two district stations when the regular district station meetings resume (postponed due to pandemic). During these meetings, the Recruitment Unit presents and provides training to community leaders interested in becoming a part of the Community Ambassador Program. This includes providing information on finding applicants, mentorship, test prep help, the hiring process, minimum qualifications, and how to overcome common barriers. The Recruitment solicits feedback and yearly surveys from Community Ambassadors in a process that has been formalized in Unit Order 20-02 ("Recruitment Unit - Year End Review Report," issued August 1, 2020). The Order also commits to annual district station presentations and training for the Community Ambassador Program.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 85.4

Our office has completed its review of the materials related to Recommendation 85.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD evaluating the effectiveness of its recruitment efforts. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 85.4: The SFPD Recruitment Unit implements three main strategies to measure the effectiveness of their recruitment and outreach events: (1) a candidate tracking sheet; (2) event summaries; and (3) various surveys. First, the tracking sheet follows an applicant over the course of their recruitment and hiring. Recruiters are assigned to engage each applicant and provide mentorship throughout the hiring process and troubleshoot any applicant issues.

Second, the Recruitment Unit also completes an event summary after each recruitment event. The summary includes event details, number of contacts and signups, costs, the number of officers that attended, and general feedback about the event. These summaries are used to determine whether the Recruitment Unit will participate in an event again and information from the summaries are compiled in the Year End Review Report. In 2019 SFPD attended 219 events, including 46 first-time events.

Third, SFPD conducts conducts five surveys that are presented and discussed at quarterly SFPD/SF Department of Human Resources Hiring Committee Meetings. First, SFPD sends a survey to applicants halfway through the hiring process (the background investigation stage) asking applicants how they were exposed to SFPD, about their contacts with the Recruitment Unit, any test preparation sessions, and suggestions for improvement. Second, all recruits that are hired are sent a survey asking for similar information. Third, the Recruitment Unit emails a survey to every person that they receive contact information from at recruiting event. The survey asks about the event, their contact with the recruiter, and general feedback. Fourth, the Recruitment Unit surveys members of Police Employee Groups (e.g., the Women's Action Committee, the Pride Alliance, and the Latin Police Officers Association) at an annual meeting regarding suggestions as well as for assistance at recruiting events. Fifth, the Recruitment Unit implemented a Community Ambassador Program to engage community leaders to assist in recruitment. The Ambassadors are sent a yearly survey regarding recruitment efforts.

The Recruitment Unit publishes a Year End Review Report, which has been formalized in Unit Order 20-02 ("Recruitment Unit - Year End Review Report," issued August 1, 2020). The yearly review includes an assessment of recruitment events and activities, applicant contacts, media advertising, and recruitment strategies. SFPD has also outlined short term and long term strategies for reaching recruitment and hiring goals in the yearly reports including: (1) expansion of recruitment efforts into previously unexplored geographic territory; (2) exploring new cultural/social venues for outreach; (3) advertising focusing on the contemporary workforce/generation's needs and interests by using updated social-media platforms; (4) developing a more robust "farm system" by expanding mentorship of young adults in college; and (5) rethinking benefits packages, work/life support (scheduling/childcare/professional development). SFPD includes GIS mapping of events in the report to analyze where SFPD has already recruited and to ensure that recruitment tools, such as hosted workout sessions, are happening in diverse locations.

Going forward, SFPD has recently received approval to hire Interview Now, a company that will help SFPD launch a text messaging platform for communicating with applicants. Through the platform, applicants are directed to provide information about how they were directed to SFPD (e.g., social media, print advertisement, referral). From this information, the Recruitment Unit can compare the costs of its various forms of advertisement with results and allocate resources toward the most successful and cost-effective recruiting efforts.

SFPD is also planning on hiring a marketing company to help create and produce video content, advertisements, and social media content. Similar to Interview Now, the marketing company would provide analytics allowing SFPD to target the most successful advertising placements and the most interested applicants with additional advertisements. Both the marketing company and Interview Now's analytic reports will also measure the effectiveness of recruitment and outreach events.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 86.1

Our office has completed its review of the materials related to Recommendation 86.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 86.1:

SFPD's Background Investigation Unit is staffed with one full-time Sergeant, four full-time investigative personnel, and 20 part-time investigative personnel. All full-time staff are certified in POST's Background investigations course. This certification is required and must be obtained within one year prior to selection as an investigator. All staff also have access to POST's manual on background investigations. Additionally, the Sergeant in charge of the unit must have a minimum of five years of experience as a Sergeant, Inspector, or Assistant Inspector and the background investigators must have a minimum of five years of experience as a police officer.

To measure background investigators' performance, SFPD has developed a standardized case status tracker sheet that tracks various categories of information about each applicant for employment, including the applicant's name, sex, race, age, the number of times the background investigator contacted the applicant, the date of last contact, and notes on the applicant. The case tracker also automatically populates 60 business days after date of the applicant's interview, which is SFPD's internal deadline for the investigator to present their recommendation on an applicant. The column that includes the 60-day deadline will turn pink and alert the supervisor if an applicant has not been presented within the 60-day window. The supervisor must enter a passcode, sign off acknowledging that the 60-day window has passed, and take appropriate remedial action.

The case tracker ensures that investigations proceed in a timely manner, investigators all collect the same categories of information, and supervisors track how frequently the investigators are keeping in touch with applicants. Under Unit Order 21-01, which is attached to the package for Recommendation 87.1, the Background Unit Supervising Sergeant is required to conduct a check-in with the investigators 30 days after the investigator is assigned to work with the applicant. During this check-in, the Sergeant will look at the timeliness of the investigation, the number of contacts, and whether the investigation is proceeding in a manner consistent with the POST Background Investigation Manual. The Lieutenant of Staff Services also conducts a quarterly audit of the case tracker to ensure that the 30-day check-in and the 60-day deadline are noted.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 86.2

Our office has completed its review of the materials related to Recommendation 86.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 86.2: The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.

Response to Recommendation 86.2:

In 2017, the Backgrounds Investigations Unit (BIU) issued Unit Order 17-02, which requires a biannual (March and September) review of the unit's diversity. Members of the panel consist of the Commanding Officer of Staff Services, Officer-in-Charge of Staff Services, the BIU Sergeant, the EEO for the Internal Affairs Division, and the SFPD Human Resources Manager. Under Unit Order 17092, the panel must compare BIU's diversity to the diversity of the Department and the CCSF census diversity reports. The panel documents its findings, and any recommendations to improve diversity, and forwards them to the Deputy Chief of Administration for review. SFPD provided an example of the memorandum forwarded to the Deputy Chief. SFPD acknowledged that in 2020 the diversity review panel did not convene because of the pandemic-related complications. The panel reconvened in February, ahead of schedule and will resume its normal September meeting.

SFPD provided charts showing that there has been increased diversity with the BIU since 2017. In 2017, the BIU was broken out demographically into 26% female, 74% male, 61% White, 10% Hispanic, 11% Filipino, 13% Black, and 5% Asian. Now, in 2021, the BIU is broken out demographically into 32% female, 68% male, 42% White, 13% Hispanic, 10% Filipino, 26% Black, and 9% Asian.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 87.1

Our office has completed its review of the materials related to Recommendation 87.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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 lengths of investigations, timeliness of investigations, numbers of contacts with applicants, consistency of investigative approach, and hiring recommendations.

Response to Recommendation 87.1:

To measure background investigators' performance, SFPD has developed a standardized case status tracker sheet that tracks various categories of information about each applicant for employment, including the applicant's name, sex, race, age, the number of times the background investigator contacted the applicant, the date of last contact, and notes on the applicant. The case tracker also automatically populates 60 business days after date of the applicant's interview,

which is SFPD's internal deadline for the investigator to present their recommendation on an applicant. The column that includes the 60-day deadline will turn pink and alert the supervisor if an applicant has not been presented within the 60 day window. The supervisor must enter a passcode, sign off acknowledging that the 60-day window has passed, and take appropriate remedial action.

The case tracker ensures that investigations proceed in a timely manner, investigators all collect the same categories of information, and supervisors track how frequently the investigators are keeping in touch with applicants. The guidance on filling out the case tracker is codified in Unit Order 18-01. SFPD explains in Unit Order 18-01 that frequent contacts with an applicant is critical to gather information from the applicant, to ensure the applicant is following up on necessary actions on their part, and to inform the applicant of progress on their application. Under Unit Order 21-01, the Background Unit Supervising Sergeant is required to conduct a check-in with the investigators 30 days after the investigator is assigned to work with the applicant. During this check-in, the Sergeant will look at the timeliness of the investigation, the number of contacts, and whether the investigation is proceeding in a manner consistent with the POST Background Investigation Manual. The Lieutenant of Staff Services also conducts a quarterly audit of the case tracker to ensure that the 30-day check-in and the 60-day deadline are noted.

Each investigator also presents their investigative findings and information about an applicant's background at what is referred to as a "Hiring Meeting," attended by the investigator, the Background Unit Supervising Sergeant, the Lieutenant of Staff Services, the Commanding Officer of Staff Services, and a representative of the Law Enforcement Psychological Services. At this meeting, the attendees make a hiring decision. Following the Hiring Meeting and the certification of an Academy Recruit Class (consisting of the applicants hired from a Hiring Meeting), the Background Unit Supervising Sergeant will record and compile the demographics of the candidates presented at the Hiring Meeting and those candidates that are entering the Academy. The Supervising Sergeant will provide this data to the Staff Services Senior Administrative Analyst who will input it into a master spreadsheet and then generate a report that summarizes the race and gender of the entire applicant pool and the people hired to enter the Academy. The report also track the investigators' timeliness in investigating each applicant's background and the investigator's recommendations. The Analyst will provide this report to the Background Unit Supervising Sergeant, as well as the Captain and Lieutenant of Staff Services for their review. This report is also presented at every quarterly Department Recruiting and Retention meeting, attended by the Deputy Chief and Commander of the Administration Bureau, Captain and Lieutenant of the Staff Services Division, the Officer in Charge of the Recruitment and Background Investigations Units, Captain of the Police Academy, the Officer in Charge of the Field Training Division and the City of San Francisco's Department of Human Resources Public Safety Team. SFPD provided an example of this report in the package for Recommendation 87.2.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 87.2

Our office has completed its review of the materials related to Recommendation 87.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 87.2:

The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.

Response to Recommendation 87.2:

SFPD, in collaboration with the City of San Francisco's Department of Human Resources and the University of California, Goldman School of Public Policy, conducted an evaluation of its recruitment and hiring practices. The final report was completed in May 2018 and, as part of that evaluation, the Goldman School recommended that SFPD implement better data collection practices. As part of those better data collection practices, the Goldman School recommended that the Background Unit collect candidate information—such as race, gender, and age—in a single database to support "rigorous and predictive analysis." To that end, the Background Unit now uses a master spreadsheet to track candidates as they progress through the background investigations process. When the Background Unit receives a candidate's packet, a staff member (clerk) enters the candidate's information into the master spreadsheet. The master spreadsheet has dropdown menus rather than open text fields enabling data, so that data is entered consistently. The spreadsheet includes relevant fields to capture candidate information, as suggested by the Goldman School, including race, gender, age, education status, psychological scores, etc.

In addition to this master spreadsheet, each background investigator also keeps track of their individual assignments via a standardized case status tracker sheet that tracks various categories of information about each applicant for employment, including the applicant's name, sex, race, and age. This case tracker is described in more detail in the package for Recommendation 87.1.

On a quarterly basis, SFPD holds a Recruitment and Retention meeting, attended by the Deputy Chief and Commander of the Administration Bureau, Captain and Lieutenant of the Staff Services Division, the Officer in Charge of the Recruitment and Background Investigations Units, Captain of the Police Academy, the Officer in Charge of the Field Training Division and the City of San Francisco's Department of Human Resources Public Safety Team. Among their tasks during this meeting, meeting attendees review a report, prepared by Staff Services Senior Administrative Analyst, that summarizes the race and gender of the entire applicant pool and the people hired to enter the Academy. This data is compiled from the master spreadsheet. SFPD also provided evidence that this data can be broken down further to show the racial and gender demographics of candidates at each stage of the hiring process.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 88.1

Our office has completed its review of the materials related to Recommendation 88.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package

and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 88.1:

SFPD has developed a process to conduct ongoing review and analysis of release rates and their impact on the diversity of recruits. The Training Division issued Unit Order 17-001, which mandates quarterly review meetings of release and attrition data. The Training Division formed a Review Committee, consisting of the Commanding Officer of the Training Division, the Basic Academy Director, the Basic Academy Coordinator, the Officer in Charge of the Training Division, and the Field Training Office Sergeant. The Review Committee Meeting meets quarterly, consistent with Unit Order 17-001, and they review various data sets on release and attrition of recruits. The data sets are prepared from a computer tracking system that tracks each recruit's progress through basic training and field training. SFPD uses this tracking tool to determine when a recruit is released (that is, fails a portion of the training program) or voluntarily resigns from training, and for what reason, as well as the race and gender of that recruit. The Review Committee uses the data sets compiled from the tracking system to (1) identify any release or attrition trends and (2) conduct a barrier analysis, to determine if there are any systemic barriers that are driving those trends.

The Review Committee also reviews Exit Interview forms completed by the Basic Recruit Course Academy and Field Training Program Lieutenant. The forms Lieutenant completes the form following an exit interview of any person released or resigned from the Academy. As part of the exit interview, the Lieutenant asks various questions designed to identify additional barriers contributing to release or attrition trends —such as whether there was anything that impacted the interviewee's ability to successfully complete the Academy.

Unit Order 17-001 requires the Commanding Officer of the Training Division to prepare a report after each quarterly meeting for the Deputy Chief of the Administration Bureau, explaining, among other issues, any identified trends found in the Academy and Field Training, and any identified solutions to address those trends. SFPD provided examples of these reports in this package, which provided detail information consistent with the requirements of Unit order 17-001.

Through this review process, SFPD has already noticed a release trend, which is that two primary reasons why trainees were released was that they either failed the Emergency Vehicle Operations Course (EVOC) or Scenario Training. These two courses were the primary bases for release for people of all races. Though this Recommendation did not require SFPD to demonstrate it has made changes in response to any release rate trends, SFPD went beyond this Recommendation and implemented changes.

The changes SFPD made to EVOC to reduce release rates are described in more detail in SFPD's package from Recommendation 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.) In short, SFPD implemented several changes, including 1) increasing the number of training hours

to 80 hours (double the California Commission on Peace Officer Standards and Training (POST) requirement of 40 hours); 2) assessing the amount of driving experience a recruit has prior to training to determine which recruits would need additional assistance; 3) providing 1-on-1 training to each recruit in any component of the course where they are identified as deficient; and 4) providing optional basic driving skills training. The changes SFPD made to the EVOC has resulted in a 72% drop in the number of diverse (i.e. non-White male) candidates released from training.

With respect to the Scenario Training, SFPD made several changes, including adding a new Scenario Coordinator in late 2018 and additional staff who have completed the POST Scenario Manager Course to assist the Scenario Coordinator with training. SFPD also provides more training hours (roughly 20-24 hours) than POST requires, which provides recruits more time to practice scenarios. To improve evaluation of recruits on scenarios, the Scenario Training staff will go through each of the scenarios as if they were recruits, with evaluators present, just prior to the start of testing. Going through the scenario testing prior to testing keeps the evaluators up to date on the training provided to recruits. The changes SFPD made to the Scenario Training has resulted in a 47% drop in the number of diverse (i.e. non-White male) candidates released from training.

In addition to the quarterly review meetings and the exit interviews, SFPD has taken additional steps to broadly support the success of diverse candidates in completing training. SFPD has instituted a 2-day resilience training as part of the Basic Academy. As part of this training, trainees work with an outside consultant and members of the Department's Behavioral Science Unit peer support team to learn about resiliency and how to manage stress. In a similar vein, SFPD has introduced a training called "Blue Courage" which also looks into stress management, and other issues.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 88.2

Our office has completed its review of the materials related to Recommendation 88.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 88.2: The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.

Response to Recommendation 88.2:

SFPD has developed a quarterly process to review recruit release rates and to identify the reasons behind any trends in recruit failures that led to release from the Basic Recruit Academy. This process is detailed in the California Department of Justice's email summary finding SFPD in substantial compliance with Recommendation 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.).

Through this process, SFPD identified that the two primary reasons why trainees were released from the Basic Recruit Academy were that they failed either the Emergency Vehicle Operations Course (EVOC) or the Scenario Training. SFPD has implemented a series of changes to these trainings to reduce failure rates.

The changes SFPD made to EVOC to reduce release rates are described in more detail in SFPD's package from Recommendation 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.) In short, SFPD implemented several changes, including 1) increasing the number of training hours to 80 hours (double the California Commission on Peace Officer Standards and Training (POST) requirement of 40 hours); 2) assessing the amount of driving experience a recruit has prior to training to determine which recruits would need additional assistance; 3) providing 1-on-1 training to each recruit in any component of the course where they are identified as deficient; and 4) providing optional basic driving skills training. The changes SFPD made to the EVOC has resulted in a 47% drop in the overall number of releases based on EVOC failure.

To support the ongoing analysis of EVOC release rates, the Training Division's EVOC Unit recently issued a Unit Order (21-03). Under this Unit Order, EVOC instructors will convene at the end of each 80-hour Basic Recruit Class EVOC training to debrief and evaluate the training. The group will evaluate several components of the training, including the lecture, the testing, and remediation efforts. Information gathered during this de-brief is compiled in an After Action Report (AAR) specifically for EVOC training. The EVOC training AAR is then forwarded to the Basic Recruit Coordinator and the Academy Director for review and approval. The Academy Director is responsible for implementing any needed improvements identified during the debrief.

With respect to the Scenario Training, SFPD made several changes, including adding a new Scenario Coordinator in late 2018 and additional staff who have completed the POST Scenario Manager Course to assist the Scenario Coordinator with training. SFPD also provides more training hours (roughly 20-24 hours) than POST requires, which provides recruits more time to practice scenarios. To improve evaluation of recruits on scenarios, the Scenario Training staff will go through each of the scenarios as if they were recruits, with evaluators present, just prior to the start of testing. Going through the scenario testing prior to testing keeps the evaluators up to date on the training provided to recruits. The changes SFPD made to the Scenario Training has resulted in a 56% drop in the overall number of releases based on Scenario Training failure.

Though not related to substantial compliance with this Recommendation, the California Department of Justice shares Hillard Heintze's concerns that SFPD is relying on a nearly four year old Unit Order (17-001) and agrees that more regular evaluation of unit orders for improvements is critical.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 88.3

Our office has completed its review of the materials related to Recommendation 88.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package

and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 88.3:

SFPD reviewed release data (that is, data of people who failed any portion of recruit training) in 2019 and determined that one of the primary reasons for release was failing the Emergency Vehicle Operations Course (EVOC). Since then, SFPD evaluated California Commission on Peace Officer Standards and Training (POST) standards, its existing training and testing modules, common reasons for failure, among other issues, and identified and implemented several changes to the EVOC in an effort to reduce the failure rate.

Among those changes were: 1) increasing the number of training hours to 80 hours (double the POST requirement of 40 hours); 2) assessing the amount of driving experience a recruit has prior to training to determine which recruits would need additional assistance; 3) providing 1-on-1 training to each recruit in any component of the course where they are identified as deficient; and 4) providing optional basic driving skills training. Since these changes were implemented in 2019, SFPD has seen a significant drop in the EVOC failure rate. Specifically, SFPD observed a 64.7% decrease in EVOC failures in the six Academy classes after the implementation of changes in comparison to the number of failures in the six Academy classes just prior to the implementation of changes. In other words, the average number of recruits who failed the EVOC went down from a little over five per class in the six classes prior to the 2019 implementation to two per class in the six classes post-implementation.

SFPD has developed two continuous improvement loops to ensure a low rate of releases on the basis of EVOC failure. First, the Training Division issued Unit Order 17-001, which mandates quarterly review meetings of release and attrition data. The Training Division formed a Review Committee, consisting of the Commanding Officer of the Training Division, the Basic Academy Director, the Basic Academy Coordinator, the Officer in Charge of the Training Division, and the Field Training Office Sergeant. The Review Committee Meeting meets quarterly, consistent with Unit Order 17-001, and they review various data sets on release and attrition of recruits. The data sets are prepared from a computer tracking system that tracks each recruit's progress through basic training and field training. SFPD uses this tracking tool to determine when a recruit is released (that is, fails a portion of the training program) or voluntarily resigns from training, and for what reason, and the race and gender of that recruit. The Review Committee uses the data sets compiled from the tracking system to (1) identify any release or attrition trends and (2) conduct a barrier analysis, to determine if there are any systemic barriers that are driving those trends.

The Review Committee also reviews Exit Interview forms completed by the Basic Recruit Course Academy and Field Training Program Lieutenant. The Lieutenant completes the forms following an exit interview of any person released or resigned from the Academy. As part of the exit interview, the Lieutenant asks various questions designed to identify additional barriers

contributing to release or attrition trends —such as whether there was anything that impacted the interviewee's ability to successfully complete the Academy.

Unit Order 17-001 requires the Commanding Officer of the Training Division to prepare a report after each quarterly meeting for the Deputy Chief of the Administration Bureau, explaining, among other issues, any identified trends found in the Academy and Field Training, and any identified solutions to address those trends. SFPD provided examples of these reports in this package, which provided detail information consistent with the requirements of Unit order 17-001.

SFPD also recently issued Unit Order 21-03, which directs EVOC instructors to debrief following the completion of the 80-hour EVOC conducted for each Basic Academy class. During the debrief, the EVOC instructors evaluate all aspects of the training, including the testing, any failures, and any retesting. Following the debrief, a EVOC instructor at the debrief must complete an After Action Report on the information gathered during the meeting. The completed After Action Report is forwarded for review and approval to the Basic Course Coordinator and the Academy Director. Once approved, the Report is logged and filed for three years.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 88.4

Our office has completed its review of the materials related to Recommendation 88.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 88.4:

SFPD has an ongoing, data-driven review process that helps it ensure that there are no unintended impacts on its diversity goals. As a threshold matter, SFPD has a robust data-collection system, as described in its package for Recommendation 81.3, that enables it to determine if there are any disparities at any stage of the hiring process. SFPD holds quarterly meetings with members of the Staff Services Division (the Recruitment Unit, the Backgrounds Unit, and the Staffing and Deployment Unit), the Training Division (the Academy), and DHR. The units discuss the data it collects and to identify ways to address any disparities observed in the data. SFPD also provided evidence that each individual unit separately, and on an ongoing basis, evaluates data to ensure that each hiring phase does not have disparities.

Based on these regular reviews, SFPD identified disparities that it has since taken steps to address. As one example, SFPD noticed that female applicants failed the physical ability test (PAT) at a significantly higher rate than male applicants (SFPD did not notice a statistically significant difference among applicants of different races with the PAT). To address this disparity, SFPD took a number of steps in 2016 and 2017, including replacing the trigger pull test with a hand grip test, holding regular workout sessions to allow potential applicants practice the PAT components, and taking a 5' foot wall to various locations around the state to enable

potential applicants practice the wall agility test. Since implementing these strategies, the PAT passage rate for female applicants went up from 42% to 60%. SFPD notes that it is continuing to identify ways to improve the female applicant passage rate.

SFPD also noted that the City of San Francisco also passed Ordinance 188-19, which required every city agency to prepare a Racial Equity Action Plan to identify specific steps and a timeline to achieve equity within the city agency. Starting in 2022, all city agencies must also prepare an annual report on their progress on achieving their equity goals. SFPD notes that this Racial Equity Action Plan and annual report, coupled with its regular internal meetings evaluating its hiring data, will help SFPD ensure that there are no unintended consequences that limit the advancement of its diversity goals.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 89.1

Our office has completed its review of the materials related to Recommendation 89.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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:

- 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.

Response to 89.1:

SFPD established a working group that developed a strategic plan which addressed each of the goals listed in Recommendation 89.1. The strategic plan was finalized in October 2020. The strategic plan's goals, objectives, and metrics to recruit, hire, and retain a diverse workforce are informed by the working group's survey of SFPD's existing practices and procedures, peer agencies' best practices, and existing data collection practices.

The strategic plan has assigned responsibility for each goal and priority. For example, the strategic plan identified that SFPD has a goal of ensuring that all applicants "experience an equitable and timely [background check investigation] process, and are treated in a fair, unbiased, and professional manner." (Diversity Strategic Plan at p. 22). From there, the plan describes that an objective under that goal is to develop a standardized process for tracking, monitoring, and reviewing the demographics of applicants as they go through the hiring process.

The strategic plan then identifies the Background Investigations Unit as responsible for implementation of this goal and objective.

SFPD has also established performance metrics to track progress on each of the strategic plan's identified goals. The California Department of Justice agrees with Hillard Heintze that the strategic plan is relatively new and SFPD may find that it needs to identify additional performance metrics to ensure a diverse workforce. However, the existing metrics suffice for purposes of substantial compliance.

Finally, SFPD has identified processes to ensure continuous review and improvement for each identified goal. For example, to support its goal of diversity in hiring, the strategic plan describes the Background Investigation Unit's master spreadsheet which tracks information related to each job applicant, including whether they were disqualified for any reason during the background check process. This spreadsheet is linked to a dashboard and the data is reviewed at quarterly recruitment and hiring meetings. As another example, the strategic plan notes that the Recruitment Unit publishes a Year End Review. The Year End Review is codified in Unit Order 20-02 ("Recruitment Unit - Year End Review Report," issued August 1, 2020) and includes an assessment of recruitment events and activities, applicant contacts, media advertising, and recruitment strategies.

Based on all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 90.1

Our office has completed its review of the materials related to Recommendation 90.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 90.1:

SFPD posts demographic composition of leadership ranks in a way that is accessible to the public. In 2017, the Staff Services Division issued a Unit Order (17-03), directing the Human Resources Manager to issue a Department Statistics Report on a monthly basis, and distributes it to Staff Services, the Command Staff, and the Officer-in-Charge of the Media Relations Unit. Under the unit order, SFPD must also publish this report on its website. SFPD posts this report on its website, under the Published Reports page. The report includes racial demographics of its sworn members (i.e. the total number of members of each race or ethnicity and the percentage of the total membership that is composed of each race or ethnicity). SFPD also includes a report with more detailed demographics, showing the total number and percentage of each gender, race, and ethnicity in each rank. SFPD's package includes demographic reports from October 2020 and the California Department of Justice confirmed that SFPD provides more current demographics on its website. See SFPD Sworn Demographics by

Rank https://www.sanfranciscopolice.org/sites/default/files/2020-12/SFPDEEOData.20201208.pdf (showing demographics as of December 8, 2020) (last visited on Dec. 13, 2020). In the latest Sworn Demographics by Rank, SFPD notes, for example, that at the Captain level, 48% of Captains are White, 8% are Hispanic, 28% are Asian, 12% are Black, and 4% are Filipino. The breakdown with both total numbers and percentages for each rank will enable SFPD to identify trends, both positive and concerning, related to diversity up the chain of command. As one example, White officers continue to be overrepresented up the chain of command; they represent just 44.45% of police officers but 62.14% of Lieutenants and 55.25% of Sergeants. The California Department of Justice recommends that SFPD update Staff Services Division Unit Order 17-03 to codify the preparation and publishing of this more detailed demographic report.

To institutionalize data collection, monitoring and analysis, SFPD created the Staffing and Deployment Unit (SDU) in 2018. The SDU is responsible for collecting and analyzing personnel data, including the demographic reports described above. The SDU maintains demographic data on a data visualization software system, which allows SFPD to create dashboards and reports on demographics and to identify trends with its personnel. The SDU meets biweekly with the Administration Bureau Command staff and as part of those meetings, it prepares reports and dashboards on personnel data, as requested by Command Staff. SFPD provided an example of one of these dashboards, which was a breakdown of the racial demographics of each Academy class from 2007-2019, which shows that the Academy class has become increasingly diverse in those thirteen years. SFPD noted that these meetings with Command Staff serve as an opportunity for leadership to review and discuss demographic data on a regular basis.
The California Department of Justice recommends that in analyzing SFPD's demographics, SFPD should compare these demographics to those of the City's general population and labor force population.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendations 90.2

Our office has completed its review of the materials related to Recommendation 90.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 90.2:

SFPD has taken several steps that demonstrate its commitment to ensuring transparency and diversity in key assignments.

First, in January 2021, SFPD released its Racial Equity and Inclusion Action Plan (REAP), which is required under the City of San Francisco's Ordinance 188-19. This ordinance required every city agency to prepare a Racial Equity Action Plan to identify specific steps and a timeline to achieve equity within the city agency. Starting in 2022, all city agencies must also prepare an

annual report on their progress on achieving their equity goals. SFPD's REAP includes timelines for plans to increase diversity in recruitment, retention, and promotion. For example, SFPD has committed to conducting an annual review of salaries to compare its salaries with industry standards and is aiming to start this review in the last half of fiscal year 2021-2022. SFPD also indicates that it is working on ensuring diverse hiring panels for each interview cycle.

Second, SFPD has established an Office of Equity and Inclusion (OEI), codified in Department Notice 21-067. The OEI will work in collaboration with all units, divisions, and bureaus to educate members on equity and inclusion strategies, equal employment opportunity policies, and federal, state, and local anti-discrimination laws. Additionally, the OEI will be in charge of managing SFPD's implementation of BiasSync, a program that includes an implicit association test, training for bias mitigation, and dashboards. BiasSync provides a two-hour training session for each officer after their implicit association test as well as monthly micro-learning sessions. After two years, BiasSync will measure and report to SFPD any changes in officer attitudes. This program is described in more detail in the email summary finding SFPD in substantial compliance with Recommendation 27.1. The OEI will report to the Deputy Chief of the Administration Bureau.

Third, to institutionalize data collection, monitoring, and analysis as it relates to diversity, SFPD created the Staffing and Deployment Unit (SDU) in 2018. The SDU is responsible for collecting and analyzing personnel data, including the demographic reports. This unit is described in more detail in the email summary finding SFPD in substantial compliance with Recommendation 90.1. SFPD has also codified SDU's roles in Unit Order 21-04.

Fourth, SFPD has issued Staff Services Division Unit Order 21-05 which requires Staff Services to directly notify Police Employee Groups (PEGs) any time new job openings are published. SFPD identified the following PEGs:

- San Francisco Police Officers Pride Alliance (Pride Alliance)
- Asian Police Officers Association (APOA)
- Officers for Justice (OFJ)
- Women's Action Committee (WAC)
- Filipino American Law Enforcement Officers Association (FALEO)
- Latin Police Officers Association (LPOA)
- San Francisco Police Officers Association (POA)

Fifth, SFPD consulted with Sergeants, Lieutenants, Captains, Commanders and reviewed current trainings and assignments to develop a list of specialized assignments, professional development opportunities, and trainings that would help members with professional advancement within the Department. This list was codified in Department Notice 21-080.

One of the professional development opportunities referenced in Department Notice 21-080, is SFPD's Leadership Development Institute (LDI), which was started in the fall of 2019. The LDI is an intensive long-term leadership training limited to just 25 members per cohort and SFPD intends to offer it several times a year. SFPD provided the racial and gender demographics for the first three cohorts. The racial composition of the LDI cohorts appears to be consistent with SFPD's general composition and women are slightly more represented in the LDI cohorts than in SFPD's general population.

Based on all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Recommendation 91.1

Our office has completed its review of the materials related to Recommendation 91.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 91.1:

SFPD has increased transparency around the promotional process through the issuance of two new policies.

First, in 2019, SFPD issued Department Bulletin 19-003, which provides details on the promotional process in a Frequently Asked Questions format. This Department Bulletin provides the steps to apply for a sworn promotional exam, explains why candidates cannot see their answers to the exam, and describes how the exams are developed. SFPD also issued Department Notice 21-033, which explains how Command Staff determines a person's assignment once they have received a promotion. The Department Notice explains that assignments are based on several factors, including ensuring a balance of experiences in a member's career as well as the member's readiness for a particular assignment.

Complementing these two Department Bulletins are department bulletins issued on an ongoing basis about details about specific promotions (Sergeants, Lieutenants, and Captains).

On a related note, the Department of Justice would like to address the issue of expired department bulletins, and the practice set forth in Department General Order (DGO) 3.01 (Written Communication System), SFPD's policy on policy creation and revision. DGO 3.01 states that department bulletins will expire two years after their issuance or they must be incorporated into an existing or new DGO. This provision was codified in DGO 3.01 to prevent SFPD from simply issuing department bulletins in lieu of creating department general orders, based upon a recommendation made by US DOJ in its October 2016 report (see Finding 72, at p. 167.). Under DGO 3.01, Department Bulletin 19-003 (the one at issue in this recommendation) expired. To avoid noncompliance with with DGO 3.01, SFPD reissued Department Bulletin 19-003 as Department Notice 21-081, rather than go through the process of incorporating it into an existing or new DGO.

In our prescreening meetings, SFPD indicated that it is recasting expired department bulletins as department notices in any instance where a department bulletin would not amend an existing DGO or would not necessitate a new DGO. While DGO 3.01 neither expressly permits nor prohibits this process, it does raise a concern that the California Department of Justice has expressed to SFPD that DGO 3.01 does not adequately account for department bulletins like DB 19-003, which does not fit neatly within an existing DGO, but also does not necessitate the promulgation of a new DGO. As of the date of this email, SFPD is working with the Police Commission and the Department of Police Accountability to revise DGO 3.01. The California

Department of Justice supports revising DGO 3.01 to address the important concern raised above.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 91.2

Our office has completed its review of the materials related to Recommendation 91.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 91.2: The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.

Response to Recommendation 91.2:

Over the course of two meetings earlier this year that were attended by the Chief and Assistant Chiefs, SFPD considered whether it could provide feedback to unsuccessful candidates for promotion. In consultation with the City Attorney's Office, SFPD determined that it could not provide feedback to unsuccessful candidates because of Civil Service Commission Rule 211.14 which states: "Rating keys shall not be available for review or inspection. Protests of written questions or answers on any examination shall not be allowed." Because candidates cannot see their own rating keys, SFPD concluded that it was unable to provide specific feedback to candidates.

Assistant Chief Bob Moser reached out to the City of San Francisco's Department of Human Resources (DHR) seeking to collaborate on how they could nonetheless provide feedback to unsuccessful candidates. After meeting with SFPD, DHR proposed a plan for providing feedback that is consistent with the Civil Service rules. Starting no sooner than 2023, DHR would analyze candidates' performances in the promotional exams and then provide feedback in the aggregate to the entire promotional exam applicant pool. DHR would identify areas where candidates performed poorly and where they performed well. DHR would aim to provide this feedback no later than 60 days after the adoption of the promotion eligibility list. DHR will first start providing this aggregate feedback with the Lieutenant promotional exam. Since providing this proposal, DHR has updated its Standard Operating Procedures to provide more specific steps it will take to provide feedback in the aggregate. These steps include working with a consultant to summarize feedback, submitting the feedback to SFPD for review and comment, and revising the feedback based on SFPD's comments.

In short, although SFPD is unable to provide feedback to candidates on their specific performance, this package reflects that SFPD is proactively working with DHR to provide some support to unsuccessful candidates so that they may have success with future promotional exams.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 91.3

Our office has completed its review of the materials related to Recommendation 91.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 91.3: SFPD has taken steps to ensure diversity on the panels overseeing promotions and has considered whether to include community members or outside observers on those panels.

The City of San Francisco's Department of Human Resources (DHR) primarily drives the promotion process. DHR has represented to SFPD that it makes every effort to ensure diversity among the subject matter experts (SMEs) who are part of the exam development and rating panels. Where SFPD has control over diversity in the promotion process is in selecting the SFPD members who comprise the pool of SMEs from which DHR can select members for its exam development and rating panels.

SFPD issued Staff Services Division Unit Order 21-02, which codifies a process of ensuring diversity within the SME pool. Under this process, the Commanding Officer of the Staff Services Division will work with Command Staff to identify members who can serve as SMEs for the promotion process. The Command Staff and the Deputy Chief of Administration will then make the final selections for the SME pool. After SMEs conclude their participation in the promotion process, the Commanding Officer of Staff Services Division will seek feedback from both DHR and the SMEs themselves on any improvements that could be made to the promotion process.

SFPD evaluated the demographic makeup of recent SME panels and they reflect diversity. The California Department of Justice agrees with Hillard Heintze that SFPD should work to ensure greater representation of Asian and female SMEs in future pools.

SFPD considered whether or not to include community members, outside observers, or both. To that end, it drafted a unit order that would provide the process for identifying community members or outside observers to be a part of the promotional process. The Chief, Assistant Chief, and Executive Director, as well as other SFPD members met to discuss this suggestion. SFPD ultimately decided not to include community members or outside observers and issued a Chief's Directive explaining that decision. In the Chief's Directive, the Chief noted that the existing Command Staff, which serve on the promotional panels, reflects the diversity and expertise needed to provide a fair evaluation of promotional candidates. The Chief further noted that the input of the community is valuable but concluded that this input would be "better served in other aspects of department operations."

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. While SFPD's consideration of the suggestion to add community members or outside observers is sufficient for purposes of substantial compliance, the California Department of Justice agrees with Hillard Heintze that SFPD should revisit its decision at a later point. Hillard Heintze correctly notes that community members, particularly BIPOC and female community members, may provide valuable perspectives and understand the specific challenges that face BIPOC and female SFPD members who are up for promotion.

Recommendation 92.1

Our office has completed its review of the Recommendation 92.1 package that SFPD submitted as part of the collaborative reform process. Recommendation 92.1 is that SFPD should require reading the Final Report of the President's Task Force on 21st Century Policing (21st CP Final Report) for all promotions.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 92.1 package: SFPD issued Department Bulletin (DB) 16-216 on December 27, 2016, which required all Department members to read and have working knowledge of the 21st CP Final Report. SFPD issued DB 19-135 on June 25, 2019, reminding all members of this required reading. By requiring all Department members, not just those seeking a promotion, to read and have working knowledge of the 21st CP Final Report, SFPD went beyond the directive of compliance measure 1, which required SFPD to have a policy requiring reading of the 21st CP Final Report for the purposes of department promotions.

Consistent with the DB 16-216 policy, the preparation guide for the lieutenant promotional exam prepared by the City of San Francisco's Department of Human Resources (DHR) lists the 21st CP Report as one of the documents of which sergeant candidates should have working knowledge. Similarly, the preparation guide for the sergeant promotional exam notes that questions on the written test will be based in part on the 21st CP Report.

Finally, the Department selected 8-10 sworn members to serve as subject matter experts (SMEs) to provide input to DHR's Public Safety Team in its development of SFPD's promotional exams. Many of the chosen SMEs have had direct involvement in the collaborative reform process as project managers, finding managers, or as members of the Professional Standards & Principled Policing Unit. With the SMEs' input, DHR has incorporated questions in promotional exams that assess candidates' working knowledge of the principles outlined in the 21st CP Report.

Based on the above, Cal DOJ finds SFPD in substantial compliance with this Recommendation.

Recommendation 92.2

Our office has completed its review of the materials related to Recommendation 92.2 that have been submitted to us as part of the collaborative reform process. This package focused on requiring SFPD personnel to read the Final Report of the President's Task Force on 21st Century Policing (DOJ Final Report) for all promotions. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 92.2: The SFPD needs to require [the DOJ Final Report] as reading for all promotions.

Response to 92.2: On December 27, 2016, SFPD issued Department Bulletin 16-216, "Mandatory Reading Revised." The bulletin required all Department members to read and have working knowledge of both the DOJ Final Report and the Collaborative Reform Initiative assessment of San Francisco (CRI report). The Bulletin was re-issued on June 25, 2019 as

Department Bulletin 19-135, "Mandatory Reading Reminder." Department members are mandated to electronically acknowledge having read the required materials.

San Francisco's Department of Human Resources (DHR) Public Safety Team creates and administers SFPD's promotional exams. Separating SFPD from the exams is intended to minimize potential bias in the testing process. However, SFPD provides DHR with subject matter experts and has channels to communicate with DHR. SFPD has ensured that its subject matter experts are well versed in the Final Report and many are actively working on the collaborative reform initiative recommended reforms. SFPD has had numerous communications and meetings with DHR advocating for the the inclusion of 21st Century Policing concepts from the DOJ Final Report in promotional testing.

DHR is unable to provide the specific exam questions based on the DOJ Final Report due to the confidentiality of the tests. However, DHR responded to SFPD with a memorandum explaining that its exams include testing on knowledge of the DOJ Final Report for all promotions to sergeant, lieutenant, and captain. DHR added that the promotional exams also include assessing officers' application of CRI report principles through job task simulation, such as tactical exercises and situational judgement scenarios. Additionally, the 2019 promotional announcement included the DOJ Final Report on the reading list (meaning that questions on the exams will be based on the report) and the 2020 promotional announcements are also expected to have the DOJ Final Report on the reading list.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further.

Recommendation 93.1

Our office has completed its review of the materials related to Recommendation 93.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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

- 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.

Response to Recommendation 93.1: The Police Employee Groups (PEGs) are groups with diverse backgrounds consisting of SFPD members. There are currently seven PEGs:

- San Francisco Police Officers Pride Alliance (Pride Alliance)
- Asian Police Officers Association (APOA)
- Officers for Justice (OFJ)
- Women's Action Committee (WAC)

- Filipino American Law Enforcement Officers Association (FALEO)
- Latin Police Officers Association (LPOA)
- San Francisco Police Officers Association (POA)

SFPD has taken many steps to institutionalize and incorporate PEGs' input into the operations of the department. First, the Chief has instituted monthly meetings with each of the PEGs so that there is a regular opportunity for PEG members to convey concerns that impact members of their respective identity groups and to have the Chief respond to those concerns. Members of PEGs have provided examples of how this regular cadence of meetings has helped to address PEGs' concerns.

SFPD also solicits the input of PEG members on various committees and working groups. Chief Scott has institutionalized this practice through a Chief's Directive on Working Groups. In this Directive, the Chief provided guidelines on creating and running working groups, which are used to revise policies that require the perspectives of multiple stakeholders. The Directive specifically suggested that a working group include a person who is impacted by the subject of the policy to be revised, which could be a member of a PEG. To that end, the Accountability Working Group contacted each PEG president to invite a member from each PEG to attend the working group. The Department also asked each PEG president to identify one member to be a part of a working group on creating a dashboard that would identify potential biased policing among members.

PEG members also participate in the Chief's Advisory Forums, which are forums where community members can meet with the Chief to discuss matters affecting their respective identity groups. For example, Assistant Chief Bob Moser and Commander Dan Perea participate in the Chief's Latino Community Advisory Forum, and Captain Robert Yick participates in the Chief's Asian Pacific Islander Community Advisory Forum.

The Recruitment Unit also meets quarterly with each PEG. During these meetings, the Recruitment Unit and the PEGs discuss assistance with recruitment, including seeking volunteers from the PEGs to attend events and using social media to recruit new members. Through these meetings, the Pride Alliance suggested that the Recruitment Unit attend Pride Weekend events as a way to reach the LGBTQ community.

PEG members are also instructors in the Training Academy, which helps them give their perspectives to both Academy recruits and existing members. PEGs are also invited to speak to every Academy class to discuss each PEG, why they were created, and the experiences of the PEG members in the Department.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 94.1

Our office has completed its review of the materials supporting implementation of Recommendation 94.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 94.1: The SFPD should identify its data needs for personnel and human resources 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.

Response to Recommendation 94.1: In April 2018, SFPD formed the Staffing and Deployment Unit (SDU), which is charged with collecting, maintaining, and analyzing personnel data to inform SFPD's staffing decisions. The SDU identified several categories of data it would need to help it determine personnel needs and a barrier analysis, including race and gender demographic data, vacancy data (vacant positions within each rank), and separation data. The SDU has also worked to identify gaps in available data and has taken measures to close those gaps. For example, SDU directed the modification of the Human Resources Management System in late 2018 so that it now collects information about sworn members who are not full duty and the reason for that status. This will enable SDU to identify trends related to the reasons members leave full duty status.

The SDU also holds biweekly meetings with command staff where it provides reports on personnel and human resources data, which command staff can then use to inform staffing decisions. The command staff also uses these meetings to make additional data analysis requests of the SDU. Further, the SDU also meets with the Administration Bureau, the Staff Services Division, and the City's Department of Human Resources on a quarterly basis to discuss demographic data and strategies to address demographic disparities. Finally, the SDU meets weekly to discuss data findings, needs, and to monitor progress on data analysis requests.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Recommendation 94.2

Our office has completed its review of the materials supporting implementation of Recommendation 94.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 94.2: The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.

Response to Recommendation 94.2:

The SFPD's Staffing and Deployment Unit (SDU) identified several key categories of data it would need to inform management decisions related to personnel needs, including race and gender demographic data, vacancy data, and separation data. SDU has identified several priorities regarding data collection, including monitoring demographic trends, identifying vacancies, and tracking the position history of an employee. As one example of the SDU's effort to prioritize certain data collection needs, the SDU developed a Position Control Number (PCN) system, which assigns a unique identifier (PCN) to each position. By assigning a PCN to each position, the SDU can then keep track of the particular employees who held that position and their associated demographic data.

The SDU holds biweekly meetings with command staff where it provides reports on personnel and human resources data, which command staff can use to inform staffing decisions. The command staff uses these meetings to make additional data analysis requests of the SDU. Further, the SDU also meets with the Administration Bureau, the Staff Services Division, and the City's Department of Human Resources on a quarterly basis to discuss demographic data and strategies to address demographic disparities. Finally, the SDU meets weekly to discuss data findings, needs, and to monitor progress on data analysis requests.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

XAVIER BECERRA
Attorney General

State of California
DEPARTMENT OF JUSTICE

1515 CLAY STREET, 20TH FLOOR
P.O. BOX 70550
OAKLAND, CA 94612-0550

Public: (510) 879-1300
Telephone: (510) 879-0010
Facsimile: (510) 622-2270
E-Mail: Nancy.Beninati@doj.ca.gov

December 28, 2018

Sent via email: William.scott@sfgov.org;

RE: California Department of Justice Review of

Dear Chief Scott:

The California Department of Justice (Cal.DOJ) has concluded its initial review of the packages submitted to us regarding the compliance measures relating to the U.S. DOJ recommendations 7.1, 7.2, 7.3, 9.1, 9.2, 9.3, 9.4, 13.1, 14.2, 17.1, 24.4, 26.3, and 34.3. We have reviewed the packages in accordance with both the Memorandum of Understanding (Section 2, paragraph e) and the individual compliance measures prepared by Hillard Heintz as agreed upon between all parties. We appreciate the San Francisco Police Department's (SFPD) cooperative and collaborative engagement with our office in working through these initial 13 compliance measures. This review of each of these packages, and the issues addressed below, have been discussed between both Cal DOJ and the SFPD in a collegial productive manner. Although we are continuing to work out some kinks in this review process, your team has assured us that they are working toward streamlining the package review process for both Hillard Heintz and the California Department of Justice. We look forward to seeing those changes in the near future.

We will also be holding a meeting in January in which the SFPD will be presenting us with additional information on how it intends to meet many of the review loop and/or audit criteria contained in many of the compliance measures. As you will see discussed below, because several of the packages that were submitted to us do not currently contain a plan or any information concerning review loops and/or audits, the Cal DOJ is unable to designate some of the recommendations as being substantially compliant. We hope that this will, however, be resolved once a more robust review and audit process is incorporated into the SFPD package submission process. Based upon the current information provided to Cal DOJ, we respond to the submitted compliance measures as follows:

Recommendation 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 is appropriate to use a two-hand stance and when a one-hand approach is needed.

Response to 7.1: The Cal DOJ finds SFPD's implementation of this recommendation to be in substantial compliance given that Department Bulletin 16-162, Issued on 10/7/2016, rescinds Department Bulletin 16-071 which required the use of the 36-inch baton as provided in that bulletin.

Recommendation 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.

Response to 7.2: The Cal DOJ finds SFPD's implementation of this recommendation to be in substantial compliance given that Department Bulletin 16-162, Issued on 10/7/2016, rescinds Department Bulletin 16-071 which required the use of the 36-inch baton as provided in that bulletin.

Recommendation 7.3: The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.

Response to 7.3: Department Bulletin 16-162, Issued on 10/7/2016, rescinds Department Bulletin 16-071 which required the use of the 36-inch baton as provided in that bulletin; however, Department Bulletin 16-162 states that Department Bulletin 16-006 remains in full effect. Department Bulletin 16-006 specifically states that the 36-inch baton is required equipment, but it was explained to the Cal DOJ that the 36-inch baton is limited to crowd control and that the compliance measure itself was directed at interacting with individuals with edged weapons. Therefore, it should be clarified, within the bulletin itself, that Bulletin 16-006's reference to the 36-inch baton is limited to crowd control. With this understanding, the Cal DOJ finds SFPD's implementation of this recommendation to be in substantial compliance as this is a minor clarification that can be easily implemented.

Recommendation 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

Response to 9.1: The Cal DOJ finds SFPD's implementation of this recommendation to be in substantial compliance in light of its use of the Everbridge notification system.

Recommendation 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.

Response to 9.2: The SFPD has adopted the Everbridge notification system which, based upon the information, provided sends out timely notifications of an officer-involved shooting to the Internal Affairs Department (IAD), the District Attorney's Office (DAO), and the Department of Police Accountability (DPA); however, compliance measures 9.2.3, 9.2.4, and 9.2.5 as agreed upon between the parties require the inclusion of the notification log in the investigative report file, an audit for the investigative case files for the log attachment, and supervisory review of officer-involved shooting notifications. The SFPD has provided no evidence of complying with compliance

measures 9.2.3, 9.2.4, and 9.2.5, and for these reasons Cal DOJ finds that SFPD is not in substantial compliance with this recommendation.

Recommendation 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.

Response to 9.3: The SFPD has adopted the Everbridge notification system, which based upon the information provided, sends out timely notifications of an officer-involved shooting to the Internal Affairs Department (IAD), the District Attorney's Office (DAO), and the Department of Police Accountability (DPA); however, compliance measures 9.3.2, 9.3.3, and 9.2.4 as agreed upon between the parties require that a permanent record of the notifications be maintained, evidence of a continual review/improvement loop, and evidence of supportive and remedial actions if deficiencies are found. The SFPD has provided no evidence of complying with compliance measures 9.3.2 or 9.3.3. It does appear from the information provided that there is documentation via email exchange about printing out a notification report, however, there is no documentation discussing how that report will be analyzed or used as part of a review improvement loop. There is also some email documentation about some corrective measures taken after the first deployment of this system, but this appears to be on an ad hoc basis, as opposed to a more structured approach to improving these notifications. For these reasons, Cal DOJ finds that SFPD is not in substantial compliance with this recommendation.

Recommendation 9.4: The SFPD should explore the option for timely electronic notification to all oversight partners.

Response to 9.4: The SFPD has adopted the Everbridge notification system which, based upon the information, provided sends out timely notifications of an officer-involved shooting to the Internal Affairs Department (IAD), the District Attorney's Office (DAO), and the Department of Police Accountability (DPA) and therefore is in substantial compliance.

Recommendation 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.

Response to 13.1: The SFPD has hosted and publicized town halls that provided factual representation within ten calendar days of an officer involved shooting in the community where the incident occurred, as such it appears that SFPD has met the criteria with respect to compliance measure 13.1.1, 13.1.2, and 13.1.3; however, compliance measure 13.1.4 as agreed upon between the parties requires that SFPD establish a continual review or improvement loop. While the SFPD has informed us verbally that it has an informal review process, it has provided no documentation of complying with 13.1.4, and for this reason, Cal DOJ finds that SFPD is not presently in substantial compliance with this recommendation.

Recommendation 14.2: The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.

Response to 14.2: The SFPD has drafted and implemented a media outreach strategy that on its face appears to provide accurate and succinct information immediately following an officer involved shooting; however, compliance measure 14.2.3 as agreed upon between the parties requires that SFPD establish a continual review or improvement loop. While the SFPD has informed us verbally that it has an informal review process, the SFPD has provided no documentation of complying with 14.2.3, and for this reason, Cal DOJ finds that SFPD is not in substantial compliance with this recommendation.

Recommendation 17.1: The SFPD should immediately prohibit the carotid restraint technique as a use of force option.

Response to 17.1: The SFPD has prohibited the carotid restraint technique as a use of force option; however, compliance measures 17.1.2 and 17.1.3 as agreed upon between the parties require that SFPD conduct periodic audits of use of force reporting, and that SFPD provide evidence of supportive and remedial action if deficiencies are found. The SFPD has provided no evidence of complying with 17.1.2 and 17.1.3, and, for this reason, Cal DOJ finds that SFPD is not in substantial compliance with this recommendation.

Recommendation 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.

Response to 24.4: The Cal DOJ finds SFPD's implementation of this recommendation to be in substantial compliance as this recommendation relates to department-owned equipment or facilities only. However, we do note that SFPD may wish to enact a policy with respect to public business conducted on personal devices in light of the California Supreme Court's holding that "when a city employee uses a personal account to communicate about the conduct of public business, the writings may be subject to disclosure under the California Public Records Act." (*City of San Jose v. Santa Clara* (2017) 2 Cal.5th 608, 629.)

Recommendation 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.

Response to 26.3: Compliance measures 26.3.1, 26.3.2, 26.3.3, and 26.3.4 respectively require the following: (1) immediate implementation of a public education campaign; (2) publicize via multiple media the procedures for reporting bias misconduct; (3) publicize via multiple media the SFPD's initiatives for bias-free policing; and (4) ongoing evaluation loop and audit. The information provided to Cal DOJ is that these objectives are accomplished by SFPD through posting complaint information on its website, posting through social media including Facebook, Next Door and Twitter, and permitting the district Captains to engage in outreach and publicity at the local level as they see fit. Based upon the information provided, Cal DOJ does not find the SFPD to be in substantial compliance with this recommendation for several reasons. The media used to conduct this public education campaign does not reach the entire community, only those members who have access to computers, cell phones, and electronic communication. There was also

no information provided in the package that this media campaign is being carried out in any language other than English. The San Francisco community is exceptionally rich and diverse, and in order for this public education campaign to be successful it should be carried out in more than one language. There is also no information provided with respect to the work that the Captains are doing in the district stations as part of this objective. Finally, no information has been provided with respect to SFPD's plans or processes regarding compliance measure 26.3.4, which requires an ongoing review and/or audit loop. For these reasons, Cal DOJ finds that SFPD is not in substantial compliance with this recommendation.

Recommendation 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 non-motorized conveyances.

Response to 34.3: The Cal DOJ finds that in light of the state mandate to collect this type of data under AB 953 that the SFPD has met its obligations under compliance measures 34.1 and 34.2. With respect to compliance measure 34.3, SFPD has provided verbal representations that they have a process to analyze the data which is required by local rule. As such, Cal DOJ finds that SFPD is in substantial compliance, but to remain in substantial compliance SFPD will need to engage in ongoing review and analysis of the data to ensure sufficiency and accuracy of data collected as agreed upon in the compliance measure.

We look forward to receiving and reviewing the information with respect to those compliance measures as noted above. Please let us know if you have any questions or would like to discuss anything addressed herein.

Sincerely,

Nancy A. Beninati

NANCY A. BENINATI
Supervising Deputy Attorney General

For XAVIER BECERRA
Attorney General

cc: bob.hirsch@sfgov.org; john.hamasaki@sfgov.org; SFPD.Commission@sfgov.org; Debra.Kirby@hillardheintze.com; Diane.Ragans@hillardheintze.com; Michael.Dirden@hillardheintze.com

Appendix E: SFPD Beyond Phase 3 Recommendations

SFPD and the California Department of Justice have identified 27 recommendations that the Department could not implement during the Collaborative Reform Initiative review periods. Identified below by objective areas, SFPD has aligned these by operational concept and an anticipated time frame for when SFPD expects to have measured progress towards the implementation of the compliance measures supporting each recommendation.

Appendix E Table 1.1 – SFPD's Self-Evaluation on Use of Force Beyond Phase 3 Recommendations

Seven of the 58 recommendations under Use of Force fall into the Beyond Phase 3 category.

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
1.1	The SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to • partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those circumstances 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.	Leadership / Management Culture	Phase 3+ Future Within 12 months
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.	IT / Data Business Processes	Phase 3+ Future 3-4 Years; Need RMS (Arrest) Data

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
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.	IT / Data Business Processes	Phase 3+ Future 3-4 Years; Need RMS (Arrest) Data
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.	IT / Data Business Processes	Phase 3+ Future 3-4 Years; Need RMS (Arrest) Data
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.	IT / Data Business Processes	Phase 3+ 1 Year Within 12 months
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.	IT / Data Business Processes	Phase 3+ 1 Year Approx. 2 Years – UOF Data Analysis, SFPD wants technical guidance from partners

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
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.	IT / Data Business Processes	Phase 3+ Future Within 18 months: More detailed audit / review (of demographics of officer and subject and whether severity is linked) after a year of data collection on UOF

Appendix E Table 1.2 – SFPD's Self-Evaluation on Bias Beyond Phase 3 Recommendations

Seven of the 54 recommendations under Bias fall into the Beyond Phase 3 category.

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
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.	Community Policing	Within 12 months
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 • 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;	Doctrine/ Policy Development	Within two years – external and internal stakeholder input, academic partnerships, business process development, policy

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
	• identify intervention mechanisms beyond discipline to deal with potentially biased behaviors.		development, analytical capacity
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.	Leadership/ Management Culture	Within two years - external and internal stakeholder input, academic partnerships, business process development, policy development, analytical capacity
28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	Training	Within two years – external and internal stakeholder input, academic partnerships, business process development, policy development, analytical capacity
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.	IT/Data Business Processes	Within two years – external and internal stakeholder input, academic partnerships, business process development,

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
			policy development, analytical capacity
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.	IT/Data Business Processes	Within two years – external and internal stakeholder input, academic partnerships, business process development, policy development, analytical capacity
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.	IT/Data Business Processes	Within two years – external and internal stakeholder input, academic partnerships, business process development, policy development, analytical capacity

Appendix E Table 1.3 – SFPD's Self-Evaluation on Community Oriented Policing Beyond Phase 3 Recommendations

Six of the 60 recommendations under Community Oriented Policing fall into the Beyond Phase 3 category.

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
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.	Community Policing	Phase 3+ 1 Year Within 18 Months – Strategic Planning underway with Accenture
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: • 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.	Doctrine / Policy Development	Approx. 2 Years - FULL Strategic Plan. SFPD wants technical guidance from partners

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
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 collaborative regarding community policing efforts.	Doctrine/ Policy Development	Within 12 months
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.	Community Policing	Phase 3+ Future Approx. 2 Years – Community Policing and Problem Solving Manual. SFPD requests technical guidance from partner.
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.	Community Policing	Within 12 months
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.	IT / Data Business Processes	Phase 3+ 1 Year Within 18 months – Chief's Advisory Forum Meetings

Appendix E Table 1.4 – SFPD's Self-Evaluation on Accountability Beyond Phase 3 Recommendations

Seven of the 68 recommendations under Accountability fall into the Beyond Phase 3 category.

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
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.	Leadership / Management Culture	Within 12 months
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.	IT / Data Business Processes	Within 18 months. Performance evaluation and metrics, more stakeholder engagement. (DHR, PEG, CMSN, etc.)
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.	Leadership / Management Culture	Phase 3+ Future Within 12 months
69.3	The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.	Leadership / Management Culture	Within 12 months
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.	Doctrine / Policy Development	Phase 3+ Future Within 18 months – Performance evaluation and metrics, more stakeholder engagement (DHR, PEG, CMSN, etc.)

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
79.2	SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.	Doctrine / Policy Development	Phase 3+ Future Within 18 months – Performance evaluation and metrics, more stakeholder engagement (DHR, PEG, CMSN, etc.)
79.3	The SFPD should use performance evaluations as an evaluation factor in promotions.	Doctrine / Policy Development	Phase 3+ Future Within 18 months – Performance evaluation and metrics, more stakeholder engagement (DHR, PEG, CMSN, etc.)

© 2022 Hillard Heintze, A Jensen Hughes Company

Appendix F: Compliance Measures Implementation Progress

All of a recommendation's compliance measures are evaluated against the status designations identified in **Exhibit 1.** Please see the below tables for details on compliance measure implementation by SFPD, broken out by objective and recommendation number.

CHAPTER 2 - USE OF FORCE

Finding #	1	The majority of deadly use of force incidents by SFPD involved persons of color.	Compliance Measures
Rec #	1.1	The SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to: partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those circumstances 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.	1 Commit to reviewing and understanding the reasons for disparate use of deadly force. 2 Partner with research institutio evaluate the circumstances th rise to deadly force, particularl circumstances involving perso color. 3 Establish regular and continuc relationships with the goal of enhancing those relationships communities most impacted b officer-involved shootings. 4 Monitor calls for service and community complaints to ensu appropriate police interaction as a matter of routine police engagement. 5 Provide on-going evidence-ba training for officers throughout department on how to assess engage in encounters involvin conflict with a potential for use

© 2022 Hillard Heintze, A Jensen Hughes Company

			force with a goal of minimizing level of force. 6 Continual review/improvement assess goal outcomes.
Finding #	**2**	**The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.**	**Compliance Measures**
Rec #	2.1	The 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.	1 Work with the City and County Francisco to develop a proces 2 Timely, transparent and factua outcomes for OIS investigation 3 Continual review/improvement verify.
Finding #	**3**	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.**	**Compliance Measures**
Rec #	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 it has been completed.	1 Work quickly and proactively c issuance of use of force policie procedures. 2 Issue use of force policies and procedures to all department employees immediately after m and-confer process.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Immediate implementation of u force policies and procedures following issuance.
Rec #	3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder groups 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.	1 Work with the Police Commiss 2 Obtain input from all relevant stakeholder groups. 3 Conduct an after-action review meet-and-confer process. 4 Identify ways to improve input expedite the process in the fut other policy development and implementation.

Finding #	4	The Use of Force Log captures insufficient information about use of force incidents.	Compliance Measures
Rec #	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	1 Create an electronic use of for reporting system that is inform contemporary policing best pra 2 Capture use of force data in re as practical.
Rec #	4.2	In developing an electronic reporting system, the 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	1 Review and align current pract regarding reporting use of forc light of contemporary policing practices.

		officer, and sequencing of the individual's resistance and control by the officer.	2 Review and align current pract reporting level of resistance by individual in light of contempor policing best practices. 3 Review and align current pract reporting escalation of control used by the officer, including le force, in light of contemporary best practices. 4 Review and align current pract reporting level of force used in response to resistance, in light contemporary policing best pra 5 Review and align current pract reporting the sequencing of the individual's resistance and cor the officer in light of contempo policing best practices. 6 Use the review to develop an appropriate use of force report system concurrent with Rec #4 is informed by contemporary p best practices
Rec #	4.3	In the interim, the SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require that 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	1 Implement EIS unit use of force report. 2 Require completion of use of f form for every use of force inci

		use of force incidents in the SFPD. The SFPD should eliminate the Use of Force Log (SFPD 128 (Rev. 03/16)).	3 Eliminate the Use of Force Log 128 (Rev. 03/16)]. 4 Periodic audits until automated reporting system is fully opera 5 Eliminate use of EIS report wit introduction of the electronic fo
Rec #	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.	1 Issue a training bulletin descri use of force reporting form and purpose. 2 Instructions for accurate form completion included when form issued. 3 Training bulletin issued within of 10/12/16. (January 12, 2017
Rec #	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 in multiple units.	1 Continue manual entry of use data until electronic use of forc report is operational. 2 Use of force data entered by a unit. 3 Ensure consistency and accur the data.

21 At the time of the initial submission of this recommendation, SFPD [illegible] a power system. It has since been automated. That is why [illegible] measures are listed as "no."
22 See Footnote 420.

Rec #	4.6 The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	1 Audit use of force data on a qu basis. 2 Hold supervisors accountable ongoing deficiencies with data accuracy and reporting of data 3 Evidence of remedial action if deficiencies are found.
Rec #	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 how they would communicate and approach such situations.	1 SFPD Training and Education Division report and analysis (synthesis) of the issues emer from the quarterly use of force reports. 2 Evidence of roll-call/line-up announcements on emerging force trends resulting from ana 3 Evidence that the announceme educational and scenario-base way that encourages officer to in discussion regarding the use force. 4 Continual review/improvement advance knowledge and inform

Finding #	5	The SFPD does not consistently document the types of force used by officers.	Compliance Measures
Rec #	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	1 Develop a policy that provides consistent use of force reportir 2 Ensure training is consistent w use of force reporting policy. 3 Audit to ensure consistent rep use of force incidents. 4 Evidence of remedial measure (training, discipline etc.) if defi are found.
Rec #	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	1 Process established for ensuri supervisors and officers prope document use of force inciden 2 Accountability for not properly documenting use of force incic 3 Evidence of remedial action if deficiencies are found.

Finding #	6	The SFPD has not developed comprehensive formal training specifically related to use of force practices.	Compliance Measures
Rec #	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	1 Adopt and implement a formal Learning Needs Assessment (model as it applies to use of fo

© 2022 Hillard Heintze, A Jensen Hughes Company

		subsequently design and present them in the most effective and efficient ways possible.	2 Identify and prioritize training r 3 Design, implement, and prese training priorities effectively an efficiently. 4 Continual review/improvement that relies upon the LNA mode
Rec #	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: • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response	1 Prepare training based on enh de-escalation, sanctity of life, interactions with homeless indi and Crisis Intervention Team activities, that are based on be practices and policies as outlir best practices in the 21st Cent Policing report. 2 Evidence of continual improve loop e.g. feedback is collected considered, and adjustments r when warranted).
Rec #	6.3	SFPD training records should be fully automated and training data easily accessible.	1 Ensure that training records fu automated. 2 Ensure that training data easil accessible. 3 Periodic audits of training syst accuracy of records.

Finding #	7	SFPD officers have not been trained on operational field use of the mandated 36" baton.	Compliance Measures
Rec #	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 is appropriate to use a two-hand stance and when a one-hand approach is needed. [23]	1 Develop policy on use of 36-in baton with individuals with edg weapons. 2 Ensure the policy effectively di the proper handling of the batc 3 Ensure the policy offers suffici appropriate guidance on when a one-handed and two-handed approach.
Rec #	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. [24]	1 Develop effective training on u the 36-inch baton for edged we interactions. 2 Deploy training to all officers. 3 Audit to ensure all officers hav trained.
Rec #	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in its intended field use.	1 The department prohibited use 36-inch baton until all officers trained in its use.

23 The SFPD ceased use of the three tool types for the issues noted in this recommendation. It was therefore deemed substantially compliant by Ca
24 See footnote #23

Finding #	8	SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.	Compliance Measures
Rec #	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 greater oversight of its use of force.	1 Immediately require supervisors respond to events involving officers using instruments of force. 2 Immediately require supervisors respond to incidents involving 3 Evidence of continual audit/improvement loop. 4 Evidence of supportive and remedial actions if deficiencies are found
Rec #	8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	1 Policy holding supervisors accountable for accurate and complete entry of use of force reporting data. 2 Evidence of ongoing audit/continuous improvement loop. 3 Evidence of supportive and remedial actions if deficiencies are found
Rec #	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	1 Supervisors trained on use of documentation.

		section for supervisory actions relative to the incident and signature.	2 Electronic report contains sect memorialize supervisory actio appropriate digital acknowledg 3 Ongoing audit/continual impro loop. 4 Evidence of supportive and re actions if deficiencies are foun
Finding #	**9**	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.**	**Compliance Measures**
Rec #	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.	1 Work with DEM to establish pr and practices for call-out notifi 2 Provide DEM primary respons for timely OIS notifications to a stakeholders. 3 Audit timeliness and consisten OIS notification to all stakehol following officer-involved shoo
Rec #	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	1 Operations Center is providing notifications to IAD, DAO and without any lag time. 2 Timely notification to any resp entity.

© 2022 Hillard Heintze, A Jensen Hughes Company

		log for notifications should be included as part of the investigation report case file to accurately and fully depict notifications.	3 Notification log included in the investigative report file. 4 Audit investigative case files fo attachment. 5 Supervisory review of OIS notifications.
Rec #	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.	1 Policy requiring all notified OIS responders to notify DEM of ti arrival at scene. 2 Permanent record of notificatio maintained. 3 Evidence of continual review/improvement loop. 4 Evidence of supportive and re actions if deficiencies are foun
Rec #	9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	1 Explore electronic notification. 2 If accepted, electronic notificat sent to all partners. 3 If not, record of decision.

© 2022 Hillard Heintze, A Jensen Hughes Company

Finding #	10	There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.	Compliance Measures
Rec. #	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.	1 SFPD establish formal protocc regarding Homicide Detail responsibility to provide OIS b 2 Homicide Detail provides timel briefing to DPA and DAO. 3 Homicide Detail arrange forma through or access to incident s as soon as possible. 4 SFPD highest-ranking Homicic Detail officer on-scene respon ensuring that Homicide Detail providing timely briefings. 5 Supervisory engagement and 6 Continual review/improvement
Rec. #	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.	1 Work with DPA and DAO. 2 Develop formal training progra Includes and is informed by be practices for investigating OIS 3 Include representatives of the Attorney's Office, SFPD Homi

© 2022 Hillard Heintze, A Jensen Hughes Company

[redacted]			Detail, and the OCC in the form training program. 4 Implemented within 120 days (February 12, 2017).
Finding #	**11**	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.**	**Compliance Measures**
Rec. #	11.1	The 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.	1 Update DGO 3.10 to be inform contemporary policing best pra 2 Require written evaluation of p training and tactical considerat 3 Written evaluations include the Identification of influencing fac the incident (failure of policy, t or tactics) 4 Determine and report recommendations for addressi identified issues that influence discharge. 5 Evidence of supportive and re action if deficiencies are found 6 Ongoing review and oversight FDRB.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec. #	11.2 The 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 to officer discharge incidents and to help mitigate the need for firearm discharge incidents.	1 Coordination amongst the iden groups to ensure the outcome this recommendation. 2 Ongoing review of discharge incidents. 3 Update of existing programs o policies, as needed 4 Develop training to address po gaps and lessons learned whe needed. 5 Evidence of presentations alm informing SFPD members. 6 Review to determine impact of training on OIS.
Rec. #	11.3 The SFPD should update the DGO to ensure that the FDRB is staffed with a Training and Education Division representative as an advisory member to ensure an appropriate focus on development of responsive training protocols.	1 Update the DGO 3.10 to be int by contemporary policing best practices. 2 Staff FDRB with Training and Education Division member in advisory role. 3 Evidence that a continuous review/improvement loop exist provides training review.
	11.4 Officer-involved shooting events need to be reviewed in a more timely fashion as they relate to policy, training, and	1 FDRB schedule review of OIS conclusion of IA investigation.

© 2022 Hillard Heintze, A Jensen Hughes Company

		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.	2 FDRB schedule review is held regular occurrences.

Finding #	12	The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.	Compliance Measures
Rec #	12.1	The SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: 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.	1 Work with DEM on sound CIT dispatch protocols including se and receiving DEM input and assessing best practices. 2 Ensure dispatcher notified of S units with CIT-trained officers. 3 Ensure calls involving persons mental health disabilities dispa CIT-trained officers. 4 Establish protocols based in b practice for DEM intake perso handle mental health calls for 5 Ensure crisis call information is appropriately relayed to field personnel. 6 Audit to determine if protocols followed.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	12.2	The SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.	1 Assess staffing need for CIT b 2 Assign appropriate number of personnel to all shifts. 3 Periodic review/audit of staffin and adjust as appropriate.
Rec #	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	1 Provide evidence-based CIT t to supervisors. 2 Provide documentation that th required training has been cor by all supervisors upon promo

Finding #	13	The SFPD engages with the community following an officer-involved shooting incident through a town hall meeting in the community where the event occurred.	Compliance Measures
Rec #	13.1	The practice of hosting a town hall meeting in the community shortly after the incident should continue with a focus on releasing only known facts.	1 Host and publicize town halls i community where OIS occurre 2 Within 10 calendar days of the 3 Factual representation. 4 Continual review/improvement

© 2022 Hillard Heintze, A Jensen Hughes Company

Finding #	14	The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.	Compliance Measures
Rec #	14.1	The SFPD should develop an ongoing communication strategy for officer-involved shootings.	1 Develop OIS communication s that provides broader commun relevant information before co of investigation. 2 Share communication strategy internal and external stakehold relevant feedback. 3 Continual improvement/feedba for strategy and compliance w strategy. 4 Evidence of supportive and re action if deficiencies are found
Rec #	14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	1 Draft and implement a media outreach strategy to ensure immediate outreach following 2 Provide accurate and succinct information. 3 Continual review/improvement
Rec #	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	1 Create or update relevant poli regarding use of social media convey relevant and critical OI investigative information.

© 2022 Hillard Heintze, A Jensen Hughes Company

			2 Use of social media to provide information. 3 Continual review/improvement for adherence to policy. 4 Evidence of supportive and re actions if policy not followed.
Finding #	**15**	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	**Compliance Measures**
Rec #	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.	1 Creation of outreach materials includes community input, to e the public and media. 2 Dissemination at public events department sponsored commu meetings and other external m 3 Evidence that materials are ac as changes in the Department happen, or as necessary.
Rec #	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.	1 Establish a protocol and proce SFPD-hosted town hall presen that is inclusive of different neighborhoods and communiti 2 Strategy to target the public ar media.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Topics include use of force, O investigations and protocols. 4 Continuous improvement loop review to ensure town halls ar consistently and achieve plann goals.

Finding #	16	Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).	Compliance Measures
Rec #	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. (ECWs)	1 Work with stakeholders and community to gather expectati sentiment, and information on 2 Policy decision for ECWs.
Rec #	16.2	The City and County of San Francisco should strongly consider deploying ECWs.	1 Evidence of review of data and evidence regarding ECWs.

Finding #	17	Currently, the SFPD authorizes personnel to use the carotid restraint technique.	Compliance Measures
Rec #	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	1 Revise relevant policies and procedures to immediately pro carotid restraint technique as a force option. 2 Conduct periodic audits of use force reporting.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Evidence of supportive and re action if deficiencies are found

Finding #	18	The SFPD does not adequately investigate officer use of force.	Compliance Measures
Rec #	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	1 Develop investigative standard 2 Develop response standards. 3 Develop policy. 4 Provide training. 5 Audit of training records and training/continual improvement/feedback loop. 6 Evidence of supportive and re action if deficiencies are found
Rec #	18.2	The SFPD should create an on-scene checklist for use of force incidents.	1 Develop on-scene checklist cr for use of force incidents. 2 Require use of checklist throu policy. 3 Provide training regarding use 4 Audit/review to ensure use of

© 2022 Hillard Heintze, A Jensen Hughes Company

			5 Evidence of supportive and re action if deficiencies are found
Rec #	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	1 Develop protocol. 2 Revise policies, procedures ar training accordingly. 3 Provide training on protocol. 4 Audit adherence.

Finding #	19	The SFPD does not maintain complete and consistent officer-involved shooting files.	Compliance Measures
Rec #	19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	1 Develop a standard OIS proto 2 Released within 90 days of Oc 12, 2016 (January 12, 2017).
Rec #	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.	1 Create OIS file template. 2 Use OIS Guide as reference fo template development. 3 Template details report structu handling of evidence.[26]

[25] The OIS protocol was not completed within 90 days, however the protocol now in place meets the goal of the recommendation.
[26] Compliance measures number 3-9 were addressed under the MOU in place at the time of this review and were not reviewed.

			4 Provide training on template.
			5 Audit/review OIS files for adhe to template.
Rec #	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	1 Establish and implement policy require review at every level.
			2 Develop policy and procedures ensure appropriate review of c involved shooting investigation
			3 Ensure consistent use of stand
			4 Ongoing audit/review.

Finding #	20	The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.	Compliance Measures
Rec #	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.	1 Establish a data protocol for ar data.
			2 Develop training on the captur recording of arrest data.
			3 Assign responsibility for review sufficiency of data on both the booking card and use of force

27 At the time of this review, the MOU with the San Francisco District Attorney addressed this requirement as part of the criminal investigation.

© 2022 Hillard Heintze, A Jenson Hughes Company

			4 Audit the data at regular mont intervals.
			5 Evidence of supportive and re action if deficiencies are found
Rec #	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.	1 Audit concluded in 2016.
			2 Establish policy requiring mon audit of arrest and use of force
			3 Audit the data at regular mont intervals.
			4 Evidence of supportive and re action if deficiencies are found
Rec #	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.	1 Establish a point of contact to coordinate with Sheriff's Depa
			2 Establish policy requiring quar annually audit of arrest and us force data for SFPD data agai reported by the Sheriff.
			3 Audit the data at regular quart annually intervals.
			4 Evidence of supportive and re action if deficiencies are found
Rec #	20.4	The SFPD should identify a research partner to further refine its use of force data collection and to explore the data	1 Identify research partner to ref of force data collection.

© 2022 Hillard Heintze, A Jensen Hughes Company

		findings of this report to identify appropriate data for measurement and to determine causal factors.	2 Identify appropriate data for measurement. 3 Ensure collection of data facto identified. 4 Engage in research to determi causal factors of use of force.

Finding #	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.	Compliance Measures
Rec #	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.	1 Work with research partner to a plan to establish the initial co standards and then engaging collection and analysis use of data. 2 Focus on identifying patterns. 3 Address issues identified. 4 Audit to ensure data collection compliance. 5 Evidence of supportive and re action if deficiencies are found

Finding #	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.	Compliance Measures
Rec #	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.	1 Improve data collection on use force. Revise policy, procedure training accordingly. 2 Conduct further analysis to understand how use of force is and the factors that contribute finding. 3 Conduct periodic audits/review of force data collection to cont monitor this finding.

Finding #	23	The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.	Compliance Measures
Rec #	23.1	The SFPD should immediately implement this provision of the draft policy. (Prohibit firing at moving vehicles)	1 Prohibit firing at moving vehicl 2 Implement prohibition immedia 3 Audit compliance. 4 Evidence of remedial action if deficiencies are found.
Rec #	23.2		1 FDRB review all OIS and discl incidents involving moving veh

© 2022 Hillard Heintze, A Jenson Hughes Company

	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 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.	2 Identify and evaluate common 3 Develop recommendations for and training as a result of revie 4 Oversee policy and training development responsive to iss identified. 5 Report to Police Commission. 6 Inclusion of a continual review/improvement loop of development process and adh to policy. 7 Evidence of supportive and re actions/outcomes.

CHAPTER 3 - BIAS

Finding #	24	The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.	Compliance Measures
Rec #	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).	1 Immediate implementation of b audit of department-issued em 2 Immediate implementation of b audit of department communic on mobile data terminals. 3 Immediate implementation of b audit of text messages on department-issued phones. 4 Audit occurred.
Rec #	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	1 Complete bias audit. 2 Present findings to Police Commission.
Rec #	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.	1 Immediate establishment of po audits of electronic communica devices. 2 Established practice for ongoi audits of electronic communica devices including audit plan ar process.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Evidence of audit of potential
			4 Evidence of supportive and re action if deficiencies are found
Rec #	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.	1 Issue or revise and Departme General Order regarding priva rights that states there is no p use of department owned equ systems, or facilities.
Rec #	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.	1 Establish policy regarding app use standards for electronic communications.
			2 Require signature of all emplo and retained in personnel file.
			3 Evidence of ongoing review a
			4 Evidence of supportive and re action if deficiencies are found
Rec #	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.	1 Policy to report bias outcomes yearly to PC.
			2 Audit report to include Number of audits Number and types of devices Findings of audit Personnel outcomes if/when violations are discovered.

			3 Evidence of ongoing review ar
			4 Evidence of supportive and re action if deficiencies are found
Finding #	**25**	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	**Compliance Measures**
Rec #	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.	1 Immediately update of DGO 5. Prohibiting Biased Policing. 2 Immediately update of DGO 1 Discrimination and Harassmer 3 Aligned with best practices. 4 Update reflected in current department initiatives. 5 Evidence of supportive and re action if deficiencies are found
Rec #	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.	1 Upon completion of Recomme 25.1, create and release a roll- video that clearly explains the updated DGO 5.17 - Prohibitin Biased Policing. Video must in messaging that having a bias- department is a priority.

© 2022 Hillard Heintze, A Jensen Hughes Company

			2 Create and release roll-call vic clearly explains the updated D 11.07 - Discrimination and Harassment. Video must inclu messaging that having a bias- department is a priority.
Rec #	25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to • 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.	1 Develop, in consultation with t relevant stakeholders, a comprehensive strategy to ad bias. 2 Evidence that strategy create framework for SFPD to • be informed by the preli action planning which addressed policy, recrui and hiring; training; lead supervision, and accoun operations; measureme outreach to diverse communities; • update policies prohibiti biased policing to includ specific discipline outco failure to follow policy; • continue to expand recr and hiring from diverse communities (see recommendation 84.2); • partner with the commu and stakeholders in San Francisco on anti-bias c (see recommendation 2

			• improve data collection analysis to facilitate gre knowledge and transpa around policing practice SFPD;
			• expand its focus on initi relating to anti-bias and implement existing prog as part of the overall bia strategy, including the e Not on My Watch progra aimed at engaging offic the community on addre issues of bias.
			3 Strategy was published interna externally.
Rec 5	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.	1 Completed assessment of nee anti-bias programs.
			2 Identified strategy to address t need.
			3 Training and policy implement as required through identified of the assessment.
			4 Evidence of supportive and re action if deficiencies are found

Finding #	26	There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.	Compliance Measures
Rec #	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.	1 Reinvigorate Chief's Advisory 2 Provide diverse communities w meaningful input on bias training policy other anti-b programs. 3 Ensure that a broad coalition c community members are ident that marginalized communities an opportunity for meaningful involvement. 4 Evidence of supportive and re action if participation goals not
Rec #	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.	1 Clear communication of anti-b policies and practices for repo police misconduct. 2 Clear communication of comm to anti-bias policing in San Fra 3 Evidence of sufficient dissemi policies and practices directed ensuring a bias-free policing commitment.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	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.	1 Immediate implementation of a education campaign. 2 Publicize via multiple media th procedures for reporting bias misconduct. 3 Publicize via multiple media th SFPD's initiatives for bias-free policing. 4 Ongoing evaluation loop and a
Rec #	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.	1 Partner with Police Commissio convene community focus gro 2 Obtain input on policies and pr during policy development. 3 Establish ongoing evaluation a audit loop that input from com is considered.

Finding #	**27**	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.**	**Compliance Measures**
Rec #	27.1	The SFPD should develop a training plan based on a training needs assessment specific to the delivery of anti-	1 Conduct needs assessment fo delivery of anti-bias training.

© 2022 Hillard Heintze, A Jensen Hughes Company

		bias training as part of an ongoing strategic approach to addressing bias in the SFPD.	2 Plan ongoing strategic approa addressing bias. 3 Develop and implement a bias training plan based on the nee assessment. 4 Establish process for evaluatio audit.
Rec #	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: • 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.	1 Immediately began anti-bias a cultural competency training th includes • Implicit bias awareness skills for promoting bias- policing • The definition of cultura competence • Disparate treatment, pre and related terms and t application in law enforc • The history of various c and underrepresented g in society • Self-assessment of cult competency and strateg enhancing one's proficie this area • Culturally proficient leac and law enforcement in communities.

			2 Policy that requires all officers complete implicit bias and cult competency training.
			3 Evidence of training review an effectiveness.
			4 Evidence of supportive and re action if deficiencies are found including failure to attend train
Rec #	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.	1 Develop training with expert in addressing explicit and implicit that uses adult teaching methodologies.
			2 Training uses interactive adult learning concepts.
			3 Training delivery not solely lec based.
			4 Continuous improvement loop
Rec #	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.	1 Conduct training for first-line supervisors.
			2 Focus on ensuring they unders their role in addressing bias.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Training covers: • coaching • mentoring • direct engagement with problem officers
			4 Evidence of review loop.
Rec #	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	1 Training compliance for all offi within 18 months.
			2 Training compliance for all supervisors within 18 months.
			3 Audit to ensure that training w completed within 18 months – 4/12/18.
			4 Evidence of supportive and re action if deficiencies are found including failure to attend train
Rec #	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.	1 Partner with an academic rese
			2 Evidence of continued good da collection and analysis practic
			3 Evaluate success of bias traini

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	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.	1 Develop training curriculum de to reduce the impact of demog on split-second use of force de 2 Implement force options trainin 3 Provide annual training to all c 4 Evidence of training review. 5 Ongoing assessment of impac relationship between use of fo demographics. 6 Evidence of supportive and re action if deficiencies are found including failure to attend train

Finding #	**28**	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.**	**Compliance Measure**
Rec #	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	1 Establish and publicize transpa process for investigation of bia complaints. 2 Train and institutionalize policie practices that recognize impac bias on other officers.

© 2022 Hillard Heintze, A Jensen Hughes Company

		• 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.	3 Train and institutionalize policie practices that recognize impac bias on the affected communit 4 Identify specific roles and responsibilities for supervision officers regarding biased beha 5 Require supervisors to analyze data and enforcement actions possible bias behavior or dispa treatment. 6 Identify corrective intervention discipline to address possible behaviors. 7 Evidence of continual review/improvement loop.
Rec #	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	1 Provide command awareness sufficient knowledge regarding policing and the community perspective. 2 Task command staff with enga internally on the issue of bias. 3 Task command staff with enga externally on the issue of bias. 4 Evidence of supportive and re action if deficiencies are found upon the communications.

Rec #	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.	1 Develop scheduled, on-going t training requirements for supe 2 Ensure the training addresses leadership issues and the role supervisors in promoting fair a impartial policing. 3 Evidence of scheduled, ongoir call training on fair and imparti policing. 4 Evidence of supportive and re action if deficiencies are found
Rec #	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.	1 Policy and process to enable e identification of and interventic bias-based behaviors. 2 Identify indicators of bias to all intervention. 3 Routine review of data to mea potential bias-based-behavior. 4 Evidence of interventions whe based behavior is identified. 5 Ongoing evaluation loop and a

© 2022 Hillard Heintze, A Janson Hughes Company

Rec #	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	1 Train supervisors on recogniz behaviors. 2 Establish intervention protocol indicating bias-based behavio support supervisory interventic 3 Evidence of supportive and re action if deficiencies are found 4 Ongoing evaluation loop and a
Rec #	28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	1 Policy that identifies prohibitec based behaviors and how they addressed. 2 Evidence of timely supportive remedial action if deficiencies found. 3 Evidence of disciplinary outco violation of anti-bias policies. 4 Ongoing evaluation loop and a
Rec #	28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	1 Policy that requires officers to bias-based behavior. 2 Ongoing education as to the requirement to report and why valuable to the SFPD as a wh 3 Ongoing evaluation loop and a

© 2022 Hillard Heintze, A Jenson Hughes Company

Finding #	29	Allegations of biased policing by community members have not been sustained against an officer in more than three years.	Compliance Measures
Rec #	29.1	The SFPD and OCC should establish shared protocols for investigating bias that do not rely solely on witness statements, given that bias incidents are often reported as one-on-one occurrences.	1 SFPD and DPA establish shar protocols for investigating bias 2 Protocols avoid sole reliance c witness statements. 3 Evidence of investigation of on one complaints.
Rec #	29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: • 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.	1 Develop training that is informe best practices and includes: • How to identify bias when reviewing investigatory stc arrest, and use of force da • How to respond to a complaint of bias practices • How to conduct a prelimin investigation to preserve k evidence and witnesses. • How to evaluate complaint improper pedestrian stops bias practices. 2 Train all supervisors on bias investigations. 3 Establish evaluation or audit lo assess efficacy of training.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	1 SFPD should collaborate with and County of San Francisco. 2 Develop and/or ensure deliver quality bias investigation traini 3 Engage in training with all ove investigators.
Rec #	29.4	SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation.	1 Evidence of review of alternate dispute resolutions for bias complaints. 2 Evidence of the decision and a actions that resulted.

Finding #	**30**	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.**	**Compliance Measures**
Rec #	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.	1 Evidence of a plan to review a analyze traffic stop data. 2 Review and analyses seek to i reasons for disparities. 3 Review and analysis seek to id solutions for stop disparities.

© 2022 Hillard Heintze, A Jensen Hughes Company

			4	Plan developed by April 12, 20
Rec #	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.	1	Implement the plan from Recommendation 30.1.
			2	Implement plan to review and data.
			3	Identify reasons for disparities
			4	Identify and implement potenti solutions.
			5	Establish evaluation or audit lo evaluate efficacy of plan.
Rec #	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.	1	Provide timely traffic stop data analysis to supervisors.
			2	Data analysis includes all offic under their supervision.
			3	Data identifies outlier officers.
			4	Evidence of proactive supervis intervention with outlier officers
			5	Evidence of supportive and re actions if deficiencies are foun
			6	Evidence of ongoing review of data at supervisorial level.

[illegible] This plan was not completed during the time frame identified, however the work is [illegible] with the recommendation.

Rec #	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.	1 Provide monthly paper traffic s reports to supervisors. 2 Report includes data for office their supervision. 3 Evidence paper reports are pr until data reports are available electronically. 4 Evidence of audit or review loo
Rec #	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.	1 Develop training and train sup to review stop data for potentia and disparate outcomes 2 Train supervisors how to recog disparate outcomes in relation peers. 3 Review/improvement loop of t 4 Evidence of supportive and re action if deficiencies are found
Rec #	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.	1 Establish a data collection pla consistent with Appendix F of report and timeline for implementation.

© 2022 Hillard Heintze, A Jensen Hughes Company

		2 Create or update relevant polic regarding the collection of data officers based on best practice
		3 Evidence of review of the requirements to support this recommendation.
		4 Evidence of supportive and rei action if deficiencies are found

Finding #	31	African-American and Hispanic drivers were disproportionately searched and arrested compared to White drivers. In addition, African-American drivers were more likely to be warned and less likely to be ticketed than White drivers.	Compliance Measures
Rec #	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.	1 Evidence of analysis of traffic s data for trends/patterns over ti
			2 Identification of racial and ethn disparities in post-stop outcom
			3 Plan to reduce disparities in po outcomes.
			4 Establish evaluation or audit lo

© 2022 Hillard Heintze, A Jensen Hughes Company

Finding #	32	Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.	Compliance Measures
Rec #	32.1	As stated in finding 31, the SFPD should complete recommendation 31.1.	1 Complete recommendation 31
Rec #	32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	1 Improve curriculum for 4th Amendment training. 2 Evidence of revised/improved on state search and seizure la 3 Continuous improvement loop regarding efficacy of training.

Finding #	33	The current E-585 traffic stop incident report does not collect sufficient or appropriate information to allow for a robust analysis of possible bias by SFPD officers.	Compliance Measures
Rec #	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	1 Develop a data collection plan consistent with recommendatio Appendix F. 2 Ensure ongoing review and an of data to ensure sufficiency a accuracy of data collected.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Train officers and supervisors collection responsibilities, inclu how to collect and accurately r data. 4 Evidence of ongoing review/co improvement loop. 5 Evidence of supportive and re action if deficiencies are found
Finding #	**34**	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and non-motorized conveyances.**	**Compliance Measures**
Rec #	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and non-motorized conveyances.	1 Establish a data collection pla prioritize data collection for all reportable stops in keeping wi 953 requirements. 2 Train officers and supervisors collection responsibilities. 3 Evidence of ongoing review/co improvement loop. 4 Evidence of supportive and re action if deficiencies are found
Rec #	34.2	The SFPD should mandate the collection of stop report data on any stop or detention of a pedestrian or person riding a non-motorized conveyance, such as a bicycle,	1 Establish or update policy to m the collection of stop data for n motorized conveyances.

© 2022 Hillard Heintze, A Jensen Hughes Company

		skateboard, or scooter. This should begin immediately and not wait until AB 953 requires such action in April 2019.	2 Evidence of ongoing review an analysis of data to ensure suff and accuracy of data collectec
			3 Evidence of ongoing review/co improvement loop.
			4 Evidence of supportive and re action if deficiencies are found
Rec #	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 non-motorized conveyances.	1 Complete the data collection p pedestrian and non-motorized conveyances.
			2 Review use of E-585 to facilita collection and document the decisions.
			3 If used, ensure ongoing review analysis of data to ensure suff and accuracy of data collectec

Finding #	**35**	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.**	**Compliance Measures**
Rec #	35.1	The SFPD should adopt new policies and procedures for collecting traffic and pedestrian stop data, public	1 Establish policy for collecting a traffic and pedestrian stop data

© 2022 Hillard Heintze, A Jensen Hughes Company

[redacted]		complaints, and enforcement actions. Information for these events should be recorded accurately.	2	Establish policy and procedure informed by best practices for collecting public complaints da
			3	Establish policy and procedure informed by best practices for collecting data on enforcemen actions.
			4	Evidence of continual audit/review/improvement loop
			5	Evidence of remedial action if deficiencies are found.
Rec #	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.	1	Evidence of review of technolc capacity.
			2	Develop strategic plan that det how stop data is • identified • collected
			3	Establish and implement plan advance sound management practices.
Rec #	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	1	Evidence supporting leadershi on data collection.
			2	Creation of systems and analy protocols that inform supervisc

		patterns in officer behavior exist that warrant further examination or monitoring.	where potential bias or dispara treatment occur. 3 Systems and analysis protoco identify officer behavior patter require review. 4 Establish audit/review/improve loop. 5 Evidence of supportive and re actions if deficiencies are foun
Rec #	35.4	The SFPD should continue participating in the White House Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative.	1 Confirm continued participatio White House Data Initiative (n known as the Police Data Initia 2 Identify a data reporting strate timeline, including expanded d collection and reporting. 3 Ensure ongoing review and an of data to ensure sufficiency a accuracy of data collected.

Finding #	**36**	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	**Compliance Measures**

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	1 Develop audit practice to evale impact of new training initiative 2 Conduct audit of new training programs. 3 Identify training gaps or streng 4 Remedial action if deficiencies found.
Rec #	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.	1 Review/audit anti-bias progran 2 Review on an ongoing basis. 3 Results incorporated into quar report. 4 Report includes promising pra lessons learned, and plans for based upon findings.
Rec #	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.	1 Develop a plan for review of al documents to identify and rem archaic and biased language. should include the specific ter removed. 2 Develop the timeline and actio 3 Conduct assessment/review a policies and supporting docum the use of biased language.

[redacted]			4 Confirm removal of language [redacted] occurred.

Finding #	37	The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.	Compliance Measures
Rec #	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.	1 Develop and establish a Field Interview Card policy that prov sufficient guidance on when a SFPD members should compl them. 2 Develop and provide training c policy. 3 Evidence of ongoing review/co improvement loop. 4 Evidence of supportive and re action if deficiencies are found
Rec #	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.	1 Conduct an assessment of us storage and collection practice regarding Field Interview Card 2 Develop a policy addressing u collection, and storage that ad any key issues identified in the assessment and that comports legal requirements.

© 2022 Hillard Heintze, A Jensen Hughes Company



3 Implement compliant use, colle
and storage practices.

4 Evidence of ongoing review/co
improvement loop.

5 Evidence of supportive and re
action if deficiencies are found

CHAPTER 4 - COMMUNITY ORIENTED POLICING

Finding #	38	There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.	Compliance Measures
Rec #	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	1 Evidence of SFPD expansion outreach to the community. 2 Community outreach policies a practices demonstrate commit procedural justice. 3 Evidence of continued outreac public commitment to procedu justice.
Rec #	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	1 Policy and practice demonstra SFPD command take an activ direct, and continued commun engagement role. 2 Evidence of SFPD command engagement at the neighborho level through ongoing review/improvement loop. Ens community is involved in the assessment process.
Rec #	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	1 Evidence that identifies how community members are enga with implementing report recommendations.

© 2022 Hillard Heintze, A Jensen Hughes Company

			2 Establish an audit or review lo ensure that the recommendati being implemented with comm input.

Finding #	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.	Compliance Measures
Rec #	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.	1 Evidence of comprehensive organizational strategic plan th informed by contemporary poli practices. 2 Includes plan for addressing community policing that is info contemporary police practices 3 Includes plan for addressing b is informed by contemporary p practices. 4 Includes plan for addressing department diversity that is inf by contemporary best practice 5 Review or audit to ensure plan implemented and to evaluate effectiveness.

© 2022 Hillard Heintze, A Jenson Hughes Company

Rec #	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	1 Evidence that leadership is ac involved in developing a comm based strategic plan. 2 Evidence of how leadership is the initiative and providing mes to the community and departm members.
Rec #	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.	1 Establish a Strategic Planning Steering Committee by Januat 2017. 2 Evidence that the committee is comprised of community mem and department members from various sections of the departn 3 Evidence of collaboration in developing strategies and poli community and neighborhoods disproportionately affected by 4 Evidence of collaboration in developing policies and strateg resource deployment aimed at reduction by improving relation and community engagement. 5 Ongoing review or audit that e the work of the committee is implemented and continues to address issues collaboratively

Rec #	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.	1	Evidence that the department conducted a training needs an across the organization that su the training requirements recommended in this report.
			2	The needs analysis completec 12, 2017.
			3	Evidence the department iden benchmarks for training to sup development of the needs ana
			4	Evidence of a prioritized trainir based on the needs analysis.
			5	Evidence that the Chief of Poli the command staff support the and are committed to strength the content, quality, and timeli training.
			6	Ongoing review/improvement
Rec #	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	1	Develop a technology needs a process and develop a plan to conduct it.
			2	Ensure it addresses all techno gaps identified in Report.

[illegible]

© 2022 Hillard Hamtze, A Jensen Hughes Company

		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.	3 Ensure it identifies organizatio technology needs. 4 Ensure it establishes a plan fo development of IT enterprise a budget forecasting to support technology needs/plan. 5 Implement a technology needs 6 Evidence that existing systems reviewed and integrated into th if appropriate. 7 Evidence that Department info is analyzed and used to suppo management decisions. 8 Ongoing review loop to addres technology advancements, tre other issues.
Rec #	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.	1 Evidence of gap analysis proc conducted by SFPD. 2 Gap analysis results identify S information gathering, analyzin sharing assets and capabilities 3 Gap analysis results reflect comparison between SFPD assets/capabilities and establis modern best practices.

© 2022 Hillard Heintze, A Jenson Hughes Company

			4 Gap analysis conducted by Ap 2017.
Rec #	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.	1 Evidence that SFPD conducte portfolio management assessr 2 Assessment results identifies opportunities for consolidating platform and product offerings 3 Assessment results provide en solutions across the organizati 4 Assessment completed by Ap 2017.
Rec #	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.	1 Create a five-year technology roadmap. 2 Evidence roadmap addresses migration of technology platfor modern architecture. 3 Technology roadmap complete October 12, 2017. 4 Ongoing review loop to ensure progression of the roadmap ar accounts for IT advances that trends and other issues.

30 This work was not completed by the referenced date in the compliance matrix, but the department has achieved substantial compliance.
31 This work was not completed by the referenced date in the compliance matrix, but the department has achieved substantial compliance.

Rec #	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.	1 Establish clear life-cycle mana policies and procedures for en maintenance and support. 2 Evidence that the policies and procedures identify enterprise application replacement strate improving data collection, anal and dissemination technologie 3 Policies and procedures estab by October 12, 2017.[2]

Finding #	40	The SFPD does not formalize community engagement in support of community policing practices.	Compliance Measures
Rec #	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.	1 Develop strategic community p plan informed by best practice consistent with recommendati 2 Ensure the plan identifies com policing goals, objectives, and outcomes for all units. 3 Evidence of review or audit pr assess plan implementation a effectiveness.
Rec #	40.2	As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a	1 Develop a strategic plan that is informed by best practices by 2017.

[2] The work was not completed by the referenced date in the compliance measure, but the department has achieved substantial compliance.

© 2022 Hillard Heintze, A Jensen Hughes Company

strategic plan within six months of the issuance of this report that clearly defines the following:

- 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.

2 Ensure the plan clearly identifi department's vision, mission, a values statements and establis agency-wide objectives and in goals as the guiding principles support adherence to the miss values, and guiding principles.

3 The plan identifies the framew the planning process.

4 The framework results in a pla supports the coordination of pr and objectives across individu work groups, and key operatin divisions.

5 The plan identifies the departm strategy to engage the commu obtain community input, and d support for the plan and its su

6 The plan identifies department strategy to drive the plan down officer level by creating objecti allow for individual goals that contribute to the overall plan.

7 The plan identifies how the department will measure indivi performance and participation towards accomplishing departu goals.

© 2022 Hillard Heintze, A Jensen Hughes Company

			8	Evidence of review or audit pr that evaluates the department' progress in meeting plan goals objectives.
Rec #	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.	1	Evidence the department cons the role and realignment of pa beats and how they fit within department priorities.
			2	Evidence of the decision and t resulting action, as applicable.
Rec #	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.	1	Evaluate implementation of foo and bicycle patrol.
			2	Evidence, that includes a com outreach component, that dep considered whether foot and b patrol will bridge the trust gap community.
			3	Evidence that the department considered whether foot and b patrol will solve crime effective
			4	Evidence of the decision and t resulting action, as applicable.
Rec #	40.5	The SFPD should develop specific measurable goals for community policing engagement within six months of the	1	Development with input from th community of measurable goa community policing engageme

© 2022 Hillard Heintze, A Jenson Hughes Company

		issuance of this report and ensure these measurements are incorporated into the department's CompStat processes.	2 Evidence that the measurable are incorporated into the depa Compstat processes. 3 Development completed by Ap 2017.[1] 4 Review or audit to assess effectiveness.
Rec #	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.	1 Create a community policing p review and development proce 2 Process requires department u collaborate regarding commun policing efforts. 3 Implement the process by Apr 2017. 4 Evidence of review process results/actions. 5 Periodic review/improvement t process.
Rec #	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.	1 Strategic partnerships that add key community issues, by issu 2 Evidence of collaborative proc amongst SFPD, governmental community stakeholders used problem solving on issues.

[1] This work was not completed by the referenced date in the compliance measure, but the department has achieved substantial compliance.

			3 Plans that address issues. 4 Periodic review/improvement l process.
Rec #	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	1 Annual review of progress tow community policing goals and objectives. 2 Posted in forums that are acce to the community and departm members, including its public i website. 3 Review or audit process to ens results are published and acce

Finding #	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.	Compliance Measures
Rec #	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.	1 Evidence of Strategic Planning Steering Committee work (me notes, tasks, timeline, etc.). 2 New community policing and p solving manual that is informe contemporary policies and bes practices on community policir 3 Manual completed by October 2017.

© 2022 Hillard Heintze, A Jensen Hughes Company

			4 Evidence of dissemination to members. 5 Periodic review/improvement l process.
Rec #	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.	1 Evidence of work with the polic commission to establish new community policing general or (meeting notes, timeline, etc.). 2 Ensure order reflects priorities and actions of the department informed by best practices. 3 Periodic review of order to sup updates, relevancy, improvem loop.

Finding #	42	The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.	Compliance Measures
Rec #	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.	1 Evidence that district captains provided structure and suppor guide their community policing initiatives. 2 Evidence that the community p initiatives are consistent with t strategic community plan requ these recommendations.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3	Evidence of departmental supp captains on community policin
			4	Review or audit to ensure distr goals are consistent with the s plan.
Rec #	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.	1	Structure created to manage approach to community policir
			2	Process is led by senior leade district captains.
			3	Review loop to monitor progre growth.
Rec #	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	1	Identification and documentati district captains engaged in be practices.
			2	Evidence that district captains engaged in best practices are recognized.
			3	Plan to use recognized captair train and educate other captai
			4	Review loop and/or establish a process to ensure process is institutionalized.
Rec #	42.4	The SFPD should provide information technology support to districts to help develop newsletters that are easily	1	Evidence of technology suppo district to develop newsletters.

		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.	2 Evidence of uniform architectu consistent format of newslette 3 Evidence of easy data and cor uploading and professional appearance. 4 Evidence of template use by d and distribution to community.
Finding #	**43**	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.**	**Compliance Measures**
Rec #	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.	1 Plan to implement, support, ar expand community policing pr 2 Evidence of continued active engagement and support of ex community programs.
Rec #	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.	1 Plan, process and practice to partnerships with youth-focuse neighborhood art, sports, educ and leadership development organizations. 2 Evidence of support for neighb youth development initiatives/programs.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Ongoing review/improvement ensure partnerships are identi prioritized for support and engagement.
Rec #	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.	1 Evidence of consideration of reinvigorating community polic academy program. 2 If decided to act, curriculum th provides education regarding policing practices. If decided n act, provide an explanation an evidence for how the current p is adequate. 3 Evidence of a range of training and outreach to engage comm participation. 4 Ongoing review and continuou improvement loop for training and participation.
Rec #	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.	1 Evidence of outreach to activis other groups less supportive o policing. 2 Plan to engage and issues ide to be addressed. 3 Evidence of effort to collaborat building trust and resolving iss

© 2022 Hillard Heintze, A Jensen Hughes Company

Finding #	44	The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented.	Compliance Measures
Rec #	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.	1 Designation of a command sta member to lead community po effort. 2 Evidence of plan and action(s) advance community policing w department. 3 Evidence of plan and action(s) advance community policing ir Francisco communities. 4 Evidence of review and improv process that evaluates commu policing outreach effort.
Rec #	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.	1 Evidence of designation of PP deputy chief. 2 Tasked with strategy and implementation plan. 3 Plan includes implementation four recommendations in 21st Task Force. 4 Plan includes implementation recommendations in Report.

© 2022 Hillard Heintze, A Jensen Hughes Company

			5 Evidence of review or audit pr track progress of implementati effort.
Rec #	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.	1 Assessment of the staffing and resource needs of the PSPPB inadequacies are identified, sh presented to command for dec
			2 PSPPB staff reflects departme community diversity.
			3 Practices and protocols directe community policing efforts coordinated and monitored.
			4 Ongoing review and continuou improvement loop regarding effectiveness of community po efforts.
Rec #	44.4	The SFPD, through the Principled 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.	1 Evidence that PSPP coordinat quarterly meetings of supervis managers.
			2 Evidence (e.g., agendas, minu that meetings focused on com policing plans and outcomes, organizational goals.
			3 Electronic platform created an to support routine engagemen information sharing.

© 2022 Hillard Heintze, A Jensen Hughes Company

[redacted]		4 Ongoing review or audit proce determine meeting outcomes, effectiveness of the electronic platform, and organizational in

Finding #	45	The SFPD is not focused on community policing efforts across the entire department.	Compliance Measures
Rec #	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.	1 Evidence of community policin expansion throughout the dep 2 Evidence that each unit has w strategic plan informed by contemporary police practices embraces community policing. 3 Evidence that unit plans have measurable goals and identify progress toward meeting the g 4 Review or audit process to eva unit community policing efforts
Rec #	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	1 Identified plan and vision rega video messages for communit policing.

[redacted] Given the relative newness of the plan implementation, not all units have documented plans that align with the measurement goals. The police d the CED is prepared to further develop these actions as part of the year end review. Therefore, substantial compliance is in place.

© 2022 Hillard Heintze, A Jensen Hughes Company

			2 Video messages developed, w department leaders providing messages.
			3 Evidence of use of video mess across the department.
Rec #	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	1 Evidence of review of mandati annual community policing trai
			2 If adopted, identify training and implementation plan. If not, ide alternative approach.
			3 If adopted, review or audit pro evaluate training and impleme

Finding #	46	The SFPD does not collect data around community policing nor measure success within community policing functions and programs.	Compliance Measures
Rec #	46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.	1 Evidence of a plan to prioritize collection practices measuring community policing.
			2 Form or other process to colle community policing data.
			3 Establish policy, protocols, an training that ensure consistenc data collection and reporting.

			4 Evidence of audit or review pr confirm data collection and us department to improve commu policing outreach
Rec #	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.	1 Data collection plan that aligns community engagement goals 2 Evidence of regular assessme community engagement progr 3 Assessment assures commun engagement programs are bas sound management practices. 4 Assessment includes input fro participants and community pa 5 Ongoing review or audit proce evaluate the sound measurem practices and their effectivene community engagement.
Rec #	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.	1 Establish formal process to me and support information sharir 2 Evidence of plans and practice based upon shared good prac 3 Communication plan to ensure information and good practice shared among members, capt

			4 Review or audit process to ens process of information and goo practice sharing is institutionali
Rec #	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.	1 Evidence of a feedback proces community engagement event 2 Methods used to obtain input f community. 3 Evidence of review of survey t community and the outcome.
Rec #	46.5	The SFPD should publish and post any community survey results.	1 Evidence of community survey conducted. 2 Survey results published poste publicized, if survey conducted

Finding #	47	The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.	Compliance Measures
Rec #	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).	1 Evidence of ongoing communi surveys. 2 Evidence of survey result eval to determine if department pro fair and impartial treatment. 3 Evidence of survey result eval to identify gaps in service.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	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.	1 Creation of community feedba mechanisms. 2 Points of access are communi and easily accessible to comm 3 Evidence that such communic are reviewed and supported b appropriate parties (e.g., the s captain). 4 Ongoing and continuous revie improvement loop for process.
Rec #	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.	1 Evidence of alignment of Direc Community Engagement with organizational communication outreach. 2 Evidence of efforts to enhance messaging and awareness of department community policin initiatives and ongoing progra

Finding #	48	The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.	Compliance Measures
Rec #	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	1 Review of existing community as well as outreach to other community stakeholders and g to ensure inclusivity in terms o composition.

© 2022 Hillard Heintze, A Jensen Hughes Company

		engage in problem solving and action regarding issues affecting the groups they represent.	2 Evidence that community forur groups have been re-establish established. 3 Evidence that groups are struc and tasked to engage in proble solving. 4 Evidence of focus on issues ua each group. 5 Ongoing review or audit to ens problems and issues are being addressed satisfactorily.
Rec #	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.	1 Evidence of community forum annual report(s). 2 Report identifies and tracks the raised by the forum groups. 3 Report provides the status or progress made in resolving iss raised by the groups.

Finding #	**49**	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	**Compliance Measures**
Rec #	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	1 Evidence that all personnel ha completed community policing training, informed by contempo

© 2022 Hillard Heintze, A Jensen Hughes Company

			policing practices and the Cor Supporting Strategic Plan.
			2 Evidence that all personnel ha completed customer service a engagement training.
			3 Evidence of proficiency in trair e.g., a passing grade or compl
			4 Ongoing improvement loop, in review or audit to ensure partic learning needs review and follo when needed.
Rec #	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.	1 Review and decision regarding field training officers to develo training on key community poli concepts.
			2 Training plan for community po training delivered in the field if are used, if not, explanation pr regarding the decision.
			3 Review to determine effectiver training support to field person community engagement.
Rec #	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.	1 Expand community policing tra
			2 Training to include procedural foundational concepts.

© 2022 Hillard Heintze, A Jenson Hughes Company

			3 Ongoing review/training impro loop.

Finding #	50	The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	Compliance Measures
Rec #	50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	1 Policy requiring all agency per read Task Force Report. 2 Audit/review to ensure adhere policy requirement.
Rec #	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.	1 Formal plan to encourage sup and captains to discuss Task Report to include a focus on o emerging best practices. 2 Evidence of roll calls, in-servic community meetings as forum such discussions. 3 Review or audit to ensure ong discussions.

Finding #	51	Training curricula do not address the complex emerging community issues in the current law enforcement environment.	Compliance Measures

© 2022 Hillard Heintze, A Jenson Hughes Company

Rec #	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.	1 Plan to establish procedural ju and bias training, that is inform best practices and scientific st as part of a permanent curricu 2 Evidence of procedural justice to all personnel. 3 Evidence of explicit/implicit bia training to all personnel. 4 Evidence of annual review wit officer. 5 Review or audit to ensure ong compliance with training mand
Rec #	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.	1 Conduct periodic peer-to-peer exchanges. 2 Training exchanges focused o identified in recommendation. 3 Identification of training excha outcomes/potential training enhancements. 4 Evidence of actions resulting f training exchanges/observatio applicable.

Finding #	52	The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.	Compliance Measures
Rec #	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.	1 Evidence of review/alignment resources to support HOT tea 2 Strategy to prioritize or deliver services to homeless commun 3 Review/audit to ensure ongoin provision of appropriate servic
Rec #	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.	1 Evidence of outreach and engagement with partners and community organizations to ac for joint strategic planning. 2 Evidence of joint strategic plan with partners to address homelessness. 3 Strategic plan that defines role responsibilities, and goals of e partner relative to homeless is Minimally, such strategy shoul address the SFPD's role, responsibilities and goals. 4 Ongoing review of effectiveness reaching strategic goals and le service delivery.

© 2022 Hillard Heintze, A Jenson Hughes Company

Rec #	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.	1 Evidence of data collection an analysis to measure communit policing effectiveness, particul it relates to the homeless com and consistent with actions in Recommendations 39.1, 46.1 46.2. 2 Evidence that analysis is ongo data and strategies are publish an accessible format. 3 Evidence that data analysis re are used to drive strategic dec 4 Review or audit to ensure proc ongoing and drives continued improvement.

Finding #	53	The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.	Compliance Measures
Rec #	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.	1 Develop performance metrics include community engageme positive interaction, and proble solving. 2 Establish policy and practice fe consistently measuring perfor 3 Evidence of a continual improv loop relative to performance m

© 2022 Hillard Heintze, A Jenson Hughes Company

Finding #	54	The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.	Compliance Measures
Rec #	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.	1 Evidence that department con expanding reward and recogni system. 2 Evidence of award and recogn officer decisions that result in escalation and good communi outcomes.
Rec #	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.	1 Establish a policy and plan to recognize officers for good co outcomes. 2 Evidence of an officer of the m recognition for good communi engagement practices. 3 Evidence of leadership engag that supports cultural value to award. 4 Evidence of ongoing review ar assessment of the goals of the recommendation.

© 2022 Hillard Heintze, A Jensen Hughes Company

CHAPTER 5 - ACCOUNTABILITY			
Finding #	**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.**	**Compliance Measures**
Rec #	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.	1 Develop a plan for expanded reporting process for actions regarding officer misconduct, discipline, and OIS. 2 Identify ways to increase transparency in reporting comp and providing the public with information about officer-involv shootings and disciplinary acti 3 Expand communication about complaint and discipline review include the community. 4 Expand OIS reporting to the community. 5 Frame public reporting in a ma that reflects the future provisio SB 1421.

© 2022 Hillard Heintze, A Jensen Hughes Company

			6 Update all relevant DGOs, trai and procedures as guided by practices, as necessary.
			7 Establish an audit and review assure goals are being met by including community feedback
Rec #	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.	1 Develop report standards.
			2 Populate report with aggregate including trends and outcomes respect to complaints and misconduct.
			3 Publish report for internal and publication.

Finding #	56	The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.	Compliance Measures
Rec #	56.1	The SFPD should work with the DPA 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.	1 Establish a routine meeting ca with DPA and Police Commiss
			2 Identify strategies for improved communication to complainant the public regarding the progre conclusion of investigations, ir outcomes.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3	Publish information in accorda with developed strategy.
Rec #	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.	1	Assessment of staffing needs support community outreach, customer service protocols, ar communications with complain
			2	Establish a customer service p for complaints that includes st updates to complainants.
			3	Evidence that communications complainants are occurring.
			4	Evidence of ongoing review improvement loop.
Rec #	56.3	The SFPD should work with the DPA to facilitate the same actions and outreach to the community as best suits the independence of the DPA.	1	Evidence of the support for the actions in Rec 56.1 and ongoi meetings to discuss the best w which to facilitate communicat regarding officer discipline ma
			2	Encourage DPA to establish a protocol for outreach to comm to provide transparency aroun discipline.
Rec #	56.4	The SFPD should ensure that the DPA 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	1	Collaborate with DPA to provi in developing materials that in diverse communities of San Francisco.

		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.	2 Establish policy/protocol for DI information and materials to be displayed in district stations ar area accessible to the public in but not limited to the SFPD we 3 Make certain that materials are available to the public.
Rec #	56.5	The SFPD should work with the DPA 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.	1 Concurrent with actions recommended in 56.1, draft a workshop presentations. 2 Deliver workshop presentation 3 Refresh outreach as needed.
Rec #	56.6	The SFPD should encourage the DPA 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.	1 Concurrent with actions recommended in 56.1, discuss challenges faced in investigati against police officers. 2 Identify obstacles. 3 Develop a plan and process to minimize and/or overcome the identified obstacles. 4 Periodic review and assessme the plan to determine its effect in overcoming the identified ob

© 2022 Hillard Heintze, A Jensen Hughes Company

Finding #	57	The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.	Compliance Measures
Rec #	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.	1 Update policies regarding the nature of positive interactions public, specifically those who a complaining against a police o 2 Provide training reinforcement regarding the need for positive contacts with the public and complainants. 3 Evidence of continuing review improvement on this topic.
Rec #	57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	1 Develop materials about how register complaints against off 2 Provide tools and information filing complaints across all dist
Rec #	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.	1 Provide recruit training on com processes including how to inf community about filing compla 2 Provide roll call training on com processes and location of com forms. 3 Ensure supervisors are trained knowledgeable about complai processes and location of com forms.

			4 Evidence that the training has completed.
Rec #	57.4	The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.	1 Concurrent with Rec. 56.1, 56. & 57.2, develop standard infor forms that address the realm c complaint process, from initiati closure. 2 Ensure forms remain available public, both paper and electro in multiple languages per SF p

Finding #	58	The SFPD does not have a tracking system for complaints received at a district station.	Compliance Measures
Rec #	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 DPA. E-mail and fax should be considered for ensuring delivery and creating a record.	1 Concurrent with Rec. 56.1, est trackable system for the regist complaints at the district level. 2 Audit process that tracks the p and timely delivery of complai DPA.

Finding #	59	SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.	Compliance Measures
Rec #	59.1	Members, including investigators, of the IA Administrative Unit and IA Criminal Investigations Unit should meet	1 Establish a routine meeting sc in IA for all units.

© 2022 Hillard Heintze, A Jensen Hughes Company

[redacted]		regularly to discuss processes, practices, and the flow of assigned cases to ensure that administrative violations are timely and properly addressed.	2 Keep agenda and track tasks assigned and their resolution s to this recommendation. 3 Review and monitor case com for timely resolution of all investigations. 4 Evaluate any cases that are n resolved in a timely manner or properly addressed for purpos improving process.
Finding #	**60**	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	**Compliance Measures**
Rec #	60.1	The SFPD and DPA 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.	1 Concurrent with Rec. 56.1, ex the options for a shared case system. 2 Ensure internal SFPD controls accurate case tracking consist California law. 3 Establish a plan and protocol shared tracking of complaints officers as they move through internal discipline system.
Rec #	60.2	The SFPD and DPA should establish an investigative protocol within 120 days of the issuance of this report that	1 Established investigative proto between SFPD and DPA.

© 2022 Hillard Heintze, A Jensen Hughes Company

		allocates specific time parameters for accomplishing investigative responsibilities and transfer of cases if criminal allegations are made against SFPD officers.	2 Protocol addresses time parar and transfer requirements for cases. 3 Update relevant DGOs and procedures, as needed. 4 Evidence of ongoing audit and review.
Rec #	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.	1 Establish a protocol and policy regarding the transfer of cases including time constraints that investigation within the parame the requirement of California Government Code Section 33 2 Ensure training on policy in a that will quickly and thoroughly members 3 Task supervisors with respons for ensuring timely transfer of 4 Conduct internal review and re around compliance with policy 5 Evidence of supportive and re action if deficiencies are found

Finding #	**61**	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.**	**Compliance Measures**

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	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.	1 Task development of an IA SC 2 Ensure appropriate procedure conflict resolution – e.g., when are assigned to DPA, IA admin crime. 3 Train all staff on the policy. 4 Audit and/or review loop as to compliance.
Rec #	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.	1 Concurrent with Rec 61.1, esta responsibilities and timelines f investigations and supervisors 2 Audit and/or review loop as to compliance. 3 Evidence of supportive and re action if deficiencies are found

Finding #	62	Files stored with the SFPD's Internal Affairs Division are secured, but compelled statements are not isolated.	Compliance Measures
Rec #	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	1 Concurrent with Rec 61.1, esta protocol and SOP to ensure fil separation for criminal and administrative investigations.

© 2022 Hillard Heintze, A Jensen Hughes Company

		officers' rights are protected and that criminal investigations can be fully investigated.	2 Task supervisor with review an oversight of this aspect of investigation. 3 Review loop and evidence of supportive and remedial action deficiencies are found.
Finding #	**63**	**The SFPD does not fully support members performing internal affairs functions.**	**Compliance Measures**
Rec #	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	1 Policy and protocols emphasiz role of IAD and its importance organization. 2 Establish policy and protocols require cooperation by membe the department. 3 Review/improvement loop to e IAD investigators are receiving cooperation.
Rec #	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.	1 Develop clear messaging on t of IAD and its ties to the tenan procedural justice in training. 2 Provide training regarding inte investigations and the role of organizational accountability.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	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.

1	Establish consistent leadershi messaging as part of Rec 63.2 develop a culture of accountab
2	Establish formal recognition pr for the work of the IAD and go investigations.

Finding #	64	The SFPD does not routinely collaborate with the Office of Citizen Complaints.
Rec #	64.1	The SFPD should convene a joint review process within 90 days of the issuance of this report, co-chaired by DPA and SFPD senior staff, to evaluate existing complaint and disciplinary processes, policies, and liaison relationships to enhance trust and legitimacy around these issues.
Rec #	64.2	The SFPD should immediately accept DPA's recommendation, as reported in the First Quarter 2016 Sparks' Report, to convene quarterly meetings between DPA staff and SFPD staff.

1	Establish a plan and protocol f ongoing, task-driven collabora between the SFPD and the DP
2	Establish a joint review proces examine inefficiencies, policy g and protocols for the complain system
3	Continuous improvement loop documenting progress and tas the joint review process.
1	Immediately establish quarterl meetings with DPA to address Sparks' Report.
2	Audit loop or management rev regarding the convening of the quarterly meetings.

© 2022 Hillard Heintze, A Jenson Hughes Company

Rec #	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.	1 Concurrent with Rec 64.2, as the joint review process, estab shared protocols for investigat 2 Concurrent with Rec 64.2, exp ways to better collaborate on investigative practices and administration of investigations 3 Evidence of evaluation proces improvement loop
Rec #	64.4	The SFPD should work with DPA 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.	1 Identify gaps and challenges t timely investigations and b) pra to ensure progressive disciplin appropriately recommended. 2 Establish timelines for investig stages and provide shared information regarding the mee those timelines. 3 Continuous improvement loop regarding timely investigations progressive discipline, and sha information as appropriate.
Rec #	64.5	The SFPD should engage with DPA to ensure that the classification for complaints and their findings are reported consistently between the two agencies to ensure better transparency.	1 Collaborate with DPA on a sh standard joint protocol for the classification of complaints. 2 Train SFPD personnel on classification.

© 2022 Hillard Heintze, A Jenson Hughes Company

			3 Offer a shared training session DPA to better facilitate proper classification. 4 Ensure that SFPD follows the classification through audit and review process. 5 Audit and/or review to inform t Police Commission and DPA w DPA does not adhere to the classification standards.
Finding #	**65**	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.**	**Compliance Measures**
Rec #	65.1	The SFPD should develop a department-internal priority to regularly review and analyze DPA complaint reporting to identify priorities for intervention in terms of workforce culture, training, policy clarification, or leadership development.	1 Establish a data collection and plan for DPA complaints. 2 Task personnel with review an analysis. 3 Share internally the trends and identified. 4 Continuous improvement loop the issues identified. 5 Evidence of identification of an response to issues and trends

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	65.2	The SFPD should raise district captains' awareness of this information by requiring IAD to present a trends analysis report of DPA case activity, emerging issues, and concerns at CompStat meetings every quarter.	1 Concurrent with Rec 65.1, sha analysis and trend information District Captains. 2 Task captains with addressing trends and issues. 3 Evaluate success of the meas address complaint trends at CompStat meetings every qua 4 Evidence of tasking and respo the district level to the trends a issues. 5 Continuous improvement loop

Finding #	**66**	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.**	**Compliance Measures**
Rec #	66.1	The SFPD should meet with DPA on a quarterly basis following the release of the Sparks Report to discuss the recommendations.	1 Establish quarterly meetings w DPA. 2 Provide record of discussion o Sparks Report recommendatio 3 Audit loop regarding progress quarterly meetings.

[28] The department has existed to review these at management meetings, satisfying the stated outcome and is therefore in substantial compliance.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	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.	1 Establish PSPPB policy and procedure requiring review of S Report. 2 Identify follow through requirer for SFPD, where appropriate. 3 Evidence of PSPPB direction t address Sparks Report actions 4 Audit and/or review loop as to actions in response.
Rec #	66.3	The SFPD should provide twice-yearly reports to the Police Commission regarding actions resulting from the Sparks Report, including whether the DPA recommendation is supported and a timeline for implementation or correction to existing practice and policy.	1 Establish policy and procedure reporting of Sparks Report acti SFPD. 2 Evidence of actions regarding Report recommendations to in timeline for implementation or that occurred, where appropria 3 Evidence of reporting to the Po Commission regarding Sparks actions by the SFPD. 4 Audit and review loop as to the process and progress.

Finding #	67	The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.	Compliance Measures
Rec #	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	1 Concurrent with the actions ur Finding 65, the SFPD should establish a data collection and analysis plan for complaints. T analysis should meet the same analytical threshold as other department analyses. 2 Trend analysis information sho measured and shared at quart CompStat meetings. 3 Evidence of data analysis and sharing.
Rec #	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.	1 Provide reports to supervisors both EIS and active complaint misconduct information for subordinates. 2 Provide information to supervis a quarterly basis. 3 Discuss trends and actions at quarterly CompStat meetings, concurrent with Rec 67.1.

38 The department shares this information at management meetings rather than at CompStat and remains in substantial compliance with the recommendation.

Finding #	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.	Compliance Measures
Rec #	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.	1 Engage supervisors to unders data needs for operations. 2 Develop report templates with data collection factors. 3 Train supervisors to the issues data collection and importance good data to organizational performance. 4 Develop information sharing p supervisors so that the connec data and operations is reinforc 5 Continuous improvement loop
Rec #	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.	1 Establish policy and procedure regarding proper collection an of data – including non-compli 2 Establish and deliver training c training tools to support proper collection and entry.

© 2022 Hillard Heintze, A Jensen Hughes Company

[redacted]			3 Establish a policy and procedu regarding supervisory review c collected and reported. 4 Review/audit process establis review information collected a officer and supervisor levels. 5 Evidence of supportive and re action if deficiencies are found 6 Ongoing audit and/or review lo address trends and other issue
Rec #	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.	1 Establish a formal policy to transparency in data. 2 Support the policy through pro and protocols. 3 Develop a communication stra that allows the public informed access, including website and municipal open data portals. 4 Ensure the communication st incorporates a variety of langu use in San Francisco.

Finding #	69	The SFPD does not consistently apply the principles of procedural justice.	Compliance Measures
Rec #	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, DPA, IAD, and POA leadership should be partners in this process.	1 Convene an internal discipline- stakeholder group to address specific administrative practice attach to internal investigations 2 Examination of how to incorpo procedural justice – being fair processes, being transparent actions, providing voice, and i decision making – across the investigation and discipline pro 3 Strategy to incorporate proced justice into the internal investig process. 4 Continuous improvement loop
Rec #	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.	1 Establish a committee to ident data variables to examine in s of fair and impartial discipline. 2 Provide quarterly analysis of th variables to identify trends, inc potential bias, in discipline out 3 Identify potential negative tren including bias and apply corre action. 4 Review and evidence of corre action.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	69.3	The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.	1 Develop an annual report from data developed in Rec 69.2. 2 Share this data with the Police Commission.

Finding #	70	The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.	Compliance Measures
Rec #	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.	1 Establish a plan that allows for regarding DGO modification - need; operational need; and u 2 Establish a plan that allows modifications to existing DGOs does not require review of the order based upon critical and operational need. 3 Develop a task flow that estab timelines for submission, revie approval of DGOs that is more than previous processes. 4 Continuous review and improv loop.
Rec #	70.2	The SFPD should commit to updating all Department General Orders in alignment with current laws and	1 Develop a plan and process to the DGOs based upon prioritie three years.

© 2022 Hillard Heintze, A Jenson Hughes Company

		statutes, community expectations, and national best practices every three years.	2 Task specific units and individ with assisting in the identificat and review of key issues, natio best practices, and community expectations attached to DGO ensure an appropriate update three years. 3 Monitor and track progress reg DGO updates. 4 Continuous improvement loop informed by contemporary poli best practices.
Rec #	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.	1 Identify unit level experts for o and input in the development DGOs. 2 Develop a tracking system to reconcile expert input.
Rec #	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	1 Establish a policy and practice external input solicitation. 2 Use a tracking system similar identified in Rec 70.3 to track reconcile external comments. 3 Establish review loop to ensur concepts of procedural justice

Finding #	71	The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.	Compliance Measures
Rec #	71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	1 Develop a strategy and plan to rapidly update policies, consis with the recommendations in F 70. 2 Evidence of a plan. 3 Continuous improvement loop
Rec #	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.	1 Establish the matrix for review 2 Publish a general order codifyi practices established under th recommendations for Finding 3 Continuous improvement loop

Finding #	72	Department Bulletins are used as a workaround for the Department General Order approval process.	Compliance Measures
Rec #	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.	1 Concurrent with the recommer in Finding 70, establish a nimb process for the introduction of planned Department Bulletins Police Commission. 2 Publish Department Bulletins o SFPD website to support transparency in practices.

© 2022 Hillard Heintze, A Jenson Hughes Company

Rec #	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.	1 Identify all Class A bulletins ar bulletins that modify an existin 2 Publish all identified DBs on th SFPD website so that the Infor is easily accessed by the publi
Rec #	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.	1 Develop a policy that sunsets after two years. 2 Track and ensure DBs identifie Rec 72.2 as modifying an exis to be incorporated into the DG within the two year time frame. 3 Continuous review and audit lo

Finding #	**73**	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	**Compliance Measures**
Rec #	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.	1 Identified process to track rece acknowledgement of DGOs ar bulletins. 2 Issue policy and procedure for members to access and ackno the receipt of DGOs and bulle provide a way to ask questions receive additional guidance ab new policy.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Evidence of supportive and rea action if deficiencies are found
			4 Ongoing review and/or audit lo regarding access and acknowledgement.
Rec #	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	1 Establish policy regarding disc outcome for non-compliance in acknowledging department po notifications.
			2 Evidence of action taken to ho personnel accountable and rea measures for non-compliance, identified.
			3 Continuous review and/or aud

Finding #	74	The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.	Compliance Measures
Rec #	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	1 Establish a strategy and plan t reviews DBs for training and implementation needs.
			2 Assess publication of new DBs ensure adherence to policy.
			3 Continuous review and implementation loop.

© 2022 Hillard Heintze, A Jenson Hughes Company

Rec #	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	1 Provide necessary training col for the appropriate level of trai e.g., roll call, individual awarer and other needs. 2 Ensure supervisors acknowlec consistently reinforce new poli 3 Continuous review and implementation loop.

Finding #	75	The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.	Compliance Measures
Rec #	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.	1 Task the PSPP with overall responsibility for DGOs. 2 Establish policy and procedure advancing DGOs.
Rec #	75.2	The Written Directives Unit should be tasked to work with subject matter experts from DPA and the Police Commission to ensure policies are adopted in a timely manner and appropriately updated.	1 Task the WDU to support the recommendations in Finding 7 71 to facilitate timely update o
Rec #	75.3	The Written Directives Unit should be sufficiently staffed with personnel and resources to enable the unit to function	1 Establish a strategy to staff the Written Directives Unit with su staff.

© 2022 Hillard Heintze, A Jensen Hughes Company

[redacted]		as the project managers for Department General Orders at the direction of the Police Commission.	2 Develop and implement policy procedures to support a Proje Manager approach to the development of DGOs. 3 Ongoing and continuous impro loop for process.
Finding #	**76**	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible.**	**Compliance Measures**
Rec #	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.	1 Establish a plan and timeline f development of an electronic l for DGOs and DBs. 2 Task WDU with updates and maintenance of electronic libra 3 Establish continuous review a update of library.
Rec #	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.	1 Publish an electronic library of and DBs, concurrent with Rec 2 Provide training on how to use access library.

© 2022 Hillard Heintze, A Jensen Hughes Company

Finding #	77	The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.	Compliance Measures
Rec #	77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	1 Identify key risks and operatio issues within the SFPD and th individual units. 2 Develop a plan and strategy fo and management review withi SFPD. 3 Implement the plan. 4 Continuous review and improv loop.
Rec #	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.	1 Implement the plan identified i 77.1. 2 Identify staffing and resource n ensure appropriate implement 3 Establish an audit schedule fo and risk audits. 4 Continuous review and improv loop, including evidence that t schedule is being met.

© 2022 Hillard Heintze, A Jensen Hughes Company

Finding #	78	The SFPD does not engage in any outside evaluations of its practices, data, or reporting.	Compliance Measures
Rec #	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.	1 Partner with academic instituti 2 Evidence of the partnerships c forward. 3 Tracking of evaluations of prac data, reporting and reform pro 4 Continuous review and improv loop.

Finding #	79	Evaluation of employee performance is not an institutionalized practice in the SFPD.	Compliance Measures
Rec #	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.	1 Establish/re-establish a policy procedure to conduct regular performance evaluations. 2 Ensure that policy or procedur for variation based upon role ta and unit tasking. 3 Tailor performance evaluations goals, objectives, functions an organizational strategy. 4 Establish policy and practice fe performance evaluations.

© 2022 Hillard Heintze, A Jensen Hughes Company

			5 Conduct regular performance evaluations.
			6 Ongoing review and audit that evaluations are conducted.
			7 Overall review of the evaluatio process and improvement loop
Rec #	79.2	SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.	1 Establish/re-establish a policy yearly performance evaluation
			2 Audit for adherence.
			3 Hold personnel to account for compliance with evidence of re measures as necessary.
			4 Continuous improvement loop
Rec #	79.3	The SFPD should use performance evaluations as an evaluation factor in promotions.	1 Work with the City HR to facto performance evaluations for promotions.

Finding #	80	The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.	Compliance Measures

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	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.	1 Establish an internal policy and protocol for ongoing criminal investigations into SFPD office 2 Work with both the DA and the for the Northern District Califo establish policies and protocol criminal investigations into SF officers.
Rec #	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.	1 Establish internal communicat and investigations protocols a procedures regarding investig into officers. 2 Train detectives, IA and DPA personnel on the internal and policies and procedures regar investigations into police office 3 Continuous review and improv loop.
Rec #	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.	1 Establish policy regarding how when officer criminal conduct disclosed when uncovered as any SFPD investigation. 2 Ensure appropriate training to investigative officers within the 3 Identify specific consequences failure to adhere to disclosure policies.



4 Ongoing review and audit.

5 Evidence of remedial actions i
warranted.

37 During the CRI period no SFPD officer has been charged with misconduct related to this recommendation. This policy is in place to address such

CHAPTER 6 - RECRUITMENT, HIRING AND PERSONNEL PRACTICES

Finding #	81	Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool.	Compliance Measures
Rec #	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	1 Hiring and background standa publicly available and easily accessible to community. 2 Hiring and background standa detailed in a clear manner. 3 Evidence of activities and resc (e.g., pamphlets, social media outreach, etc.) to support canc preparation. 4 Ongoing review and continuou improvement loop established
Rec #	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	1 Establish data collection plan t demographics. 2 Collect for each hiring process 3 Internally and externally publis statistics annually.
Rec #	81.3		1 Develop data collection plan to collect, track and report applic

© 2022 Hillard Heintze, A Jensen Hughes Company

		The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as • 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.	1 – including how and where app engage in the recruiting proces 2 Evidence of robust data tracki department use of data at eac of the process. 3 Reports using data for all cate identified in the recommendati 4 Ongoing review and/or audit fo identification of trends, issues, process adjustments, etc.

Finding #	82	The SFPD does not fully engage its applicants throughout the hiring process	Compliance Measures
Rec #	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.	1 Evidence of social media posts/website material/other a conducted to attract candidate 2 Evidence of process and pract maintaining engagement of candidates.

© 2022 Hillard Heintze, A Jenson Hughes Company

			3 Feedback mechanism establis determine efficacy of outreach and applicant engagement.
			4 Ongoing review of results and continuous improvement loop established.
Rec #	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.	1 Consideration of information b and applicant websites.
			2 Plan to update and advise app during the process.
			3 Evidence of ongoing updates the applicant process.

Finding #	83	The SFPD is not administering a physical ability test (PAT).	Compliance Measures
Rec #	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.	1 Evidence that department collaborated with City HR to re a PAT.
			2 PAT requirements comport wit POST requirements.
			3 Evidence that standard PAT p were reviewed and incorporate appropriate, prior to reinstitutir

© 2022 Hillard Heintze, A Jensen Hughes Company

			4 Evidence that efforts with City reinstitute PAT occurred prior 12, 2017.
			5 Ongoing review of PAT practic continuous improvement loop established.
Rec #	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.	1 Ongoing review of PAT proces unintended impacts/outcomes continuous improvement loop established.

Finding #	84	SFPD recruitment and hiring practices are disjointed.	Compliance Measures
Rec #	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.	1 Single SFPD Bureau establish recruitment and hiring. 2 Evidence of strategy addressi bureau goals, objectives, reso use, etc. 3 Ongoing review of bureau stra and continuous improvement l established.
Rec #	84.2	The SFPD should establish a recruiting and hiring committee to continuously improve and streamline	1 Recruiting/hiring committee established.

36 SFPD elected to keep recruiting in another Bureau but demonstrated a joined up approach to managing the lifecycle of a recruit applicant in alignment substantial compliance.

© 2022 Hillard Heintze, A Jensen Hughes Company

		processes for applicants. The process should be as user-friendly as possible.	2 Evidence of actions undertake improve and streamline applic processes. 3 Evidence of actions undertake support a user-friendly applica process. 4 Recruitment and Hiring Comm conducts continuous review/improvement loop.
Finding #	**85**	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	**Compliance Measures**
Rec #	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.	1 Evidence of continued oversig support of recruitment activitie 2 Ongoing review of best practic recruitment, training and outre and continuous improvement l established. 3 Evidence that recruitment acti support diversity, cultural and linguistic goals. 4 Establish measures for determ effectiveness of recruitment ac

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	1 Evidence of consideration of assigning more community ou and recruiting officers to suppo recruitment efforts. 2 If decided to act, resources us support recruitment efforts/engagement with underrepresented communitie 3 If decided to act, establish mea for determining effectiveness c recruitment activities.
Rec #	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.	1 Plan for an ambassador progra including roles and responsibil 2 Conduct outreach and identify community leaders that include diverse perspectives. 3 Training for ambassador progr 4 Implementation of ambassado program. 5 Continuous improvement loop
Rec #	85.4	The SFPD should explore approaches to measure or validate the effectiveness of their recruitment outreach and	1 Plan measure effectiveness of recruitment outreach and ever

© 2022 Hillard Heintze, A Jenson Hughes Company

		events. The SFPD could do a community satisfaction survey or conduct GIS analysis to see whether all communities have access to these events.	2 Survey or engagement with communities to identify recruiti efforts. 3 Review of GIS analysis as an 4 Evidence of review and analys recruitment outreach. 5 Continuous improvement loop indicative of analysis and resp
Finding #	**86**	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	**Compliance Measures**
Rec #	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.	1 Background Investigations Un staffed with full-time investigat personnel. 2 Investigative staff have requisi training and experience to con backgrounds. 3 Performance indicators or mea established for Unit investigati personnel to support professic investment.

© 2022 Hillard Heintze, A Jensen Hughes Company

Rec #	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	1 Evidence of review and activiti needed, to ensure diversity of background investigative staff. 2 Evidence of continued oversig review to ensure diversity of investigators.

Finding #	87	The Background Investigation Unit lacks valid performance measures to evaluate background investigators.	Compliance Measures
Rec #	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.	1 Evidence of ongoing review ar development of performance measures. 2 Specific performance measure identified and outlined in unit p identified in the recommendati 3 Implementation of performanc measures. 4 Ongoing improvement loop.
Rec #	87.2	The SFPD should evaluate the overall background investigation process including the demographics of	1 Evidence of a whole program of the background investigatio process.

© 2022 Hillard Heintze, A Jenson Hughes Company

		candidates interviewed and progressed for hiring decisions.	2 Breakdown of demographics c candidates interviewed and progressed. 3 Evidence of ongoing review ar improvement.
Finding #	**88**	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.**	**Compliance Measures**
Rec #	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.	1 Conduct review and analysis c release rates. 2 Identification of any impact on ability of diverse candidates to succeed. 3 Identification of mitigation mea to support the success of diver candidates. 4 Continuous improvement loop review.
Rec #	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	1 Evaluation of recruit failures. 2 Identification of training suppo address identified causes.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Implementation of mitigation procedures.
			4 Continuous improvement and loop.
Rec #	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.	1 Evaluation of whether recruits continue to fail as a result of th
			2 Evaluation of the mitigation in for the EVO and whether it is v
			3 Identification of new strategies appropriate.
			4 Implementation of new strateg appropriate.
			5 Continuous review and improv loop.
Rec #	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.	1 Documented plan and process evaluation of each stage of the process.
			2 Evidence of ongoing review an evaluation of the progression o
			3 Identification of whether there impact on diversity goals.
			4 Continuous review and improv loop.

© 2022 Hillard Heintze, A Jensen Hughes Company

Finding #	89	The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement.	Compliance Measures
Rec #	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 • 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.	1 Develop and identify a strategi diversity plan for the departme 2 Include recruiting, hiring and re goals and priorities for the department. 3 Identify diversity goals for curr employees and units within the department. 4 Affix specific responsibility for the diversity tasks and goals. 5 Establish performance measur linked to the strategic diversity 6 Continuous review and improv loop.

Finding #	90	The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.	Compliance Measures
Rec #	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	1 Demographic composition of supervisory, management, and leadership ranks captured and accessible for reporting.

© 2022 Hillard Heintze, A Jensen Hughes Company

		ongoing mechanism to conduct comparative analyses against the overall workforce composition.	2 Establish an ongoing, repeatal process to conduct comparativ analyses of data and report the results in a transparent manne 3 Ongoing review and continuou improvement loop established
Rec #	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.	1 Evidence of a plan to ensure transparency and diversity, co with Recommendation 90.1. 2 Identify an employee developr plan that supports the diversity established under strategic div plan (Recommendation 89.1). 3 Implement strategies that adva diversity. 4 Continuous review and improv loop based on measurements goals.

Finding #	91	The promotion process is not transparent.	Compliance Measures
Rec #	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.	1 Provide policy and standards t transparency and communicat promotions. 2 Identify and communicate requirements and qualification promotion.

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Provide transparency for inform on promotional placements.
			4 Continuous improvement/revie
Rec #	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	1 Evidence of a review and determination of the appropria feedback for promotional cand
			2 Framework for feedback aime improving knowledge and performance for future process review supports such a proces
			3 Continuous improvement loop
Rec #	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.	1 Evidence of a plan that ensure diverse panels for promotional
			2 Evidence of internal review of placement of community mem and/or outside observers to the promotional panel.
			3 Implementation of Compliance Measures 91.3.1 and 91.3.2 in manner that ensures diversity promotional panel.
			4 Continuous improvement/revie

© 2022 Hillard Heintze, A Janson Hughes Company

Finding #	92	The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.	Compliance Measures
Rec #	92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	1 Policy establishing requiremer read 21ST Century Policing Fi Report for all department prom 2 Evidence of requirement inclu promotional announcements. 3 Evidence of 21st Century Polic Report question(s) included in promotional exams.
Rec #	92.2	The SFPD needs to require this assessment report as reading for all promotions.	1 Policy establishing requiremer read CRI-TA assessment repo department promotions. 2 Evidence of requirement inclu promotional announcements. 3 Evidence of assessment repor question(s) included in promot exams.

Finding #	93	The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.	Compliance Measures

© 2022 Hillard Heintze, A Jenson Hughes Company

Rec #	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 • 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.	1 Evidence of review of ways to improve communications betw SFPD and the PEGs. 2 Evidence of engaging PEGs o panels and committees. 3 Consideration of linking PEGs the recommendations in Recommendation 85.3. 4 Evidence that PEG experience perspective is included in ongo bias training. 5 Evidence that PEG members a used in initiatives addressing institutional practices for bias. 6 Continuous review and improv loop.

Finding #	94	The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.	Compliance Measures
Rec #	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.	1 Identify data needs that will su the staffing and resource plans the SFPD. 2 Assess gaps in the available d

© 2022 Hillard Heintze, A Jensen Hughes Company

			3 Develop a plan to collect avail data and establish future data and timeline.
			4 Identify barriers to implementa the plan.
			5 Establish planning goals to ov barriers.
			6 Continuous review and improv loop.
Rec #	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	1 Identify key personnel and administrative data, consisten Rec. 94.1.
			2 Establish data priorities.
			3 Develop and deliver data to managers.
			4 Implement data-led managem decisions.
			5 Identify areas of potential improvement and implement w necessary.

© 2022 Hillard Heintze, A Jensen Hughes Company

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/21/22

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings 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: • 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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/21/22

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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 · 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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	Immediate	In Progress		Special Operations	A/Lt. Gabe Rivera

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/21/22

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	Immediate	In Progress		Special Operations	A/Lt. Gabe Rivera
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	In Progress		Special Operations	A/Lt. Gabe Rivera
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	High	In Progress		Special Operations	A/Lt. Gabe Rivera
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/21/22

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings 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: · 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	A/Lt. Gabe Rivera
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.	40.6	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.	Immediate	In Progress		Community Engagement Division	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/21/22

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera
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	A/Lt. Gabe Rivera

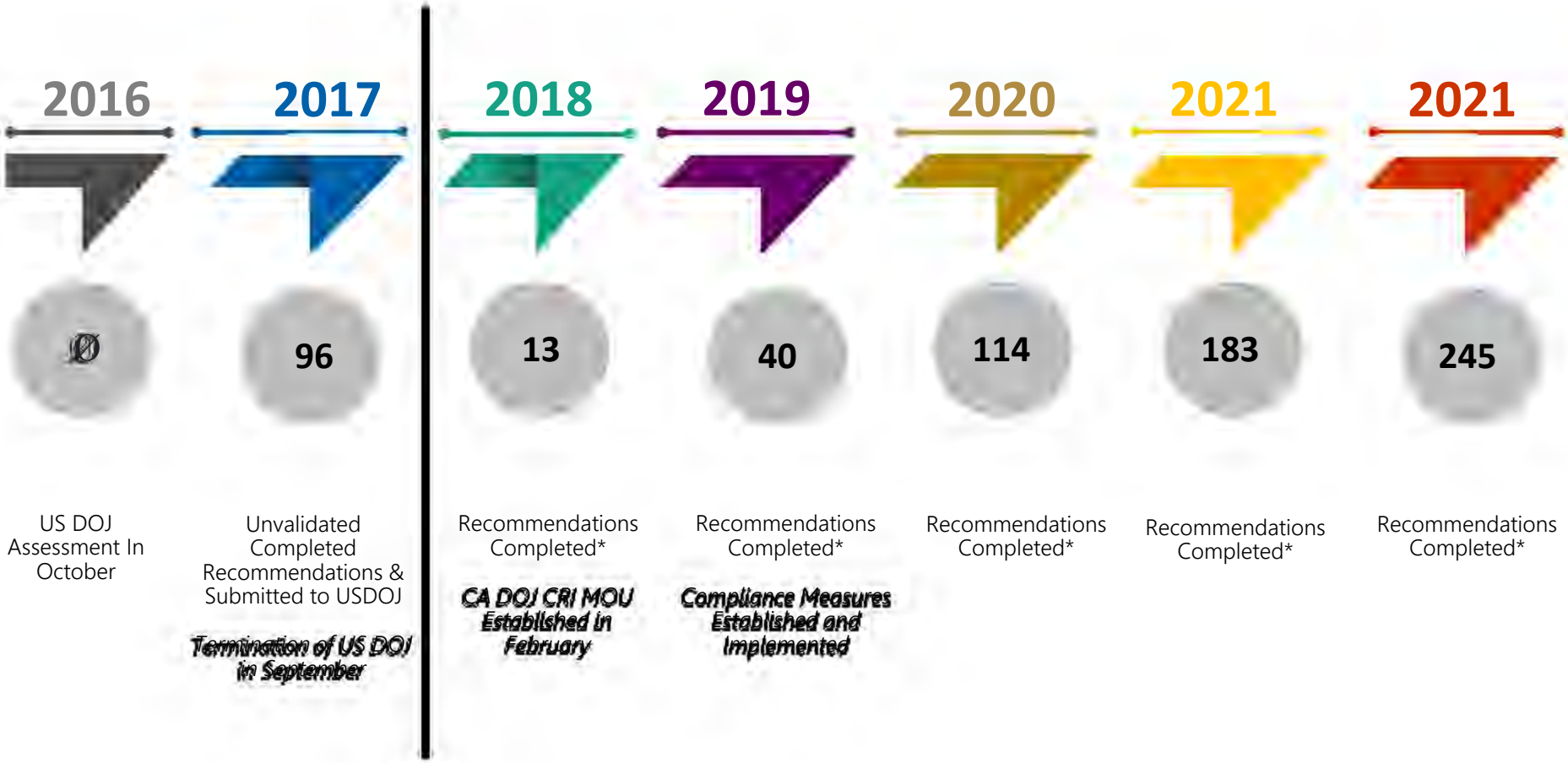
Collaborative Reform Update: Re-envisioning Policing

CITY & COUNTY OF SAN FRANCISCO

Police Department

March 22, 2022

Collaborative Reform Initiative Progress



*Recommendations Completed refer to those that are substantially compliant.

Status Collaborative Reform Initiative Categorical Results

CA Department of Justice CRI Results			
Category	**Recommendations**	**Substantially Completed**	**In Progress**
Accountability	68	61	7
Bias	54	47	7
Community Policing	60	54	6
Recruitment, Hiring & Personnel	32	32	0
Use of Force	58	51	7
Total	**272**	**245**	**27**

*Results Updated on March 2022

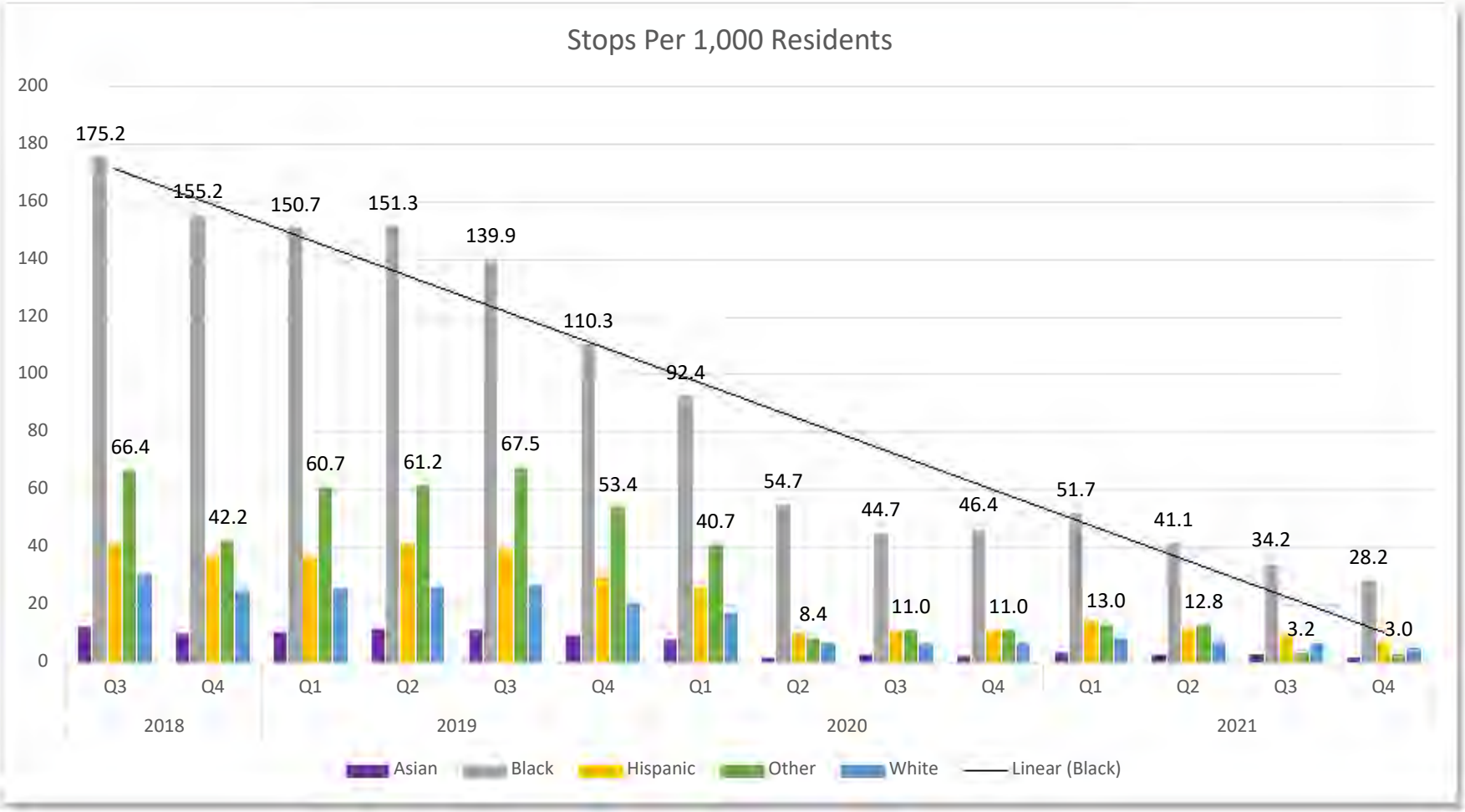
Accountability Reform Outcomes

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, such as the Discipline Review Board (DRB).



Bias Reform Outcomes



African Americans continue to be stopped at a higher rate per capita than any other demographic; however, there has been a significant decline over time since mid-2018.

Bias Reform Outcomes



African Americans continue to be searched at a higher rate per capita than any other demographic; however, there has been a steady decline over time since 2018.

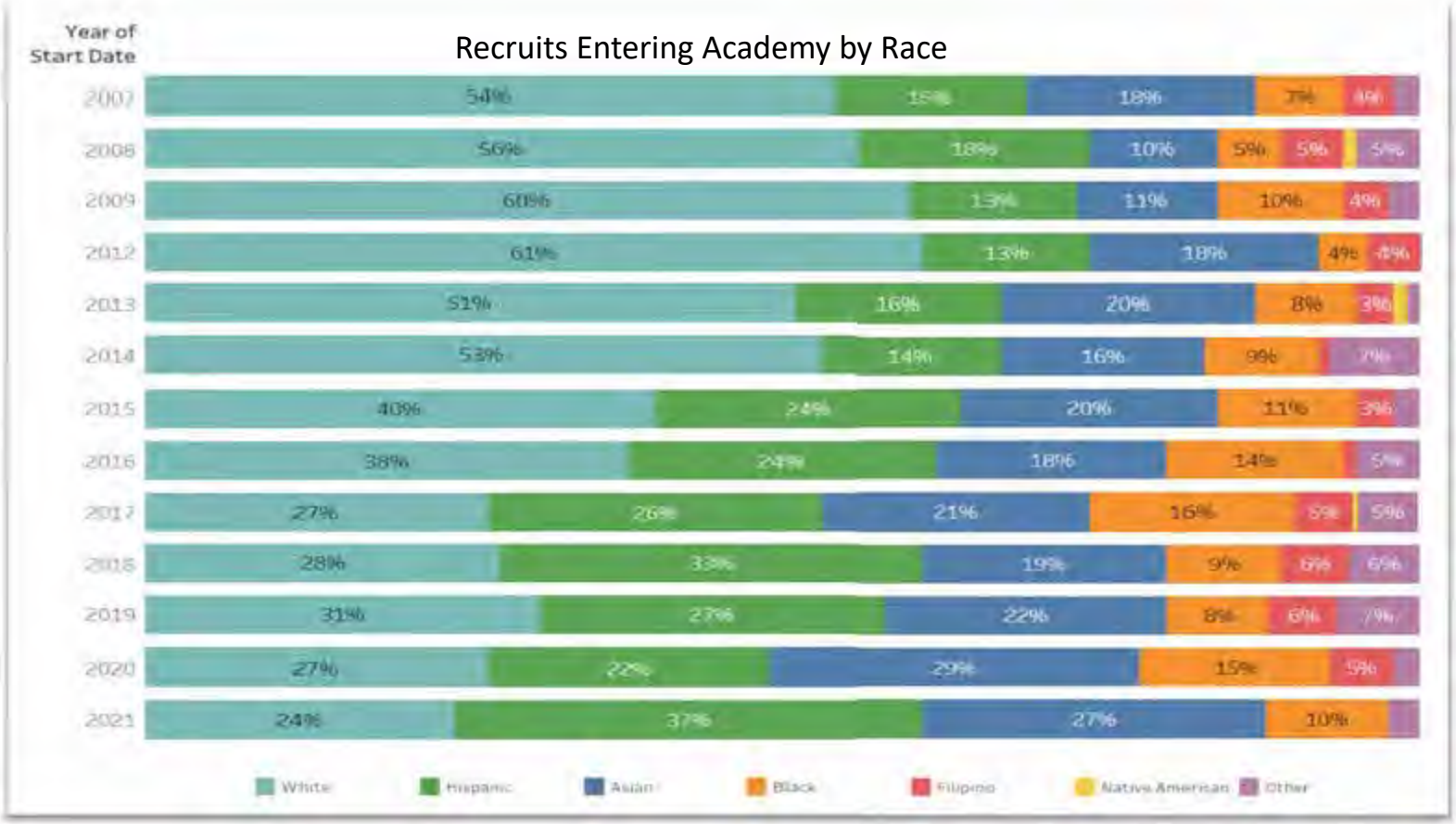
Community Policing Reform Outcomes

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

The Department also intentionally restructured units within the Community Engagement Division and Field Operations to directly respond to community feedback:

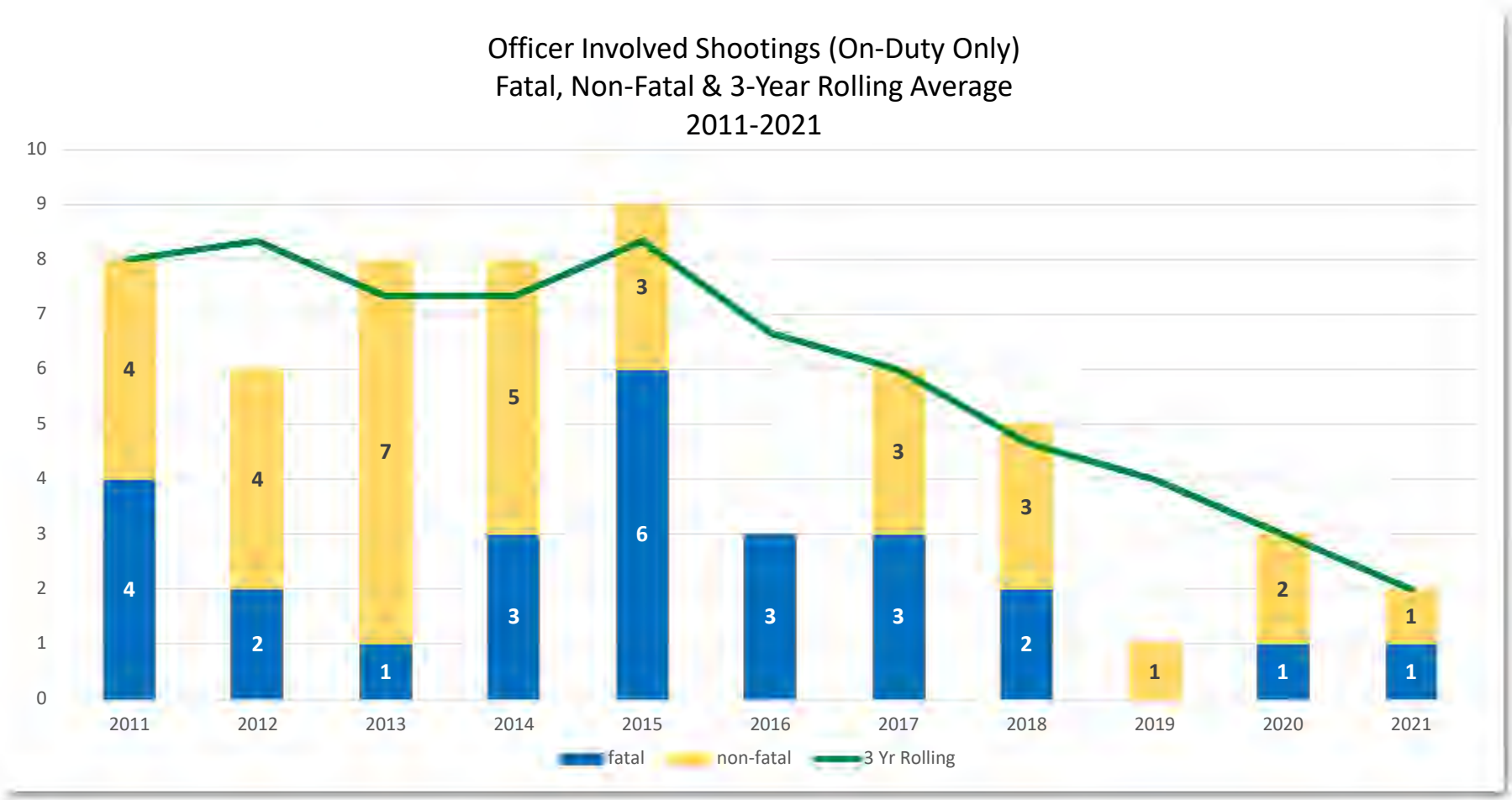
- Community Violence Reduction Team (CVRT)
  - Address and mitigate gun violence as observed in the Bayview District
- Street Violence Response Team (SVRT)
  - Convene City partners to ensure supportive services are provided to those impacted by crime and work collaborate to mitigate ongoing gun violence.
- Community Liaison Unit (CLU)
  - Created in response to the rise in hate crimes against historically impacted communities and especially our AAPI communities.

Recruitment, Hiring & Personnel Practices Reform Outcomes



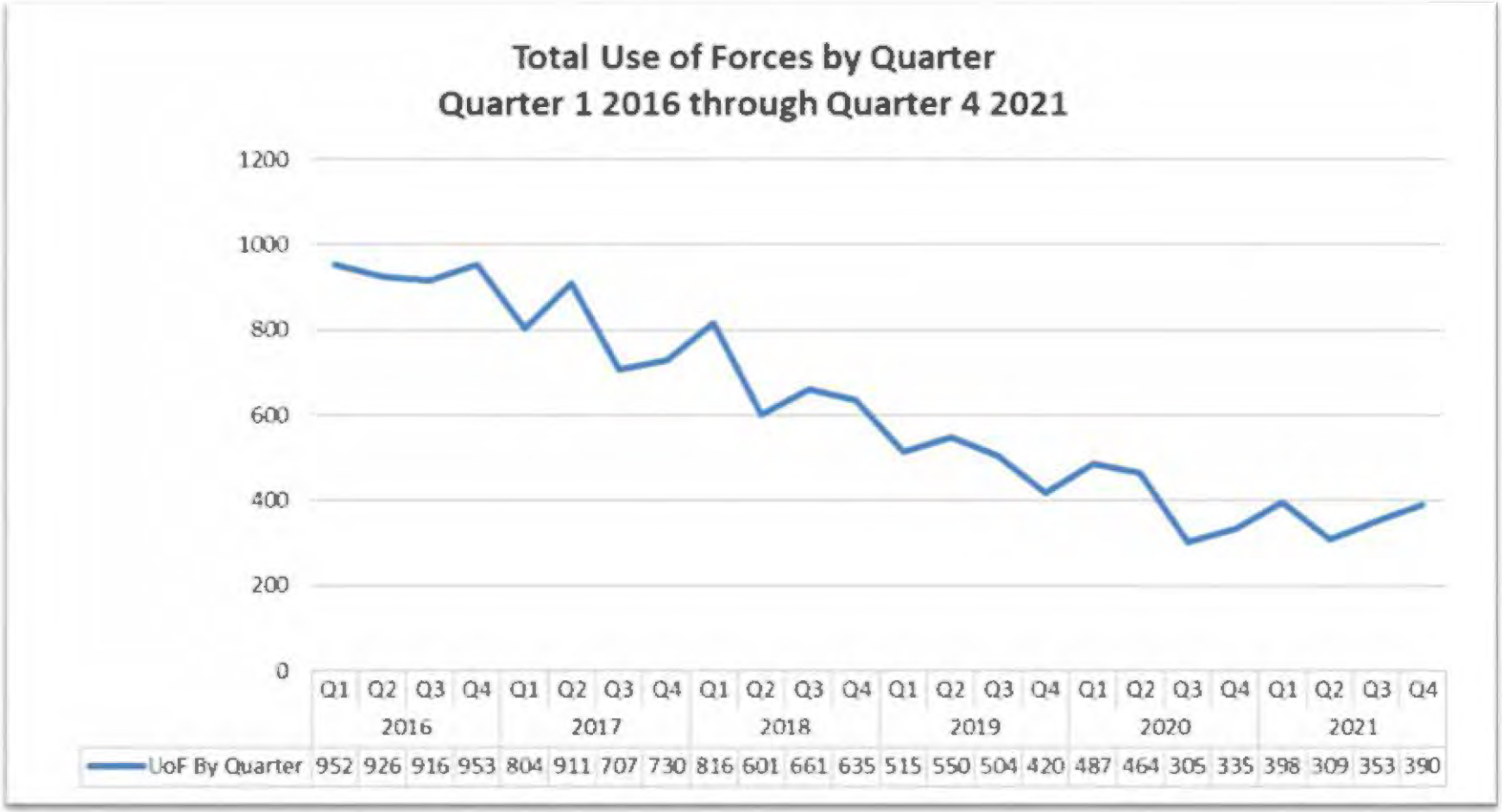
DOJ recommendations called for an aggressive recruitment strategy to attract candidates from typically underrepresented communities to better reflect the city's makeup.

Use of Force Reform Outcomes



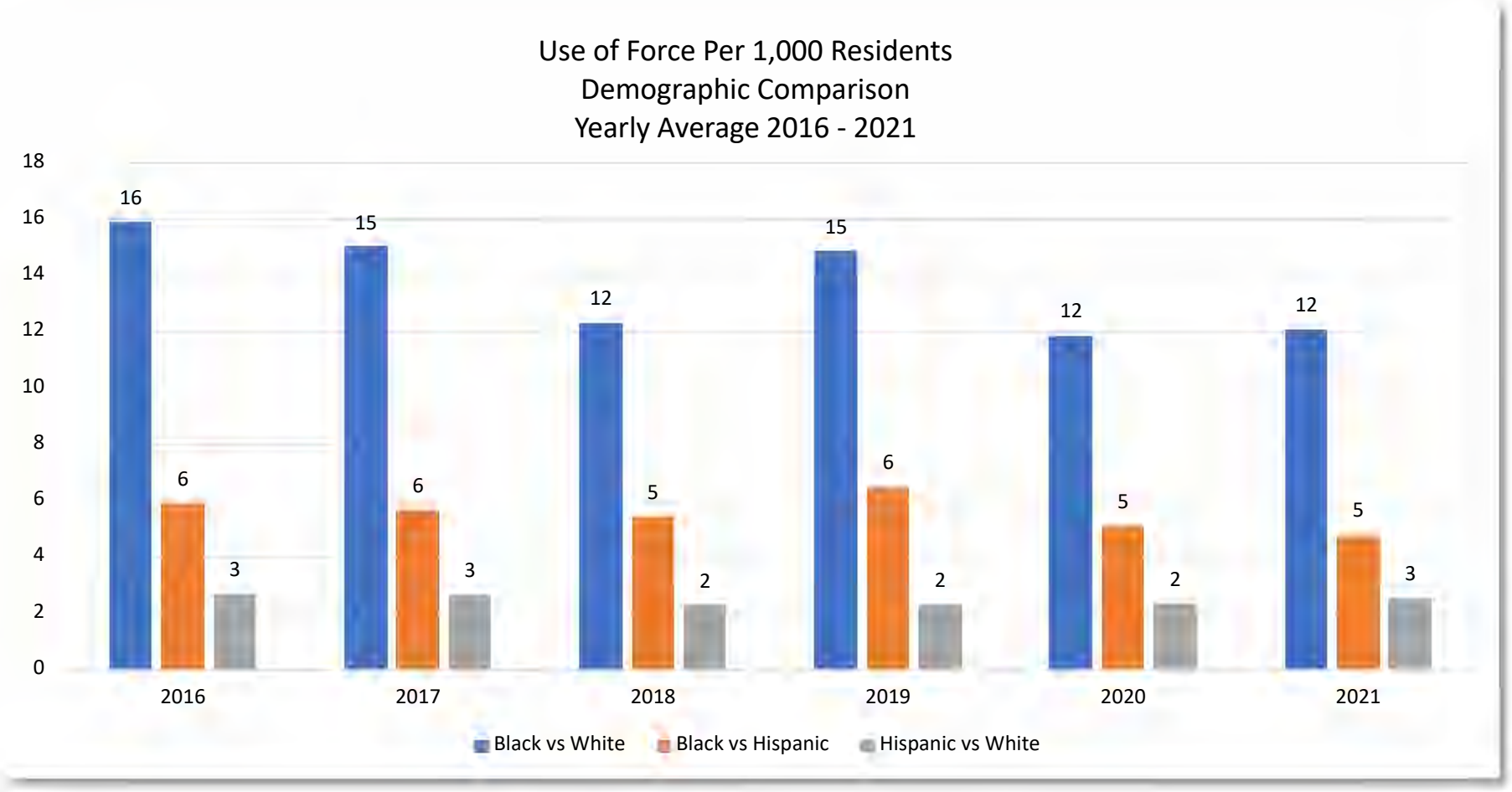
Since 2016, OIS incidents have seen historical lows that continue on a downward trajectory.

Use of Force Reform Outcomes



When first reporting in 2016, there has been a decrease of **59%** of the overall number of uses of force – from 952 in Q1 2016 to 390 in Q4 2022.

Use of Force Reform Outcomes



African Americans continue to be impacted by Use of Force incidents at higher rates per capita than any other demographic; however, there has been a decline over time since mid-2016.

Reform Sustainability & Culture Changes 2016-2022

Sustainability Philosophy

The SFPD is committed to upholding the progress and promise of the Collaborative Reforms Initiatives. Creating a sustainable system of review ensures that SFPD will continue to maintain the standards of excellence and reform commitments.

- Accountability
- Assessments & Standards
- Commitment to Reform
- Proactive Community Engagement

Sustainability Requirements

	Use of Force	Bias	Community Policing	Accountability	Recruitment and Retention
Annual	9	12	29	15	8
Quarterly	16	20	16	20	16
Rolling (Bi-Annual)	11	1	15	13	7
Single Document or Practice	5	5	7	0	0
Total Recs for Topic*	37	34	47	42	27

*Some recommendations require multiple types of updates in a single recommendation.

Total Recommendations Requiring Sustainability Efforts:

187

Commitment To Reform

Trainings recommended by the California Department of Justice and the Hillard Heintz consultation group have been institutionalized within the department from the Executive Leadership, Command Staff to the line staff, Station Officers. 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
- Procedural Justice

Race and Reconciliation Series:

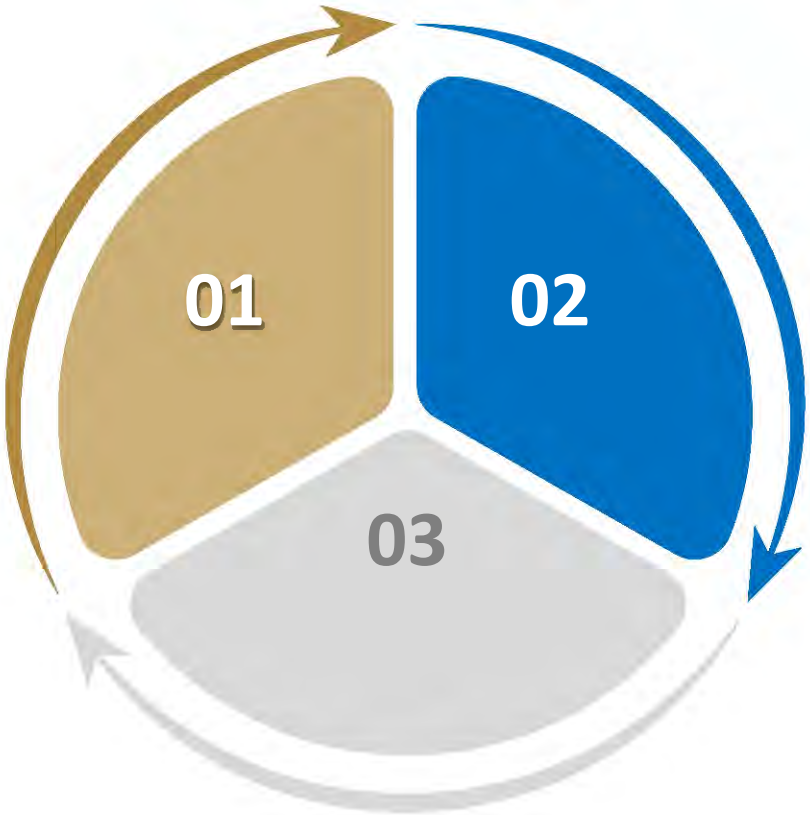
- Sojourn Trip
- Lecture Series
- Strategy Sessions



Sustainability Timeline (Spring 2022)

- **January 1 – February 28:**
  - Completed general review of Use of Force recommendations
  - Began targeted review of recommendations with annual, bi-annual, and quarterly review requirements
  - Completed initial general review of all recommendations
    - Identified 16 further recommendations for addition to targeted review
- **Feb. 1-March 31:**
  - Continue collaboration with Power DMS team to create automated Sustainability Management System.
  - Collect documentation for Q4 2022 and annual reporting requirements
- **March 1 – April 30:**
  - General review of Bias Recommendations
  - Begin collection of Q1 2022 sustainability documentation

Ensuring Sustainability



01 RECRUITMENT & RETENTION

- Professional Staff (Management & Analytical Support)
- Academies
- Mititgate Attrition & Increase Recruitment

02 COMMUNITY POLICING

-Overtime To Sustain:
- Investigations
- Provide Public Safety
- City Initiatives & Collaborations

03 ACCOUNTABILITY

-Technology
-Transparency
-Mandated Reporting

CA DOJ and Hillard Heintze Phase 3 Report

Thank you.

Any questions?



Collaborative Reform Initiative: Update

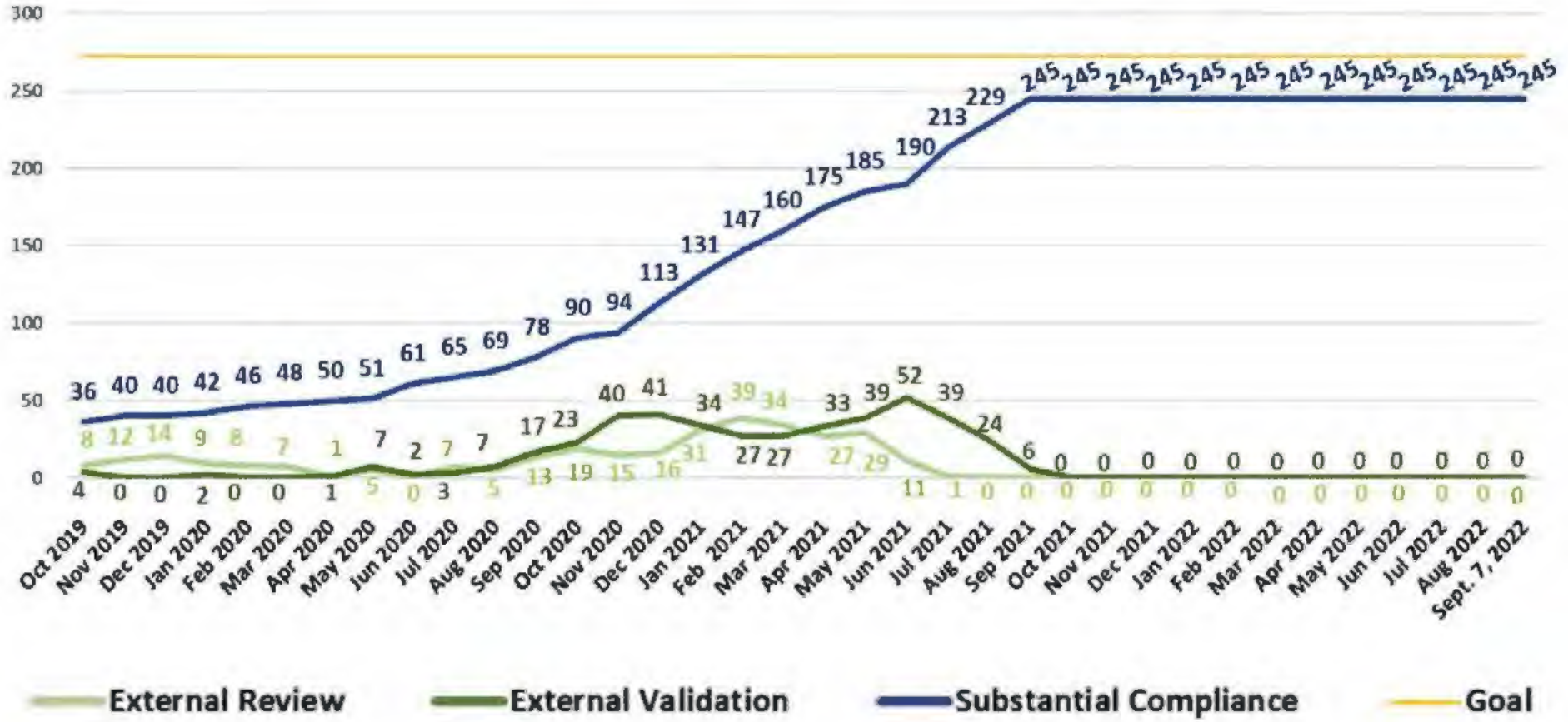


CITY & COUNTY OF SAN FRANCISCO

Police Department

September 27, 2022

SFPD CRI Recommendations Progress
October 2019 - September 7, 2022



Collaborative Reform Initiative Status by Category

CA Department of Justice CRI Phase 3 Results

Category	Recommendations	Substantially Completed	In Progress
Accountability	68	61	7
Bias	54	47	7
Community Policing	60	54	6
Recruitment, Hiring & Personnel	32	32	0
Use of Force	58	51	7
Total	**272**	**245**	**27**

Annual Sustainability Timeline

January 1 – February 28:

- General review of Use of Force recommendations
- Targeted review of recommendations with annual, bi-annual, and quarterly review requirements.
- Completed initial general review of all recommendations
  - Identified 16 further recommendations for addition to targeted review

Feb. 1-March 31:

- Discussions with Power DMS team to create automated Sustainability Management System
- Collect documentation for Q4 of previous year and annual reporting requirements

March 1 – April 30:

- General review of Bias Recommendations
- Begin collection of Q1 of current year's sustainability documentation

Annual Sustainability Timeline

(continued)

May 1 – June 30

- Complete general review of Bias recommendations
- Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Accountability.

July 1 – August 31:

- Complete general review of Accountability recommendations
- Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Community Policing.

September 1 – November 30:

- Complete general review of Community Policing recommendations
- Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Recruitment & Retention.

December 1 – January 31:

- Commanding Officer of PSPP conducts bi-annual reviews to ensure targeted and general reviews are taking place.
- Staff Inspections Unit, separate from sustainability team, conducts review of documentation and forwards findings to commanding officer.
- Commanding Officer of PSPP prepares summary of frequency and presence of reviews and SIU findings in annual memorandum.
  - Memorandum documents deficiencies, as necessary, and proposes solutions.
- Chief of Police review and approval.

Remaining Recommendations Update

CRI "In Progress" Project Plans

PROJECT	OBJECTIVE
Tracking and Analyzing Arrests & Uses of Force	Records Management System Arrest tracking and analysis Use of Force data and analysis
Data-Informed Personnel Development	Performance Evaluations Supervisorial resources to inform coaching and development of personnel
Community Policing Annual Plans & Advisory Forums	Chief's Advisory Forums re-boot Community Policing Manual and Annual Department and Unit level Strategic Plans
Management Tools & Discipline Metrics/Reporting	Discipline Review Board Internal Affairs Tracking Early Intervention System (EIS)

Addressing Disparities

Contributing Factors

- Individual Officers' actions
- Policies and Culture
- Command Direction
- SFPD relationship with community
- External: Community characteristics
- External: Individual characteristics

Disproportionate representation (disparities)

Reduced law enforcement impact on communities of color

Initiatives to address disparities

- Use of Force and Arrest data collection / analysis
- Data-informed Personnel Development
- Community Policing Annual Plans; Advisory Forums
- Disciplinary review board: equitable accountability
- Sustainability: Policy revision (equity, friction, objective standards)
- Training: Implicit Bias & BiasSync, CMCR, CIT, Use of Force, Race & Reconciliation, Procedural Justice
- Adjustments to traditional enforcement: CVRT; stunt driving response; SCRT

Tracking and Analyzing Arrests & Uses of Force

Six Recommendations

CRI Objectives

Develop collection of electronic arrest data
Monthly audits of arrest data
Coordinate with SFSD to ensure accuracy of arrest data
Coordinate with research partner to determine causal factors
Collect / Analyze arrest data to identify patterns and trends
Improve UOF data collection

Achieved Through

RMS procurement and implementation
Analysis of arrest data
Collection of additional data points through newest policy
Analysis of new UOF data

Timeline & Status

Within 4 years

Milestone(s) accomplished

- RFP issued.
- Responses received.
- Evaluation & selection completed.
- UOF data collection commenced.

Upcoming Milestones

- Finalize contract
- Begin project planning

Data-Informed Personnel Development

Nine Recommendations

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 identify members whose interactions with the community result in inequitable or disparate treatment of any specific community. Supervisors will review assigned work and community interactions to coach officers to improve or affirm work performance.
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.

Timeline & Status	Milestone(s) accomplished	Upcoming Milestones
Status Pending	Lieutenant assigned to project	• Get consensus with CRI partners on approach. • Identify technology/system/company to build out data tool.

Community Policing Annual Plans & Advisory Forums

Five Recommendations

CRI Objectives

Reinvigorate Chief's Advisory Forums & develop annual reporting on issues raised.
Develop strategic plan to implement community policing practice.

Achieved Through

The publication of Community Policing Strategjc Plans.
Demonstration of ability to schedule hold and regularly meet with Chief's Advisory Forums A significant amount of work on these recommendations has been completed.
Further demonstration that, of issues identified during the Forums, they are being addressed or implemented.

In discussions with CADOJ, 26.1 & 40.6 were originally expected to reach substantial compliance. However, given the suspension of community meetings and most engagement activities during the COVID 19 pandemic, CADOJ wished to monitor and review this activity once normal activities returned.

Timeline & Status	Milestone(s) Accomplished	Upcoming Milestones
Within 2 Years	**Annual CP Strategic Plans developed for District Stations & throughout the Department**	• **Hiring of professional personnel.** • **Publication of CP Manual.**

Management Tools & Discipline Metrics/Reporting

Three Recommendations

CRI Objectives

Develop technology that allows the SFPD to utilize current data in a consistent, easily accessible format to make real time data driven decision regarding officer performance and practices.
Develop committee to review internal discipline on a Quarterly basis to ensure fairness and impartiality
Annual report to the Police Commission on outcome of committee's determinations and recommendations.

Achieved Through

Documentation of uses of data for ops purposes.
Discipline Review Board (DRB) report and discussion
Quarterly IAD discipline analysis and presentation to Police Commission
Implementation of DRB feedback
Implementation of feedback from Commission

Timeline & Status	Milestone(s) accomplished	Upcoming milestones
Within 18 months	Ops data – CFS; shooting reviews; crime trends meetings. Discipline data - Report developed; Commission presentation made.	Finalization of management dashboard; personnel development program (slide 8). Documentation of feedback; demonstration of report, metrics, and/or process improvements.

Stand-alone Recommendations

PROJECT	OBJECTIVE	STATUS & TIMELINE
Recommendation: 55.2	Develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.	Data preparation complete; draft reporting developed; Within 12 months
Recommendations: 39.1 / 41.1	Develop a comprehensive organizational strategic plan with supporting plans for the key reform specifically directed at community policing. Develop community policing and problem-solving manual.	Strategic Plans all developed, as well as an ongoing, more nimble strategic approach Within 2 years
Recommendation: 1.1	Review and understand the reasons for the disparate use of deadly force. Partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those involving persons of color.	Internal qualitative academic-level research plan developed, Lit review and background research underway. Within 12 months

Thank you.

Any questions?



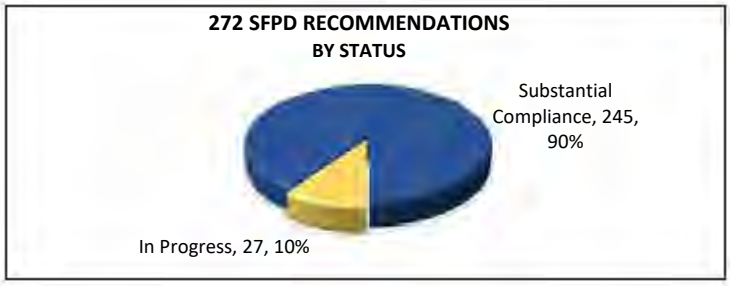
2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

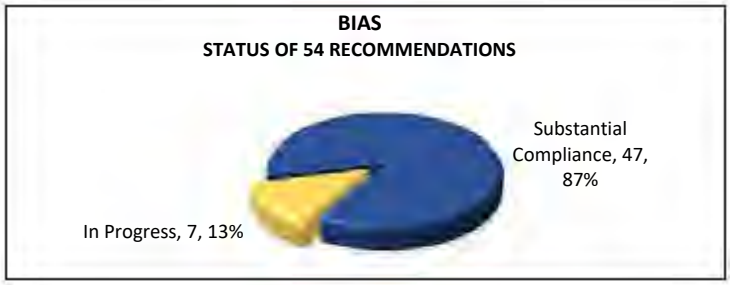
Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Leadership/ Management Culture	1	**The majority of deadly use of force incidents by SFPD involved persons of color.**	1.1	SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to: • 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	A/Lt. Gabe Rivera	Sgt. James Tacchini
1 - Use of Force	Doctrine/ Policy Development	2	**The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.** The SFPD has been involved in nine deadly use of force incidents during the time frame of review for this assessment, 2013–2015. All but one remains open, pending a decision by the district attorney on whether the officers' actions were lawful. It is unacceptable for officer-involved shooting investigations to remain open for years.	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.	Medium	Substantial Compliance	12/02/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	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.	Immediate	Substantial Compliance	01/30/19	Chief of Staff	Lt. Eric Altorfer	DC Michael Connolly & Rania Adwan
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	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.	Low	Substantial Compliance	05/28/20	Chief of Staff	Lt. Eric Altorfer	Rachael Kilshaw
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	Medium	Substantial Compliance	09/07/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval

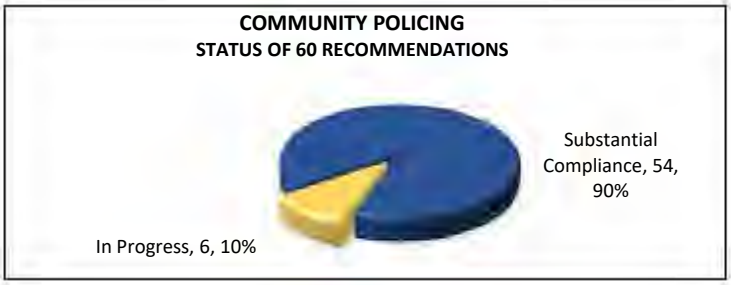
2016 COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS STATUS
Status as of September 7, 2022















Status Definitions:

- **In Progress:** SFPD is actively working on the recommendation, and has not submitted it to Hillard Heintze or CalDOJ for review
- **External Review:** Recommendation packets submitted to Hillard Heintze for review
- **External Validation:** Recommendation packets submitted to CAL DOJ for review
- **Request For Information:** Recommendation packets returned to SFPD for more information
- **Substantial Compliance:** Recommendations have been determined to meet compliance measures by CalDOJ

Status of Recommendations:

In Progress: 27 recommendations

External Review: n/a

External Validation: n/a

Request For Information: n/a

Substantial Compliance: 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; 23.1; 23.2; 24.1; 24.2; 24.3; 24.4; 24.5; 24.6; 25.1; 25.2; 25.3; 25.4; 26.2; 26.3; 26.4; 27.1; 27.2; 27.3; 27.4; 27.5; 27.6; 27.7; 28.2; 28.3; 28.6; 28.7; 29.1; 29.2; 29.3; 29.4; 30.1; 30.2; 30.5; 30.6; 31.1; 32.1; 32.2; 33.1; 34.1; 34.2; 34.3; 35.1; 35.2; 35.4; 36.1; 36.2; 36.3; 37.1; 37.2; 38.1; 38.2; 38.3; 39.2; 39.3; 39.4; 39.5; 39.6; 39.7; 39.8; 39.9; 40.1; 40.3; 40.4; 40.5; 40.7; 40.8; 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; 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; 55.1; 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; 68.2; 68.3; 69.1; 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; 80.1; 80.2; 80.3; 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

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Medium	Substantial Compliance	12/02/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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)).	Immediate	Substantial Compliance	12/02/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Immediate	Substantial Compliance	08/12/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	High	Substantial Compliance	01/30/19	Chief of Staff	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Leadership/ Management Culture	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	Immediate	Substantial Compliance	09/15/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Training	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Low	Substantial Compliance	01/07/21	Chief of Staff	Lt. Eric Altorfer	Sgt. John Crudo
1 - Use of Force	Training	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	Low	Substantial Compliance	04/23/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	Leadership/ Management Culture	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	High	Substantial Compliance	05/28/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	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.	Low	Substantial Compliance	07/26/21	Chief of Staff	Lt. Eric Altorfer	Sgt. John Crudo
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	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: • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response	Low	Substantial Compliance	02/02/21	Chief of Staff	Lt. Eric Altorfer	Lt. Mario Molina

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	IT/Data Business Processes	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	6.3	SFPD training records should be fully automated and training data easily accessible.	Low	Substantial Compliance	04/21/20	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.	Immediate	Substantial Compliance	01/29/19	Chief of Staff	Lt. Eric Altorfer	Lt. Jennifer Dorantes

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	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.	Immediate	Substantial Compliance	04/23/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	Leadership/ Management Culture	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	Immediate	Substantial Compliance	01/30/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	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.	Medium	Substantial Compliance	09/07/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and Office of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and Office of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Immediate	Substantial Compliance	09/15/19	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and Office of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Immediate	Substantial Compliance	10/31/19	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and Office of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	Low	Substantial Compliance	01/08/19	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, IAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	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.	High	Substantial Compliance	12/02/20	Chief of Staff	Lt. Eric Altorfer	Lt. Tony Damato
1 - Use of Force	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, IAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	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.	Immediate	Substantial Compliance	07/09/19	Chief of Staff	Lt. Eric Altorfer	Lt. William Braconi

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	Substantial Compliance	07/26/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Joe Minner
1 - Use of Force	Training	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	Substantial Compliance	02/02/21	Chief of Staff	Lt. Eric Altorfer	Capt. Michelle Jean
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	Substantial Compliance	07/26/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Joe Minner
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Medium	Substantial Compliance	03/09/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.1	SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: • 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.	Low	Substantial Compliance	09/04/19	Chief of Staff	Lt. Eric Altorfer	Lt. Mario Molina
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.2	SFPD should ensure an appropriate distribution of CIT trained personnel across all shifts in all districts.	Low	Substantial Compliance	05/28/20	Chief of Staff	Lt. Eric Altorfer	Lt. Mario Molina
1 - Use of Force	Training	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	Low	Substantial Compliance	10/13/20	Chief of Staff	Lt. Eric Altorfer	Lt. Mario Molina

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Community Policing	13	**The SFPD engages with the community following an officer-involved shooting incident through a town hall meeting in the community where the event occurred.** The town hall meetings following an officer-involved shooting in the relevant neighborhood is a promising practice.	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.	Immediate	Substantial Compliance	07/22/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.1	The SFPD should develop an ongoing communication strategy for officer involved shootings.	High	Substantial Compliance	09/15/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	Immediate	Substantial Compliance	09/05/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	Immediate	Substantial Compliance	10/22/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	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.	Low	Substantial Compliance	09/09/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	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.	Low	Substantial Compliance	09/09/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	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.	Low	Substantial Compliance	09/19/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Lynn Reilly

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	16.2	The City and County of San Francisco should strongly consider deploying ECWs.	Low	Substantial Compliance	08/27/19	Chief of Staff	Lt. Eric Altorfer	Capt. Carl Fabbri
1 - Use of Force	Doctrine/ Policy Development	17	**Currently, the SFPD authorizes personnel to use the carotid restraint technique.** This technique poses a significant risk in the community and is not a routinely adopted force option in many law enforcement agencies. Contemporary policing discussions regarding use of force suggest that police agencies should carefully weigh any perceived benefit of the use of carotid restraint against potential harm. It is challenging to maintain the appropriate leverage and placement in close encounter struggles, thereby increasing the risk on an unintended, harmful outcome. The department's pending draft order on use of force would eliminate the use of the carotid restraint.	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	Immediate	Substantial Compliance	07/25/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	Medium	Substantial Compliance	04/23/19	Chief of Staff	Lt. Eric Altorfer	Capt. John Jaimerena
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.2	The SFPD should create an on-scene checklist for use of force incidents.	Medium	Substantial Compliance	07/27/21	Chief of Staff	Lt. Eric Altorfer	Lt. Michael Nevin
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	Medium	Substantial Compliance	07/27/21	Chief of Staff	Lt. Eric Altorfer	Lt. Michael Nevin

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	Immediate	Substantial Compliance	10/20/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	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.	Medium	Substantial Compliance	10/20/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	Immediate	Substantial Compliance	07/10/20	Chief of Staff	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Sgt. Stacy Youngblood

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Sgt. Stacy Youngblood
1 - Use of Force	Doctrine/ Policy Development	23	**The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	23.1	The SFPD should immediately implement this provision of the draft policy.	Immediate	Substantial Compliance	07/09/19	Chief of Staff	Lt. Eric Altorfer	Lt. Arline Gilmore
1 - Use of Force	Doctrine/ Policy Development	23	**The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	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 · 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.	Medium	Substantial Compliance	01/07/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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).	Immediate	Substantial Compliance	09/04/19	Special Operations	Sgt. Chandra Medina	Cmdr. Peter Walsh
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	High	Substantial Compliance	09/04/19	Special Operations	Sgt. Chandra Medina	Cmdr. Peter Walsh & Rania Adwan

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	09/04/19	special Operations	Sgt. Chandra Medina	Cmdr. Peter Walsh
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	01/08/19	Special Operations	Sgt. Chandra Medina	Lt. Arline Gilmore, Christine Fountain & Sgt. Michael Andraychak
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	08/18/20	Special Operations	Sgt. Chandra Medina	Sgt. Chandra Medina
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	09/09/20	Special Operations	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	Doctrine/ Policy Development	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	Immediate	Substantial Compliance	08/31/20	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	Training	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	High	Substantial Compliance	08/05/21	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Training	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to · 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.	High	Substantial Compliance	08/05/21	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins & Phillip Lohaus
2 - Bias	Doctrine/ Policy Development	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	Immediate	Substantial Compliance	08/05/21	Special Operations	Sgt. Chandra Medina	Phil Lohaus
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Phil Lohaus
2 - Bias	Doctrine/ Policy Development	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Immediate	Substantial Compliance	12/14/20	Special Operations	Sgt. Chandra Medina	Ofc. Lauren Nelson
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Immediate	Substantial Compliance	12/02/20	Special Operations	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Low	Substantial Compliance	08/31/20	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins & Phillip Lohaus
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Medium	Substantial Compliance	07/01/21	Special Operations	Sgt. Chandra Medina	Ofc. Al Duarte

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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: · 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	Immediate	Substantial Compliance	07/01/21	Special Operations	Sgt. Chandra Medina	Lt. Wilfred Williams & Ofc. Al Duarte
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Low	Substantial Compliance	07/01/21	Special Operations	Sgt. Chandra Medina	Lt. Wilfred Williams & Ofc. Al Duarte
2 - Bias	Leadership/ Management Culture	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Medium	Substantial Compliance	07/26/21	Special Operations	Sgt. Chandra Medina	Sgt. Meghan McMilton
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	Low	Substantial Compliance	03/15/21	Special Operations	Sgt. Chandra Medina	Lt. Bernadette Robinson

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	IT/Data Business Processes	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Low	Substantial Compliance	07/26/21	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	High	Substantial Compliance	04/02/21	Special Operations	Sgt. Chandra Medina	Sgt. Chandra Medina
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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 · 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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Rachael Kilshaw
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	Immediate	Substantial Compliance	08/12/21	Special Operations	Sgt. Chandra Medina	Sgt. Rich Cibotti

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	Immediate	Substantial Compliance	03/15/21	Special Operations	Sgt. Chandra Medina	Captain Jack Hart
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	Immediate	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	Immediate	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	Immediate	Substantial Compliance	12/02/20	Special Operations	Sgt. Chandra Medina	Ofc. Lauren Nelson

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	Immediate	Substantial Compliance	01/07/21	Special Operations	Sgt. Chandra Medina	Lt. Chris Canning
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	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.	Medium	Substantial Compliance	09/14/21	Special Operations	Sgt. Chandra Medina	Lt. Andrew Cox
2 - Bias	Training	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: · 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	High	Substantial Compliance	09/13/21	Special Operations	Sgt. Chandra Medina	Lt. Andrew Cox
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	High	Substantial Compliance	09/13/21	Special Operations	Sgt. Chandra Medina	Lt. Andrew Cox
2 - Bias	Community Policing	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	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.	Medium	Substantial Compliance	09/09/20	Special Operations	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	High	Substantial Compliance	09/07/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	Substantial Compliance	09/07/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	High	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	Training	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Medium	Substantial Compliance	09/27/21	Special Operations	Sgt. Chandra Medina	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	Substantial Compliance	02/02/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	31	**African-American and Hispanic drivers were disproportionately searched and arrested compared to White drivers. In addition, African-American drivers were more likely to be warned and less likely to be ticketed than White drivers.** The racial disparity in traffic stops and post-stop outcomes appears to be large and statistically significant.	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.	Immediate	Substantial Compliance	09/07/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.1	As stated in finding 31, the SFPD should complete recommendations 31.1.	Immediate	Substantial Compliance	09/07/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Training	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	Medium	Substantial Compliance	09/13/21	Special Operations	Sgt. Chandra Medina	Lt. Sean Perdomo
2 - Bias	IT/Data Business Processes	33	**The current E-585 traffic stop incident report does not collect sufficient or appropriate information to allow for a robust analysis of possible bias by SFPD officers.**	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	Low	Substantial Compliance	02/02/21	Special Operations	Sgt. Chandra Medina	Sgt. Chandra Medina
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.	Medium	Substantial Compliance	01/29/21	Special Operations	Sgt. Chandra Medina	William Sanson-Mosier, Acting Director & Dandy Wong
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	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.	Immediate	Substantial Compliance	01/29/21	Special Operations	Sgt. Chandra Medina	William Sanson-Mosier, Acting Director & Dandy Wong
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	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.	Immediate	Substantial Compliance	01/08/19	Special Operations	Sgt. Chandra Medina	Susan Merritt, Director
2 - Bias	Doctrine/ Policy Development	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Low	Substantial Compliance	04/02/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Low	Substantial Compliance	01/06/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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	Immediate	Substantial Compliance	09/15/19	Special Operations	Sgt. Chandra Medina	Lt. Paris Deshong
2 - Bias	IT/Data Business Processes	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	Medium	Substantial Compliance	04/05/21	Special Operations	Sgt. Chandra Medina	Sgt. Leonard Poggio
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	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.	Medium	Substantial Compliance	05/26/21	Special Operations	Sgt. Chandra Medina	Lt. Wilfred Williams
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	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.	Immediate	Substantial Compliance	05/28/21	Special Operations	Sgt. Chandra Medina	Phil Lohaus
2 - Bias	Doctrine/ Policy Development	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	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.	High	Substantial Compliance	07/28/21	special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	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.	Low	Substantial Compliance	07/28/21	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	High	Substantial Compliance	12/07/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	Immediate	Substantial Compliance	05/11/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Troy Dangerfield & Sgt. Kin Lee
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	High	Substantial Compliance	01/07/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
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	A/Lt. Gabe Rivera	Jason Cunningham, Program Manager
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.**	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	Medium	Substantial Compliance	07/26/21	Community Engagement Division	Sgt. Ryan Crockett	Jason Cunningham, Program Manager
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.**	39.3	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.	Immediate	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Jason Cunningham, Program Manager
3 - Community Policing	Training	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.**	39.4	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.	Medium	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	IT/Data Business Processes	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.**	39.5	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	IT/Data Business Processes	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.**	39.6	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.	High	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.7	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.	High	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.8	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.9	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	Community Policing	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.	40.1	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.	Medium	Substantial Compliance	01/27/20	Community Engagement Division	Sgt. Ryan Crockett	Cmdr. David Lazar, Lt. Julian Ng & Lt. Georgia Sawyer
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: · 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	A/Lt. Gabe Rivera	Jason Cunningham, Program Manager

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	Community Policing	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.	40.3	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.	High	Substantial Compliance	08/18/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Angela Wilhelm
3 - Community Policing	Community Policing	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.	40.4	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.	High	Substantial Compliance	03/10/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Pete Hamilton
3 - Community Policing	IT/Data Business Processes	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.	40.5	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.	Low	Substantial Compliance	02/22/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
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.	40.6	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.	Immediate	In Progress		Community Engagement Division	A/Lt. Gabe Rivera	Cmdr. Denise Flaherty

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project 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.	40.7	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Wayman Young
3 - Community Policing	Community Policing	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.	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	Low	Substantial Compliance	07/27/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Jennifer Jackson
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	A/Lt. Gabe Rivera	Lt. Raymond Cruz
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.	41.2	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.	Medium	Substantial Compliance	12/02/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Chris DelGandio

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Medium	Substantial Compliance	07/27/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Medium	Substantial Compliance	02/01/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jason Cherniss
3 - Community Policing	Leadership/ Management Culture	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	Medium	Substantial Compliance	06/21/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Tim Falvey

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	IT/Data Business Processes	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Angela Wilhelm
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Medium	Substantial Compliance	10/23/19	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Kin Lee
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Medium	Substantial Compliance	12/09/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Kin Lee & Sgt. Laxman Dharmani
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Low	Substantial Compliance	12/02/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Kin Lee

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	High	Substantial Compliance	07/28/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Medium	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	Deputy Chief David Lazar
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Immediate	Substantial Compliance	01/27/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Immediate	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Michael Andraychak
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Medium	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Carl Fabbri
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	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.	Low	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Training	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	David Stevenson, Director & Sgt. Michael Andraychak
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.	Low	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Gavin McEachern



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Chris Wilhelm
3 - Community Policing	Doctrine/ Policy Development	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Cmdr. Teresa Ewins
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Chris Wilhelm
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.5	The SFPD should publish and post any community survey results.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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).	Low	Substantial Compliance	06/21/21	Community Engagement Division	Sgt. Ryan Crockett	Catherine McGuire, Executive Director
3 - Community Policing	IT/Data Business Processes	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	David Stevenson, Director & Sgt. Michael Andraychak
3 - Community Policing	Community Policing	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Low	Substantial Compliance	03/16/21	Community Engagement Division	Sgt. Ryan Crockett	David Stevenson, Director
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	A/Lt. Gabe Rivera	Sgt. Torrie Grady



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
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	A/Lt. Gabe Rivera	Sgt. Torrie Grady
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	Low	Substantial Compliance	01/07/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Mark Im
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Low	Substantial Compliance	04/08/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Mark Im
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Low	Substantial Compliance	02/01/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Doctrine/ Policy Development	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	Immediate	Substantial Compliance	08/18/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Jennifer Jackson
3 - Community Policing	Leadership/ Management Culture	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	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.	Immediate	Substantial Compliance	11/16/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Jennifer Jackson
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Medium	Substantial Compliance	01/05/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Medium	Substantial Compliance	05/19/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Doctrine/ Policy Development	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Joseph Mendiola
3 - Community Policing	Doctrine/ Policy Development	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Angelique Marin



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	IT/Data Business Processes	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Low	Substantial Compliance	05/11/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Wayman Young
3 - Community Policing	IT/Data Business Processes	53	**The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.**	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.	Low	Substantial Compliance	02/26/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Davin Cole
3 - Community Policing	Leadership/ Management Culture	54	**The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Low	Substantial Compliance	07/08/20	Community Engagement Division	Sgt. Ryan Crockett	Rachael Kilshaw
3 - Community Policing	Leadership/ Management Culture	54	**The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Low	Substantial Compliance	05/19/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Sean Frost
4 - Accountability	Doctrine/ Policy Development	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.	55.1	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.	High	Substantial Compliance	08/13/21	Administration	Sgt. Frank Pereira	Sgt. Michael Andraychak
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	A/Lt. Gabe Rivera	Lt. Andrew Cox
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Medium	Substantial Compliance	10/23/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Capt. Robert Yick



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	10/10/19	Administration	Sgt. Frank Pereira	Capt. Nicholas Rainsford
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	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.	Low	Substantial Compliance	11/16/20	Administration	Sgt. Frank Pereira	Capt. Jack Hart
4 - Accountability	Leadership/ Management Culture	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	High	Substantial Compliance	10/10/19	Administration	Sgt. Frank Pereira	Lt. Jennifer Jackson
4 - Accountability	Training	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	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.	High	Substantial Compliance	01/05/21	Administration	Sgt. Frank Pereira	Lt. Michael Nevin
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.4	The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.	High	Substantial Compliance	10/10/19	Administration	Sgt. Frank Pereira	Capt. Nicholas Rainsford
4 - Accountability	Doctrine/ Policy Development	58	**The SFPD does not have a tracking system for complaints received at a district station.**	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.	High	Substantial Compliance	05/21/21	Administration	Sgt. Frank Pereira	Lt. Andrew Cox

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	59	**SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.**	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.	Immediate	Substantial Compliance	11/16/20	Administration	Sgt. Frank Pereira	Lt. Kathryn Waaland
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Medium	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Capt. Mark Cota
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Immediate	Substantial Compliance	02/12/20	Administration	Sgt. Frank Pereira	Lt. Andrew Cox
4 - Accountability	Leadership/ Management Culture	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Immediate	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Capt. Mark Cota
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	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.	Low	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	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.	Low	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	62	**Files stored with the SFPD's Internal Affairs Division are secured, but compelled statements are not isolated.** During the file reviews, the assessment team did not find any compelled statements isolated.	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.	Low	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	Medium	Substantial Compliance	04/21/20	Administration	Sgt. Frank Pereira	Lt. Andrew Cox

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	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.	Medium	Substantial Compliance	02/06/20	Administration	Sgt. Frank Pereira	Lt. Jennifer Jackson
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	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.	Medium	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Capt. Chris Pedrini

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Immediate	Substantial Compliance	05/19/21	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	High	Substantial Compliance	11/16/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Leadership/ Management Culture	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Medium	Substantial Compliance	05/21/21	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Immediate	Substantial Compliance	05/19/21	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Medium	Substantial Compliance	12/09/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	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.	Medium	Substantial Compliance	05/19/21	Administration	Ofc. Lauren Nelson	Lt. Andrew Cox
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	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.	Medium	Substantial Compliance	05/19/21	Administration	Ofc. Lauren Nelson	Lt. Andrew Cox
4 - Accountability	IT/Data Business Processes	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations	Medium	Substantial Compliance	10/23/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	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.	Immediate	Substantial Compliance	10/23/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	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.	Low	Substantial Compliance	10/23/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	Low	Substantial Compliance	06/21/21	Administration	Ofc. Lauren Nelson	Lt. Andrew Cox
4 - Accountability	IT/Data Business Processes	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	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.	Medium	Substantial Compliance	08/05/21	Administration	Ofc. Lauren Nelson	William Sanson-Mosier, Acting Director



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
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	A/Lt. Gabe Rivera	William Sanson-Mosier, Acting Director
4 - Accountability	Doctrine/ Policy Development	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.	68.2	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.	Immediate	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Sgt. Henry Ha
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.	68.3	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.	Low	Substantial Compliance	08/13/21	Administration	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director
4 - Accountability	Doctrine/ Policy Development	69	**The SFPD does not consistently apply the principles of procedural justice.**	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.	Low	Substantial Compliance	09/03/21	Administration	Sgt. Frank Pereira	Cmdr. Denise Flaherty
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Phil Lohaus
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	07/01/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	04/05/21	Administration	Sgt. Frank Pereira	Ofc. Walker Bardsley
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	Low	Substantial Compliance	04/05/21	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	Medium	Substantial Compliance	02/28/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	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.	Medium	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Medium	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	IT/Data Business Processes	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Medium	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	David Stevenson, Director
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Low	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	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.	Medium	Substantial Compliance	02/19/21	Administration	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	Medium	Substantial Compliance	02/19/21	Administration	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	Doctrine/ Policy Development	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	Medium	Substantial Compliance	03/15/21	Administration	Sgt. Frank Pereira	Lt. Michael Nevin
4 - Accountability	Training	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	Low	Substantial Compliance	02/26/21	Administration	Sgt. Frank Pereira	Lt. Michael Nevin



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Low	Substantial Compliance	03/01/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Low	Substantial Compliance	02/06/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Immediate	Substantial Compliance	09/09/20	Administration	Sgt. Frank Pereira	Sgt. Joelle Harrell
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Medium	Substantial Compliance	09/09/20	Administration	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Medium	Substantial Compliance	09/09/20	Administration	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	Medium	Substantial Compliance	03/09/21	Administration	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	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.	Immediate	Substantial Compliance	09/03/21	Administration	Ofc. Lauren Nelson	Catherine McGuire, Executive Director
4 - Accountability	Doctrine/ Policy Development	78	**The SFPD does not engage in any outside evaluations of its practices, data, or reporting.**	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.	Low	Substantial Compliance	07/29/20	Administration	Sgt. Frank Pereira	Jason Cunningham, Program Manager

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Lt. Robert Kobold
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	High	Substantial Compliance	03/10/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	Low	Substantial Compliance	03/10/21	Administration	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.3	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as · 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.	Low	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	82	**The SFPD does not fully engage its applicants throughout the hiring process**. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	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.	Medium	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	82	**The SFPD does not fully engage its applicants throughout the hiring process**. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	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.	Medium	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	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.	High	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	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.	Low	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	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.	Low	Substantial Compliance	12/02/20	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	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.	Low	Substantial Compliance	03/09/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Low	Substantial Compliance	09/10/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	High	Substantial Compliance	01/05/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Medium	Substantial Compliance	01/05/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Medium	Substantial Compliance	01/05/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	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.	Low	Substantial Compliance	04/12/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	Immediate	Substantial Compliance	04/12/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	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.	Medium	Substantial Compliance	04/09/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep & A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	Medium	Substantial Compliance	04/09/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Celeste Berg
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Medium	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Lt. Michael Nevin
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	Medium	Substantial Compliance	03/15/21	Administration	Sgt. Gabe Rivera	Lt. Michael Nevin & Lt. Mark Im
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Medium	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Lt. Michael Nevin
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Immediate	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	89	**The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement**. The SFPD is to be commended for its diversity in overall staffing.	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 · 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.	Medium	Substantial Compliance	09/10/21	Administration	Sgt. Gabe Rivera	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	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.	Low	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Lt. Nicole Jones
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	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.	Medium	Substantial Compliance	09/10/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	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.	Low	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	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.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	High	Substantial Compliance	07/10/20	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.2	The SFPD needs to require this assessment report as reading for all promotions.	High	Substantial Compliance	05/18/20	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	93	**The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.**	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 · 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.	Low	Substantial Compliance	08/12/21	Administration	Sgt. Gabe Rivera	Sgt. Cristina Franco

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 9/7/22

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	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.	Low	Substantial Compliance	05/28/20	Administration	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	High	Substantial Compliance	05/28/20	Administration	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg

San Francisco Police Department
Professional Standards and Principled Policing Unit

SFPD Collaborative Reform Initiative

Recommendations Status

Status as of September 7, 2022

Status of Recommendations	Recommendations
Substantial Compliance	245
Request For Information	0
Approved (External Validation)	0
Review Process (External Review)	0
Work in Progress	27
Total	**272**



COLLABORATIVE REFORM INITIATIVE UPDATE

SAN FRANCISCO POLICE DEPARTMENT
CITY & COUNTY OF SAN FRANCISCO

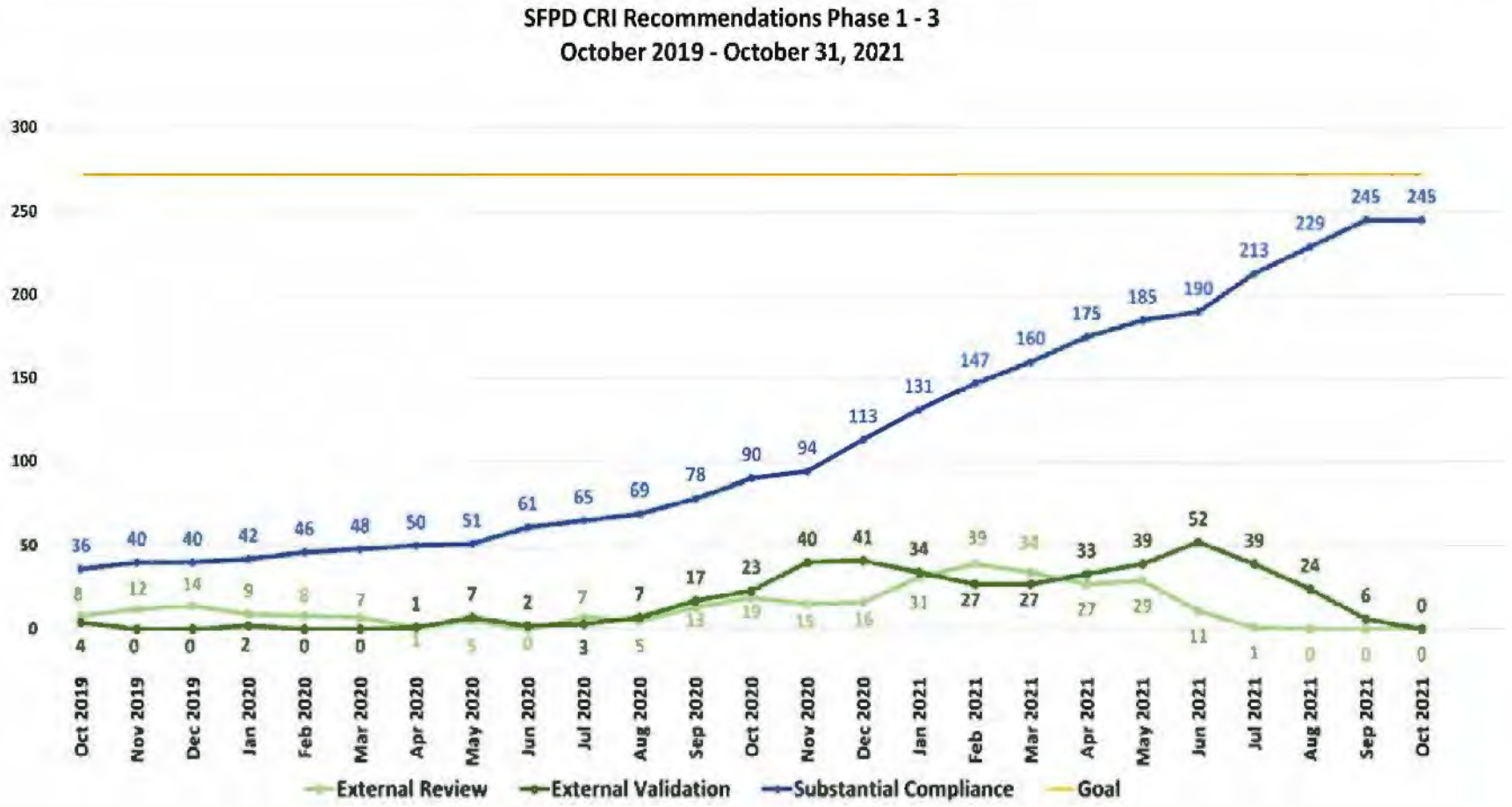
March 14, 2023

COLLABORATIVE REFORM INITIATIVE STATUS BY CATEGORY

CA Department of Justice CRI Phase 1-3 Results

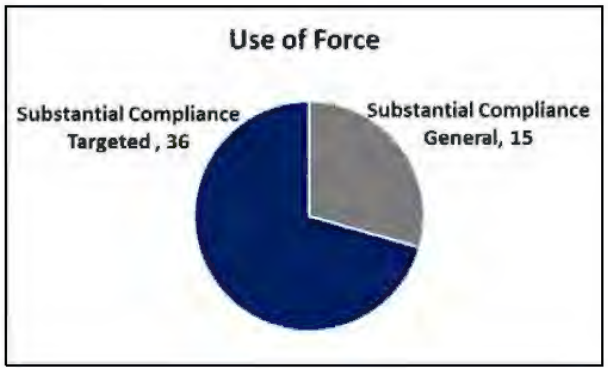
Category	Recommendations	Substantially Completed	In Progress
Use of Force	58	51	7
Bias	54	47	7
Community Policing	60	54	6
Accountability	68	61	7
Recruitment, Hiring & Personnel Practices	32	32	0
Total	**272**	**245**	**27**

SFPD CRI RECOMMENDATIONS
PHASE 1 - 3
OCTOBER 2019 – OCTOBER 31, 2021

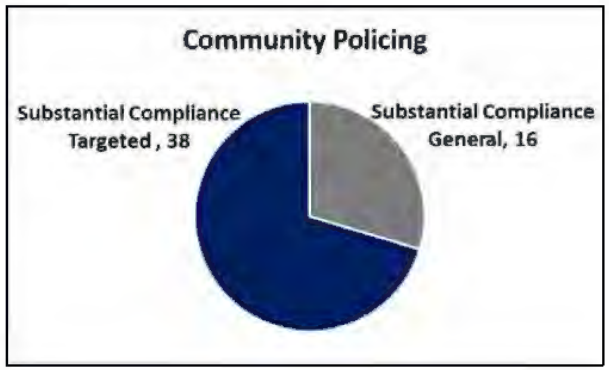


CRI REFORM SUSTAINABILITY

CRI REFORM SUSTAINABILITY BY OBJECTIVE









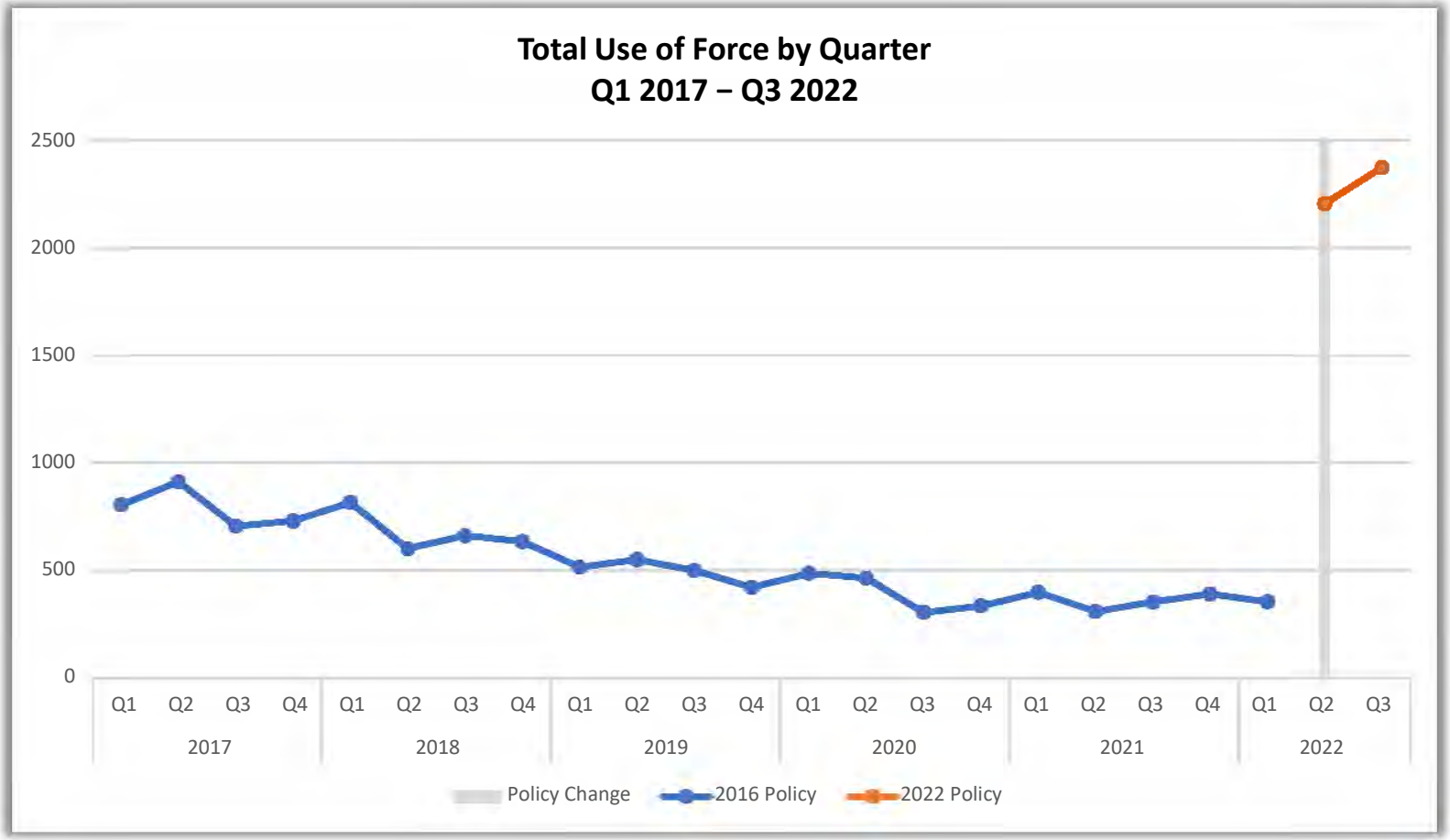


Of the 245 recommendations in substantial compliance, 170 require “targeted” Review.

USE OF FORCE

- Use of Force Data Collection
  - Electronic Use of Force Form
  - Quarterly Activity & Data Report (QADR)
- Updated Use of Force policy (DGO 5.01)
- Field Tactics and Force Options continued review of Use of Force incidents
- Quarterly Use of Force audits by the Early Interventions System
- Entered contract for new records management system
- Required Crisis Intervention training for all newly promoted members.
  - Required distribution of Crisis Intervention Trained Officers across all shifts

USE OF FORCE



Data presented represents total use of force count under the 2016 and 2022 Policies.

BIAS FREE POLICING

- Quarterly audits by the Internal Affairs Division (IAD) of electronic devices, presented to the Police Commission
- Bi-annual Bias training audits to ensure continuous training updates
- Station Captains required to review quarterly reports of traffic stops and arrest data in their districts to review for trends and/or disparities.
- Budget negotiations with vendors for continued development of management tools
- Professional development opportunities to understand historical and deep-rooted trauma tied to the policing profession.
- Policy Development: Department General Order 9.07-*Curtailing Pre-text stops*



COMMUNITY POLICING

- Maintaining foot beat presence in community corridors.
- Healthy Streets Operations Center (HSOC) to align resources and support the Homeless Outreach Teams.
- Annual strategic plans on Community Policing Plans by all Department Captains.
- Development of Department General Order *3.09 – Department Awards,* which adds awards to recognize community policing and the guardian mindset.
- Youth incorporated into the working group towards development of Department General Order *7.01 – Policies and Procedures for Juveniles Detention, Arrest, and Custody.*
- Early drafts of the *Community Policing and Problem-Solving Manual & the Chief's Advisory Forum Manual* were shared with the Department of Police Accountability.
- Community collaboration recent examples include Mission & 21st/Capp and Tenderloin partnerships.

COMMUNITY POLICING

San Francisco Police Department

Get Service | Stay Safe | News | Community | Your SFPD | Contact Us

Related Links

Community Policing Strategic Plan

View our Community Policing Strategic Plan (PDF)

COMMUNITY POLICING STRATEGIC PLAN

Community Policing Annual Summary Report

View our Community Policing Annual Summary Report (PDF)

COMMUNITY POLICING ANNUAL REPORT

DOJ Recommendations

View Community Related DOJ Recommendation updates.

CRI 3: COMMUNITY POLICING



Community Policing Annual Plans

Updated for 2023

Annual Plans By Station

2023

- Bayview Station (PDF)
- Central Station (PDF)
- Ingleside Station (PDF)
- Mission Station (PDF)
- Northern Station (PDF)
- Park Station (PDF)
- Richmond Station (PDF)
- Southern Station (PDF)
- Taraval Station (PDF)
- Tenderloin Station (PDF)

ACCOUNTABILITY

- Bi-Annual training required between Internal Affairs Division (IAD) and the Department of Police Accountability
- Analyst position added to the Internal Affairs Division to assist with data collection and analysis.
- Contract enhancements for continued development of management tools
- Principled Policing Training required for all members
- All IAD members are trained quarterly in the Standard Operating Procedures
- Quarterly Audit of IAD and ISD case tracking sheets

RECRUITMENT, HIRING, AND PERSONNEL PRACTICES

- **Applicant Standards Improvements:** SFPD is improving the applicant process and creating alignment with other agencies to complete with police recruits by updating height & weight requirements and physical standards.
- **Community Engagement and Outreach:** SFPD's Recruitment Team attended and hosted 239 events in 2022. Many of these events were local San Francisco and national career fairs, job fairs, military bases, government, public safety, and law enforcement-specific recruiting events. School outreach and presentations were also conducted at high schools, colleges, universities, and law enforcement testing centers.
- **SFPD's recruitment team hosted "1-Day Testing Events:"** to conduct all 3 initial tests such as the Physical Ability Test (PAT), Oral Interview, and Written Test. These events reduce up to 3 months off the hiring process for those who pass the 3 tests (reduction from 6 months to 3 months
- **Department of Human Resources Partnership:** SFPD has engaged with DHR in Quarterly Hiring Meetings. The meetings are utilized to discuss issues that arise, problem solve, and collaborate regarding strategies to address potential disparities
- **Media and Marketing:** SFPD has implemented a robust and expansive advertisement campaign that includes advertising recruitment in social media, digital platforms, local newspapers, and magazines, local radio & television, and billboards and transportation ads at Muni buses, BART, and Bay Area Bus Routes. SFPD also launched a new SFPD Recruitment Website – January 2023 (Joinsfpd.com).
- **Women Centered Recruitment:** In October 2022, SFPD is formally participating in the 30 x 30 national campaign to increase women in policing hosted by the National Association of Women in Law Enforcement Executives and the New York University Policing Project. The initiatives' overall goal is to recruit 30% of women recruits by 2030.
- **Recruitment Evaluation**: SFPD and the Controller's Office are working closely to develop a recruitment performance metrics to measure and evaluate the success of current recruitment strategies.

REMAINING RECOMMENDATIONS FOR PHASE 3 PLUS

PROJECT PLANS

Tracking and Analyzing Arrests & Uses of Force

Project Plan # 1

- 20.1
- 20.2
- 20.3
- 20.4

Project Plan # 2

- 21.1
- 22.1

Community Policing Annual Plans & Advisory Forums

Project Plan #3

- 26.1
- 40.6
- 48.1
- 48.2

Data-Informed Personnel Development

Project Plan #4

- 28.1
- 28.4
- 28.5
- 30.3
- 30.4
- 35.3
- 68.1
- 79.1
- 79.2
- 79.3

Management Tools & discipline Metrics/Reporting

Project Plan #5

- 69.2
- 69.3

INDEPENDENT RECOMMENDATIONS

USE OF FORCE

1.1

1.1 – Currently underway. Qualitative Research Plan submitted and under PSPPU review

COMMUNITY POLICING

39.1

40.2

41.1

39.1 – Community Policing Strategic Plan
40.2 – Strategic Plan
41.1 – Community Policing Manual

ACCOUNTABILITY

55.2

55.2 - Internal Affairs reporting aggregate data regarding complaints against department members

IMPLEMENTATION NEEDS

PROJECT	PEOPLE	TECHNOLOGY/SERVICES
• Records Management System (collecting UOF and arrests data) *Project Plans: 1 & 2*	• Implementation personnel • Maintenance personnel *Project Plans: 1, 2, 4 & 5*	• Hardware; Infrastructure; Software as a Service (SaaS); implementation services *Project Plans: 1, 4, & 5*
• Analysis of UOF and arrests data *Project Plans: 1 & 2*	• Analysts – reporting; data interpretation *Project Plans: 1, 2, 4, & 5*	• Training for analytical personnel handling new, larger data sets *Project Plans: 4 & 5*
• Data-informed personnel management (dashboard) *Project Plan: 4*	• Analysts – partnering with technology vendor to develop metrics *Project Plans: 1, 2, 4, & 5*	• Technology customization services *Project Plans: 1, 4, & 5*
• Discipline data and general data reporting *Project Plan: 5*	• Analysts – reporting; data interpretation *Project Plan 1, 2, 4, & 5*	• Training for analytical personnel handling new, larger data sets *Project Plans: 1, 4, & 5*

Personnel and technology are tied to Department budget needs.

THANK YOU.
ANY QUESTIONS?



2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	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: • 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	A/Lt. Gabe Rivera	Sgt. James Tacchini
1 - Use of Force	Doctrine/ Policy Development	2	**The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.** The SFPD has been involved in nine deadly use of force incidents during the time frame of review for this assessment, 2013–2015. All but one remains open, pending a decision by the district attorney on whether the officers' actions were lawful. It is unacceptable for officer-involved shooting investigations to remain open for years.	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.	Medium	Substantial Compliance	12/02/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	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.	Immediate	Substantial Compliance	01/30/19	Chief of Staff	Lt. Eric Altorfer	DC Michael Connolly & Rania Adwan
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	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.	Low	Substantial Compliance	05/28/20	Chief of Staff	Lt. Eric Altorfer	Rachael Kilshaw
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	Medium	Substantial Compliance	09/07/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Medium	Substantial Compliance	12/02/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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)).	Immediate	Substantial Compliance	12/02/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Immediate	Substantial Compliance	08/12/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	High	Substantial Compliance	01/30/19	Chief of Staff	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Leadership/ Management Culture	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	Immediate	Substantial Compliance	09/15/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Training	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	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.	Low	Substantial Compliance	01/07/21	Chief of Staff	Lt. Eric Altorfer	Sgt. John Crudo
1 - Use of Force	Training	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	Low	Substantial Compliance	04/23/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	Leadership/ Management Culture	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	High	Substantial Compliance	05/28/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	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.	Low	Substantial Compliance	07/26/21	Chief of Staff	Lt. Eric Altorfer	Sgt. John Crudo
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	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: • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response	Low	Substantial Compliance	02/02/21	Chief of Staff	Lt. Eric Altorfer	Lt. Mario Molina

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	IT/Data Business Processes	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	6.3	SFPD training records should be fully automated and training data easily accessible.	Low	Substantial Compliance	04/21/20	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Lt. Eric Altorfer	Cmdr. Peter Walsh
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.	Immediate	Substantial Compliance	01/29/19	Chief of Staff	Lt. Eric Altorfer	Lt. Jennifer Dorantes

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	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.	Immediate	Substantial Compliance	04/23/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	Leadership/ Management Culture	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	Immediate	Substantial Compliance	01/30/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Stacy Youngblood
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	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.	Medium	Substantial Compliance	09/07/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Low	Substantial Compliance	01/08/19	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Immediate	Substantial Compliance	09/15/19	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	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.	Immediate	Substantial Compliance	10/31/19	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	Low	Substantial Compliance	01/08/19	Chief of Staff	Lt. Eric Altorfer	Capt. Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, IAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	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.	High	Substantial Compliance	12/02/20	Chief of Staff	Lt. Eric Altorfer	Lt. Tony Damato
1 - Use of Force	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, IAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	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.	Immediate	Substantial Compliance	07/09/19	Chief of Staff	Lt. Eric Altorfer	Lt. William Braconi
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	Substantial Compliance	07/26/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Joe Minner

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Training	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	Substantial Compliance	02/02/21	Chief of Staff	Lt. Eric Altorfer	Capt. Michelle Jean
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Low	Substantial Compliance	07/26/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Joe Minner
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	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.	Medium	Substantial Compliance	03/09/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT trained officers remains an issue.	12.1	SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: • 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.	Low	Substantial Compliance	09/04/19	Chief of Staff	Lt. Eric Altorfer	Lt. Mario Molina

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.2	SFPD should ensure an appropriate distribution of CIT trained personnel across all shifts in all districts.	Low	Substantial Compliance	05/28/20	Chief of Staff	Lt. Eric Altorfer	Lt. Mario Molina
1 - Use of Force	Training	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	Low	Substantial Compliance	10/13/20	Chief of Staff	Lt. Eric Altorfer	Lt. Mario Molina
1 - Use of Force	Community Policing	13	**The SFPD engages with the community following an officer-involved shooting incident through a town hall meeting in the community where the event occurred.** The town hall meetings following an officer-involved shooting in the relevant neighborhood is a promising practice.	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.	Immediate	Substantial Compliance	07/22/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.1	The SFPD should develop an ongoing communication strategy for officer involved shootings.	High	Substantial Compliance	09/15/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	Immediate	Substantial Compliance	09/05/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	Immediate	Substantial Compliance	10/22/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	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.	Low	Substantial Compliance	09/09/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	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.	Low	Substantial Compliance	09/09/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Michael Andraychak
1 - Use of Force	Community Policing	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	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.	Low	Substantial Compliance	09/19/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Lynn Reilly
1 - Use of Force	Doctrine/ Policy Development	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	16.2	The City and County of San Francisco should strongly consider deploying ECWs.	Low	Substantial Compliance	08/27/19	Chief of Staff	Lt. Eric Altorfer	Capt. Carl Fabbri
1 - Use of Force	Doctrine/ Policy Development	17	**Currently, the SFPD authorizes personnel to use the carotid restraint technique.** This technique poses a significant risk in the community and is not a routinely adopted force option in many law enforcement agencies. Contemporary policing discussions regarding use of force suggest that police agencies should carefully weigh any perceived benefit of the use of carotid restraint against potential harm. It is challenging to maintain the appropriate leverage and placement in close-encounter struggles, thereby increasing the risk on an unintended, harmful outcome. The department's pending draft order on use of force would eliminate the use of the carotid restraint.	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	Immediate	Substantial Compliance	07/25/19	Chief of Staff	Lt. Eric Altorfer	Sgt. Darwin Naval

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	Medium	Substantial Compliance	04/23/19	Chief of Staff	Lt. Eric Altorfer	Capt. John Jaimerena
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.2	The SFPD should create an on-scene checklist for use of force incidents.	Medium	Substantial Compliance	07/27/21	Chief of Staff	Lt. Eric Altorfer	Lt. Michael Nevin
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	Medium	Substantial Compliance	07/27/21	Chief of Staff	Lt. Eric Altorfer	Lt. Michael Nevin
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	Immediate	Substantial Compliance	10/20/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	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.	Medium	Substantial Compliance	10/20/20	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	Immediate	Substantial Compliance	07/10/20	Chief of Staff	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	A/Lt. Gabe Rivera	Gordon Brussow, Manager

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project 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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Sgt. Stacy Youngblood
1 - Use of Force	Doctrine/ Policy Development	23	**The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	23.1	The SFPD should immediately implement this provision of the draft policy.	Immediate	Substantial Compliance	07/09/19	Chief of Staff	Lt. Eric Altorfer	Lt. Arline Gilmore

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
1 - Use of Force	Doctrine/ Policy Development	23	**The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	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 · 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.	Medium	Substantial Compliance	01/07/21	Chief of Staff	Lt. Eric Altorfer	Sgt. Graig Wells
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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).	Immediate	Substantial Compliance	09/04/19	Special Operations	Sgt. Chandra Medina	Cmdr. Peter Walsh
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	High	Substantial Compliance	09/04/19	Special Operations	Sgt. Chandra Medina	Cmdr. Peter Walsh & Rania Adwan
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	09/04/19	special Operations	Sgt. Chandra Medina	Cmdr. Peter Walsh
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	01/08/19	Special Operations	Sgt. Chandra Medina	Lt. Arline Gilmore, Christine Fountain & Sgt. Michael Andraychak

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	08/18/20	Special Operations	Sgt. Chandra Medina	Sgt. Chandra Medina
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	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.	Immediate	Substantial Compliance	09/09/20	Special Operations	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	Doctrine/ Policy Development	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	Immediate	Substantial Compliance	08/31/20	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	Training	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	High	Substantial Compliance	08/05/21	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	Training	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to · 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.	High	Substantial Compliance	08/05/21	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins & Phillip Lohaus
2 - Bias	Doctrine/ Policy Development	25	**The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.**	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.	Immediate	Substantial Compliance	08/05/21	Special Operations	Sgt. Chandra Medina	Phil Lohaus

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Phil Lohaus
2 - Bias	Doctrine/ Policy Development	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Immediate	Substantial Compliance	12/14/20	Special Operations	Sgt. Chandra Medina	Ofc. Lauren Nelson
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Immediate	Substantial Compliance	12/02/20	Special Operations	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Low	Substantial Compliance	08/31/20	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins & Phillip Lohaus
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Medium	Substantial Compliance	07/01/21	Special Operations	Sgt. Chandra Medina	Ofc. Al Duarte
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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: · 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	Immediate	Substantial Compliance	07/01/21	Special Operations	Sgt. Chandra Medina	Lt. Wilfred Williams & Ofc. Al Duarte
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Low	Substantial Compliance	07/01/21	Special Operations	Sgt. Chandra Medina	Lt. Wilfred Williams & Ofc. Al Duarte

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Leadership/ Management Culture	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Medium	Substantial Compliance	07/26/21	Special Operations	Sgt. Chandra Medina	Sgt. Meghan McMilton
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	Low	Substantial Compliance	03/15/21	Special Operations	Sgt. Chandra Medina	Lt. Bernadette Robinson
2 - Bias	IT/Data Business Processes	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	Low	Substantial Compliance	07/26/21	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	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.	High	Substantial Compliance	04/02/21	Special Operations	Sgt. Chandra Medina	Sgt. Chandra Medina

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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 · 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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Rachael Kilshaw
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	Immediate	Substantial Compliance	08/12/21	Special Operations	Sgt. Chandra Medina	Sgt. Rich Cibotti
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	Immediate	Substantial Compliance	03/15/21	Special Operations	Sgt. Chandra Medina	Captain Jack Hart
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	Immediate	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	Immediate	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	Immediate	Substantial Compliance	12/02/20	Special Operations	Sgt. Chandra Medina	Ofc. Lauren Nelson
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	Immediate	Substantial Compliance	01/07/21	Special Operations	Sgt. Chandra Medina	Lt. Chris Canning
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	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.	Medium	Substantial Compliance	09/14/21	Special Operations	Sgt. Chandra Medina	Lt. Andrew Cox
2 - Bias	Training	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: · 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	High	Substantial Compliance	09/13/21	Special Operations	Sgt. Chandra Medina	Lt. Andrew Cox

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	High	Substantial Compliance	09/13/21	Special Operations	Sgt. Chandra Medina	Lt. Andrew Cox
2 - Bias	Community Policing	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	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.	Medium	Substantial Compliance	09/09/20	Special Operations	Sgt. Chandra Medina	Rachael Kilshaw
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	High	Substantial Compliance	09/07/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	Substantial Compliance	09/07/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	High	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	Training	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Medium	Substantial Compliance	09/27/21	Special Operations	Sgt. Chandra Medina	Ofc. Mike Petuya

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	Substantial Compliance	02/02/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	31	**African-American and Hispanic drivers were disproportionately searched and arrested compared to White drivers. In addition, African-American drivers were more likely to be warned and less likely to be ticketed than White drivers.** The racial disparity in traffic stops and post-stop outcomes appears to be large and statistically significant.	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.	Immediate	Substantial Compliance	09/07/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.1	As stated in finding 31, the SFPD should complete recommendations 31.1.	Immediate	Substantial Compliance	09/07/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	Training	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	Medium	Substantial Compliance	09/13/21	Special Operations	Sgt. Chandra Medina	Lt. Sean Perdomo
2 - Bias	IT/Data Business Processes	33	**The current E-585 traffic stop incident report does not collect sufficient or appropriate information to allow for a robust analysis of possible bias by SFPD officers.**	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	Low	Substantial Compliance	02/02/21	Special Operations	Sgt. Chandra Medina	Sgt. Chandra Medina
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.	Medium	Substantial Compliance	01/29/21	Special Operations	Sgt. Chandra Medina	William Sanson-Mosier, Acting Director & Dandy Wong
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	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.	Immediate	Substantial Compliance	01/29/21	Special Operations	Sgt. Chandra Medina	William Sanson-Mosier, Acting Director & Dandy Wong
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	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.	Immediate	Substantial Compliance	01/08/19	Special Operations	Sgt. Chandra Medina	Susan Merritt, Director
2 - Bias	Doctrine/ Policy Development	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Low	Substantial Compliance	04/02/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Low	Substantial Compliance	01/06/21	Special Operations	Sgt. Chandra Medina	Ofc. Kathryn Winters
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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	Immediate	Substantial Compliance	09/15/19	Special Operations	Sgt. Chandra Medina	Lt. Paris Deshong
2 - Bias	IT/Data Business Processes	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	Medium	Substantial Compliance	04/05/21	Special Operations	Sgt. Chandra Medina	Sgt. Leonard Poggio
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	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.	Medium	Substantial Compliance	05/26/21	Special Operations	Sgt. Chandra Medina	Lt. Wilfred Williams
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	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.	Immediate	Substantial Compliance	05/28/21	Special Operations	Sgt. Chandra Medina	Phil Lohaus

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	Doctrine/ Policy Development	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	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.	High	Substantial Compliance	07/28/21	special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins
2 - Bias	IT/Data Business Processes	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	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.	Low	Substantial Compliance	07/28/21	Special Operations	Sgt. Chandra Medina	Cmdr. Teresa Ewins
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	High	Substantial Compliance	12/07/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	Immediate	Substantial Compliance	05/11/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Troy Dangerfield & Sgt. Kin Lee
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	High	Substantial Compliance	01/07/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
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	A/Lt. Gabe Rivera	Jason Cunningham, Program Manager
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.**	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	Medium	Substantial Compliance	07/26/21	Community Engagement Division	Sgt. Ryan Crockett	Jason Cunningham, Program Manager
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.**	39.3	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.	Immediate	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Jason Cunningham, Program Manager
3 - Community Policing	Training	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.**	39.4	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.	Medium	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	IT/Data Business Processes	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.**	39.5	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.6	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.	High	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.7	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.	High	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.8	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	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.**	39.9	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.	Low	Substantial Compliance	06/02/20	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	Community Policing	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.	40.1	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.	Medium	Substantial Compliance	01/27/20	Community Engagement Division	Sgt. Ryan Crockett	Cmdr. David Lazar, Lt. Julian Ng & Lt. Georgia Sawyer

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project 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: · 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	A/Lt. Gabe Rivera	Jason Cunningham, Program Manager
3 - Community Policing	Community Policing	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.	40.3	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.	High	Substantial Compliance	08/18/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Angela Wilhelm
3 - Community Policing	Community Policing	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.	40.4	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.	High	Substantial Compliance	03/10/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Pete Hamilton
3 - Community Policing	IT/Data Business Processes	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.	40.5	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.	Low	Substantial Compliance	02/22/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project 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.	40.6	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.	Immediate	In Progress		Community Engagement Division	A/Lt. Gabe Rivera	Cmdr. Denise Flaherty
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.	40.7	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Wayman Young
3 - Community Policing	Community Policing	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.	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	Low	Substantial Compliance	07/27/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Jennifer Jackson
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	A/Lt. Gabe Rivera	Lt. Raymond Cruz
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.	41.2	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.	Medium	Substantial Compliance	12/02/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Chris DelGandio

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Medium	Substantial Compliance	07/27/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Medium	Substantial Compliance	02/01/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jason Cherniss
3 - Community Policing	Leadership/ Management Culture	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	Medium	Substantial Compliance	06/21/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Tim Falvey

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	IT/Data Business Processes	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Angela Wilhelm
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Medium	Substantial Compliance	10/23/19	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Kin Lee
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Medium	Substantial Compliance	12/09/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Kin Lee & Sgt. Laxman Dharmani
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Low	Substantial Compliance	12/02/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Kin Lee
3 - Community Policing	Community Policing	43	**The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	High	Substantial Compliance	07/28/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Medium	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	Deputy Chief David Lazar
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Immediate	Substantial Compliance	01/27/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Immediate	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Michael Andraychak
3 - Community Policing	Doctrine/ Policy Development	44	**The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Medium	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Carl Fabbri
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	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.	Low	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Torrie Grady
3 - Community Policing	Training	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	David Stevenson, Director & Sgt. Michael Andraychak
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.	Low	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Gavin McEachern
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Chris Wilhelm
3 - Community Policing	Doctrine/ Policy Development	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	Substantial Compliance	07/23/21	Community Engagement Division	Sgt. Ryan Crockett	Cmdr. Teresa Ewins
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Chris Wilhelm

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.5	The SFPD should publish and post any community survey results.	Low	Substantial Compliance	02/17/21	Community Engagement Division	Sgt. Ryan Crockett	William Sanson-Mosier, Acting Director
3 - Community Policing	IT/Data Business Processes	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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).	Low	Substantial Compliance	06/21/21	Community Engagement Division	Sgt. Ryan Crockett	Catherine McGuire, Executive Director
3 - Community Policing	IT/Data Business Processes	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	David Stevenson, Director & Sgt. Michael Andraychak
3 - Community Policing	Community Policing	47	**The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Low	Substantial Compliance	03/16/21	Community Engagement Division	Sgt. Ryan Crockett	David Stevenson, Director
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	A/Lt. Gabe Rivera	Sgt. Torrie Grady
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	A/Lt. Gabe Rivera	Sgt. Torrie Grady
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	Low	Substantial Compliance	01/07/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Mark Im
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Low	Substantial Compliance	04/08/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Mark Im

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Low	Substantial Compliance	02/01/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Doctrine/ Policy Development	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	Immediate	Substantial Compliance	08/18/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Jennifer Jackson
3 - Community Policing	Leadership/ Management Culture	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	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.	Immediate	Substantial Compliance	11/16/20	Community Engagement Division	Sgt. Ryan Crockett	Lt. Jennifer Jackson
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Medium	Substantial Compliance	01/05/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Medium	Substantial Compliance	05/19/21	Community Engagement Division	Sgt. Ryan Crockett	Capt. Jack Hart
3 - Community Policing	Doctrine/ Policy Development	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Joseph Mendiola
3 - Community Policing	Doctrine/ Policy Development	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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	Low	Substantial Compliance	10/13/20	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Angelique Marin
3 - Community Policing	IT/Data Business Processes	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Low	Substantial Compliance	05/11/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Wayman Young
3 - Community Policing	IT/Data Business Processes	53	**The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.**	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.	Low	Substantial Compliance	02/26/21	Community Engagement Division	Sgt. Ryan Crockett	Sgt. Davin Cole
3 - Community Policing	Leadership/ Management Culture	54	**The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Low	Substantial Compliance	07/08/20	Community Engagement Division	Sgt. Ryan Crockett	Rachael Kilshaw

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
3 - Community Policing	Leadership/ Management Culture	54	**The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Low	Substantial Compliance	05/19/21	Community Engagement Division	Sgt. Ryan Crockett	Lt. Sean Frost
4 - Accountability	Doctrine/ Policy Development	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.	55.1	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.	High	Substantial Compliance	08/13/21	Administration	Sgt. Frank Pereira	Sgt. Michael Andraychak
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	A/Lt. Gabe Rivera	Lt. Andrew Cox
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Medium	Substantial Compliance	10/23/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	10/10/19	Administration	Sgt. Frank Pereira	Capt. Nicholas Rainsford
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Capt. Robert Yick
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	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.	Low	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Capt. Robert Yick

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	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.	Low	Substantial Compliance	11/16/20	Administration	Sgt. Frank Pereira	Capt. Jack Hart
4 - Accountability	Leadership/ Management Culture	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	High	Substantial Compliance	10/10/19	Administration	Sgt. Frank Pereira	Lt. Jennifer Jackson
4 - Accountability	Training	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	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.	High	Substantial Compliance	01/05/21	Administration	Sgt. Frank Pereira	Lt. Michael Nevin
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.4	The SFPD should develop “next steps” and “know your rights” handouts for complainants who file complaints at department facilities.	High	Substantial Compliance	10/10/19	Administration	Sgt. Frank Pereira	Capt. Nicholas Rainsford
4 - Accountability	Doctrine/ Policy Development	58	**The SFPD does not have a tracking system for complaints received at a district station.**	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.	High	Substantial Compliance	05/21/21	Administration	Sgt. Frank Pereira	Lt. Andrew Cox
4 - Accountability	Doctrine/ Policy Development	59	**SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.**	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.	Immediate	Substantial Compliance	11/16/20	Administration	Sgt. Frank Pereira	Lt. Kathryn Waaland
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Medium	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Capt. Mark Cota
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Immediate	Substantial Compliance	02/12/20	Administration	Sgt. Frank Pereira	Lt. Andrew Cox
4 - Accountability	Leadership/ Management Culture	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	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.	Immediate	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Capt. Mark Cota

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	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.	Low	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	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.	Low	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	62	**Files stored with the SFPD's Internal Affairs Division are secured, but compelled statements are not isolated.** During the file reviews, the assessment team did not find any compelled statements isolated.	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.	Low	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	Medium	Substantial Compliance	04/21/20	Administration	Sgt. Frank Pereira	Lt. Andrew Cox

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	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.	Medium	Substantial Compliance	02/06/20	Administration	Sgt. Frank Pereira	Lt. Jennifer Jackson
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	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.	Medium	Substantial Compliance	12/17/20	Administration	Sgt. Frank Pereira	Capt. Chris Pedrini
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Immediate	Substantial Compliance	05/19/21	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	High	Substantial Compliance	11/16/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Leadership/ Management Culture	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Medium	Substantial Compliance	05/21/21	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Immediate	Substantial Compliance	05/19/21	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	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.	Medium	Substantial Compliance	12/09/20	Administration	Sgt. Frank Pereira	Lt. Angela Wilhelm & Sgt. Dianne Khuu
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	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.	Medium	Substantial Compliance	05/19/21	Administration	Ofc. Lauren Nelson	Lt. Andrew Cox

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	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.	Medium	Substantial Compliance	05/19/21	Administration	Ofc. Lauren Nelson	Lt. Andrew Cox
4 - Accountability	IT/Data Business Processes	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations	Medium	Substantial Compliance	10/23/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	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.	Immediate	Substantial Compliance	10/23/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	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.	Low	Substantial Compliance	10/23/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	Low	Substantial Compliance	06/21/21	Administration	Ofc. Lauren Nelson	Lt. Andrew Cox
4 - Accountability	IT/Data Business Processes	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	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.	Medium	Substantial Compliance	08/05/21	Administration	Ofc. Lauren Nelson	William Sanson-Mosier, Acting Director
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	A/Lt. Gabe Rivera	William Sanson-Mosier, Acting Director
4 - Accountability	Doctrine/ Policy Development	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.	68.2	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.	Immediate	Substantial Compliance	04/15/21	Administration	Sgt. Frank Pereira	Sgt. Henry Ha
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.	68.3	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.	Low	Substantial Compliance	08/13/21	Administration	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	69	**The SFPD does not consistently apply the principles of procedural justice.**	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.	Low	Substantial Compliance	09/03/21	Administration	Sgt. Frank Pereira	Cmdr. Denise Flaherty
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Phil Lohaus
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	07/01/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	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.	Low	Substantial Compliance	04/05/21	Administration	Sgt. Frank Pereira	Ofc. Walker Bardsley
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	Low	Substantial Compliance	04/05/21	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	Medium	Substantial Compliance	02/28/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	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.	Medium	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Medium	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	IT/Data Business Processes	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Medium	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	David Stevenson, Director
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	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.	Low	Substantial Compliance	10/23/19	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	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.	Medium	Substantial Compliance	02/19/21	Administration	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	Medium	Substantial Compliance	02/19/21	Administration	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	Doctrine/ Policy Development	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	Medium	Substantial Compliance	03/15/21	Administration	Sgt. Frank Pereira	Lt. Michael Nevin
4 - Accountability	Training	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	Low	Substantial Compliance	02/26/21	Administration	Sgt. Frank Pereira	Lt. Michael Nevin
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Low	Substantial Compliance	03/01/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Low	Substantial Compliance	02/06/20	Administration	Sgt. Frank Pereira	Sgt. Ryan Jones

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	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.	Immediate	Substantial Compliance	09/09/20	Administration	Sgt. Frank Pereira	Sgt. Joelle Harrell
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Medium	Substantial Compliance	09/09/20	Administration	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Medium	Substantial Compliance	09/09/20	Administration	Sgt. Frank Pereira	William Sanson-Mosier, Acting Director
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	Medium	Substantial Compliance	03/09/21	Administration	Sgt. Frank Pereira	Sgt. Henry Ha
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	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.	Immediate	Substantial Compliance	09/03/21	Administration	Ofc. Lauren Nelson	Catherine McGuire, Executive Director
4 - Accountability	Doctrine/ Policy Development	78	**The SFPD does not engage in any outside evaluations of its practices, data, or reporting.**	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.	Low	Substantial Compliance	07/29/20	Administration	Sgt. Frank Pereira	Jason Cunningham, Program Manager
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Lt. Robert Kobold

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	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.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Frank Pereira	A/Capt. Eric Altorfer/ Sgt. Frank Pereira
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	High	Substantial Compliance	03/10/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	Low	Substantial Compliance	03/10/21	Administration	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.3	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as · 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.	Low	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	82	**The SFPD does not fully engage its applicants throughout the hiring process**. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	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.	Medium	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	82	**The SFPD does not fully engage its applicants throughout the hiring process**. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	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.	Medium	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	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.	High	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	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.	Low	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	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.	Low	Substantial Compliance	12/02/20	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	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.	Low	Substantial Compliance	03/09/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Low	Substantial Compliance	09/10/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	High	Substantial Compliance	01/05/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Medium	Substantial Compliance	01/05/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	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.	Medium	Substantial Compliance	01/05/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	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.	Low	Substantial Compliance	04/12/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	Immediate	Substantial Compliance	04/12/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	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.	Medium	Substantial Compliance	04/09/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep & A/Lt. Lloyd Martin
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	Medium	Substantial Compliance	04/09/21	Administration	Sgt. Gabe Rivera	A/Lt. Lloyd Martin & Celeste Berg
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Medium	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Lt. Michael Nevin
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	Medium	Substantial Compliance	03/15/21	Administration	Sgt. Gabe Rivera	Lt. Michael Nevin & Lt. Mark Im
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Medium	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Lt. Michael Nevin
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	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.	Immediate	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	Sgt. Christina Serrano

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	89	**The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement**. The SFPD is to be commended for its diversity in overall staffing.	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 · 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.	Medium	Substantial Compliance	09/10/21	Administration	Sgt. Gabe Rivera	Cmdr. Steve Ford
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	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.	Low	Substantial Compliance	01/11/21	Administration	Sgt. Gabe Rivera	Lt. Nicole Jones
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	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.	Medium	Substantial Compliance	09/10/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	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.	Low	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	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.	Medium	Substantial Compliance	08/05/21	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	High	Substantial Compliance	07/10/20	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.2	The SFPD needs to require this assessment report as reading for all promotions.	High	Substantial Compliance	05/18/20	Administration	Sgt. Gabe Rivera	Capt. Paul Yep
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	93	**The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.**	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 · 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.	Low	Substantial Compliance	08/12/21	Administration	Sgt. Gabe Rivera	Sgt. Cristina Franco

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	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.	Low	Substantial Compliance	05/28/20	Administration	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	High	Substantial Compliance	05/28/20	Administration	Sgt. Gabe Rivera	Lt. Nicole Jones & Celeste Berg

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	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: • 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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Sgt. Stacy Youngblood

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
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	A/Lt. Gabe Rivera	Sgt. Stacy Youngblood
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Phil Lohaus
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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 · 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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Rachael Kilshaw
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	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.	Immediate	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	Immediate	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	Low	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	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.	High	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	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.	Medium	In Progress		Special Operations	A/Lt. Gabe Rivera	Ofc. Mike Petuya
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	A/Lt. Gabe Rivera	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: · 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	A/Lt. Gabe Rivera	Jason Cunningham, Program Manager

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project 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.	40.6	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.	Immediate	In Progress		Community Engagement Division	A/Lt. Gabe Rivera	Cmdr. Denise Flaherty
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Sgt. Torrie Grady
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	A/Lt. Gabe Rivera	Sgt. Torrie Grady
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	William Sanson-Mosier, Acting Director
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Phil Lohaus

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 3/10/23

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Substantial Compliance Date	Bureau	Findings Manager	Project Manager
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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	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	A/Lt. Gabe Rivera	Lt. Robert Kobold



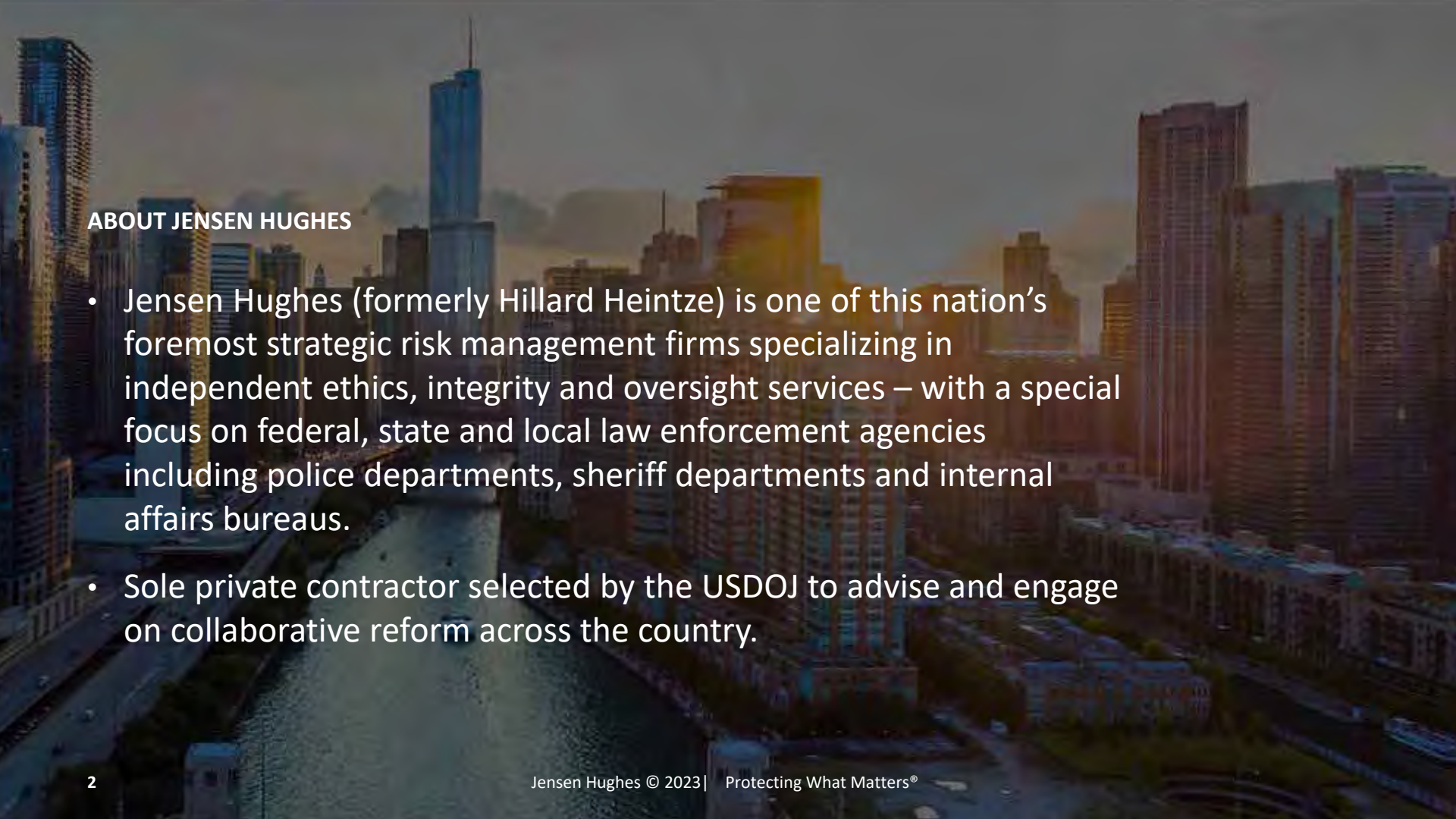
PRESENTATION TO THE BOARD OF SUPERVISORS

Collaborative Reform in San Francisco

The Path to Sustainability

October 2, 2023

JENSEN HUGHES

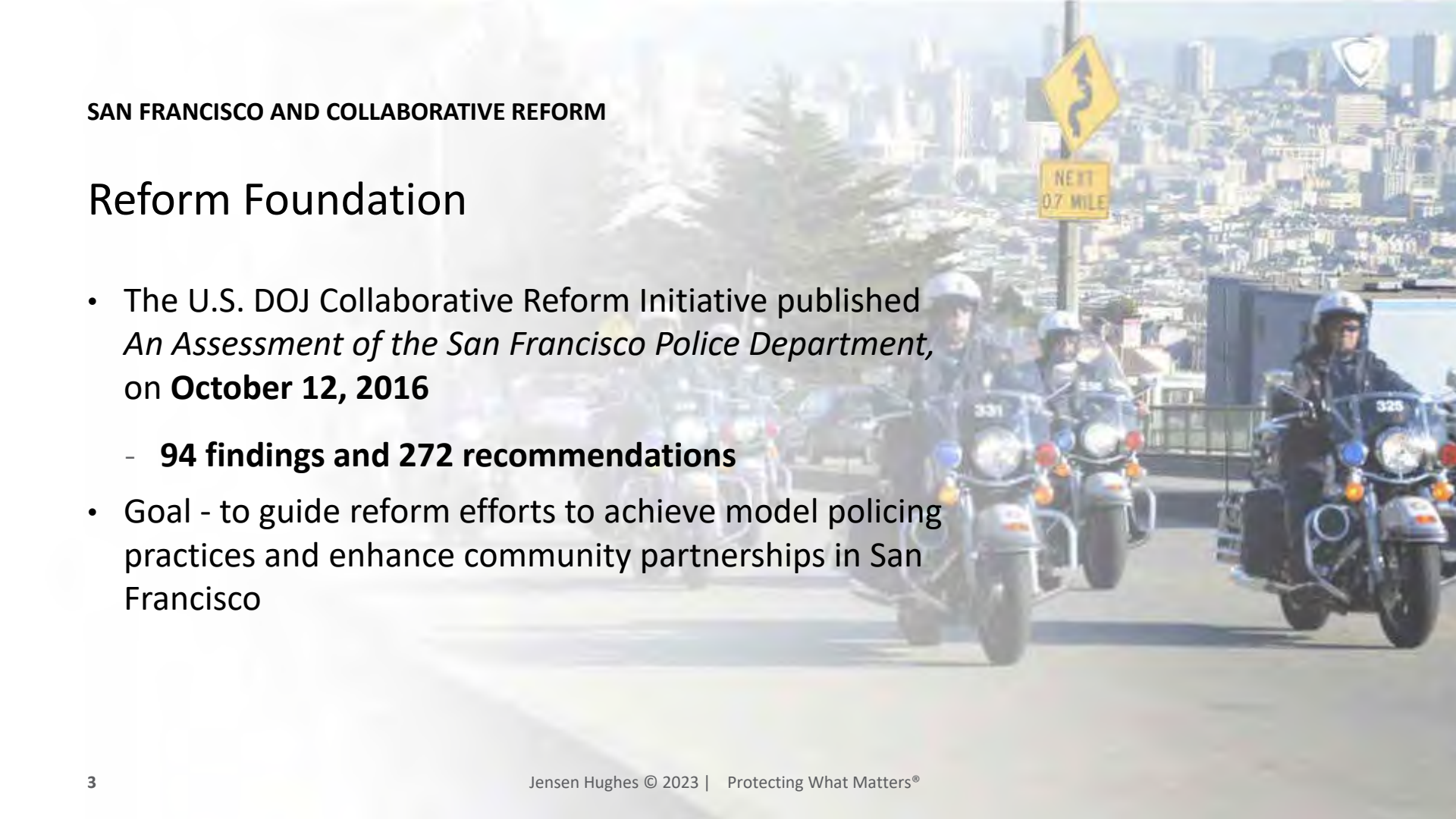


ABOUT JENSEN HUGHES

- 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.

Jensen Hughes © 2023| Protecting What Matters®

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

Jensen Hughes © 2023 | Protecting What Matters®

SAN FRANCISCO AND COLLABORATIVE REFORM

Strategic Reform Initiatives:

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



Jensen Hughes © 2023 | Protecting What Matters®

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



Jensen Hughes © 2023 | Protecting What Matters®

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



Jensen Hughes © 2023 | Protecting What Matters®



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)



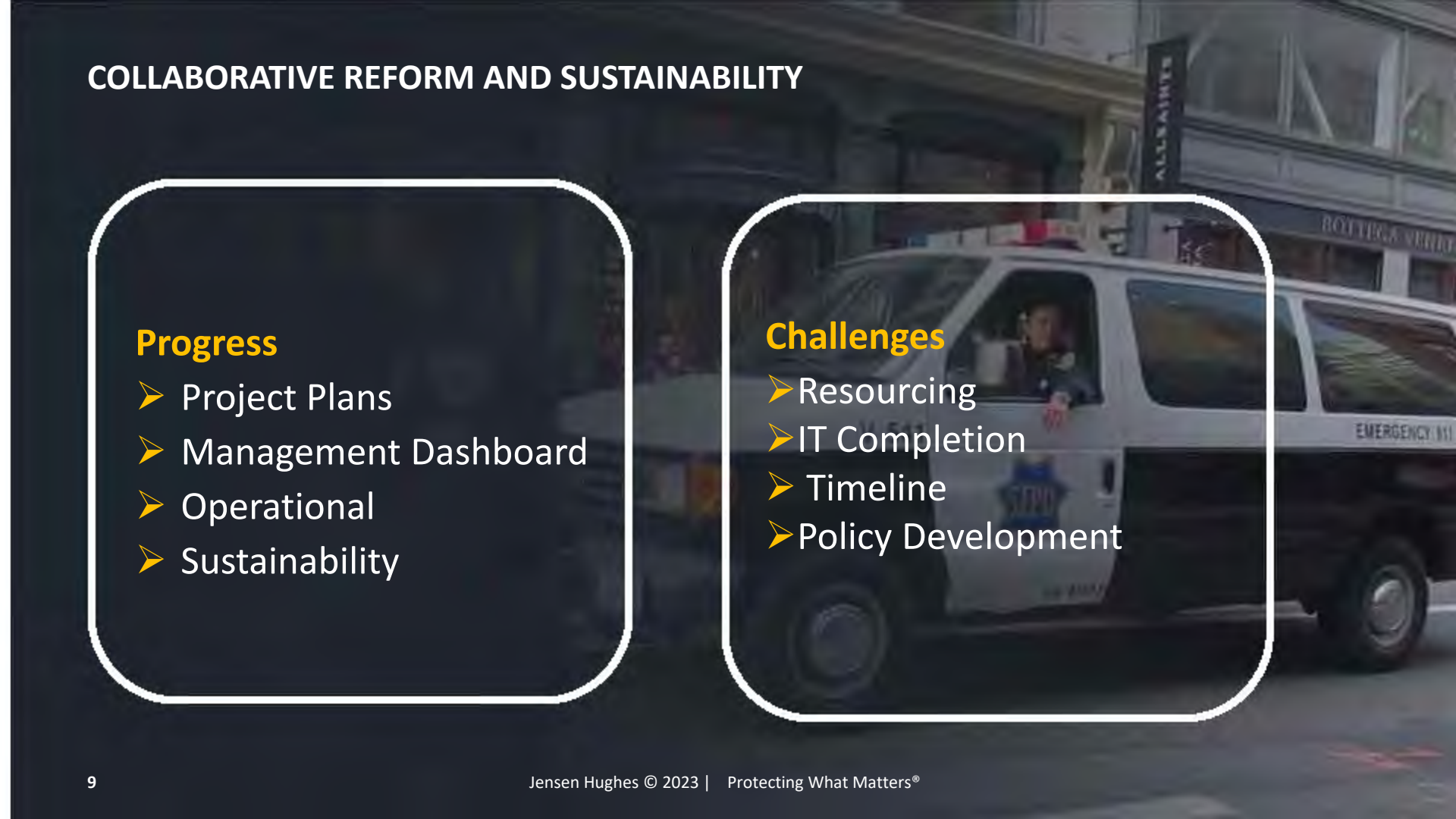
Project Plan 3 – *Community Policing and Management Dashboard*

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

Jensen Hughes © 2023 | Protecting What Matters®



SAN FRANCISCO AND COLLABORATIVE REFORM

San Francisco Distinction

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

Jensen Hughes © 2023 | Protecting What Matters®

QUESTIONS?

JENSEN HUGHES

Debra Kirby, JD MA
Global Service Line Leader
debra.kirby@jensenhughes.com

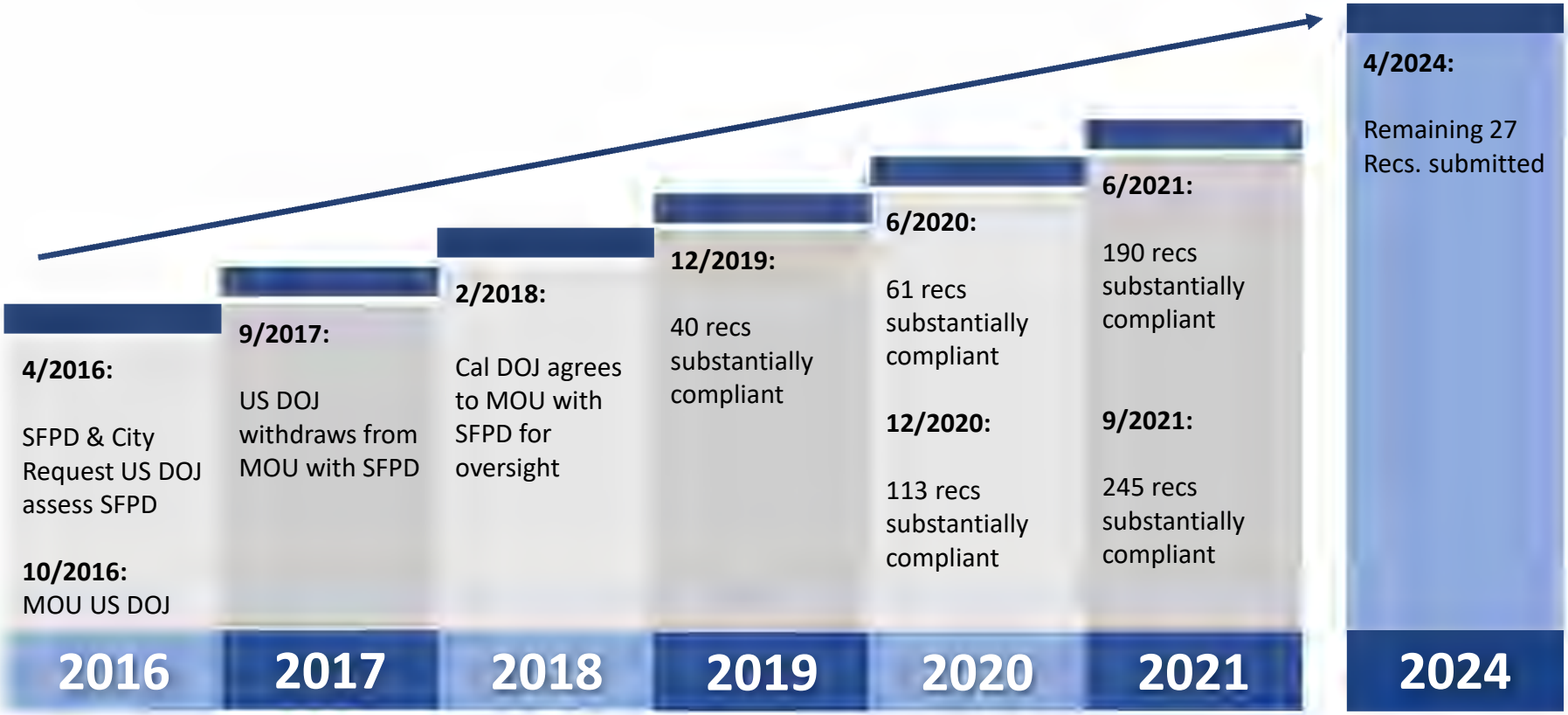
COLLABORATIVE REFORM INITIATIVE

STATUS UPDATE

SAN FRANCISCO POLICE DEPARTMENT
CITY & COUNTY OF SAN FRANCISCO

July 16, 2024

TRANSFORMING POLICING



TRANSFORMING POLICING

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.

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

COLLABORATIVE PARTNERSHIP

Main Partners	Supporting Partners
▪ SFPD ▪ Jensen Hughes ▪ DPA ▪ Police Commission ▪ California DOJ ▪ US DOJ	▪ 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



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	61	3	4	0
Bias	54	47	6	1	0
Community Policing	60	54	0	6	0
Recruitment, Hiring & Personnel	32	32	0	0	0
Use of Force	58	51	6	1	0
Total	**272**	**245**	**15**	**12**	**0**

All 272 recommendations have been submitted

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.

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.

Technology and Budget Prioritization:

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

Annual Community Policing Plan:

- Instituted an annual plan with policy mandates for data collection, feedback, and tracking community engagement activities.



ACCOUNTABILITY HIGHLIGHTS

SFPD Strategic Plan, 1.0:

- Comprehensive strategic plan guiding department initiatives.

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.

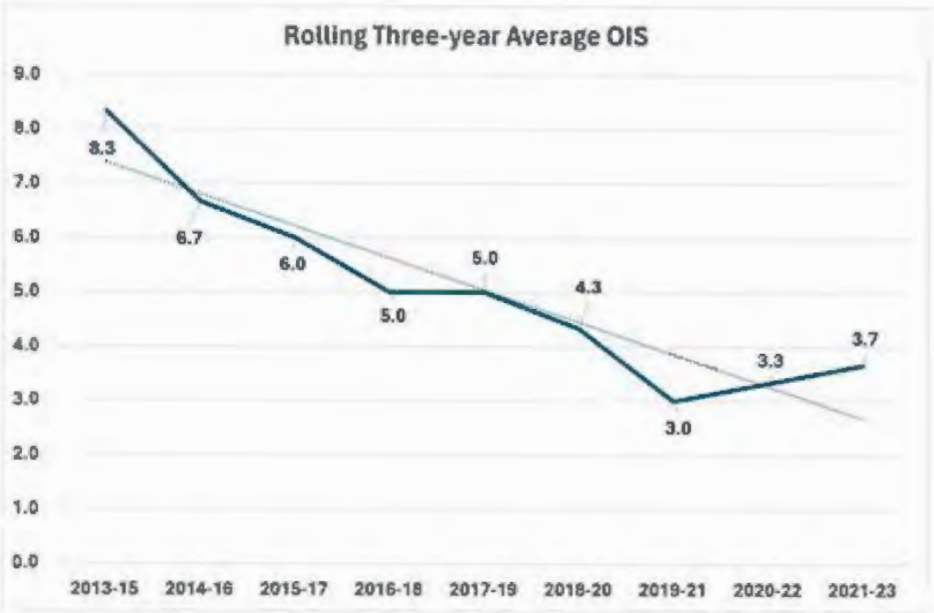
RECRUITMENT, HIRING, PERSONNEL PRACTICES HIGHLIGHTS

- Collaboration with Department of Human Resources
- SFPD can now identify hiring and promotional trends relating to demographics
- Decreased failure rate at the police academy
- 21st 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





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.

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**: Professional Standards and Policing Unit ongoing tracking of recommendations from Jensen & Hughes and CA DOJ Final Report.

Questions?



CRI UPDATE

Project Management Plans

USE OF FORCE	COMMUNITY POLICING	MANAGEMENT DASHBOARD	ACCOUNTABILITY
Project Plan # 1	Project Plan # 3	Project Plan # 4	Project Plan # 5
20.1	26.1	28.1	69.2
20.2	48.1	28.4	69.3
20.3	48.2	28.5	
Project Plan # 2		30.3	
20.4		30.4	
21.1		35.3	
22.1		79.1	
		79.2	
		79.3	

Independent Recommendations

USE OF FORCE	COMMUNITY POLICING		ACCOUNTABILITY
1.1	39.1	40.6	55.2
	40.2	41.1	68.1

CRI PROJECT PLANS

PROJECTS	OBJECTIVE
Use of Force Data Collection & Tracking	• Records Management System (RMS) • Arrest and use of force data collection & comparison • Use of Force data analysis
Community Policing Advisory Forums	• Re-establish Chief's Community Advisory Forum in line with best practices
Management Dashboard	• Performance Evaluations • Supervisorial resources to inform coaching and development of personnel, including data showing outcomes by demographics
Accountability	• Internal procedural justice • Discipline Review Board • Internal Affairs Quarterly Tracking Report • Integrate the Office of Equity and Inclusion (OEI)

USE OF FORCE DATA COLLECTION & TRACKING

Six Recommendations

Project Plan#1: 20.1 / 20.2 / 20.3 **Project Plan#2: 20.4 / 21.1 / 22.1**

CRI Objectives

- Electronic collection of use of force and arrest data
- Quarterly audits of this data
- Coordinate with research partner (Center for Policing Equity, DPA, City Controller's Office)
- Collect / Analyze arrest data to identify patterns and trends
- Improve use of force and arrest data collection

Achieved Through

- Electronic collection of data integrated into records management system
- Analysis of arrest data
- Collection of additional data points through newest policy
- Analysis of new UOF data

Impact

- Update training to improve use of force outcomes
- Improved data quality to support scientific analysis
- Reduction in pointing of firearms through CMCR training

COMMUNITY POLICING & COMMUNITY ADVISORY FORUMS

Three Recommendations

Project Plan #3: 26.1 / 48.1 / 48.2

CRI Objectives

- Reinvigorate Chief's Community Advisory Forums (CCPAF)
- Ensure marginalized communities are part of CCPAF and all other Community Police Advisory Groups
- Allow diverse communities to engage in problem solving for issues affecting their groups and have input into SFPD policies and tracking on issues raised

Achieved Through

- Transparent public application process for CCPAF membership with outreach to all community groups
- Regular quarterly CCPAF meetings have occurred since November and are scheduled through the remainder of 2024
- CCPAF feedback is collected through pre and post meeting surveys
- An SFPD Policy discussion is included on every agenda
- Tracking of feedback is occurring in the CED electronic platform

Impact

- CCPAF was re-established and includes a diverse membership from marginalized communities
- CCPAF members are engaged in problem solving for their communities and are addressing challenges to improve safety for residents, visitors, and communities across the city.
- CCPAF members are providing meaningful input on policies and programs as demonstrated in agendas & surveys already received
- Regular feedback in CED electronic platform will inform the 2024 Annual Report

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

ACCOUNTABILITY

Two Recommendations

Project Plan #5: 69.2 / 69.3

CRI Objectives

- Establish committee to identify data to examine fair and impartial discipline
- Ensure committee examines the discipline data quarterly to identify trends or potential biases in discipline outcomes imposed on Officers.

Achieved Through

- Utilize Discipline Review Board (DRB) as committee
- Adding the Office of Equity & Inclusion (OEI) unit as oversite component
- Establishing methodology that guides OIE Unit
- OEI to collaborate with SFPD Internal Affairs analyst to identify metrics, capture data.
- Generate quarterly report surrounding discipline outcomes and any identified potential bias from those outcomes
- OEI presents findings to DRB quarterly with corrective recommendations

Impact

- Internal Affairs given more resources
- Internal procedural Justice is emphasized
- More efficient internal affairs investigations to ensure compliance with existing laws

SEVEN INDEPENDENT RECOMMENDATIONS

PROJECT	OBJECTIVE	IMPACT
Accountability (Rec. 55.2)	Develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.	• Increased transparency • Internal and external publication of Internal Affairs complaints • Inclusion of employee demographics
Community Policing (Rec. 39.1 & 40.2)	Utilize strategy 1.0 as a foundation for all department-wide strategic planning efforts	• Increased collaboration with community and city agencies • Used as the framework for multiple dept strategic plans
Community Policing (Rec. 40.6)	Establish external review committees and meetings in alignment with DGO 1.08 (Community Policing)	• Established review and development process for community policing practices • Captain level peer-to-peer training • Inclusion of 21st Century Policing discussions in all Captain's Annual Plans

SEVEN INDEPENDENT RECOMMENDATIONS

(cont.)

PROJECT	OBJECTIVE	IMPACT
Community Policing Rec. 41.1	Update Community Policing & Problem-Solving manual based on best practices	• Manual now in-line with best practices, strategy 1.0, 21st Century Policing philosophy, and Principles of Procedural Justice
Use of Force Rec. 1.1	• Review and understand the reasons for the disparate use of deadly force. • Evaluation of updated policies based on recommendations from external entities review of department operations.	• Increased transparency through QADR report • Elevated scenario-based training throughout the department • Policy change-higher threshold for officers to draw firearms
Accountability Rec. 68.1	• Improved technological Capacity • Easily accessible format • Provide management with real-time information	• 99% of department reporting now automated • Used to take 2 weeks and 4 analysts for 1 report • Now 50 reports can be generated in minutes

COLLABORATIVE REFORM INITIATIVE

STATUS UPDATE

SAN FRANCISCO POLICE DEPARTMENT
CITY & COUNTY OF SAN FRANCISCO

May 6th, 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.

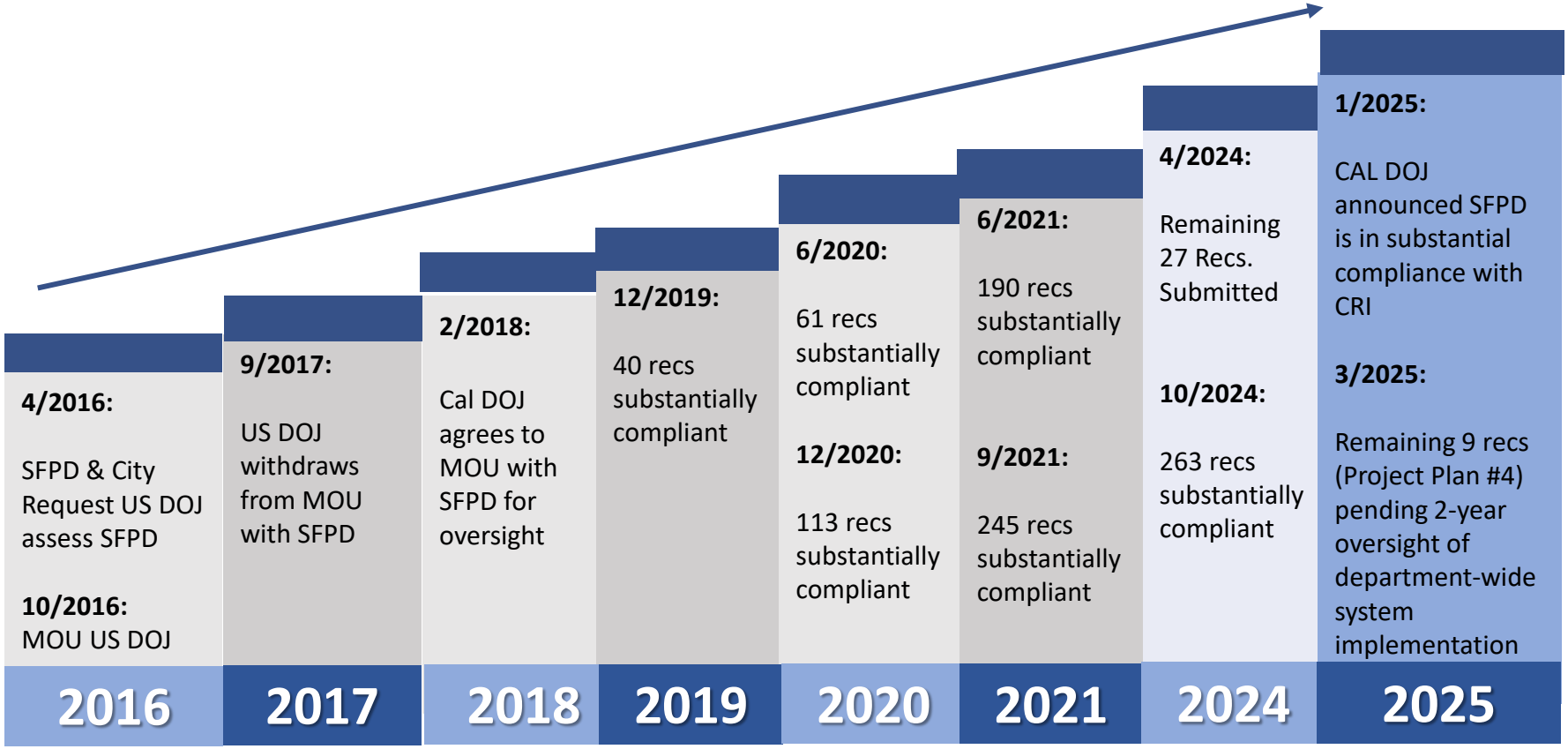
In January 2025, the California Department of Justice announced that the SFPD was in substantial compliance with its Collaborative Reform Initiative agreement with the state.

COLLABORATIVE PARTNERSHIP

Main Partners	Supporting Partners
▪ SFPD ▪ Jensen Hughes ▪ DPA ▪ Police Commission ▪ California DOJ ▪ US DOJ	▪ 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
Total	**272**	**263**	**0**	**0**	**9**

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.

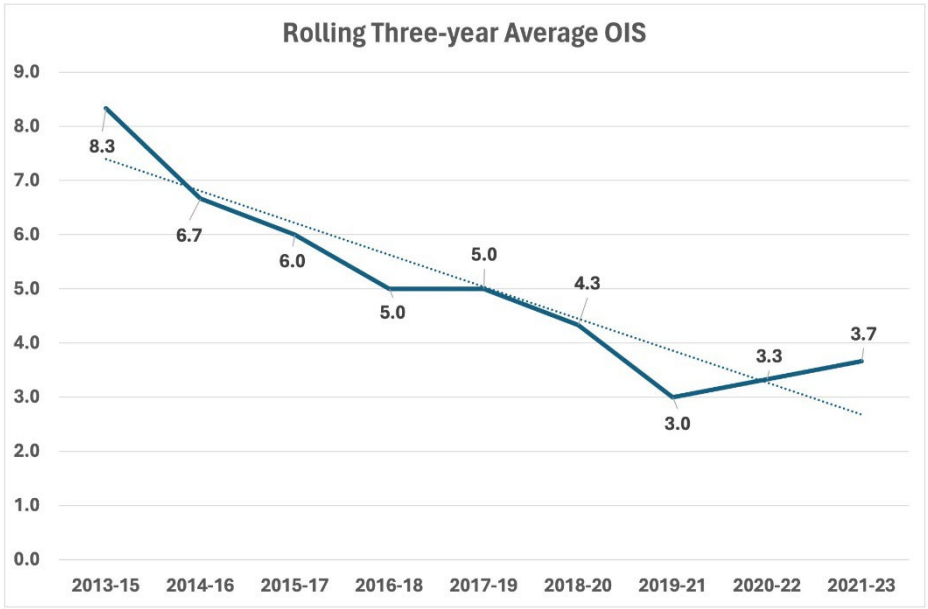
RECRUITMENT, HIRING, PERSONNEL PRACTICES HIGHLIGHTS

- 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.
- 21st 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 that the rate of force involving all other races.

SFPD_CollaborativeReformIntiativeFinalReport_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 conducts 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?



From:	Board of Supervisors, (BOS)
To:	BOS-Supervisors
Cc:	Calvillo, Angela (BOS); Mchugh, Eileen (BOS); Somera, Alisa (BOS); Ng, Wilson (BOS); Laxamana, Junko (BOS); BOS Legislation, (BOS)
Subject:	FW: SFPD"s persistently extreme racial enforcement disparities - Item #30, Meeting of March 22, 2022 (file #200777)
Date:	Wednesday, March 30, 2022 12:50:51 PM

Hello,

Please see below for communication from John Crew regarding File No. 200777.

File No. 200777 – Hearing – Committee of the Whole – Update on Findings and Recommendations Regarding Law Enforcement Practices.

Sincerely,

Joe Adkins
Office of the Clerk of the Board
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102
Phone: (415) 554-5184 | Fax: (415) 554-5163
board.of.supervisors@sfgov.org | www.sfbos.org

From: John Crew <johnmikecrew@gmail.com>
Sent: Tuesday, March 22, 2022 12:59 PM
To: Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Mandelman, Rafael (BOS) <rafael.mandelman@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; MelgarStaff (BOS) <MelgarStaff@sfgov.org>; Preston, Dean (BOS) <dean.preston@sfgov.org>; ChanStaff (BOS) <ChanStaff@sfgov.org>; Mar, Gordon (BOS) <gordon.mar@sfgov.org>; Haney, Matt (BOS) <matt.haney@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>
Cc: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; SFPD, Chief (POL) <sfpdchief@sfgov.org>; Elias, Cindy (POL) <cindy.elias@sfgov.org>; Carter-Oberstone, Max (POL) <max.carter-oberstone@sfgov.org>; J.Gabriel Yanez <elxchui@gmail.com>; John Hamasaki <john@hamasakilaw.com>; James Byrne <jbyrne@byrne-law.net>; Henderson, Paul (DPA) <paul.henderson@sfgov.org>; SFPD, Commission (POL) <sfpd.commission@sfgov.org>; nancy.beninati@doj.ca.gov; Debra Kirby <debra.kirby@hillardheintze.com>
Subject: SFPD's persistently extreme racial enforcement disparities - Item #30, Meeting of March 22, 2022 (file #200777)

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Supervisors,

It is no mystery why the SFPD continues to produce some of the worst racial enforcement disparities -- in stops, searches, uses of force and arrests -- among all big city police departments nationwide and comparable jurisdictions in California. It's because they have repeatedly refused to act on various best practices recommendations -- from law enforcement experts, from community representatives and even from the state's Racial and Identity Profiling Advisory (RIPA) Board -- that would drive them down.

And, in turn, it's no mystery why SFPD has failed to act on these recommendations. It's because, to date, neither the Police Commission nor the Board of Supervisors have required them to act on them even as City Hall has continued to increase funding for a police department -- and for a significantly expanded and very highly-compensated command staff -- that has failed to make SFPD more equitable and more effective.

Last week, the well-respected Center for Juvenile and Criminal Justice (CJCJ) released a study concluding that the SFPD was both less effective at solving crimes and less equitable in its policing than comparable California agencies. (http://www.cjcj.org/news/13268 .) It is no accident that SFPD's peer agencies that have higher clearance / arrest rates for crimes also produce significantly smaller racial disparities. Agencies that are less likely to use discredited tactics inevitably infected by implicit biases and that make sustained commitments to proactively rooting out explicit bias are more likely to consistently rely upon evidence and sound investigative techniques in solving crimes -- rather than racial stereotypes -- and are more likely to generate and maintain the sort of strong relationships with the communities they serve that are key to more effective policing. Rather than engage constructively with the CJCJ study, the SFPD simply dismissed it as a "politically-motivated hit job."

In its presentation slides for today's Board of Supervisors meeting, the SFPD offers ***no new strategies*** and promises ***no new approaches*** for addressing the extreme racial disparities they continue to generate. They attach no urgency whatsoever to addressing this problem because they have normalized the disparities as "acceptable" just like they have come to accept and rationalize their alarmingly low crime clearance rates. They are likely to tell you -- as they have told others -- that they are continuing to study the very long-standing and extremely well-documented racial disparity problem and, along with their academic partners, will continue to seek more detailed data. Yet, none of those partners publicly support further delays in acting upon the various recommendations that have repeatedly been made to address these disparities.

For example, the Department of Police Accountability (DPA) solicited and coordinated a series of presentations to the Police Commission ***nine months ago*** ***detailing specific proposals that would drive down the disparities***. As part of that process, I called for a three-part approach based on reforms implemented by other agencies to address the explicit bias, tactics infected by implicit bias and internal culture aspects of the problem that, collectively, are driving the SFPD's disparities. (See pg. 9 - 13 - https://sfgov.org/policecommission/sites/default/files/Documents/PoliceCommission/PoliceCommission060921-DPA_CommunityPerspectivesonPolicingDisparities.pdf .) The consensus recommendation among all presenters -- including the DPA -- was to ***ban pretextual stops.*** SFPD

showed little to no interest in the recommendations and has still not acted on any of them. (https://missionlocal.org/2021/06/community-presents-ideas-to-improve-racist-policing-police-chief-appears-distracted/ .)B

The California RIPA Board was established by the Legislature to reduce racial profiling by the state's law enforcement agencies. Per Penal Code Section 13519.4.(j), the RIPA Board operates under the auspices of the California Attorney General and includes multiple designated representatives from law enforcement management and labor organizations. Yet, SFPD has consistently failed to act on the RIPA Board's important, official recommendations. For example, partly citing the SFPD's repeated scandals involving explicitly racist texts sent by officers, the RIPA Board called on all California agencies in January 2021 to "proactively conduct a review of their personnel's social media to identify problematic behavior" as a fundamental and necessary component of a proactive strategy to root out explicit bias among police officers. Notwithstanding repeated calls to act on this recommendation, SFPD failed to do so and, a year later, another scandal ensued when Twitter's algorithm (based on an account's prior activity and interests) delivered racist and deeply offensive material to SFPD Central Station's Twitter feed where it was "liked." (https://missionlocal.org/2022/02/sfpd-under-fire-after-central-station-likes-racist-site/ .) In January of this year, the state RIPA Board called on agencies to ban pretext stops. Even though this was the top, consensus recommendation made last June, SFPD indicated to the Commission on February 2nd only that it would study the "feasibility and applicability" of this and other RIPA Board recommendations.

In addition to periodic "committee of the whole" update hearings on the SFPD's overall progress on reforms, ***the Board of Supervisors should consider enacting specific resolutions encouraging the Police Commission to act on the pending RIPA Board and other recommendations that would drive down the racial disparities***. If the Commission fails to act, ***the Board should consider legislation that would mandate, for example, an end to pretext stops***. To continue to fully fund the SFPD ***without*** requiring actions that would reduce avoidable racial disparities puts the Board in the position of, in effect, choosing to perpetuate a form of *de facto* racist policing in San Francisco that has existed for far too long and that has made SFPD far less effective and far less equitable than in should be.

The SFPD's presentation to the Board today again reflects ***a greater commitment to misleading public relations "spin" than to actually committing to solve the quite serious problems the agency still faces***. For example, the graph presented at page 5 of its slide presentation today touts a reduction in overall stops under the heading of "Bias Reform Outcomes." (https://sfgov.legistar.com/View.ashx?M=F&ID=10666028&GUID=D94CE55A-2DD6-482A-B8A0-14BC1949F04E) But the greatest reduction in stops took place suddenly in Q 2 of 2020 when the covid shutdown drastically reduced both public and police activity. ***The obvious covid effect is not acknowledged by SFPD in its presentation***. (Why?) Plus the extreme disparities in stops have remained even as further reduction in stops took place in 2021 when widespread media and anecdotal reports very strongly suggest further reductions in SFPD enforcement activity that coincided with political efforts to recall an elected District Attorney the SFPOA and many officers hope will be ousted.

As I've pointed out previously, ***the SFPD continues to misrepresent the overall reduction in its uses of force*** by choosing 2016 rather than 2015 as the starting point for its various public relations comparative data presentations. (See page 10 of today's slides.) There was a sudden, very sharp and historically unique increase in reported uses of force in 2016 compared to 2015 because of the then-new and very important reform requiring drawing and pointing of a firearm to be logged and counted as a use of force. The "stop and think" impact of that reform has been important, has (as predicted) drastically reduced the frequency of officers needlessly pointing their guns at people and has helped reduce the number of shootings. That's great. ***But,*** **the overall use of all <u>other</u> types of force -- like use of batons -- has, according to the SFPD, actually "remained constant"**. (See pg. 48 - 49, https://sfgov.org/policecommission/sites/default/files/Documents/PoliceCommission/PoliceCommission070820-4thQ2019EIS_Report.pdf .)

And, the SFPD continues to very cynically display -- in its presentations to public bodies, on its website and in its promotional videos -- a *New York Times* "Where Police Reform Has Worked" headline (slide #15 today) to imply that San Francisco has been touted as an example of that. But, the short "news summary" article behind that headline doesn't actually say that and the primary quoted source for that story has, in fact, singled out the SFPD for needing a USDOJ "pattern and practice" enforcement consent decree because of its persistent failure to address its quite extreme racial enforcement disparities.

Instead of candor, the Board of Supervisors and public continues to get public relations spin from SFPD -- especially on the problem of its persistent racial disparities.

Thanks for considering my views. More details and supporting materials available upon request.

John Crew
(415) 793-4146

cc. Clerk, Board of Supervisors
Members, San Francisco Police Commission
Chief WIlliam Scott, SFPD
Director Paul Henderson, DPA
Deputy Attorney General Nancy Beninati, California Department of Justice
Ms. Debra Kirby, Hillard Heintze

From:	Board of Supervisors, (BOS)
To:	BOS-Supervisors
Cc:	Calvillo, Angela (BOS); Somera, Alisa (BOS); BOS Legislation, (BOS)
Subject:	FW: Public comment for 1/26 full BoS meeting item #19
Date:	Tuesday, January 26, 2021 8:43:36 PM

From: Christine Wei <action@christinewei.com>
Sent: Tuesday, January 26, 2021 6:41 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>
Cc: Justice4 Mario <mwjusticenow@gmail.com>
Subject: Public comment for 1/26 full BoS meeting item #19

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hi Supervisors, my name is Christine. I'm a member of SURJ San Francisco, which organizes people in anti-racism work, and I'm also an abolitionist organizer. I'm writing tonight to uplift the demands of two community groups that are turning out to speak out. (I planned to call in but unfortunately had a conflict by the time public comment opened.)

In the year 2021, we shouldn't need to belabor all the massive amounts of evidence that policing hurts us all, especially our Black, Brown, and Indigenous communities. It's not the first time that you've heard the staggering statistics showing the high rates of disparities in arrests, use of force, and criminalization of Black people in San Francisco specifically.

As the pandemic continues to exacerbate the inequities in the city, we must be honest with ourselves about the true costs of racist policing — the costs to our community are quite literally life and death. So I support Wealth & Disparities' priorities of not allowing SFPD to continue to act with impunity, insisting on more truthful and accurate reporting from SFPD, and centering community input in related processes.

I also believe that the work cannot end there if we truly believe in making San Francisco a place where all residents can not just survive but also actually thrive. As Defund SFPD Now highlights, we must divest from harmful systems of control and punishment in order to build up the things that truly keep us safe. Please defund policing in ALL its forms -- from the police and sheriff's departments to jails and electronic monitoring -- so that we all may have self-determination and the chance to live with dignity.

Thank you,
Christine

--
Christine Wei
she/her/hers

From:	Anonymous
To:	Peskin, Aaron (BOS); Safai, Ahsha (BOS); Stefani, Catherine (BOS); Mar, Gordon (BOS); Haney, Matt (BOS); MandelmanStaff, [BOS]; Walton, Shamann (BOS); Ronen, Hillary; PrestonStaff (BOS); Melgar, Myrna (BOS); Chan, Connie (BOS)
Cc:	Board of Supervisors, (BOS)
Subject:	Written Public Comment re: SFPD presentation re: data
Date:	Tuesday, January 26, 2021 4:30:40 PM
Attachments:	signature.asc

SOTF is starting soon so I probably won't be able to make my comment "in person" over the phone, so here it is:

> The Police Department emphasized how important ***data*** is to determining compliance with community and equitable policing. But that data is not just the purview of this Board or the Police Commission.
> Why is it that until just 2 weeks ago, did the SFPD acknowledge that they must tell the public ***why*** they are not disclosing all information about, for example, police use of force. I brought these issues to the SFPD's attention in late 2019, but only after a Sunshine hearing AND questioning by Police Commissioners (who I thank for taking a specific interest in the issue after I raised it) at a hearing, has the SFPD now *slowly* agreeing to comply with the law.

NOTE: 1. If you are a public official: I intend that these communications all be disclosable public records, and I will not hold in confidence any of your messages, notwithstanding any notices to the contrary. 2. Nothing herein is legal, IT, or professional advice of any kind. The author disclaims all warranties, express or implied, including but not limited to all warranties of merchantability or fitness. 3. In no event shall the author be liable for any special, direct, indirect, consequential, or any other damages whatsoever. 4. The digital signature (signature.asc attachment), if any, in this email is not an indication of a binding agreement or offer; it merely authenticates the sender.

Sincerely,

Anonymous

From:	Board of Supervisors, (BOS)
To:	BOS-Supervisors
Cc:	Calvillo, Angela (BOS); Somera, Alisa (BOS); Ng, Wilson (BOS); BOS Legislation, (BOS)
Subject:	FW: Written Public Comment re: SFPD presentation re: data
Date:	Tuesday, January 26, 2021 4:39:30 PM
Attachments:	Written Public Comment re SFPD presentation re data.msg

---

-----Original Message-----
From: Anonymous <arecordsrequestor@protonmail.com>
Sent: Tuesday, January 26, 2021 4:31 PM
To: Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Mar, Gordon (BOS) <gordon mar@sfgov.org>; Haney, Matt (BOS) <matt haney@sfgov.org>; MandelmanStaff, [BOS] <mandelmanstaff@sfgov.org>; Walton, Shamann (BOS) <shamann.walton@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; PrestonStaff (BOS) <prestonstaff@sfgov.org>; Melgar, Myrna (BOS) <myrna melgar@sfgov.org>; Chan, Connie (BOS) <connie.chan@sfgov.org>
Cc: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Written Public Comment re: SFPD presentation re: data

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

From:	Board of Supervisors, (BOS)
To:	BOS-Supervisors
Cc:	Calvillo, Angela (BOS); Somera, Alisa (BOS); Ng, Wilson (BOS); BOS Legislation, (BOS)
Subject:	FW: Public Comment Agenda Item 19
Date:	Tuesday, January 26, 2021 4:20:53 PM

From: Liliana Rivera <lirivera608@gmail.com>
Sent: Tuesday, January 26, 2021 3:38 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Public Comment Agenda Item 19

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

I am writing to say that the city of San Francisco must DEFUND SFPD. Not reform, or form a task force. The budget must be cut and reallocated to programs that build communities up.

Every piece of our history and studies have shown that police have never provided safety to marginalized communities. It is insane to keep trying to reform them into something that is in direct opposition to their core purpose, which is to lock up Black and brown people.

If you are looking for aspects of the budget that can be cut, look no further than the salaries and pensions of officers that have murdered people in the past. For example, Officer Joshua Cabillo, who murdered Derrick Gaines in cold blood in my hometown of South San Francisco when he was only 15. It is an insult to his memory and to his mourning family and friends that he continues to be employed by SFPD. Since that incident, he has behaved violently again, and he will continue to do so as long as he is protected by the corrupt and racist POA.

There is no more time to waste on weak reforms or task forces that will find the same data that every task force before them did. Act now, defund SFPD, dismantle the POA, and invest in the community.

Thank you,
Liliana Rivera

From:	Board of Supervisors, (BOS)
To:	BOS-Supervisors
Cc:	Calvillo, Angela (BOS); Somera, Alisa (BOS); Ng, Wilson (BOS); BOS Legislation, (BOS)
Subject:	FW: Public Comment
Date:	Tuesday, January 26, 2021 4:20:30 PM

From: Andrea Sims <anicole9513@gmail.com>
Sent: Tuesday, January 26, 2021 2:33 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Fwd: Public Comment

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello,

I was directed to have my public comment below be forewarned to this email address. Please see public comment below for tonight's agenda.

Cheers!
Andrea

Begin forwarded message:

> **From:** Andrea Sims <anicole9513@gmail.com>
> **Date:** January 26, 2021 at 2:18:56 PM PST
> **To:** angela.calvillo@sfgov.org
> **Subject: Public Comment**
>
> Hello,
>
> My name is Andrea Sims and I am community member writing to submit a public comment for Board of Supervisors City & County meeting.
>
> I am writing on behalf of my community and request that the board of supervisors 100% defund SFPD and the SF Sheriffs effective immediately. Our community and myself are not asking for reform, task forces or communities. Our demand is clear and request that SFPD be defunded and have those funds be reallocated into programs like mental healthcare, education, social housing, violence prevention programs, transpiration, and saving our Muni Workers.
>
> SFPD has proven countless times that they are apart of a systematic structure that cannot be reformed. Investing in this racist & violent system of police will only continue to provide harm in our communities versus building the support that is needed to

protect and have our communities thrive.

Our budget is a representation of our values and we need a budget that puts its community first, not the cops. We demand full abolition of the SFPD and SF Sherrifs.

Thank you!

Andrea

From:	Board of Supervisors, (BOS)
To:	BOS-Supervisors; BOS-Legislative Aides; BOS-Administrative Aides
Cc:	Calvillo, Angela (BOS); Somera, Alisa (BOS); Ng, Wilson (BOS); Laxamana, Junko (BOS); Mchugh, Eileen (BOS); BOS Legislation, (BOS)
Subject:	FW: Hotel Council Support of Update on Findings and Recommendations Regarding Law Enforcement Practices (Report File 200777)
Date:	Tuesday, May 25, 2021 1:46:37 PM
Attachments:	Hotel Council SFPD BOS 5-25-21 (Report File 200777).pdf

Hello,

Please find the attached correspondence regarding Item 24 on today's Board of Supervisors meeting agenda.

Regards,

Jackie Hickey
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102-4689
Phone: (415) 554-5184 | Direct: (415) 554-7701
jacqueline.hickey@sfgov.org| www.sfbos.org

From: Kevin Carroll <kevin@hotelcouncilsf.org>
Sent: Tuesday, May 25, 2021 1:28 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Cc: Breed, Mayor London (MYR) <mayorlondonbreed@sfgov.org>; Elsbernd, Sean (MYR) <sean.elsbernd@sfgov.org>; Scott, William (POL) <william.scott@sfgov.org>
Subject: Hotel Council Support of Update on Findings and Recommendations Regarding Law Enforcement Practices (Report File 200777)

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors,

On behalf of the Hotel Council of San Francisco, and our Board of Directors, I am writing to recognize the significant progress, to date, that the San Francisco Police Department has made toward the reforms that have been required of them. We support the important work that the department has been doing and thank Chief Scott and the entire department for their commitment to delivering reform. While there will continue to be room for improvement, it is apparent that the department is committed to the important work that has been requested from them.

We must rebuild trust between our peace officers and the citizens they are sworn to protect. One of the best ways to do that is to increase local foot beat patrol officers in high traffic areas so they are

part of the community. A greater neighborhood police presence will ensure greater mutual understanding and safety. San Francisco has long been a leader in understanding the importance of diversity, equity, and inclusion in its police force. We can always do better, but we appreciate Chief Scott's vision and leadership on rooting out systemic racism and unrealized bias.

Again, we thank and recognize the SFPD's efforts to deliver on reform.

Sincerely,

Kevin



Kevin Carroll
President & CEO
Hotel Council of San Francisco
323 Geary Street, Suite 405
San Francisco, CA 94102
P (415) 391-5197 | F (415) 391-6070
Follow us on twitter | Connect on LinkedIn
Please consider the environment before printing this email.

To donate supplies to the city during COVID-19: Give2SF@sfgov.org

Hotel Council
SAN FRANCISCO

May 25, 2021

Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102
City & County San Francisco

Re: Committee of the Whole - Update on Findings and Recommendations Regarding Law Enforcement Practices (Report File No. 200777)

Dear Supervisors,

On behalf of the Hotel Council of San Francisco, and our Board of Directors, I am writing to recognize the significant progress, to date, that the San Francisco Police Department has made toward the reforms that have been required of them. We support the important work that the department has been doing and thank Chief Scott and the entire department for their commitment to delivering reform. While there will continue to be room for improvement, it is apparent that the department is committed to the important work that has been requested from them.

We must rebuild trust between our peace officers and the citizens they are sworn to protect. One of the best ways to do that is to increase local foot beat patrol officers in high traffic areas so they are part of the community. A greater neighborhood police presence will ensure greater mutual understanding and safety. San Francisco has long been a leader in understanding the importance of diversity, equity, and inclusion in its police force. We can always do better, but we appreciate Chief Scott's vision and leadership on rooting out systemic racism and unrealized bias.

Again, we thank and recognize the SFPD's efforts to deliver on reform.

Sincerely,

Kevin Carroll
President & CEO
Hotel Council of San Francisco

Cc Mayor London Breed
Chief Bill Scott

Print Form

Introduction Form

By a Member of the Board of Supervisors or the Mayor

Time stamp
or meeting date

I hereby submit the following item for introduction (select only one):

☐ 1. For reference to Committee. (An Ordinance, Resolution, Motion, or Charter Amendment)

☐ 2. Request for next printed agenda Without Reference to Committee.

☒ 3. Request for hearing on a subject matter at Committee.

☐ 4. Request for letter beginning "Supervisor _____ inquires"

☐ 5. City Attorney request.

☐ 6. Call File No. _____ from Committee.

☐ 7. Budget Analyst request (attach written motion).

☐ 8. Substitute Legislation File No. _____

☐ 9. Reactivate File No. _____

☐ 10. Question(s) submitted for Mayoral Appearance before the BOS on _____

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

☐ Small Business Commission ☐ Youth Commission ☐ Ethics Commission

☐ Planning Commission ☐ Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative Form.

Sponsor(s):

Clerk of the Board

Subject:

Hearing - Committee of the Whole - Update on Findings and Recommendations Regarding Law Enforcement Practices - May 25, 2021, at 3:00 p.m.

The text is listed below or attached:

Hearing of the Board of Supervisors sitting as a Committee of the Whole on May 25, 2021, at 3:00 p.m., for the Members of the Board of Supervisors to hear and receive updates on the progress and implementation status of the Unites States Department of Justice recommendations regarding reforms within the Police Department; scheduled pursuant to Motion No. M20-125, approved on September 15, 2020.

Signature of Sponsoring Supervisor: _____

For Clerk's Use Only: