

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



CITY & COUNTY OF SAN FRANCISCO

Police Department

January 26, 2021

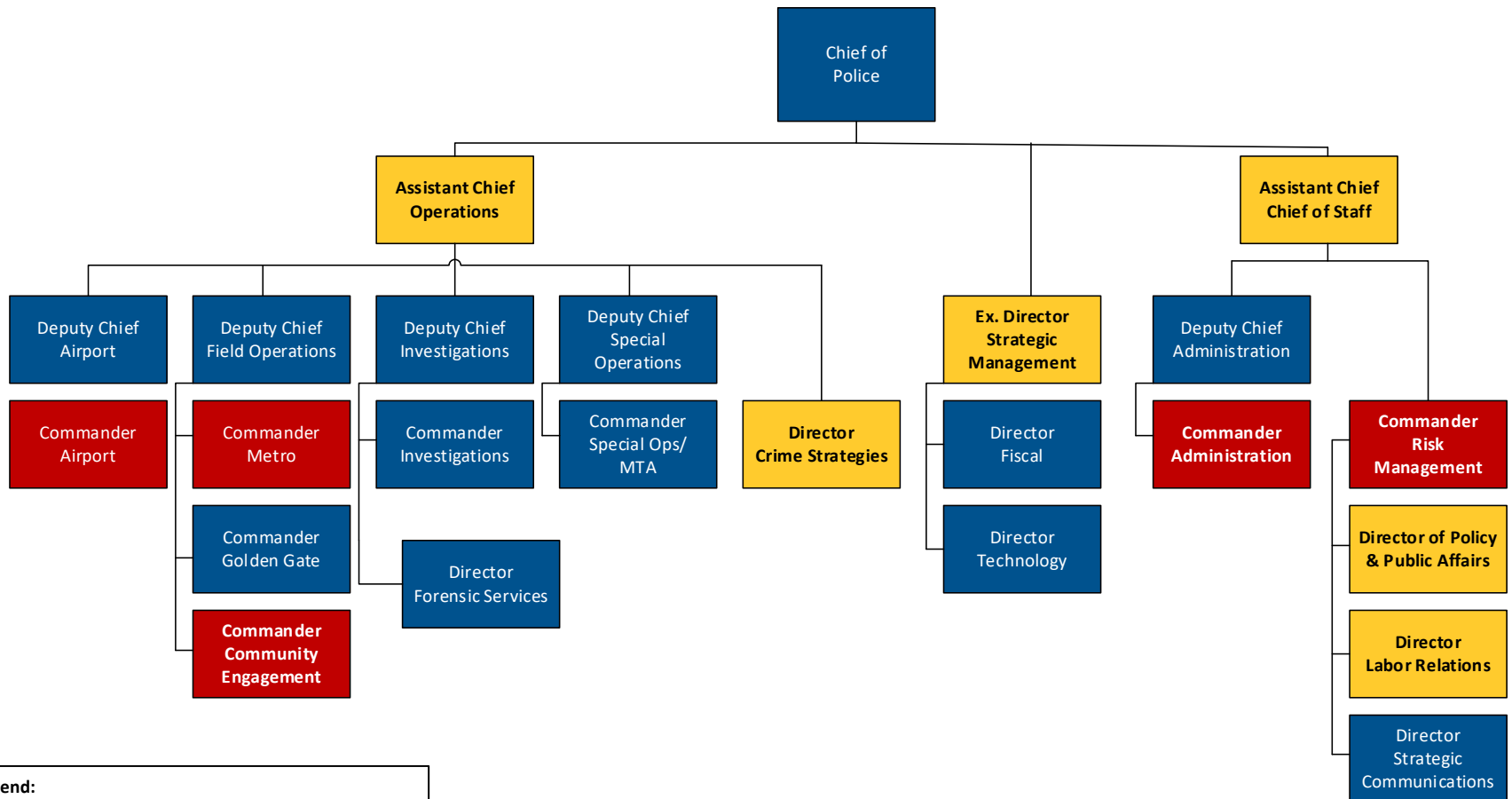


The goals of the Collaborative Reform Initiative Technical Assistance with the San Francisco Police Department is to **assess**, **monitor**, and **assist** the department, in collaboration with the community, in the **implementation** and **sustainment** of reforms that **increase public trust** through 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

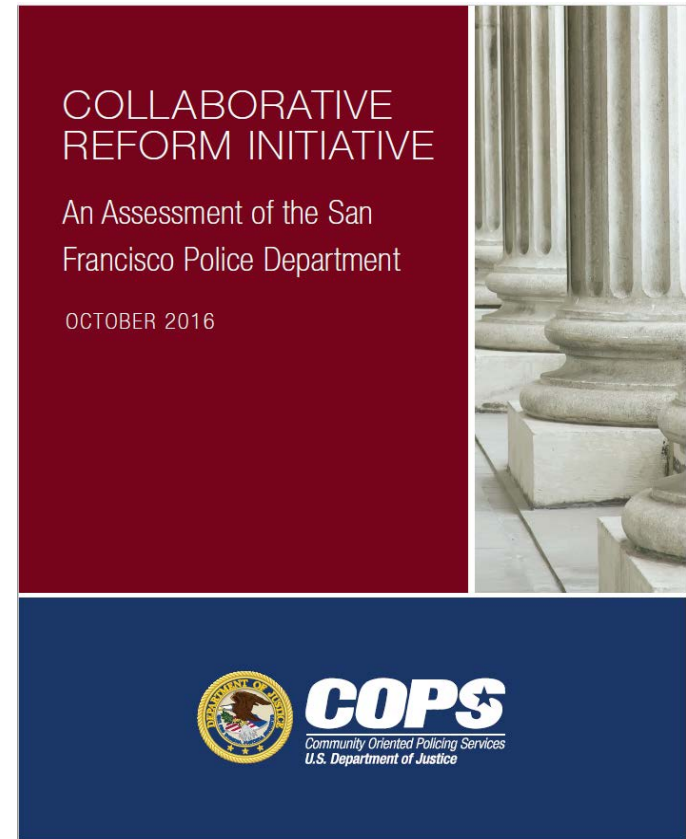


Legend:

- *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

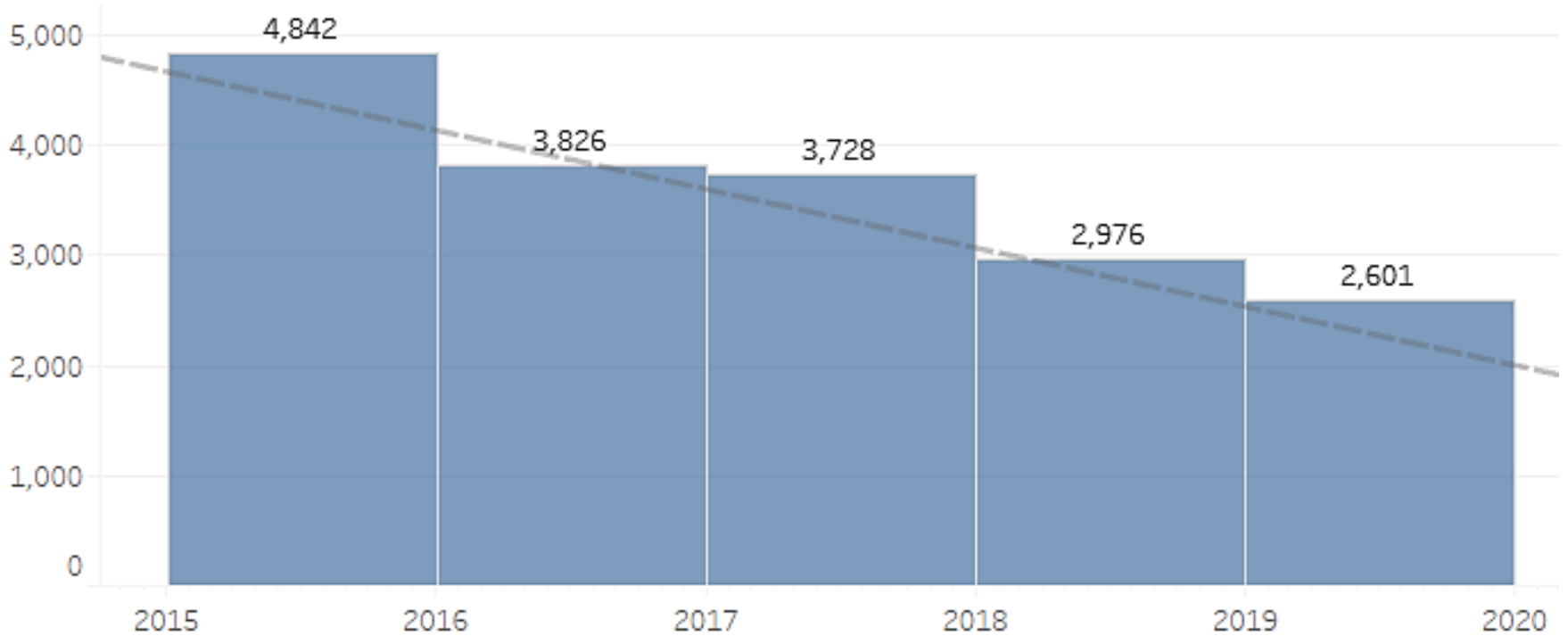
- **Diversity Strategic Plan** goals are to create diversity in recruitment, hiring, and retention. The diversity plan includes academy & field training, support & professional development, and organizational accountability. The plan contains a component of Organizational Accountability for data updating,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



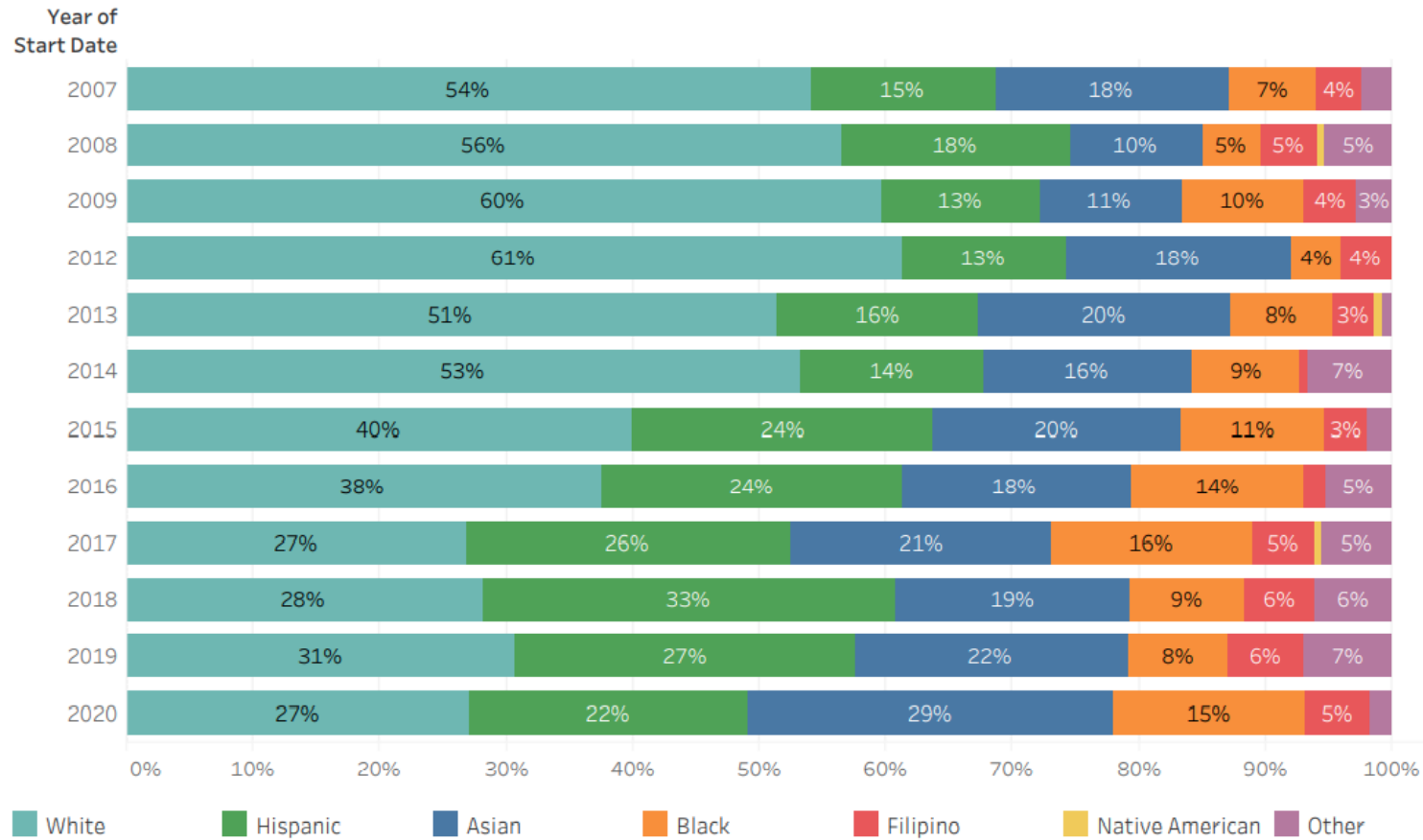
Recommendations 88.1 & 88.3

- **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.

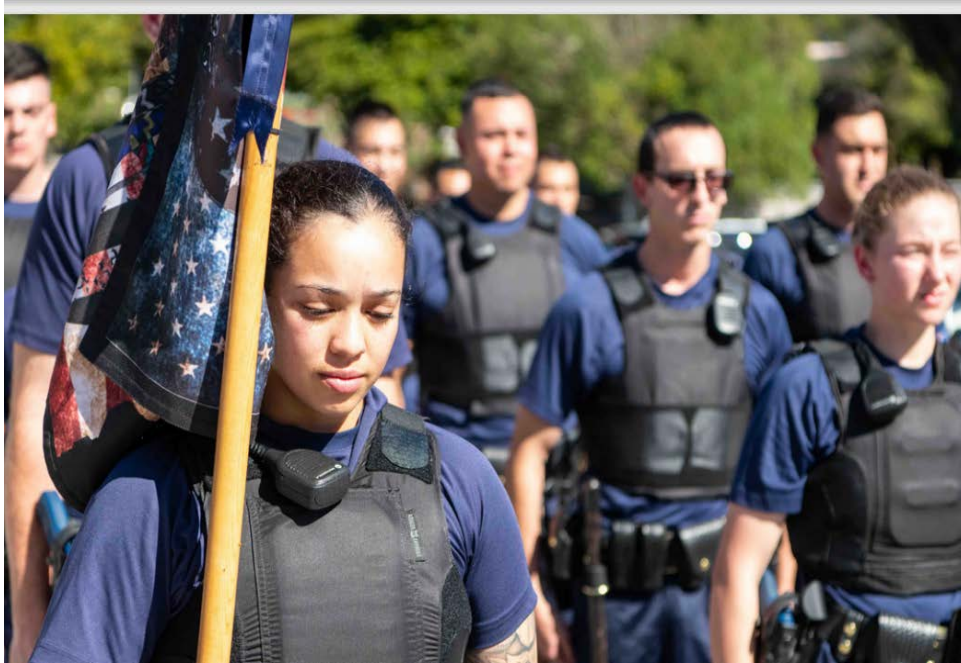
Estimated Number of Applicants by Year



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.

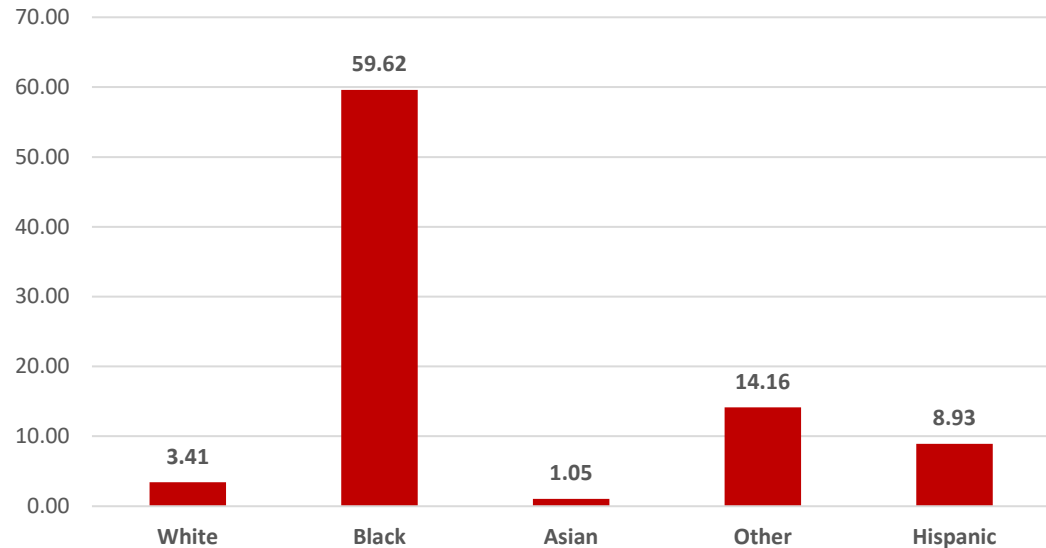
In 2019, 22% of recruits who entered the Academy are Female. This was the highest percentage of Females in the past 12 years.

Bias Free Policing

SFPD: 2020 Per Capita Data, Suspects & Race

Ethnicity	Contribution		Count		Suspects per Capita
	Population	Suspects	Population	Suspects	
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

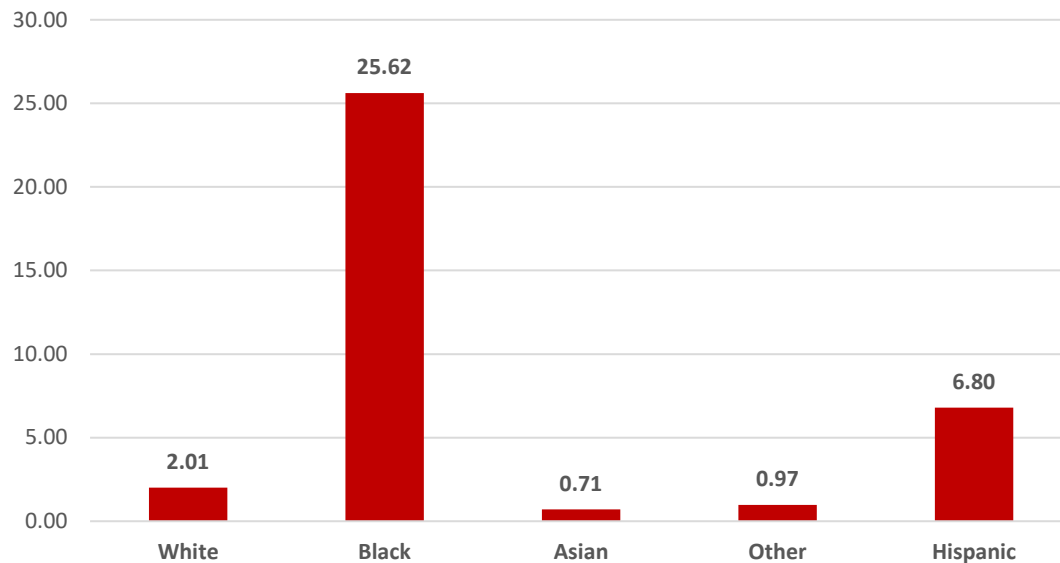
Citywide Suspects per 1,000 Residents 2020 Q4



SFPD: 2020 Per Capita Data, Arrests & Race

Ethnicity	Contribution		Count		Arrests per Capita
	Population	Arrest	Population	Arrests	
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

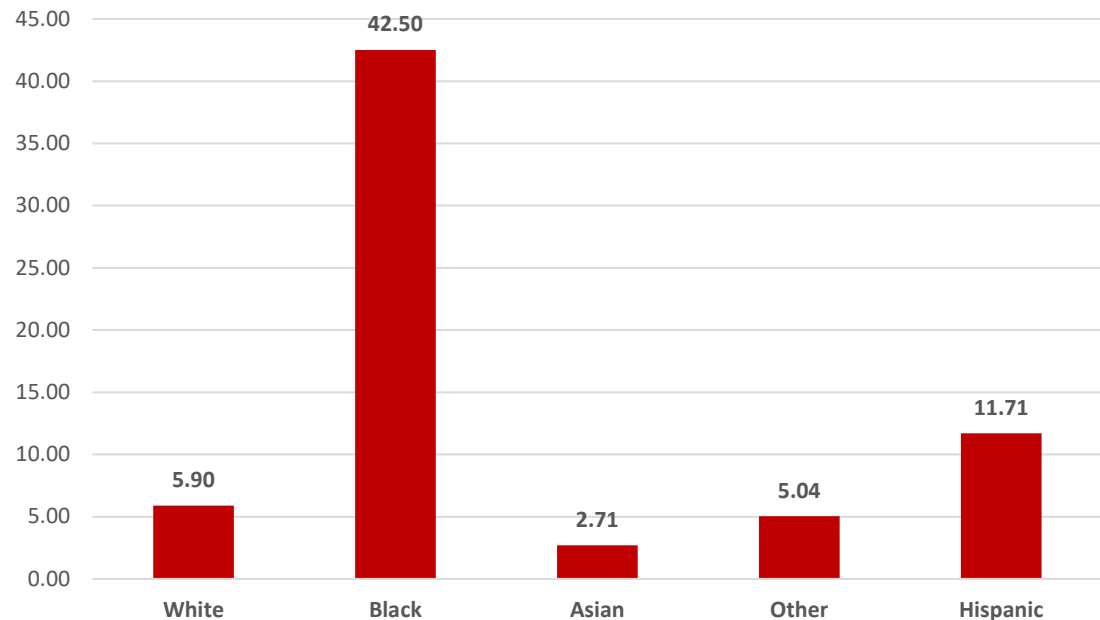
Citywide Arrests per 1,000 Residents 2020 Q4



SFPD: 2020 Per Capita Data, Stops & Race

Ethnicity	Contribution		Count		Stops per Capita
	Population	Stops	Population	Stops	
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

Citywide Stops per 1,000 Residents 2020 Q4

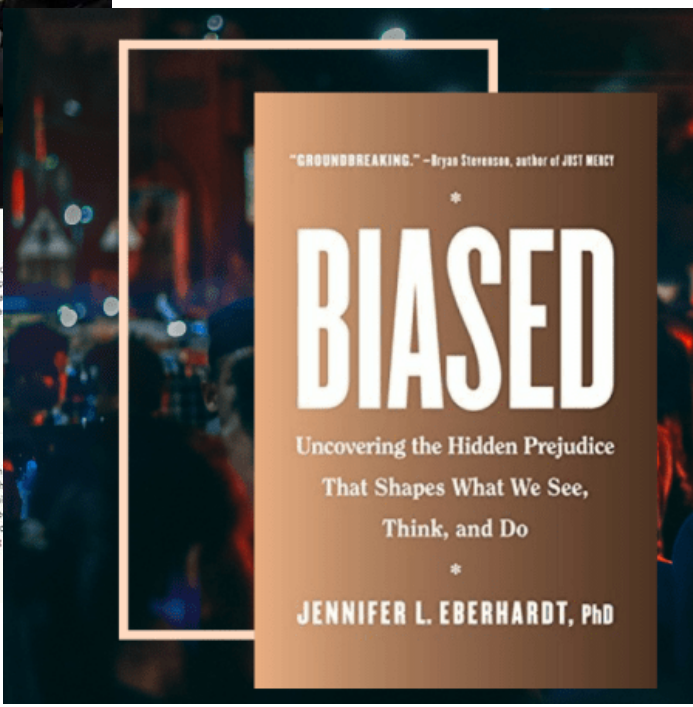
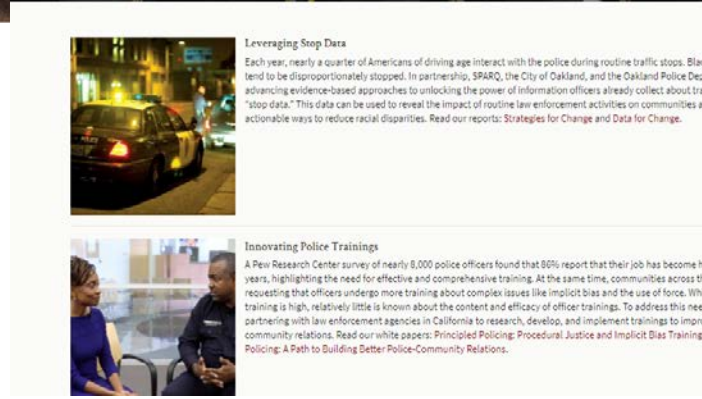
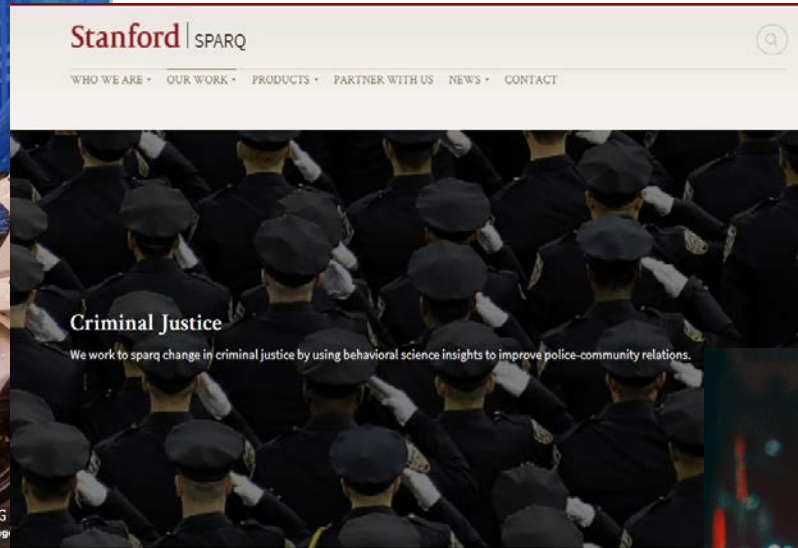
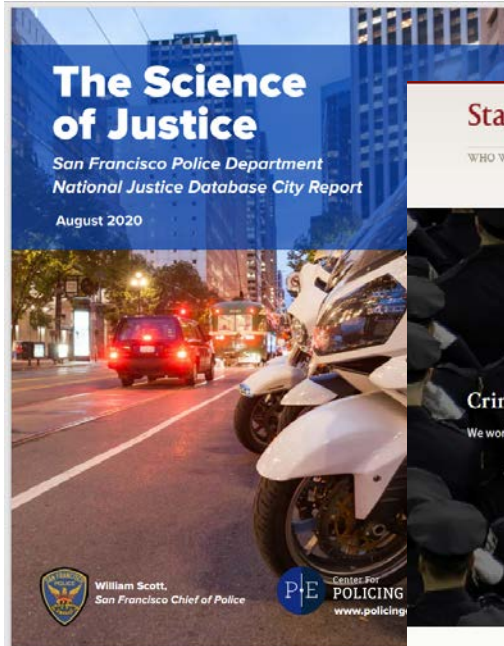


Bias Free Policing Principle

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

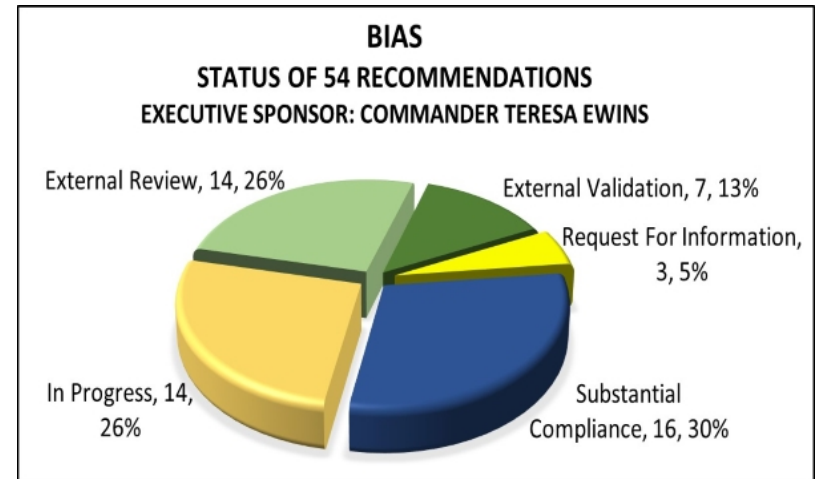
Training:

- 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

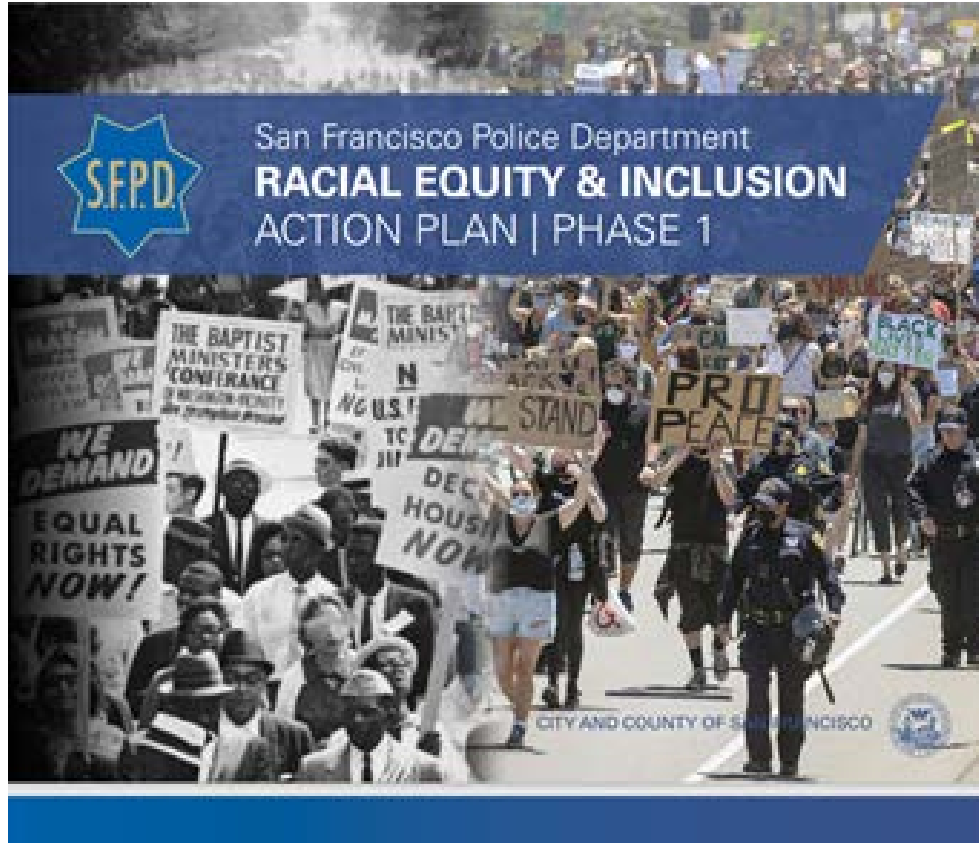
- **"Bias Training Audit"** was conducted for compliance and found that 98% of the department's members had taken courses meeting the Bias Training criteria.



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



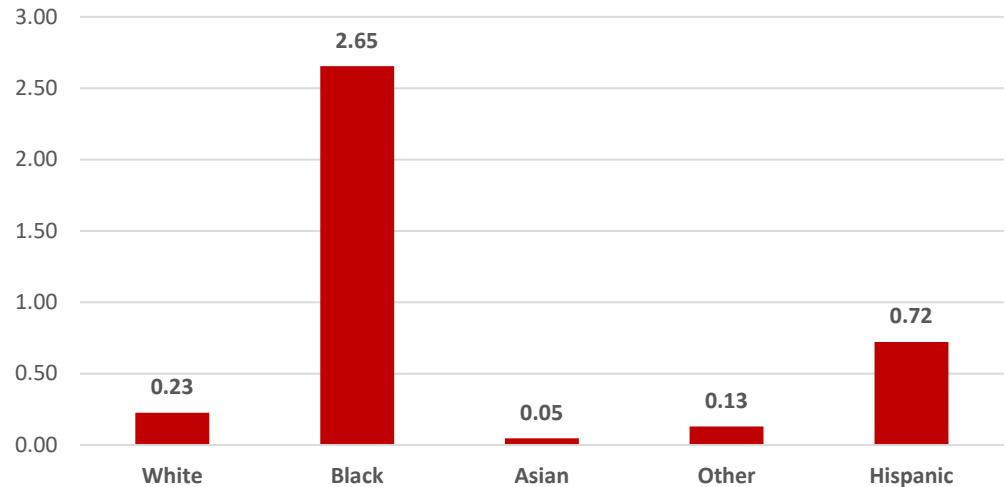
The San Francisco Police Department's vision For Racial Equity & Inclusion is to seek out the appropriate measures, empower its marginalized employees, and dismantle patterns of racism and injustice within all sections of the organization.

Use of Force

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

Ethnicity	Contribution		Count		UOF per Capita
	Population	UOF	Population	UOF	
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

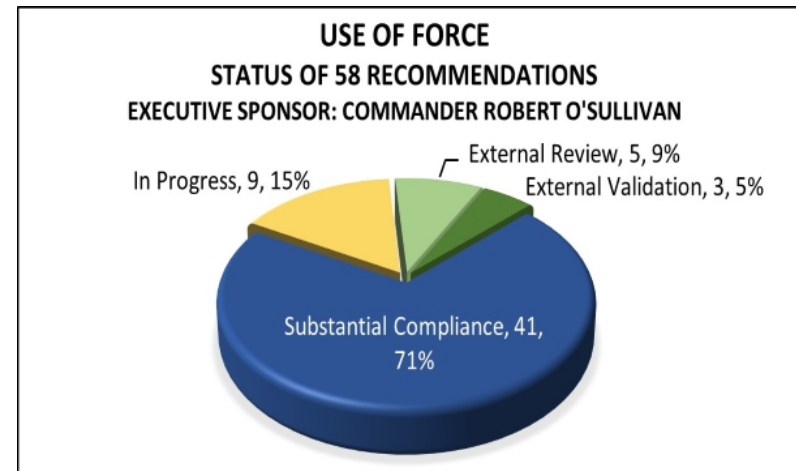
Citywide UOF per 1,000 Residents 2020 Q4



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 GENERAL ORDER

5.01
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 courtesy, respect, professionalism, and to never employ unnecessary force. These are key factors in maintaining legitimacy with the community and safeguarding the public's trust.

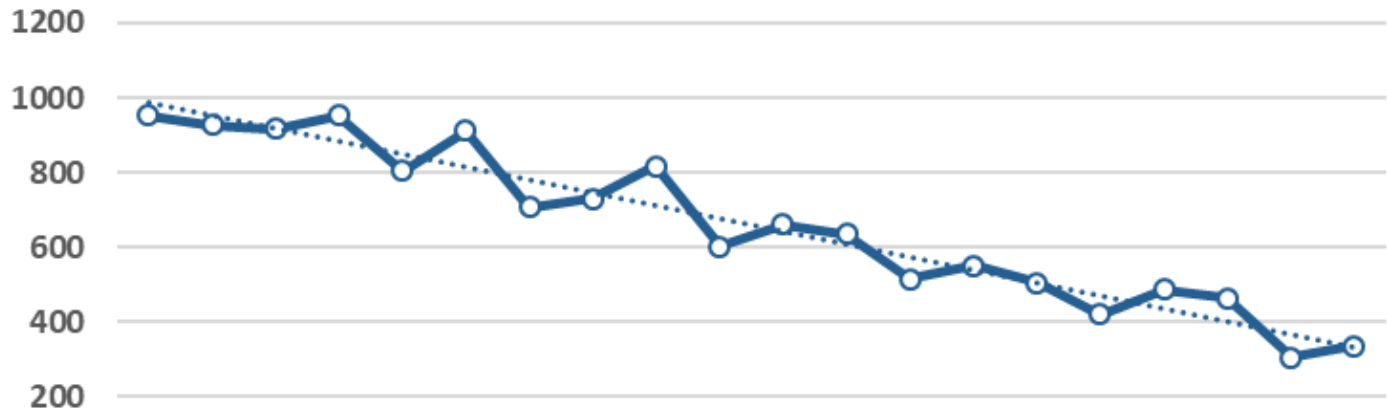
This order establishes policies and reporting procedures regarding the use of force. The purpose of the policy is to guide an officer's decisions regarding the use and application of force to ensure such applications are used only to effect arrest or lawful detentions or to bring a situation under legitimate 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 voice intonation, 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 noncompliant 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

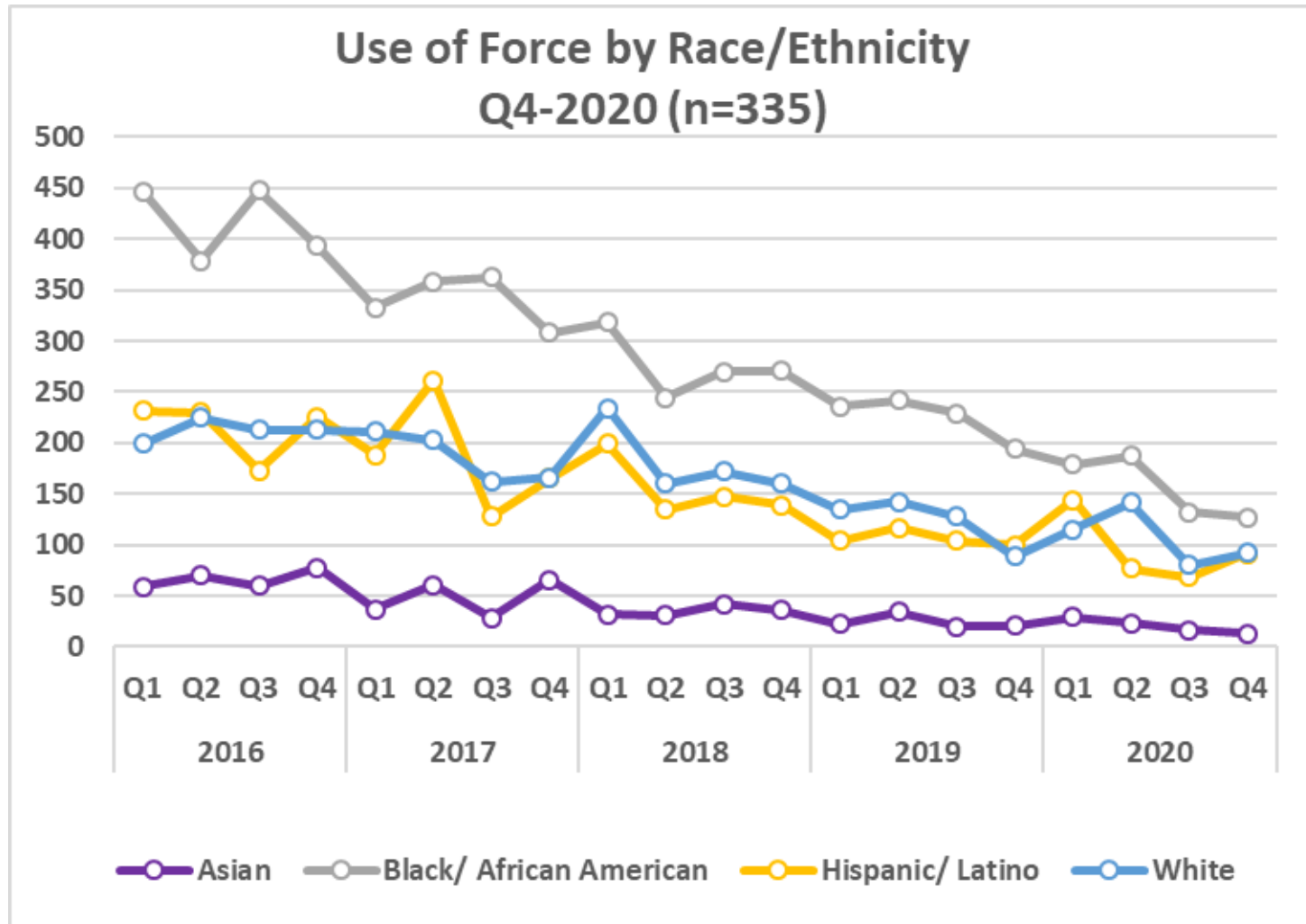
2016-2020 Use of Force Rates

Total Use of Force by Quarter
Q1 2016 – Q4 2020



	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

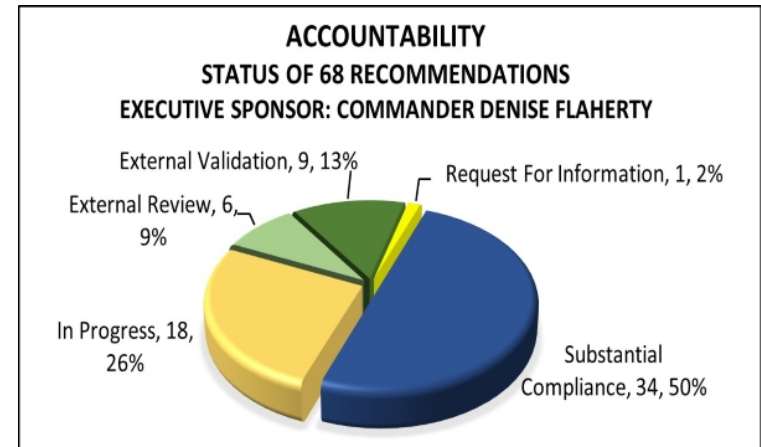
Accountability & Progress

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.

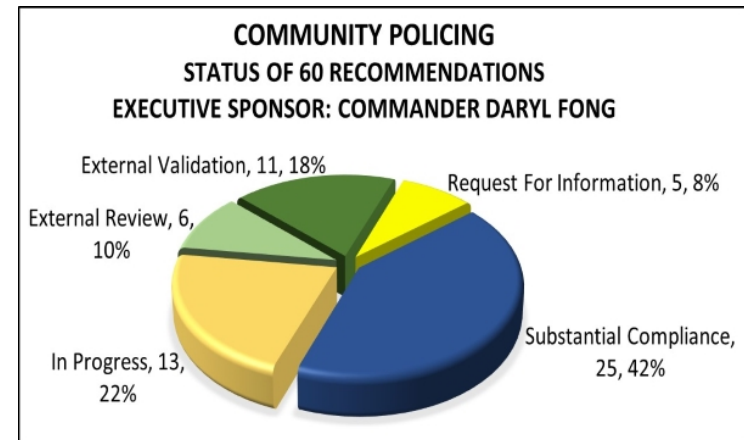


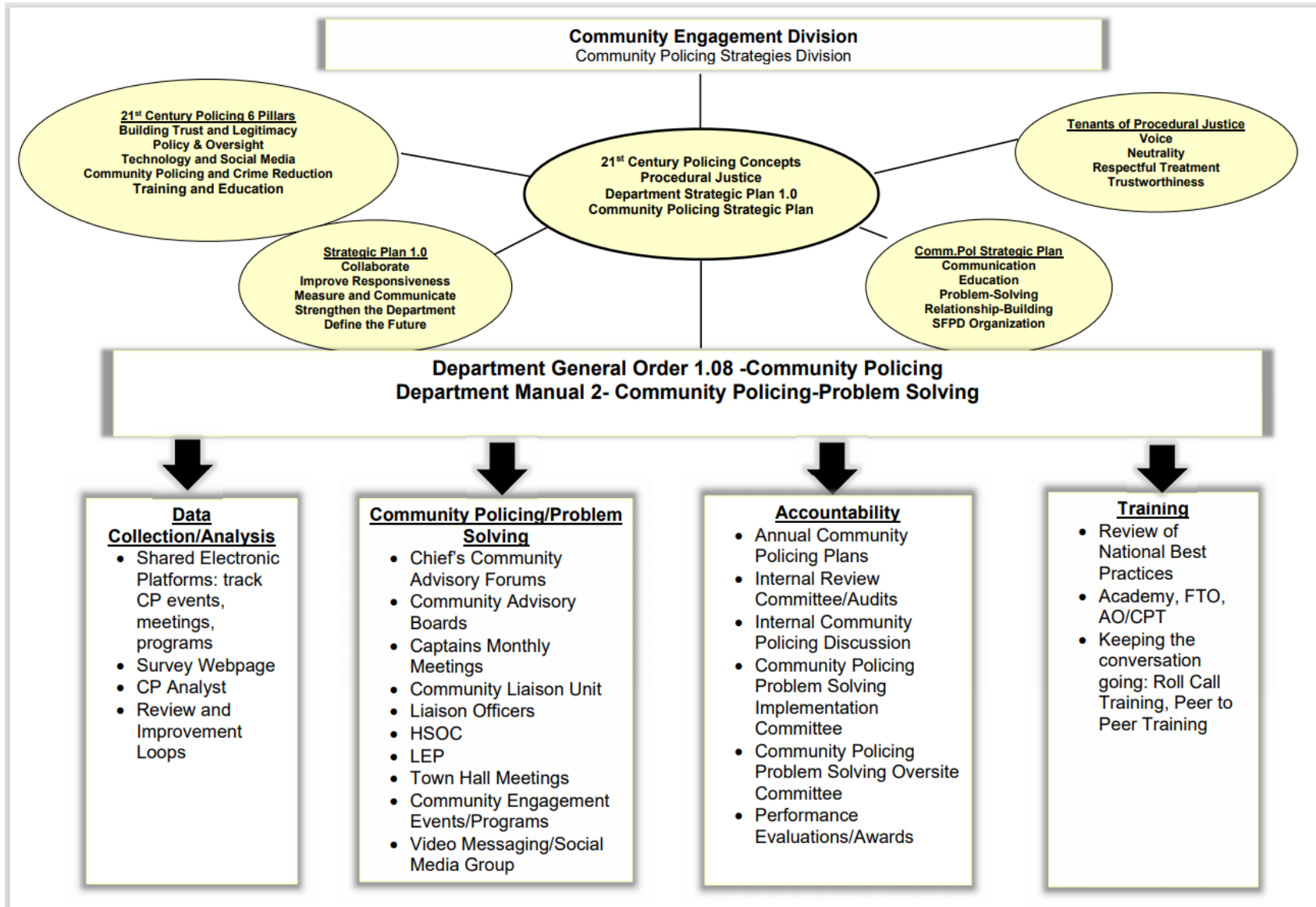
Community Policing

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.



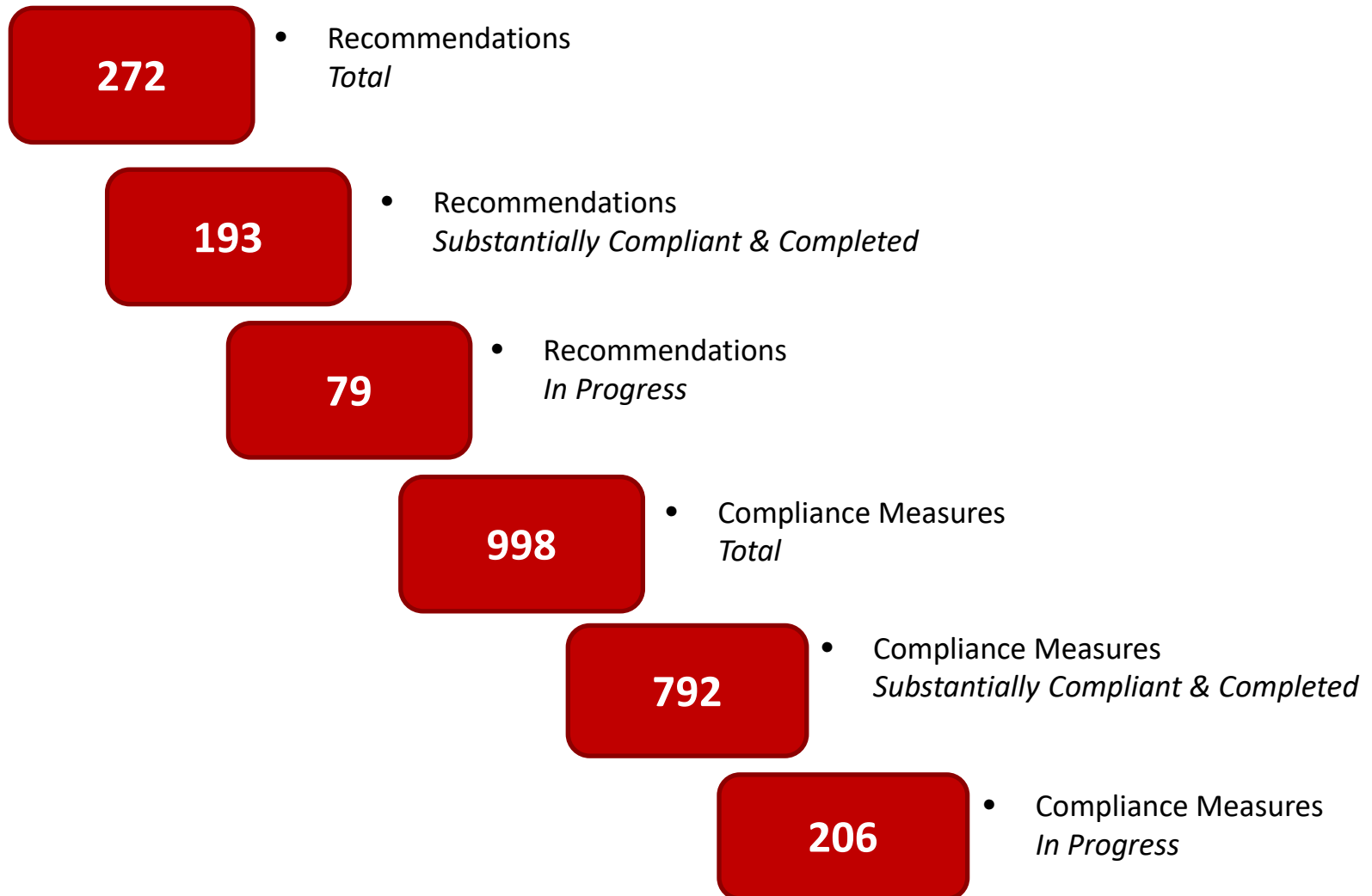


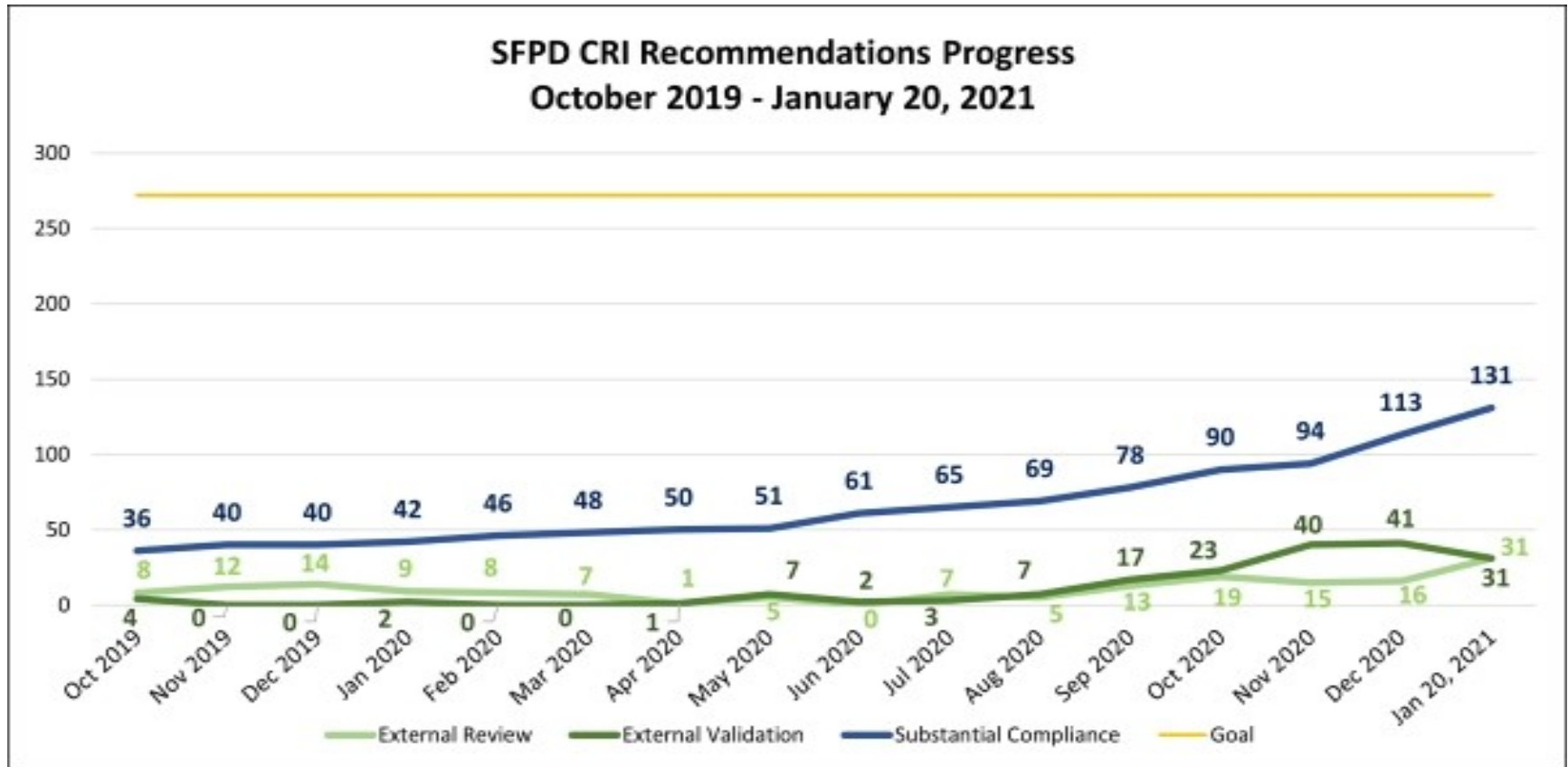


CRI Progress

October 2020 to January 2021

2021 CRI Progress





Terms

In Progress

Request for Information

External Review

External Validation

Substantial Compliance

Definitions

SFPD is actively working on the recommendation

Submitted recommendation and returned to SFPD for more information.

Recommendation submitted to Hillard Heintze for review.

Recommendation submitted to CAL DOJ for review.

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%

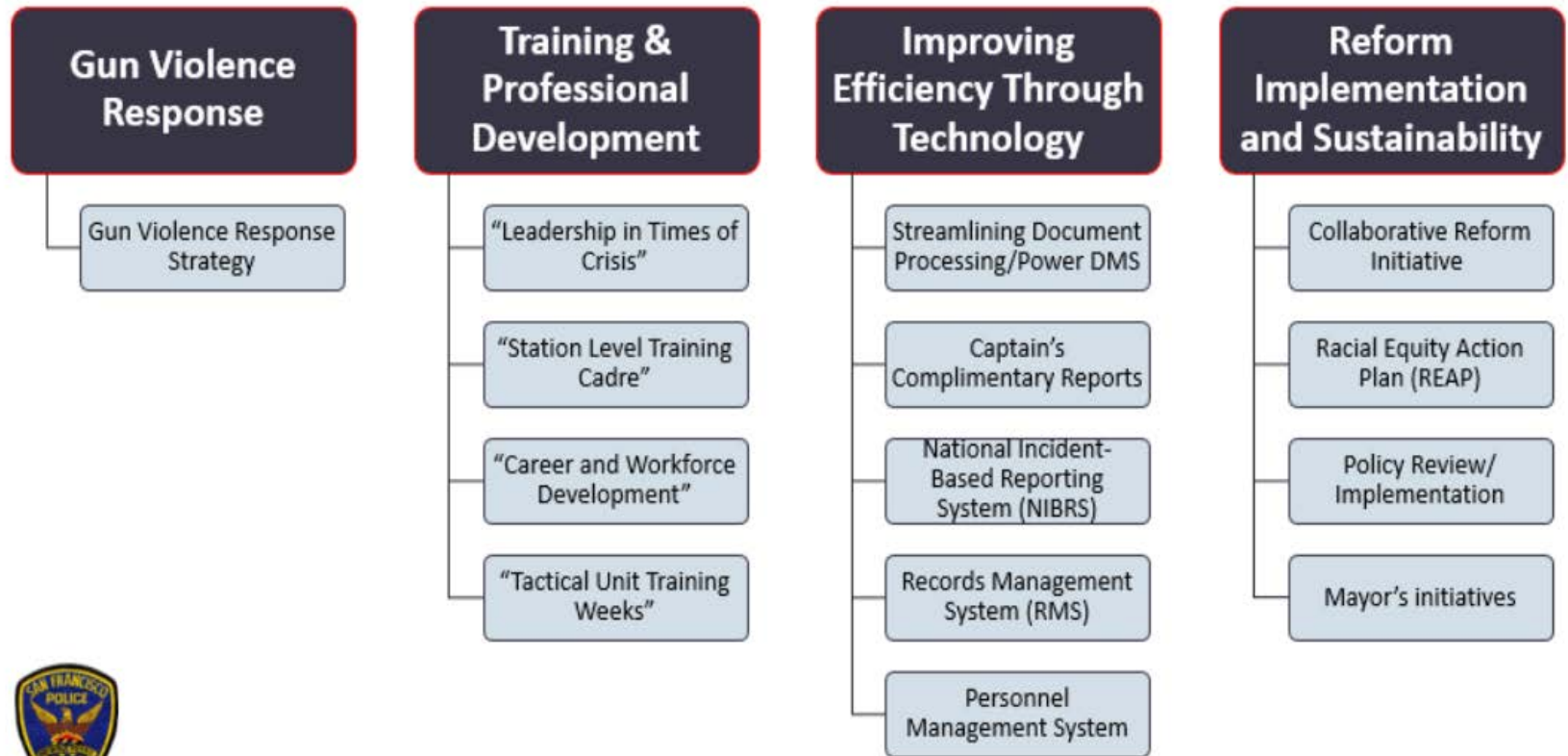
*The "difference" is calculated and compared between 2016 and 2020.

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.

