



**San Francisco Police Department  
Collaborative Reform Initiative**

**PHASE I – INITIAL PROGRESS REPORT**

**May 16, 2019**

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May 16, 2019

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

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

Dear Chief Scott:

The California Department of Justice (Cal DOJ) is issuing this progress report as part of the Phase I report prepared by Hillard Heintze pursuant to the collaborative reform initiative between the City and County of San Francisco (the City), the San Francisco Police Department (SFPD or Department) and the Cal DOJ. Cal DOJ has worked closely with Hillard Heintze on the Phase I report and adopts the report's contents, and concurs in its conclusions. It is the intent of Cal DOJ to provide herein some additional commentary on Cal DOJ's work and some observations regarding this process.

As an initial matter, we would like to acknowledge SFPD's hard work and dedication to improving its organization through this project. Over the past year, there has been true cooperative engagement to work through the initial phase of the ongoing reform effort in San Francisco. It is clear that all parties to this collaborative review process recognize that the stakes are high and share the goal of successful implementation of the identified reforms. As discussed herein and in the Hillard Heintze report, Phase I of this process was focused on mutually developing the plan to achieve substantial compliance with respect to the identified reforms; however, SFPD has also begun to implement promising policies and practices in its efforts to actually implement reform.

Now that the framework for review of the recommendations is established and the implementation of key recommendations has begun, the project moves to the next phase during which time SFPD must execute on its plans to come into compliance with the identified recommendations. This will take significant work revising policies and practices, implementing systems, and conducting audits. The SFPD has committed to attaining compliance with all recommendations and Cal DOJ will be monitoring this progress and providing progress reports along the way. This is an interim update discussing the foundation of this collaborative process.

### Background on Collaborative Reform Approach

In 2016, the San Francisco Mayor's Office and the SFPD invited the US DOJ to partner with SFPD to provide technical assistance on a wide range of issues that affect SFPD's relationship with the community. The SFPD's request was prompted by community concerns regarding several highly publicized officer-involved shootings, including the December 2015 shooting of Mario Woods, as well as the discovery of homophobic and racist text messages exchanged between officers. In response, the US DOJ's Office of Community Oriented Policing Services (COPS Office), with the assistance of consultant Hillard Heintze, completed a review of the SFPD in five areas: use of force, bias, community policing, accountability, and personnel, including recruitment and hiring.

Subsequently, in October 2016, the COPS Office published a public report, *An Assessment of the San Francisco Police Department*, setting forth 94 findings and 272 recommendations to improve SFPD's policies and practices in the above-noted five areas.<sup>1</sup> When issuing its report, the COPS Office also confirmed a commitment to assist the SFPD with the implementation of the 272 recommendations. Following are some of the major areas identified within the report for improvement and/or further analysis:

- The San Francisco community was concerned about racial disparities in stops, use of force, and officer-involved shootings; however, SFPD data collection programs were insufficient to address these concerns. The COPS Office provided extensive recommendations for ways to improve SFPD's data collection to facilitate more nuanced inquiries into potential racial bias.
- Quantitative analysis of SFPD's traffic stops revealed racial and ethnic disparities in traffic stops compared to a variety of benchmarks, as well as racial and ethnic disparities in post-stop activity and discretionary searches.
- Community concerns about officer-involved shootings were found to be exacerbated by SFPD's inability to complete its investigation of officer-involved shootings (and other use-of-force incidents) in a timely manner. The COPS office observed that the SFPD had closed only one deadly use of force incident investigation from the time frame 2013 to 2015, and that, on average, it took nearly two years from the start of an investigation to issue a charging decision. The COPS Office provided several recommendations to streamline SFPD investigations and improve coordination among the various investigatory agencies, including its Internal Affairs Division, the Office of Citizen Complaints (which is now the Department of Police Accountability), and the District Attorney's office.
- The report noted that some of SFPD's use of force policies were not in alignment with national standards. The COPS Office recommended that SFPD immediately prohibit officers from using the carotid restraint technique or discharging a firearm at a moving vehicle under any circumstances,<sup>2</sup> and consider deploying electronic control weapons consistent with national best practices.
- The report was complimentary about SFPD's diversity in officer staffing, including that the SFPD exceeds the national average for women officers by 2.8%. However, the report identified racial and ethnic disparities across various supervisory and leadership positions. In particular, white officers were

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<sup>1</sup> *An Assessment of the San Francisco Police Department, Collaborative Reform Initiative* (Washington, DC: Office of Community Oriented Policing Services, 2016), <https://ric-zai-inc.com/Publications/cops-w0817-pub.pdf>.

<sup>2</sup> Both of which SFPD implemented. See DGO 5.01 and Department Bulletin 18-171 (September 13, 2018).

considered to be over-represented in all supervisory ranks. It also noted that there were racial and gender disparities in the release rate from academy training.

- The COPS Office's limited review of officer disciplinary records suggested there were disparities along racial and ethnic lines in the imposition of discipline.

In September 2017, as part of a general move by the Trump Administration to withdraw from the monitoring of local law enforcement,<sup>3</sup> the COPS Office terminated its partnership with SFPD and abruptly ended its assistance in implementing the 272 recommendations. Notwithstanding US DOJ's departure, SFPD and San Francisco's then-Mayor Edwin M. Lee's office requested that Cal DOJ assume the role of evaluating and assisting with the COPS Office reforms. Sadly, during our discussions regarding collaborative reform, Mayor Lee passed away; however, interim Mayor Mark Farrell wished to continue and pursue the collaborative reform approach, as does current Mayor London Breed. To that end, on February 5, 2018, the three parties, Cal DOJ, the City and County of San Francisco, and SFPD entered into a memorandum of understanding (MOU)<sup>4</sup> in which Cal DOJ would, in the absence of US DOJ, provide technical assistance and independent evaluation and reporting as SFPD works to implement the recommended reforms.

#### Terms of the MOU

The MOU provides that Cal DOJ will serve as an independent monitor, assisted by an experienced consultant retained by SFPD to evaluate and report on the SFPD's implementation of the 272 US DOJ recommendations. Among other things, the MOU provides:

- The City and SFPD will implement all 272 recommendations, and Cal DOJ will serve as the independent third party reviewer. The standard of review for the City's implementation of the reforms is "substantial compliance."
- The City and SFPD agree that the SFPD will submit each plan, policy or procedure that the SFPD develops or implements under the US DOJ Report to Cal DOJ for its review. Cal DOJ will review said plans, policies, and/or procedures and will provide its commendations, comments or edits.
- The City will hire a mutually agreed upon third party consultant who will assist Cal DOJ in its role as the independent monitor, including in preparing independent reports, reviewing any necessary plans, policies or procedures, and providing technical advice as appropriate. The consultant is also responsible for submitting independent reports to the parties pursuant to the mutually agreed upon work plan.
- The City agreed that Cal DOJ and the consultant will have the same access to information (files, records, etc.) afforded previously to the US DOJ including, but not limited to, access to SFPD records, files and papers. This may also include receipt of confidential materials not available to the public and the ability to conduct interviews and request reports and any other information that may be directly related to the matters relating to reform.

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<sup>3</sup> <https://www.justice.gov/opa/pr/departments-justice-announces-changes-collaborative-reform-initiative>; see also, [https://www.washingtonpost.com/world/national-security/justice-department-ends-program-scrutinizing-local-police-forces/2017/09/15/ee88d02e-9a3d-11e7-82e4-f1076f6d6152\\_story.html?utm\\_term=.eb83705263d9](https://www.washingtonpost.com/world/national-security/justice-department-ends-program-scrutinizing-local-police-forces/2017/09/15/ee88d02e-9a3d-11e7-82e4-f1076f6d6152_story.html?utm_term=.eb83705263d9)

<sup>4</sup> [https://oag.ca.gov/system/files/attachments/press\\_releases/DOJ%20MOU1.pdf](https://oag.ca.gov/system/files/attachments/press_releases/DOJ%20MOU1.pdf). The San Francisco Police Commission (Commission) was not an original signatory to the MOU, but the parties subsequently agreed to add the Commission as a party to the MOU. The addendum doing so has not been approved by the Commission.

- The term of the agreement is three years.

After careful consideration, including conducting interviews with various experts in the field, the parties agreed that Hillard Heintze, the original consultant retained by the COPS Office for its review of SFPD, was highly qualified to serve in the role as the consultant under the MOU given their skill and expertise as well as their intimate knowledge of the 272 recommendations.

Initially, after the MOU was signed, SFPD contracted with Hillard Heintze to assist with this process over the course of one year and requested that Hillard Heintze issue two reports. Subsequently, on its own initiative, the SFPD voluntarily extended that contractual period, and voluntarily requested that Hillard Heintze prepare a third report that will be submitted in May 2020. As it now stands, Hillard Heintze will prepare three reports: the current report, a second interim report in approximately December 2019 and a third final report in approximately May 2020. We commend the SFPD for being proactive in initiating this contract extension, which further shows the Department's commitment to reform its practices and turn the SFPD into an organization that is focused on contemporary police practices for the 21<sup>st</sup> century.

#### Phase I of the Collaborative Reform Review

##### a. Coalition Building

Upon beginning the work as the independent monitor of the collaborative review process, Cal DOJ reached out and met with stakeholders who provided input into the issues that were most important to them. Those stakeholders included the San Francisco Police Commission, San Francisco Department of Police Accountability, and various members from community-based organizations including the ACLU and the SFPD Working Groups. The Attorney General himself attended a community roundtable discussion in San Francisco's Bayview Hunter's Point District on March 15, 2018, at the invitation of members of the organization Wealth and Disparities in the Black Community – Justice 4 Mario Woods.

Throughout this process, the Cal DOJ team has continued to meet with community groups and attend community meetings, including those hosted by SFPD. Cal DOJ welcomes community input on SFPD's progress on the implementation of these reforms, and will continue to meet with the many different community stakeholders moving forward in the next two phases of the review process.

##### b. Work Plan

Once Hillard Heintze was retained to work on this project, the first order of business was for Cal DOJ, SFPD, the Commission, and Hillard Heintze to agree upon a comprehensive work plan that would provide clear goals and timelines for the completion of the work under the MOU. Significant time, discussion, and planning went into the creation of this work plan. As part of that process, the parties agreed to separate the collaborative review initiative into three phases, with each phase culminating in a progress report prepared by Hillard Heintze.

As part of our work, we have had regular meetings with Chief Scott, who has been generous with his time, as he continues to convey his commitment to reform. In addition to our weekly calls with the SFPD team assigned to this collaborative review, we have also participated in weekly calls with Hillard Heintze, the Commission, SFPD, and the individuals within SFPD tasked with developing and implementing the reforms.

Also informing our reviews, the Cal DOJ team attended SFPD trainings, including a Critical Mindset training aimed at coordinated police responses with an emphasis on de-escalation. During Phase I, our team members also participated in ride-a-longs, conducted interviews of officers and supervisors, and observed SFPD Command Staff meetings.

c. Compliance Measures

During one of several meetings with Cal DOJ regarding the work plan for assessing implementation of the recommendations, Chief Scott proposed creating clearly delineated compliance measures for each of the recommendations made by the COPS Office. We commend the Chief for proposing this concept and for recognizing that having delineated compliance measures will provide all parties, including the public, with a concrete understanding of what SFPD needs to accomplish in order to achieve substantial compliance for each recommendation. The bulk of the Phase I meetings and discussions between Cal DOJ, Hillard Heintze, SFPD and the Commission focused on creating these compliance measures, which can be found in Appendix B of the Hillard Heintze report. Each of the 272 recommendations has approximately two to six compliance measures which the SFPD must address in order to achieve substantial compliance with the overarching recommendation. A compliance measure is essentially a step that SFPD will need to complete within a particular recommendation before the Department can be found to have met the standard of substantial compliance.

In other words, while SFPD has been given great flexibility on how best to attain substantial compliance, there are specific goals that must be achieved within each recommendation. It is important to point out that substantial compliance does not mean that something must be perfect or completed. A significant number of recommendations contain compliance measures that will require ongoing review and improvement moving forward and beyond the scope of the MOU's three-year time frame. In those instances, having a plan or process in place that describes how SFPD will continue with those ongoing reviews, improvement loops, and audits will be critical to achieving not only substantial compliance with the recommendation, but as a way to institutionalize the approach to reform.

d. Department General Orders

During Phase I, Cal DOJ reviewed several of SFPD's Department General Orders, commonly referred to as "DGOs," which are the policies that will direct the actions of the SFPD officers. This review was undertaken under the provisions of the MOU relating to Cal DOJ's review of plans, policies, or procedures with respect to the US DOJ report. Under the structure of the City Charter, the Commission has oversight of the Department and its policies. Because several compliance measures depend upon the revision and implementation of several DGOs, it has been our objective to seek consensus between Cal DOJ, the Commission and the SFPD to get the DGOs adopted which will in turn enable the SFPD to achieve substantial compliance with those recommendations dependent upon the DGO. With that goal in mind, Cal DOJ, in consultation with our separately retained expert, provided recommendations with respect to the following DGOs:

- DGO 2.04 (Civilian Complaints Against Officers)
- DGO 3.01 (Written Communication System)
- DGO 5.17 (Policy Prohibiting Biased Policing)
- DGO 5.22 (Interacting with Transgender, Gender-Variant, and Nonbinary Individuals)
- DGO 11.07 (Prohibiting Discrimination, Harassment, and Retaliation)

Cal DOJ sent its initial review of DGOs 2.04, 3.01, 5.17, and 11.07 to the SFPD and Commission on July 30, 2018. Since that time, we have had several very positive and productive discussions with the SFPD and the Commission regarding each of these DGOs. On December 19, 2018, we informed the SFPD and the Commission that we had no further comments with respect to DGO 3.01 (Written Communication System). This policy describes the types of written directives within SFPD – such as Department General Orders and Department Bulletins – and establishes responsibilities for compliance with their promulgation including the timeline for completion of the updates on all DGOs. On January 16, 2019, the Commission discussed taking action to adopt DGO 3.01. At the meeting, the DGO was not approved after a motion to amend was made to include a provision giving the Commission the opportunity to approve all memorandums of understandings generated by the SFPD. The Commission has advised us that it is awaiting additional information from the SFPD regarding the MOU issue and has no current date to place DGO 3.01 back on the agenda for approval. SFPD has advised us that approximately 17 recommendations rely upon the completion of this DGO.

The Cal DOJ has also informed the SFPD that it had no further comments with respect to its review of DGO 2.04 (Civilian Complaints Against Officers). This policy outlines the procedures SFPD uses when receiving, investigating, and processing civilian complaints against officers. On February 20, 2019, the Commission discussed taking action to adopt DGO 2.04; however, it is our understanding that the Commission did not approve the DGO because it first wanted to resolve pending issues with a memorandum of understanding between the Department of Police Accountability and the SFPD. The Commission advised us that this DGO will be placed on the agenda for approval for the May 15, 2019 Commission meeting.

All parties met on August 20, 2018 to discuss DGO 5.22 (Interacting with Transgender, Gender-Variant, and Nonbinary Individuals).<sup>5</sup> At that time, Cal DOJ provided some minor suggested modifications and praised the SFPD for its leadership on this issue. The Commission adopted this policy on October 3, 2018, making SFPD one of a handful of organizations with a policy concerning the interaction of law enforcement with transgender, gender-variant, and non-binary individuals. Indeed, the National Center for Transgender Equality (NCTE) conducted an evaluation of the 25 largest police departments on 17 proposed policies for how law enforcement should treat transgender people,<sup>6</sup> and determined that SFPD's policy contained more of these recommended policies than any other city.<sup>7</sup> In educating SFPD officers and other staff about treating this vulnerable population with respect and dignity during law enforcement interactions, the Department is directly addressing those recommendations related to anti-biased policing.

We are continuing to work through the remaining DGOs, and look forward to seeing the additional revisions on these in progress policies.

Cal DOJ has worked well with individual commissioners on the Police Commission. Our many interactions have been very positive, and Cal DOJ finds the commissioners to be effective and highly capable partners. From a process perspective, however, Cal DOJ has a concern about the consistency and the length of time regarding the Commission's process related to policy development for the Department. The COPS Office also noted this issue in its original assessment report. Our concern stems from the fact that there have been DGOs submitted to the

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<sup>5</sup> This policy can be found at: <https://sanfranciscopolice.org/sites/default/files/Documents/PoliceDocuments/DepartmentGeneralOrders/DGO%205.22%20Interacting%20with%20Transgender%2C%20Gender-Variant%2C%20and%20Nonbinary%20Ind....pdf>

<sup>6</sup> [https://transequality.org/sites/default/files/docs/resources/FailingToProtectAndServe\\_ExecutiveSummary.pdf](https://transequality.org/sites/default/files/docs/resources/FailingToProtectAndServe_ExecutiveSummary.pdf)

<sup>7</sup> [https://www.vice.com/en\\_us/article/wjvwn9/police-department-policies-toward-transgender-people](https://www.vice.com/en_us/article/wjvwn9/police-department-policies-toward-transgender-people)

Commission for final approval by SFPD but that have not, as noted above, been agendized or acted upon quickly. Any inability to promulgate key policies in a timely manner will ultimately have a negative impact on the SFPD's reform goals. Moving into Phase II, substantial compliance with significant recommendations will require the collaboration and timely action on the part of the Commission to approve certain policies.

Phase II will also require the SFPD to develop additional DGOs, those specifically identified in the recommendations and those related, and submit those policies to Hillard Heintze for technical assistance, and then Cal DOJ for review. We believe that Cal DOJ's involvement in these reviews thus far has resulted in the adoption of very positive policy enhancements for the SFPD. We look forward to reviewing and engaging in more robust discussions concerning additional polices as we move into Phases II and III.

e. Working Groups

As a part of its work to address the COPS Office's recommendations, SFPD created five working groups that correspond to the five major report objectives: use of force, bias, community policing, accountability, recruitment and hiring. These working groups are tasked with assisting SFPD in responding to the recommendations and are comprised of stakeholders drawn from the Department of Police Accountability, the Commission, community police advisory boards, police employee groups, the San Francisco Bar Association, community members, and other interested stakeholders. During Phase I, Cal DOJ attended one of the regular meetings of the Community Policing Executive Sponsor Working Group led by Commander David Lazar and found the meeting to be well attended, organized, and effective. In contrast, Cal DOJ had not been able to attend other working group meetings, in part, because of infrequent meeting times and inconsistent scheduling.

We understand that these working group meetings will begin meeting on a more consistent basis during Phase II, and, in fact, we have very recently attended one meeting for each of the Executive Sponsor Working Groups for community policing, recruitment and hiring, and bias. We encourage the SFPD Executive Sponsors to schedule these meetings with regularity, and in locations and at times that will permit the greatest number of community members to participate. We look forward to joining more of these working group discussions in Phases II and III, and urge the residents of San Francisco to join these discussions as well.

f. Individual Recommendation Review

When Cal DOJ began its compliance review, SFPD submitted that it had substantially complied with 54 recommendations when it was working with the COPS Office. However, none of the work completed by the SFPD during the COPS Office implementation phase was published, nor was SFPD provided with any written progress report. And, as a result of its contractual obligations with the US DOJ, Hillard Heintze was unable to retain any working materials related to its work with SFPD during that time. As such, there was no documentation as to the US DOJ's determination of the status of the 54 recommendations submitted for implementation review.

To ensure the independence and integrity of this process, Cal DOJ requested that SFPD provide to Cal DOJ the evidence of its substantial compliance of the 54 recommendations that it had previously provided to the COPS Office. SFPD agreed to this request. Accordingly, Cal DOJ will independently review those 54 recommendations, as well as the remaining 218 recommendations. In conducting that review, Cal DOJ will evaluate any information previously submitted to US DOJ along with additional independently newly gathered data, utilizing the review process described in the Hillard Heintze report.



The SFPD has thus far submitted a total of 18 files to Cal DOJ regarding the COPS Office's recommendations; each file corresponds to one COPS Office recommendation. Cal DOJ reviewed and discussed fully the first 13 COPS Office recommendations submitted to it in a letter to the SFPD dated December 28, 2018.<sup>8</sup> In working through this process our office determined that items within several of those files would need to be modified to comport with the specific compliance measures adopted during Phase I. As a result, Cal DOJ determined that six of the 13 recommendations were substantially compliant, but that the remaining seven would need additional information to be provided by SFPD.

Cal DOJ subsequently reviewed an additional five recommendations under Phase I, and found all to be in substantial compliance. Those recommendations required SFPD to quickly adopt a use of force policy;<sup>9</sup> develop and train to a consistent reporting policy for use of force; hold supervisors and officers accountable for failure to properly document use of force incidents; 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; and develop a policy for investigation standards and response for all officer use of force. Within Phase I there were a total of 11 recommendations with corresponding compliance measures that both Hillard Heintze and Cal DOJ approved as demonstrating substantial compliance.

Among the COPS Office's recommendations are several devoted to the use of force. SFPD has implemented many promising reforms in its efforts to complete the COPS Office recommendations. These include issuing and implementing DGOs and Bulletins updating the use of force policy. Although Cal DOJ was not involved in the adoption of SFPD's use of force policy DGO 5.01 (Use of Force), it is our understanding that SFPD developed this policy with the input of the Department of Police Accountability, the Commission and community stakeholders. The use of force policy itself serves as the basis for many of the recommendations that Cal DOJ will be evaluating in the area regarding force, including multiple recommendations for which Cal DOJ has already determined that SFPD has attained substantial compliance as discussed above. Significantly, DGO 5.01 contains commendable and contemporary police practices including, but not limited to, the following:

- acknowledging that the SFPD's highest priority is "safeguarding the life, dignity, and liberty of all persons;"
- emphasizing the concepts of time, distance and de-escalation;
- having clear policies and/or definitions regarding (1) the definition of force, (2) the discharge of a firearm at or from a moving vehicle, (3) proportionality, (4) crisis intervention, and (5) reportable uses of force;
- prohibiting the use of the carotid restraint;

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<sup>8</sup> [https://www.scribd.com/document/397551336/Final-Ltr-to-Chief-Re-13-Compl-Meas-12-28-18#fullscreen&from\\_embed](https://www.scribd.com/document/397551336/Final-Ltr-to-Chief-Re-13-Compl-Meas-12-28-18#fullscreen&from_embed)

<sup>9</sup> SFPD's DGO 5.01 (Use of Force) was approved by the Commission on December 21, 2016. Use of force reporting is addressed in Section VII of DGO 5.01. 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 officer notifies and submits any documentation to the Department of Police Accountability, consistent with DGO 2.04, (Civilian Complaints Against Officers). Use of force training is provided to officers and supervisors which includes officer, supervisor and commanding officer's responsibilities in reporting and investigating use of force incidents.

- prohibiting the use of firing a “warning shot;”
- reporting the intentional pointing of a firearm as a use of force;
- officer’s and supervisor’s responsibilities in reporting and/or investigating uses of force; and
- expanding upon the “objectively reasonable” factors used by the United States Supreme Court in *Graham v. O’Connor* for evaluating use of force.

Other notable measures SFPD undertook in implementing the use of force recommendations reviewed by Cal DOJ include SFPD’s issuance of a bulletin that removed the requirement that officers use a 36-inch baton in certain instances where officers had not been trained on its use.<sup>10</sup> With regard to officer-involved shootings, SFPD adopted the Everbridge notification system, which sends out timely notifications of officer-involved shootings to Internal Affairs, the District Attorney, and the Department of Police Accountability. While certain ancillary measures remain in progress regarding the Everbridge system, the use of this system is a positive step forward. In addition, SFPD has committed to hosting and publicizing town hall meetings within ten days of an officer involved shooting. These efforts on important use of force recommendations demonstrate SFPD’s commitment and capability to carry out reform.

#### Observations Moving Forward

As acknowledged in the Hillard Heintze report, due to the time constraints for the Phase I review, significant effort was directed at establishing procedures, compliance measures and identifying formal roles and working relationships among the parties. While Cal DOJ would have liked to see more progress with respect to the completion of more COPS Office recommendations, developing the framework for this review was critical, and consumed the vast majority of the time spent on Phase I. However, now that this framework has been established, the process should be clear, straightforward, and streamlined moving into the next phases of this initiative.

While there is significant work to be done, we are hopeful that all of the stakeholders identified in the recommendations, including the Department of Police Accountability, the Commission, the San Francisco District Attorney’s Office and the San Francisco Sheriff’s Department, will rally together to ensure the success of the reform initiative. These reforms are important not only for the sake of the SFPD, but also for the community that it serves.

With respect to the SFPD, we have met many individuals within the Department, especially Chief Scott, who are highly motivated and dedicated to working on the collaborative reform approach. Yet, this sentiment is not universal within SFPD and the Chief’s enthusiasm and commitment to this process have not been fully adopted within all ranks. There has been slow progress in removing impediments that have prevented Cal DOJ from obtaining full access to all of the SFPD systems. And, although there are individuals within the SFPD who are diligently working on the reform process and we are starting to see more work progressing, obstacles remain within the Department that are preventing it from functioning with alacrity and consistency on all of these reforms. We have also heard anecdotal evidence from community members corroborating these observations.

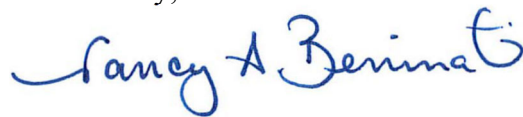
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<sup>10</sup> Department Bulletin 16-162, rescinding Department Bulletin 16-071.

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While challenges remain, we believe they are surmountable within the next two phases of the reform process with the full commitment of the SFPD, the City and the Commission. As we move into Phase II, Cal DOJ will continue to take an active role in discussions with community members, observe SFPD trainings, operations, and working group meetings, and work with the Commission, Department of Police Accountability, and the SFPD, including the Department leaders tasked with implementing the reform measures. Thus far, SFPD has worked diligently under the collaborative reform initiative during Phase I to provide a clear framework for reform. Moving into the next phases of this initiative, Cal DOJ expects the Department to successfully execute its plan.

Sincerely,



NANCY A. BENINATI  
Supervising Deputy Attorney General

For XAVIER BECERRA  
Attorney General



May 1, 2019

Chief William Scott  
San Francisco Police Department  
1245 3<sup>rd</sup> Street, 6<sup>th</sup> Floor  
San Francisco, California 94158

Dear Chief Scott:

We have completed the Initial Progress Report of the San Francisco Police Department's (SFPD) Collaborative Reform Initiative. A collaborative team – consisting of the California Department of Justice, the San Francisco Police Commission and members of your department – provided the guidance and assistance to establish a framework that will support future excellence within the department. Your leadership and the work of your officers, and in particular the members of the Professional Standards and Principled Policing Unit, has contributed to this report on the progress of the department in implementing its reform goals.

As with all organizational transformation, success is incremental. You will find that during Phase I, significant progress has been made in developing the measurements for reform, establishing the roles and responsibilities of the partners and achieving progress in implementing key reforms in critical areas, including use of force and transparency.

We look forward to the upcoming work under the San Francisco Police Department's Collaborative Reform Initiative to help the SFPD become a model for excellence in policing. We are excited to be part of this transformation – and we know that your communities will continue to benefit from the reform.

We place enormous value on the trust that you have extended to us in this matter and look forward to supporting your requirements in the future.

Sincerely,  
HILLARD HEINTZE LLC

A handwritten signature in black ink that reads "Arnette Heintze". The signature is written in a cursive, flowing style.

Arnette F. Heintze  
Chief Executive Officer



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## Executive Summary

### **STRATEGIC CONTEXT: THE SAN FRANCISCO POLICE DEPARTMENT'S PAST AND CURRENT STATE**

This status report documents the San Francisco Police Department's (SFPD) progress on the implementation of the 272 reform recommendations published in the October 2016 United States Department of Justice (USDOJ) Office of Community Oriented Policing Services (COPS Office) Assessment Report.<sup>11</sup>

The SFPD initially requested the assistance of the USDOJ in 2015 to help implement reforms following a series of events that the department sought to address through an organizational approach. This process began, but when the USDOJ subsequently withdrew its assistance to the SFPD, the department was faced with a challenge in being able to carry forward its reform commitment to the communities of San Francisco. The subsequent voluntary and collaborative process undertaken by the City of San Francisco to implement the reform recommendations, and this report, stand distinct from the COPS Office Collaborative Reform Initiative for Technical Assistance (CRITA). That this voluntary reform process was not driven by a court-mandated consent decree also distinguishes the SFPD's Collaborative Reform Initiative. The SFPD and City of San Francisco, through significant investment of time and local resources, have independently engaged a reform process with external oversight and review to deliver on the initial reform goals driven by the leadership of Mayor London Breed and Chief William Scott.

### **Background**

In April 2016, San Francisco Mayor Edwin M. Lee and SFPD Chief of Police Greg Suhr recognized that reforms within the SFPD were needed to increase the public trust. They sought improvements in policing practices, transparency, professionalism and accountability. To support his goal, the mayor's office and the SFPD requested reform assistance from the COPS Office that would take into account national standards, best practices, current and emerging research, and community expectations. This request was intended to assure the community of the commitment of the SFPD to address community concerns following a series of critical events, including high-profile officer-involved shooting events and a criminal investigation into biased policing and other corrupt practices by a group of officers.

Concerned community members had been vocal and sought investigation assistance from the California Department of Justice (Cal DOJ) and the USDOJ. After discussions and engagement with multiple stakeholders at the local, state and federal level, it was agreed that the SFPD would engage with the USDOJ through the CRITA program. A transparent and voluntary partnership between the COPS Office and local agencies, the CRITA program was a response to requests from the law enforcement community for a proactive, non-adversarial and cost-effective form of technical assistance for agencies with significant law enforcement-related issues.<sup>12</sup> The COPS Office and the SFPD mutually agreed on the goal and objectives for CRITA in San

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<sup>11</sup> *An Assessment of the San Francisco Police Department*, Collaborative Reform Initiative (Washington, DC: Office of Community Oriented Policing Services, 2016), <https://ric-zai-inc.com/Publications/cops-w0817-pub.pdf>.

<sup>12</sup> For further information on the Collaborative Reform Initiative for Technical Assistance process, see "Collaborative Reform Initiative for Technical Assistance," fact sheet, Office of Community Oriented Policing Services, October 2015, [http://cops.usdoj.gov/pdf/technical\\_assistance.pdf](http://cops.usdoj.gov/pdf/technical_assistance.pdf).



Francisco. Subsequently, the reform process began, during which the Cal DOJ was informally monitoring the work being done under CRITA.

The CRITA process sought improvements in community oriented policing practices, transparency, professionalism and accountability while considering national standards, promising practices, current and emerging research, and community expectations. The CRITA assessment addressed objectives within the following areas.

- Use of force policies and practices
- Policies, practices, and training to address issues of bias in policing
- Community-oriented policing strategies and protocols
- Policies and practices regarding accountability processes
- Recruitment, hiring, and 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.<sup>13</sup> The assessment report was the outcome of a high-profile and significant engagement with the City of San Francisco and its community, governmental and police department stakeholders. The report contained 94 findings and 272 recommendations that provide a road map for reforms aimed at establishing the SFPD as a department engaged in collaborative, model policing practices and enhancing partnerships in San Francisco.

### **A Change in Structure and Support**

Under the COPS Office agreement, the SFPD was to receive ongoing technical assistance and support in implementing the reforms following the assessment. The SFPD established a complex internal structure designed to support the management of the implementation process and overall reform. This was no small feat, as the recommendations are interconnected between the focus areas and support a connected approach to implementing reforms to address the challenges facing the SFPD. The SFPD began its work in support of the CRITA goals during the assessment and with more directed effort following the publication of the assessment report.

The agreement between the SFPD and COPS Office included support from the COPS Office in facilitating the Implementation Phase from October 2016 through June 30, 2017. On March 31, 2017, the USDOJ placed its CRITA work in San Francisco on hold.<sup>14</sup> The USDOJ formally announced its withdrawal from the San Francisco CRITA process on September 15, 2017<sup>15</sup> and informed the City of San Francisco that it would be ending the Memorandum of Agreement on SFPD CRITA, effective immediately. No further CRITA support was made

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<sup>13</sup> *An Assessment of the San Francisco Police Department*, Collaborative Reform Initiative (Washington, DC: Office of Community Oriented Policing Services, 2016), <https://ric-zai-inc.com/Publications/cops-w0817-pub.pdf>.

<sup>14</sup> [https://www.justice.gov/opa/press-release/file/954916/download?utm\\_medium=email&utm\\_source=govdelivery](https://www.justice.gov/opa/press-release/file/954916/download?utm_medium=email&utm_source=govdelivery)

<sup>15</sup> <https://www.justice.gov/opa/pr/department-justice-announces-changes-collaborative-reform-initiative>





available to the SFPD, although other cities that engaged in the CRITA assessments under the program continued to receive CRITA support.

The SFPD had invested in the reform process and made a public commitment to its communities. After the USDOJ withdrawal, the SFPD was left without the technical and financial support to implement reform as agreed by the USDOJ. However, the SFPD reaffirmed its commitment to reform and informed San Francisco residents and stakeholders that it would continue to work on the implementation of the recommendations. The department then began to assess how to best deliver on the goals that had been central to the department and its community during the original CRITA program.

### **Current Reform Efforts**

The CRITA program was a very public process with a significant outreach and its efforts broadcasted the department's reform commitment to its community. When it withdrew, the USDOJ left the department without structured technical assistance to address the recommendations from the assessment report. Further complicating the reform progress, all of the key institutional stakeholders – the mayor, the police chief, the President of the Police Commission and the head of Office of Citizen Complaints (now renamed the Department of Police Accountability) – had leadership changes since the initial assessment and assessment report publication.<sup>16</sup>

In its efforts to continue reform practices, the SFPD reorganized its command and created a new bureau to support its reform efforts. It continued with existing policy review, such as use of force, and began other work in support of the recommendations. However, the SFPD recognized that it needed to bring independent review to the process to assure the community that the reform efforts were consistent with the vision of CRITA.

The SFPD and San Francisco Mayor Ed Lee's office requested that the Cal DOJ assume the role of evaluating and assisting with the implementation of the CRITA recommendations. During discussions regarding how to best shape the collaborative reform goals between the city and the state, Mayor Lee passed away. Interim Mayor Mark Farrell reiterated the commitment to pursuing a collaborative reform approach with the Cal DOJ and the SFPD, and the City continued to work on the necessary agreements and contracts to support the process.

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 the Cal DOJ to evaluate and report on SFPD's implementation of the 272 COPS recommendations in a collaborative effort.<sup>17</sup> The Collaborative Reform Initiative (CRI) was a direct response to the gap created by the withdrawal of the COPS Office and one that sought to ensure the appropriate focus, ongoing commitment and independent oversight of the SFPD reform process. The City of San Francisco and the SFPD identified a funding stream to engage an

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<sup>16</sup> Multiple changes in City leadership occurred, namely three Mayors in a short-time frame, due to the sudden death of Mayor Edwin Lee.

<sup>17</sup> Available at [https://oag.ca.gov/system/files/attachments/press\\_releases/DOJ%20MOU1.pdf](https://oag.ca.gov/system/files/attachments/press_releases/DOJ%20MOU1.pdf)



independent private contractor, Hillard Heintze, 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 through three reports. This new initiative includes the Cal DOJ, the Police Commission, the SFPD and Hillard Heintze (the CRI team) as key stakeholders to reform the San Francisco Police Department.

On June 1, 2018, almost 19 months after the publication of the COPS Office assessment report, the CRI team began — with a renewed focus — ensuring the SFPD achieved the reform envisioned by the recommendations. This established a first-of-its-kind monitoring process in San Francisco that provided independent monitoring, reviewing and reporting on the Department’s organizational transformation. The CRI team was essentially beginning anew, as the COPS Office files, technical direction and technical assistance support under the earlier process was no longer available to the SFPD. As indicated previously, the withdrawal of the USDOJ created a gap in the oversight, management and progression of the reform timetable.

### **Phase I Summary**

By its nature, reform is never “complete,” but rather is an ongoing strategic goal. Identifying problems is relatively easy; however, developing a holistic approach to organizational transformation is not. The SFPD stands unique among its peers in that it is driving reform based on internal action and not as the result of court-ordered action. The CRI process is one that is transparent and accountable to all stakeholders. Hillard Heintze is confident that based on the initial work conducted in Phase I, the SFPD is better positioned to achieve successful transformation now and in the future.

This Phase I Initial Progress Report is the first of three reports Hillard Heintze will publish regarding the SFPD’s progress in implementing the assessment report’s recommendations. It will inform all stakeholders (i.e., the SFPD, city and county officials, and the San Francisco and Bay Area communities) of the SFPD’s progress in advancing the recommendations. This report covers the implementation of the SFPD’s efforts in advancing the reform recommendations through December 21, 2018. The time frame of this report is relatively short compared to that normally associated with organizational change programs, in part due to the protracted contracting process. The SFPD prioritized transparency to assure the public that they sought to continue the reform initiated under the USDOJ process.

Establishing a sound framework to support and monitor the reform process was a critical goal for Phase I. The CRI team defined compliance measures for each of the recommendations to ensure that there was a transparent and agreed measurement of substantial compliance.

The first set of compliance measures agreed to by the CRI team were for recommendations prioritized by the SFPD. These recommendations were prioritized under Phase I because they were mostly focused on the key issues of use of force and bias. After extensive work by the parties, the initial compliance measures were agreed to on October 18, 2018. Subsequently, the team finalized compliance measures for the remaining recommendations by March 2019 as can be found in **Appendix B**. This was a significant accomplishment as the compliance measures outline the steps and processes the SFPD must implement in order to achieve a substantial compliance status for each recommendation.



Ongoing engagement was occurring with members of the CRI team to ensure the reform structure and process to help the SFPD advance its reform efforts and to ensure the objectivity and independence of the process. During this time frame, the SFPD established its internal processes and procedures for managing the complexity of ongoing reform while also engaging in the day-to-day delivery of policing services.

The file review process was established. It was this process that led to the determination of whether the SFPD was substantially compliant with the specific recommendation under review. The SFPD was tasked with reviewing each of the files and ensuring that the documentation needed to support the newly agreed compliance measures were in place. A system was set up to allow sharing of the SFPD work to the CRI team members. Once the department determined that the work was sufficient to address the file recommendation, they would forward it to Hillard Heintze. In turn, Hillard Heintze would review and either agree that the work was complete or determine additional support was needed. If a file was deemed complete, then it was forwarded to the Cal DOJ for review, which would determine whether the department was substantially compliant with the recommendation. If the file was insufficient, it was returned to the SFPD for further work. Please see **Exhibit 1** for the details of the file review designations. All files deemed complete under this phase were approved due to their demonstration of substantial compliance with the underlying recommendation by both Hillard Heintze and Cal DOJ.

Under Phase I, the SFPD prioritized 63 recommendations for review, which included recommendations on Use of Force, Bias and Accountability. Based upon the agreed compliance measures within Phase 1, 11 recommendations have been determined to be substantially compliant. Please see **Appendix C** for a detailed overview of the file review status of Phase 1 priority recommendations. The majority of the recommendations remain in progress.

This report documents only those files that were submitted by SFPD for review. Therefore, it should be noted that the full range of actions taken by the SFPD to advance reform are not covered in this report, and work that the SFPD has engaged in to advance the recommendations remains ongoing. The SFPD was engaged early on in policy review and other efforts that supported the reform recommendations, and it had already conducted collaborative work on use of force policy and other actions, completed the first bias audit, and established a new unit to help document the reform efforts of the department ahead of this agreement. The department continues to engage in a significant amount of work across most of the recommendations.



### **NEXT STEPS: THE PATH FORWARD**

Due to the time constraints for the Phase I review, significant effort was directed at establishing procedures and compliance measures, as well as identifying formal roles and working relationships among the CRI team and other stakeholders. During this time, ongoing work on the recommendations and other operational initiatives continued, which remains in progress. As the CRI program moves into Phase II, we anticipate more progress for the reform recommendations, supported by a more efficient process. We believe the framework and collaboration established in Phase I will allow the SFPD to meet its reform goals for Phase II.

The SFPD has committed to a long-term process that seeks the overall transformation of the department and the way that it delivers services to the residents of San Francisco. The SFPD's work and commitment to continued reforms are evident in this report. The CRI team is confident that the spirit and intent of the recommendations, directed at improving the police community relationship in San Francisco, are already driving transformation within the SFPD.

As we head into Phase II, the CRI team has worked with the department to identify key priorities for successful long-term reform. Most of the Phase I prioritized recommendations remain in progress given the challenge in establishing internal review and audit standards to support the reform goals. Internal accountability controls are key to establishing measurable support of compliance with the recommendations. The SFPD has stated its commitment to establishing these measures. Strong integration between operations and the administrative process that measures the reform progress will ensure that reform is seen as a holistic approach for improving the department and that it is fully institutionalized within the SFPD.

Phase II will prioritize recommendations that require partnership engagement with the stakeholders to help advance the accountability standards and professionalism of the department. It is encouraging to note that the SFPD has invited the Department of Police Accountability (DPA) to become a more visible stakeholder to the reform process. Given the DPA's role and its shared responsibilities with SFPD in addressing officer misconduct, this is a promising start to Phase II.

During Phase II, the work in establishing the review process should result in a more timely and expedited reporting process that will help the department fully report on its reform efforts. Phase II work began on December 22, 2018 and will conclude on August 9, 2019.

Finally, the department continues to advance its data capacity for measuring and analyzing reform. Its reporting and data practices have improved since the original assessment, as seen through a variety of technology improvements implemented. Over the remaining period of review, we anticipate that the department will continue to use and analyze data to drive critical and analytical thinking regarding how it polices, what trends are evident in the data produced and how its strategic vision best advances the organization and its reform goals.

Phase III will be the culmination of the reform efforts by the SFPD with a review of what has occurred, ensuring continued progress on the recommendation priorities remaining and ensuring the framework and structure will allow for transparent accountability to the community. Phase III is scheduled to begin on August 10, 2019 and the final report is scheduled to be delivered on May 25, 2020. We look forward to assisting the SFPD meet its reform goals.



### **PROJECT TEAM: ABOUT HILLARD HEINTZE**

Hillard Heintze is one of the nation’s foremost privately held 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.

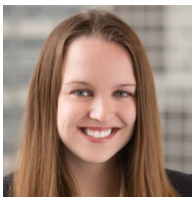
#### **Debra K. Kirby, Esq., Project Lead**



Debra Kirby has been a lifelong champion for accountable policing practices in the U.S. and in Ireland. She served 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 the highest-ranking female in a major city police department, having developed expertise in labor management; officer-involved shooting investigations and policies; criminal investigations; large-scale demonstrations and emergency preparedness; and internal affairs and accountability. She was a change agent in critical organizational change programs including the reduction of districts; the introduction of the first independent civilian police review for officer use of force; and the establishment protocols and policies around issues such as prisoner treatment, stop and frisk, officer-involved shootings and other risk areas.

In addition to her current duties as Hillard Heintze’s General Counsel, Debra continues to leverage her law enforcement expertise to assist police departments achieve reform; following her work with the Department of Justice’s Collaborative Reform Initiative for Technical Assistance (CRI-TA), she continues to serve as Project Lead on several key policing assessments to foster community oriented policing practices. A licensed attorney in the State of Illinois, Debra 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.

#### **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 U.S. Department of Justice’s COPS Office Collaborative Reform Initiative for Technical Assistance (CRI-TA). This 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, alongside 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 for the Collaborative Reform Initiative for Technical Assistance (CRI-TA), as well as CRITA assessments for several other law enforcement agencies. Michael holds a Juris Doctorate from South Texas College of Law (Houston, Texas), a Master of Science from Sam Houston State University (Huntsville, Texas) and a Bachelor of Arts in economics from the University of Texas (Austin, Texas).

### **An Intensive Approach**

During this engagement, the Hillard Heintze assessment team performed the following tasks.

- Facilitated the identification of the roles and responsibilities of the CRI team
- Established compliance measures that allow transparent and consistent measure of the reform progress
- Engaged weekly with CRI team members.
- Provided ongoing technical assistance to the executive working group sponsors, the SFPD Professional Policing and Standards Bureau and other CRI team members.
- Conducted four site visits with on-site observations and in-person technical assistance.
- Established process and file review of SFPD work in support of the reform recommendations.



### EXHIBIT 1: STATUS DESIGNATIONS

Status	Definition
<b>Complete</b>	Evidence reveals the recommendation has been adopted and is demonstrated through practice and organizational commitment - based on the review of submitted materials, observations and analysis. When appropriate, written directives are in place and the practices are supported through training.
<b>Partially Complete</b>	Evidence reveals significant progress in implementing the recommendation, but specific requirements under the recommendation have not been achieved and/or the initiative is lacking organizational commitment and structure to continue to advance the basis of the recommendation.
<b>In Progress</b>	Evidence reveals that implementation activities have begun, but significant work remains toward achieving implementation of the recommendation – based on the review of submitted materials, observations and analysis.
<b>Not Started</b>	Evidence reveals the SFPD has not started implementation activities – based on the review of submitted materials, observations and analysis.
<b>No Assessment</b>	Not enough evidence has been made available to make a determination on the progress of implementation or SFPD determined it will not implement the recommendation.



## Phase I - Key Areas of Focus

### PROCESS AND REFORM FRAMEWORK

#### Implementation

The Cal DOJ and the City and County of San Francisco, acting through the Mayor’s Office and the SFPD, entered into an MOU on February 5, 2018 for “the sole purpose of evaluation and reporting on SFPD’s implementation of the 272 US DOJ recommendations following the United States Department of Justice Office of Community Oriented Policing Services collaborative reform process.”<sup>18</sup> Hillard Heintze was contracted on June 1, 2018 to support the SFPD in the measurement of its reform goals through “independent monitoring, reviewing and reporting on the Department’s organizational transformation process.” The goal for the CRI team under this phase was to provide technical assistance, monitor and report on the SFPD’s progress in achieving the reform goals of the CRITA recommendations.

#### Compliance Measures

The CRI team spent much of Phase I establishing compliance measures for the 63 recommendations prioritized by the SFPD. The team’s early work supported the ongoing file review of the prioritized recommendations. The CRI team then worked to establish the compliance measures for all of the other recommendations from the assessment report, thereby providing a clear and transparent decision matrix as to whether the work to address a recommendation was sufficient to determine the underlying work on the recommendation was substantially compliant. Many of the recommendations have compliance measures centered on continuous improvement and review – a hallmark of excellence in policing. However, SFPD has additional work required to meet these compliance measures, and as a result, many of the recommendations reviewed in Phase I remain in progress as the department solidifies its internal guidance and supervisory overview measures to support a continuous improvement approach.

#### Organizational Implementation of Reform

The partners developed a work plan and an interagency work process that outlines the roles and responsibilities of each partner to the CRI. The work plan clearly delineated the role of the new CRI team as that of an implementation monitor guided by the assessment report’s recommendations. The work plan was formally approved by the SFPD, the Police Commission and the Cal DOJ as of early September 2018 and continues to guide the team’s efforts.

The Professional Standards and Principled Policing Unit (PSPPU) is tasked with overseeing the management of the reform process in the SFPD. The PSPPU established a complex, multi-layered internal process that collected, reviewed and provided document evidence to support the completion of the tasks associated with a recommendation. The file submittal period for this report ran from September 7, 2018 through December 21, 2018, with time for review by the remaining CRI team members, as established under contract.

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<sup>18</sup> [https://oag.ca.gov/system/files/attachments/press\\_releases/DOJ%20MOU1.pdf](https://oag.ca.gov/system/files/attachments/press_releases/DOJ%20MOU1.pdf)





The reviews and other work were supported by technical assistance from the Hillard Heintze team and CalDOJ. Additionally, weekly partner calls addressed agenda items ranging from the completion of compliance measures through progress specific to the working groups for the reform categories. The SFPD team was engaged and open to the comments and input from the CRI team and a strong shared focus developed during this phase.

The PSPPU submitted their documentation for the recommendation to the CRI team for its independent review of the work done in support of the recommendation. The CRI team conducted a thorough review of the files, documents, videos and other supporting material in an effort to determine whether the work was sufficient to achieve a substantial compliance status for the recommendation. Throughout the file review process, additional work — including interviews with the PSPPU, the SFPD process owner, other SFPD representatives and partners with assigned responsibilities to implement the recommendations — was conducted to validate the technical review. Based on the internal work and knowledge of standard law enforcement practices, the CRI team assigned a recommendation status and reported the status to the SFPD. For those recommendation files that did not meet a substantially complete status, the CRI team provided additional input and recommendations to the SFPD to identify the additional work required.

## **USE OF FORCE**

Use of force by officers of the SFPD was a key community concern and one of the driving issues for the initial request for assistance to the COPS Office. As a result, it is one of the more fully developed areas under the reform agenda and covers the policy, training, investigation and transparency for use-of-force incidents. SFPD initiated much of the work noted below during the assessment phase and was in progress when the USDOJ withdrew. While work under this recommendation remains, we note promising data emerging as reported by the SFPD in its Executive Summary Administrative Code 96A.3 2018 Quarter 4 Report, which identifies that as compared to 2017, SFPD officers' overall use of force has decreased by 14 percent.<sup>19</sup>

## **Policy Revision**

Setting the stage for reform was a revision of the use of force order with a new policy promulgated as Department General Order 5.01 Use of Force (December 21, 2016). The policy was the outcome of a public process using a stakeholder group with shared ownership. Also notable was the fact that the policy prohibited the use of carotid restraints and the discharge of a weapon at a moving vehicle. This policy also stresses the sanctity of human life as the highest priority and requires supervisors to respond to the scene and conduct inquiry into all use of force incidents. The policy implemented by the SFPD is more restrictive than existing constitutional standards and is akin to similar policies many law enforcement agencies are reviewing to implement within their own agencies.

Other actions undertaken by the department in support of the policy and leading police practice regarding use of force was the implementation of a 20-hour training for all department members that prioritized de-

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<sup>19</sup> <https://sanfranciscopolice.org/sites/default/files/Documents/PoliceDocuments/4th%20QTR%20EXEC%20SUMMARY%20Feb%204%202019.pdf>



escalation when facing critical incidents and it created the Supervisory Use of Force Evaluation report to consistently document supervisor’s evaluation of use-of-force incidents.

The department continues to work on its policy, protocols and training regarding use of force. For example, while not evaluated under this phase, the Police Commission approved the policy for the department to implement electronic control devices as a force option under specific circumstances. However, funding has yet to be appropriated for this less-lethal force option.

### **Transparency in Reporting Force Incidents**

During the initial assessment, the department improved transparency in reporting on officer-involved shooting (OIS) incidents. The SFPD had already initiated a practice of hosting “town halls” in the area of the OIS shortly after the event. It has now codified this practice, which requires town hall meetings be held within 10 days of the OIS incident. This allows the community to have direct information regarding these events when they occur in their area.

Other transparency efforts have been implemented within San Francisco. A SFPD webpage posts a variety of information regarding OIS and use-of-force incidents, both voluntarily and as required under law. For example, the webpage reports the law enforcement information required by the City of San Francisco ordinance, Administrative Code 96A.3<sup>20</sup>, and includes the following.

- The total number of use-of-force incidents
- The number of such incidents that resulted in death to the person against whom an officer used force
- The breakdown of race or ethnicity, age and sex for each person against whom an officer used force

The department also posts raw data on officer demographics and officer use of force as part of the information sharing under the Police Data Initiative. Finally, SFPD reports and posts various data, including use-of-force issues and the Early Intervention System reports, on the department’s website.<sup>21</sup>

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<sup>20</sup> The most recent report available as of the time of this publication:  
<https://sanfranciscopolice.org/sites/default/files/Documents/PoliceDocuments/4th%20QTR%20EXEC%20SUMMARY%20Feb%204%202019.pdf>

<sup>21</sup> See <http://sanfranciscopolice.org/transparency> for the variety of reports available.



### **Stakeholder Notifications**

The assessment identified poor communication among the stakeholders, namely the District Attorney’s Office and the Department of Police Accountability, particularly in regard to notification and response to OIS incidents. The communication gaps resulted in inconsistent responses by parties tasked with oversight of these incidents and limited information sharing. The SFPD has invested in an electronic notification system that now automatically notifies all key stakeholders following an OIS as well as other critical events. It provides a permanent record of notifications and can track notifications across a range of identified events beyond OIS.

### **BIAS**

The SFPD prioritized addressing bias under its reform agenda. At the time of the initial request for the CRITA engagement, biased behavior by officers was at the center of an ongoing court case, as were the behaviors of certain officers identified in internal investigations.

### **Policy**

The department established a policy and practice that included comprehensive auditing of department electronic communications for bias language through emails, mobile data terminals and text messages. This audit was supported through policy that stipulated officers had no privacy rights when using department equipment.

### **Transparency**

The department established a policy and practice that promotes reporting outcomes of bias audits to the Police Commission at least biannually and quarterly in 2018. These reports detailing the outcomes of the bias audit are presented and published as part of the Police Commission agenda.

The department was an early user of and successfully transitioned to the collection of stop and search data as part of its obligations under California’s Racial and Identity Profiling Act of 2015. The SFPD records and enters data for all stops, including pedestrian, bicycle and motor vehicle stops as well as searches and consensual searches, directly into this state-mandated system managed by the Cal DOJ. This information provides for consistency and transparency across the state.

### **COMMUNITY-ORIENTED POLICING**

The SFPD has always espoused a community policing approach and it was particularly notable at the district and officer level during the initial assessment. The CRI team observed practices in the districts that evidenced good police community relationships. The Executive Working Groups continued to meet on their assigned topics, some with more frequency and task action than others. Recently, the SFPD established and consolidated all community policing efforts into one division, Community Engagement, as part of the Filed



Operations Bureau and under the leadership of a commander. This is a promising move as we head into Phase II of the reform process.<sup>22</sup>

### **ACCOUNTABILITY**

The SFPD continues to institutionalize a more transparent and open approach to reporting on misconduct and the actions taken to hold officers accountable. The department has made several policy changes designed to improve transparency and provides access to a variety of reports through its website and reports to the Police Commission, as recommended in the initial assessment report. A wide range of data is available on the SFPD website regarding officer conduct. The Early Intervention System (EIS) reporting to the Police Commission is an example of transparent practices. While not submitted as part of a review file, we note that the number of members with one or more EIS indicators has steadily decreased since the third quarter in 2016.

Of note is the department's move to establish an internal audit unit to support the need for robust internal controls. While in its infancy, this is a commendable start as we move into Phase II of the reform process.

### **RECRUITMENT, HIRING AND PERSONNEL PRACTICES**

The department engaged in a variety of responses to address the recommendations and overall improvement in this area. Phase I saw a focus on the hiring process, which is complex and not wholly owned by the department, but rather is shared with the City's Human Resources Department (HR). Further, hiring standards are established by the California Police Officers Standards and Training Board (POST) independently of the SFPD. The SFPD established a Hiring Committee with joint department and City stakeholder representation to maintain its commitment to recruiting diverse candidates. This committee undertook a two-year review of the recent police officer hires in an effort to help establish more successful recruiting practices. The SFPD enhanced its focus on recruitment occurred, including increasing the diversity and outreach capacity of the recruiting team. The SFPD better engaged social media to portray the organization in a welcoming and inclusive manner.

The department, through Chief Scott, has demonstrated significant leadership in supporting the success of candidates. The SFPD now provides support to candidates as they prepare for the physical agility test (PAT) requirements as established by the POST. The SFPD ceased using a hiring requirement, the trigger pull, consistent with the recommendation. Notably, the department worked with HR to establish this more modern testing standard, even though it did not have independent control over the standard. These are all improvements in the effort to recruit skilled candidates and represent robust practices in ensuring a diverse candidate pool and are indicative of the department's growing commitment to partnership with key stakeholders.

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<sup>22</sup> This move became official as of November 17, 2018, at the end of the Phase I review.



## Reform Challenges, Goals and Priorities

### ORGANIZATIONAL TRANSFORMATION

Cultural and organizational transformation is challenging in any organization, let alone one that faces 24-hour demands. The department has established structures that support reform progress while allowing it to meet its daily service demands. The City of San Francisco obtained the funding for the reform program from existing resources, therefore competing resource demands for operational service delivery and internal accountability are in an ongoing struggle. As the department heads into Phase II, the overarching goal is to better integrate the reform process with day-to-day operations, as reform will not take root if it does not become part of all SFPD members' daily responsibilities. As Phase II began, increasing participation by the operational leaders on key reform areas has increased and we see this as a positive outcome.

Chief Scott established his goals for reform and has been open and engaged with the CRI team. A successful reform program will require strong internal leadership from all ranks and will be a Phase II priority. The re-organization of the bureau supporting the internal management of the CRI program is an encouraging outcome of Phase I, and ideally as we head into Phase II, reform goals will be supported at every leadership rank. The department continues to work on its strategic goals and other work to engage its communities. With more engaged leadership, it will become clear to the SFPD membership that the commitment the department made to the CRI does not stand independent of the organizational goals as a whole. For example, in 2017, the SFPD engaged in a collaborative strategic planning process ahead of the CRI engagement. The strategy statement, below, is consistent with the CRI's goals and is a good bellwether for the future success of the organization.

“San Francisco Police Department stands for safety with respect for all. We will:

- Engage in just, transparent, unbiased and responsive policing
- Do so in the spirit of dignity and in collaboration with the community
- Maintain and build trust and respect as the guardian of constitutional and human rights.”

The department established five strategic initiative clusters that align with the CRI's goals and work, as identified below. Recognizing that reform requires a holistic approach, the command members of the SFPD should seek to align the organizational goals, operational engagement and messaging to link reform and professionalism, both internally and externally, to drive successful transformation.

### The SFPD's Five Strategic Initiative Clusters

- 1 **Collaborate:** Build strong partnerships with the community and City agencies for addressing community-wide challenges that impact “safety with respect”
- 2 **Improve Responsiveness:** Improve ability to respond in a timely, informed, unbiased and procedurally just way, and work towards a collaborative resolution
- 3 **Measure and Communicate:** Align on a shared vision and transparent way of measuring “safety with respect” in order to work better with each other and our community



- 4 **Strengthen the Department:** Instill “safety with respect” into how we organize, evaluate performance, recruit, train, promote, reward, deploy and lead the SFPD
- 5 **Define the Future:** Develop a future-focused, longer-term strategic plan (Strategy 2.0) for a more modern, evolving, and inclusive SFPD with input from internal and external stakeholders

The department is positioned to leverage these strategic initiative clusters as we head into Phases II and III as they support the concepts of reform. The overall integration of the organizational goals is key to advancing the cultural transformation the SFPD seeks.

### **USE OF FORCE**

The SFPD has made progress in its use-of-force reporting, transparency and training. Overall, SFPD increased transparency, and implemented training that reflects good practice, including a focus on de-escalation. However, the SFPD continues to struggle with undertaking a holistic approach to managing officer use of force and recognizing the impact on San Francisco’s communities. Ongoing review of the manner in which force is used, and management action in response, is not readily transparent. This is concerning to the CRI team given that the SFPD’s use of force was one of the drivers in bringing CRITA to San Francisco.

The recommendation files in this area have not all been submitted, but the SFPD’s review of use-of-force data to examine organizational anomalies is not an institutionalized practice. Phase II will seek to identify and implement the strategic responses, both operationally and as a matter of accountability, to use of force. Open and transparent communication with the community on trends and issues regarding use of force in the SFPD is a natural outcome of better data reporting, and ideally will become part of the reform focus under Phase II.

### **BIAS**

The department has demonstrated early commitment to addressing bias in policing; however, important steps remain to institutionalize a bias-free work environment that delivers fair and impartial policing in San Francisco. The department has not updated the Department General Order (DGO) addressing bias and the 2011 policy remains in effect as the guidance for officers. Additionally, the initial investment in training trainers on fair and impartial policing, which occurred toward the end of the assessment phase, has not developed into a SFPD-driven training strategy to ensure officers are trained to recognize and respond to bias when engaged in policing duties. Supervisors were to be trained on identifying and addressing bias to help officers identify and address potential bias, but this was not part of the Phase I file review. Finally, while Department Bulletin 17-126 requires monthly roll-call training on topics including bias-free policing, the department has not presented any file support that identifies an organizational approach to the training or command review of the topics and content presented. Phase II will focus on the internal bias training delivered to the SFPD members and supervisors.

Many of the recommendations that address bias remain in progress and have not been reviewed by the CRI team under Phase I. While the assessment was still underway early on in the process, the department committed to an ongoing audit of department-owned systems for bias language. This process has resulted in one sustained finding of misconduct in the three years that the SFPD has conducted audits. The team has learned that the SFPD is in the process of negotiation with an academic partner to help develop mechanisms



to identify and evaluate bias in policing. However, as we head into Phase II, another focus under bias will be the internal accountability procedures and practices to ensure consistency in how bias is addressed.

The department was one of the first agencies to collect data under the California Racial and Identity Profiling Act of 2015 (RIPA). The collection and analysis of this data creates an opportunity for the department to not only evaluate and identify any deficiencies within the department itself, but also to demonstrate leadership on the way data is analyzed to combat racial and identity profiling if and where it exists. However, SFPD officers directly submit data to the state without supervisory review. Our team is unaware of any ongoing internal review of the documents or other data analysis to systemically review officer actions and address any potential bias identified in the data.

As the department moves to address the bias recommendations in Phase II, consideration should be given to conducting a review of the practices now underway in the State of California as a result of the newly mandated reporting for law enforcement stops. As SFPD and the rest of the state engage in the legally mandated reporting process for the state, it may provide additional direction for the department's internal audit process and inform the compliance with the data requirements of the recommendations given the newly evolving practices and standards the law has created among law enforcement agencies in California.<sup>23</sup> Good pockets of practice arising from the legislative mandate, such as internal monitoring teams and training established by departments in response, may provide context for the implementation of recommendations. Legislative mandates and the organization's work on reform are linked in concept and the department should seek to leverage this as part of the overall reform work in this area.

Heading into Phase II, the department will need to build on its early work to address issues of bias and establish the internal controls and visible leadership to address the potential for bias in performing police activities. Training supervisors to be leaders on this issue — including early intervention, mentoring and ongoing education as identified in the recommendations — will be a focus Phase II.

### **COMMUNITY ORIENTED POLICING**

Review of the files associated with the SFPD's community policing strategy was not included under Phase I. During observations, the team noted that activities that advance a strong approach to community policing continue to occur. The newly established Community Engagement Division (CED) holds promise for a more structured approach to community policing and community engagement. The departmental bulletin that established the CED identifies a wide range of units and programs focused on improving community outreach. While many pockets of good practice were evident during the CRI team's observations, a structured approach inclusive of strategy and performance metrics will be a priority for Phases II and III. The CRI team will work with the department to ensure the focus on recommendations establishing the structures and processes will support ongoing and robust community engagement with all communities.

The department will need to focus on consistent and ongoing engagement with the identified community partners, including those supporting the executive working groups and other formal committees. While not part of the file review under Phase I, during site visits and through direct outreach, the CRI team was told that

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<sup>23</sup> See Racial and Identity Profiling Advisory Board Annual Report 2019. <https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/ripa-board-report-2019.pdf>



some engagement is not as robust and at times, not as transparent as the community would like to see. In Phase II, we will seek to work with the department to ensure that the opportunities for engagement and the department's ability to effectively communicate its position and vision are consistent with the remaining recommendations in this area of reform.

Communications are key to maintaining good community engagement. Our observations identified several good practices within some districts. While not part of the file review under Phase I, issues such as the ability to maintain the website would help keep community members informed of events and changes within the department. The department has been working on the website and ideally this work will be reflected when the file is submitted for review. Additionally, while the department has revised the police terminology in reports shared with the public, the use of police jargon in some reports continues to be a challenge to clear communications. Internal communications regarding the goals, purpose and commitment to community policing and reform, consistent with the COPS recommendations, would benefit from increased focus and leadership by all supervisors within the SFPD and ideally, be part of the submitted files as we head into Phase II.

### **ACCOUNTABILITY**

The system to address complaints of officer misconduct is complex. Three independent parties play critical roles at various points in the process. The addition of the DPA to the CRI team will allow for prioritized focus on the recommendations that touch on the shared responsibilities of the SFPD and DPA under Phase II. Internal controls and management review will be a focus as the department moves to complete the work done on the recommendations to date.

Most of the recommendations in this area have not been reviewed under Phase I. The ability to measure the effectiveness of reform and hold officers and managers accountable for policy requirements continues to challenge the SFPD. Activating the audit unit has been identified as a Phase II priority and will be supported by the work of the SFPD already underway in Phase I. Heading into Phase II and Phase III, the CRI team will be seeking to ensure that the SFPD continues to refine the way in which it shares information regarding officer misconduct. The SFPD posts a lot of information, but said information is not always easily understood or accessible for the public.

Finally, a focus on internal communication and ensuring that all department members are aware of and invested in the reform and organizational transformation will need to become a priority under Phase II. The department has struggled with messaging and keeping up with the pace of change in staffing, reforms, other initiatives on its website and through its internal messaging on various efforts.





### **RECRUITMENT, HIRING AND PERSONNEL PRACTICES**

The SFPD, while engaged on expanding its recruitment efforts, needs to establish a formal structure and strategy that is supported by metrics that are consistent with the recommendations in this area for continued success. Early progress on a recruitment plan and outcome goals has stalled with minimal reporting in the last year.

The SFPD is a diverse organization, particularly in comparison to its peer organizations. During Phase I, the files the SFPD submitted and the work the CRI team was informed about were directed at recruiting. However, the recommendations focused on structured professional development programs and ensuring opportunities for all members continue to be a priority goal for the department under Phase II and Phase III. Addressing existing personnel practices to advance diversity is more challenging given the collective bargaining requirements and other statutory application. However, departments across the country have recognized the value of diversity and continue to develop their personnel accordingly. Ideally, the focus on existing personnel and the recommendations that support career development, fairness, transparency and diversity will be reflected under Phase II.



## Summary of Progress and Future Goals

### WORK PROGRESSED IN PHASE I

The SFPD prioritized key areas for Phase I with a notable focus on Use of Force and Bias, as demonstrated in the chart below. Given the focus on establishing the reform framework, most of SFPD’s ongoing work on the recommendations remains in progress and has not been submitted to the CRI team for review. The chart below identifies the files reviewed under Phase I.



Under Phase I, the department faced significant challenges in establishing the foundation and process to ensure that reform is institutionalized, including the movement and replacement of key personnel. It is important to note that the SFPD has successfully developed the framework to help measure and drive reform. This work completed under Phase I will allow the department to maintain the organizational focus on advancing reform and manage the systems to ensure internal accountability. While the department fell short of its goals in completing recommendations, we believe that Phase II and Phase III activities will benefit from this initial work and allow for the work on the recommendations and the files submitted for review to advance in a more timely and consistent manner.

### KEY FOCUS AREAS FOR THE NEXT PHASE OF THE SAN FRANCISCO CRI

#### Transparency and Technology

The SFPD has improved its overall transparency, but it faces issues with data and the state of the department’s technology. The SFPD has not submitted most of the recommendations addressing technology for review under Phase I and we look forward to reviewing the ongoing work under Phase II. Our observations have



confirmed the ongoing challenges faced by SFPD in collecting, inputting and analyzing accurate and comprehensive data. The IT structure and support are critical for the SFPD to evolve into a data-driven and intelligence-led agency, one that measures and reports on its key goals and objectives, technology that is harnessed to support evidence-based management decisions for deployment, personnel and community engagement.

As it relates to data, the department's engagement with research partners on a variety of key issues, as contained within the assessment recommendations, was also not part of the file review under Phase I. The rigor that an external review brings, including the necessary identification and development of data, will contribute to the department's goals and commitment in addressing the recommendations from the assessment report. The CRI team looks forward to the ability to review this ongoing work under Phase II file review.

### **Collaboration**

Most of the files that address external collaboration have not been review under Phase I. External partners have reported improvement in their interactions with the SFPD but indicate that these interactions do not result in specific outcomes or protocols. Some partners perceive that the collaborative approach recommended in the assessment report has not been fully embraced. None of the recommendations focused on collaboration with key partners such as the Police Commission and the DPA have been submitted under Phase I. Focusing on stakeholder collaboration, process and structure under Phase II will help the SFPD leverage the work done to date on all of the reform areas, including use of force, bias, community oriented policing, accountability and recruitment, hiring and personnel practices.

Processes that support officer-involved shooting investigations are working better according to all partners; however, the CRI team has not been provided with files to review on this topic. It is the CRI team's understanding that these protocols have yet to be executed between the SFPD, the District Attorney's Office and the DPA. While changes in leadership at the SFPD and DPA may have contributed to the limited progress to date, finalizing the processes for investigating these incidents are of a significant concern to the City's communities and should be prioritized under Phase II.

The department's collaboration with groups that are not traditionally supportive of policing has potential for growth. As part of the Phase II work, and consistent with the recommendations yet to be reviewed, the SFPD should continue to seek ways to maintain communications and transparency with these groups to be successful in continuing to deliver quality police services. Ensuring an openness to hearing criticism and engaging parties that criticize the police is also key to the continued growth and professionalism of the SFPD. The town hall meetings that follow an OIS are a good example of the SFPD being open to groups that are not wholly supportive of the police and allow both the police and the community to be heard regarding policy, practice, issues and concerns. This is a concept that should be considered for expansion into other community policing approaches as the reform process heads into Phase II.



### **Accountability**

Accountability had few files reviewed under Phase I and the review of this work will be a focus under Phase II. Accountability represents both the traditional concepts of police accountability to the public, but also the internal processes that measure and ensure that the department is organized and operates to deliver on its strategic goals. We are aware that the department has engaged in work in this area, but it has not forwarded its work for formal review under the CRI process. The department has committed to identifying the processes to allow for internal review to support reform as part of Phase II.

A significant challenge to the successful completion of many of the recommendations focused on officer conduct is the interdependence of the individual agencies tasked with ensuring accountability. The Police Commission, the DPA and the SFPD all have a role in ensuring officer accountability, yet they each remain independent of the other. The CRI team welcomes the addition of the DPA to the working group on accountability and as a member to the overall CRI process. With both the DPA and SFPD at the table, they can work together on advancing the reform called for under the recommendations that require their collaboration. We anticipate that the SFPD will make significant strides in the institutional relationships and that key recommendations will be advanced, including those surrounding shared responsibilities and goals for addressing officer misconduct under Phase II.

### **CONCLUSION**

This is the first of three reports that will track and identify the progress of the SFPD in instituting the reform called for under the re-engaged CRI process. Under the leadership of Chief Scott, the SFPD has voluntarily committed to ensuring that it implements the recommendations first made by the USDOJ. This will improve police service delivery and the relationships between the SFPD and the communities it serves. Phase I has set the framework for ongoing collaboration and coordination between the local stakeholders in ensuring the transformation of the SFPD. We anticipate continued progress under Phase II and look forward to increased completion of the recommendations.



## Appendices

### APPENDIX A: FINDINGS AND RECOMMENDATIONS

#### **FINDING 1: The majority of deadly use of force incidents by the SFPD involved persons of color.**

##### **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.

#### **FINDING 2: The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.**

##### **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.

#### **FINDING 3: The SFPD and the police commission collaboratively worked with community stakeholders to update Department General Order 5.01 – Use of Force policy**

##### **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.

##### **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.



**FINDING 4: The Use of Force Log captures insufficient information about use of force incidents.**

Rec. 4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.
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 officer, and sequencing of the individual's resistance and control by the officer.
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 use of force incidents in the SFPD. The SFPD should eliminate the Use of Force Log (SFPD 128 (Rev. 03/16)).
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.
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.
Rec. 4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.
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.

**FINDING 5: The SFPD does not consistently document the types of force used by officers.**

Rec. 5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.
Rec. 5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.



**FINDING 6: The SFPD has not developed comprehensive formal training specifically related to use of force practices.**

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 subsequently design and present them in the most effective and efficient ways possible.
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: <ul style="list-style-type: none"><li>• Enhanced de-escalation</li><li>• Sanctity of life</li><li>• Enhanced service-oriented interactions with homeless individuals</li><li>• Improved dispatch protocols for cases requiring Crisis Intervention Team response</li></ul>
Rec. 6.3	SFPD training records should be fully automated and training data easily accessible.

**FINDING 7: SFPD officers have not been trained on operational field use of the mandated 36-inch baton.**

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.
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.
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.

**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.**

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.
Rec. 8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.
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 section for supervisory actions relative to the incident and signature.



**FINDING 9: The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.**

<b>Rec. 9.1</b>	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.
<b>Rec. 9.2</b>	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.
<b>Rec. 9.3</b>	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.
<b>Rec. 9.4</b>	The SFPD should explore the option for timely electronic notification to all oversight partners.

**FINDING 10: There is a lack of coordination and collaboration for responding to and investigating an officer- involved shooting.**

<b>Rec. 10.1</b>	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.
<b>Rec. 10.2</b>	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.





**FINDING 11: The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.**

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.
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 for officer discharge incidents and to help mitigate the need for firearm discharge incidents.
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.
Rec. 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.

**FINDING 12: The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, the SFPD does not have a strong operations protocol for CIT response.**

Rec. 12.1	The SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: <ul style="list-style-type: none"><li>• 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.</li><li>• Develop protocols to ensure that mental health crisis calls for service are answered by intake personnel at the</li><li>• Department of Emergency Management and the information is appropriately relayed to field personnel.</li></ul>
Rec. 12.2	The SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.
Rec. 12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.



**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.**

**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.

**FINDING 14: The SFPD does not have a strategy to engage with the broader community following a fatal officer-involved shooting until its conclusion.**

**Rec. 14.1** The SFPD should develop an ongoing communication strategy for officer-involved shootings.

**Rec. 14.2** The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.

**Rec. 14.3** The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.

**FINDING 15: The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**

**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.

**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.

**FINDING 16: Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).**

**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.

**Rec. 16.2** The City and County of San Francisco should strongly consider deploying ECWs.

**FINDING 17: Currently, the SFPD authorizes personnel to use the carotid restraint technique.**

**Rec. 17.1** The SFPD should immediately prohibit the carotid restraint technique as a use of force option.



**FINDING 18: The SFPD does not adequately investigate officer use of force.**

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|-----------|---|
| Rec. 18.1 | The SFPD needs to develop a policy for investigation standards and response for all officer use of force. |
| Rec. 18.2 | The SFPD should create an on-scene checklist for use of force incidents. <sup>48</sup>                    |
| Rec. 18.3 | The SFPD needs to develop a protocol for proper development and handling of officer statements.           |

**FINDING 19: The SFPD does not maintain complete and consistent officer-involved shooting files.**

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|-----------|---|
| Rec. 19.1 | The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.   |
| 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. <sup>49</sup> |
| Rec. 19.3 | The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.   |

**FINDING 20: The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.**

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| 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. |
| 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.                    |
| 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.   |
| Rec. 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.   |



**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.**

**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.

**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.**

**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.

**FINDING 23: The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.**

**Rec. 23.1** The SFPD should immediately implement this provision of the draft policy.

**Rec. 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.



**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.**

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).
Rec. 24.2	Upon completion of recommendation 24.1, the outcome should be presented to the 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.
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.
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.
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.



**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.**

**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.

**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.

**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.

**Rec. 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.



**FINDING 26: There is limited community input on the SFPD’s actions regarding its anti-bias policies and practices.**

<b>Rec. 26.1</b>	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.
<b>Rec. 26.2</b>	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.
<b>Rec. 26.3</b>	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.
<b>Rec. 26.4</b>	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.



**FINDING 27: The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.**

Rec. 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.
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: <ul style="list-style-type: none"><li>• Implicit bias awareness and skills for promoting bias-free policing</li><li>• The definition of cultural competence</li><li>• Disparate treatment, prejudice, and related terms and their application in law enforcement</li><li>• The history of various cultures and underrepresented groups in society</li><li>• Self-assessment of cultural competency and strategies for enhancing one’s proficiency in this area</li><li>• Culturally proficient leadership and law enforcement in communities</li></ul>
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.
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.
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.
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.
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.





**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.**

<b>Rec. 28.1</b>	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 <ul style="list-style-type: none"><li>• identify specific roles and responsibilities for supervision of officers regarding biased behavior;</li><li>• 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;</li><li>• identify intervention mechanisms beyond discipline to deal with potentially biased behaviors.</li></ul>
<b>Rec. 28.2</b>	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.
<b>Rec. 28.3</b>	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.
<b>Rec. 28.4</b>	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.
<b>Rec. 28.5</b>	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.
<b>Rec. 28.6</b>	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.
<b>Rec. 28.7</b>	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.



**FINDING 29: Allegations of biased policing by community members have not been sustained against an officer in more than three years.**

**Rec. 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.

**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

**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.

**Rec. 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.



**FINDING 30: The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.**

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.
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.
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.
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.
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.
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.

**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.**

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.
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**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.**

Rec. 32.1	As stated in finding 31, the SFPD should complete recommendations 31.1.
Rec. 32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.



**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.**

**Rec. 33.1** The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.

**FINDING 34: The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**

**Rec. 34.1** The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.

**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 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.

**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 nonmotorized conveyances.

**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.**

**Rec. 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.

**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.

**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 patterns in officer behavior exist that warrant further examination or monitoring.

**Rec. 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: 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.**

**Rec. 36.1** The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.

**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.

**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.

**FINDING 37: The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**

**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.

**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.

**FINDING 38: There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.**

**Rec. 38.1** The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.

**Rec. 38.2** SFPD leadership should take an active and direct role in community engagement at the neighborhood level.

**Rec. 38.3** The SFPD should engage community members in the implementation of the recommendations in this report.



**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.**

<b>Rec. 39.1</b>	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.
<b>Rec. 39.2</b>	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.
<b>Rec. 39.3</b>	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.
<b>Rec. 39.4</b>	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.
<b>Rec. 39.5</b>	<p>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.</p> <p>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.</p>
<b>Rec. 39.6</b>	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.
<b>Rec. 39.7</b>	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.
<b>Rec. 39.8</b>	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.



**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.



**FINDING 40: The SFPD does not formalize community engagement in support of community policing practices.**

<b>Rec. 40.1</b>	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.
<b>Rec. 40.2</b>	As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a strategic plan within six months of the issuance of this report that clearly defines the following: <ul style="list-style-type: none"><li>• 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.</li><li>• The department’s strategic framework for the planning process. This framework will ensure that the process</li><li>• results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.</li><li>• The department’s strategy to engage the community, obtain community input, and develop support for the</li><li>• plan and its success.</li><li>• 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.</li><li>• The department’s measurement processes for individual performance and participation towards accomplishing departmental goals.</li></ul>
<b>Rec. 40.3</b>	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.
<b>Rec. 40.4</b>	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.
<b>Rec. 40.5</b>	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.
<b>Rec. 40.6</b>	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.
<b>Rec. 40.7</b>	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.
<b>Rec. 40.8</b>	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.





**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.**

**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

**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.

**FINDING 42: The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.**

**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.

**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.

**Rec. 42.3** The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.

**Rec. 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.

**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.**

**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.

**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.

**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.



**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.

**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.**

**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.

**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<sup>128</sup> and the recommendations in the CRI-TA assessment.

**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.

**Rec. 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.

**FINDING 45: The SFPD is not focused on community policing efforts across the entire department.**

**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.

**Rec. 45.2** SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.

**Rec. 45.3** The SFPD should consider mandating annual community policing training to the entire agency.



**FINDING 46: The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**

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| Rec. 46.1 | The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstating Form 509 or other such instruments to allow for consistency in data collection and reporting.                              |
| 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. |
| 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.   |
| 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.                       |
| Rec. 46.5 | The SFPD should publish and post any community survey results.   |

**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.**

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| 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).  |
| 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.  |
| 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. |

**FINDING 48: The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.**

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| 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 engage in problem solving and action regarding issues affecting the groups they represent. |
| 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.   |



**FINDING 49: Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**

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| 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.  |
| 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. |
| 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.   |

**FINDING 50: The SFPD does not require agency personnel to read the *Final Report of the President’s Task Force on 21st Century Policing*.**

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| Rec. 50.1 | The SFPD should require all agency personnel to read the <i>Final Report of the President’s Task Force on 21st Century Policing</i> .  |
| 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. |

**FINDING 51: Training curricula do not address the complex emerging community issues in the current law enforcement environment.**

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| 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.       |
| 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. |



**FINDING 52: The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.**

- 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.
- 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.
- 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.

**FINDING 53: The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.**

- 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.

**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.**

- 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.
- 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.

**FINDING 55: The SFPD is not transparent around officer discipline practices.**

- 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.
- 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.



**FINDING 56: The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.**

Rec. 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.
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.
Rec. 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.
Rec. 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.
Rec. 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.
Rec. 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.

**FINDING 57: The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.**

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.
Rec. 57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.
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.
Rec. 57.4	The SFPD should develop “next steps” and “know your rights” handouts for complainants who file complaints at department facilities.



**FINDING 58: The SFPD does not have a tracking system for complaints received at a district station.**

**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 OCC. E-mail and fax should be considered for ensuring delivery and creating a record.

**FINDING 59: SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.**

**Rec. 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.

**FINDING 60: Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**

**Rec. 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.

**Rec. 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.

**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.

**FINDING 61: The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.**

**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.

**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.



**FINDING 62: Files stored with the SFPD’s Internal Affairs Division are secured, but compelled statements are not isolated.**

**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 officers’ rights are protected and that criminal investigations can be fully investigated.

**FINDING 63: The SFPD does not fully support members performing internal affairs functions.**

**Rec. 63.1** The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.

**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.

**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.

**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 OCC 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 OCC’s recommendation, as reported in the First Quarter 2016 Sparks’ Report, to convene quarterly meetings between OCC staff and SFPD staff.

**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.

**Rec. 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.

**Rec. 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.





**FINDING 65: The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.**

**Rec. 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.

**Rec. 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.

**FINDING 66: The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.**

**Rec. 66.1** The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations.

**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.

**Rec. 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.

**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.**

**Rec. 67.1** The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.

**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.



**FINDING 68: The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability.**

**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.

**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.

**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.<sup>204</sup>

**FINDING 69: The SFPD does not consistently apply the principles of procedural justice.**

**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, 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.

**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.

**Rec. 69.3** The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.



**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.**

<b>Rec. 70.1</b>	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.
<b>Rec. 70.2</b>	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.
<b>Rec. 70.3</b>	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.
<b>Rec. 70.4</b>	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.

**FINDING 71: The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.**

<b>Rec. 71.1</b>	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.
<b>Rec. 71.2</b>	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.

**FINDING 72: Department Bulletins are used as a workaround for the Department General Order approval process.**

<b>Rec. 72.1</b>	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.
<b>Rec. 72.2</b>	All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD’s website.
<b>Rec. 72.3</b>	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.



**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.**

**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.

**Rec. 73.2** Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.

**FINDING 74: The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.**

**Rec. 74.1** The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.

**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.

**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.**

**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.

**Rec. 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.

**Rec. 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.

**FINDING 76: Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible.**

**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.

**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.



**FINDING 77: The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**

**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.

**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.

**FINDING 78: The SFPD does not engage in any outside evaluations of its practices, data, or reporting.**

**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.

**FINDING 79: Evaluation of employee performance is not an institutionalized practice in the SFPD.**

**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.

**Rec. 79.2** SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.

**Rec. 79.3** The SFPD should use performance evaluations as an evaluation factor in 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.**

**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.

**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.

**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.



**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.**

<b>Rec. 81.1</b>	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.
<b>Rec. 81.2</b>	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.
<b>Rec. 81.3</b>	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as <ul style="list-style-type: none"><li>• recruitment sources for applicants who are hired and not hired;</li><li>• 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;</li><li>• 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;</li><li>• selection rates by race, gender, and national origin;</li><li>• attrition rates by race, gender, national origin, and phase in training.</li></ul>

**FINDING 82: The SFPD does not fully engage its applicants throughout the hiring process.**

<b>Rec. 82.1</b>	The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.
<b>Rec. 82.2</b>	The SFPD should consider creating information boards and “applicant only” websites and providing ongoing updates and department information to applicants during the hiring process.

**FINDING 83: The SFPD is not administering a physical ability test (PAT)**

<b>Rec. 83.1</b>	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.
<b>Rec. 83.2</b>	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.



**FINDING 84: SFPD recruitment and hiring practices are disjointed.**

**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.

**Rec. 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 group should study and recommend operational best practices to achieve mutual recruitment, assessment, background investigation, and hiring selection goals that promote greater workforce diversity objectives.

**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.**

**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.

**Rec. 85.2** The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.

**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.

**Rec. 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.

**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.**

**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.

**Rec. 86.2** The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.



**FINDING 87: The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**

**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.

**Rec. 87.2** The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.

**FINDING 88: Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.**

**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.

**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.

**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.

**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.

**FINDING 89: The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement.**

**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.





**FINDING 90: The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.**

**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 ongoing mechanism to conduct comparative analyses against the overall workforce composition.

**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.

**FINDING 91: The promotion process is not transparent.**

**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.

**Rec. 91.2** The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.

**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.

**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.**

**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.

**Rec. 92.2** The SFPD needs to require this assessment report as reading for all promotions.

**FINDING 93: The SFPD’s Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.**

**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.



**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.**

**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.

**Rec. 94.2**

The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.



**APPENDIX B: COMPLIANCE MEASURES**

**Phase I: Compliance Measures**

**Use of Force**

**FINDING #3: The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.**

Rec. #	Recommendation	Compliance Measures
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.	<ol style="list-style-type: none"> <li>1. Work quickly and proactively on issuance of use of force policies and procedures.</li> <li>2. Issue use of force policies and procedures to all department employees immediately after meet-and-confer process.</li> <li>3. Immediate implementation of use of force policies and procedures following issuance.</li> </ol>

**FINDING #4: The Use of Force Log captures insufficient information about use of force incidents.**

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)).	<ol style="list-style-type: none"> <li>1. Implement EIS unit use of force report.</li> <li>2. Require completion of use of force form for every use of force incident.</li> <li>3. Eliminate the paper Use of Force Log [SFPD 128 (Rev. 03/16)].</li> <li>4. Periodic audits until automated reporting system is fully operational.</li> <li>5. Eliminate use of EIS report with the introduction of the electronic form.</li> </ol>
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.	<ol style="list-style-type: none"> <li>1. Issue a training bulletin describing the use of force reporting form and its purpose.</li> <li>2. Instructions for accurate form completion included when form is issued.</li> <li>3. Training bulletin issued within 90 days of 10/12/16. (January 12, 2017).</li> </ol>
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.	<ol style="list-style-type: none"> <li>1. Continue manual entry of use of force data until electronic use of force report is operational.</li> <li>2. Ensure that use of force data entered by a single unit.</li> <li>3. Ensure consistency and accuracy in the data.</li> </ol>



**FINDING #5: The SFPD does not consistently document the types of force used by officers.**

<b>5.1</b>	The SFPD needs to develop and train to a consistent reporting policy for use of force.	<ol style="list-style-type: none"><li>1. Develop a policy that provides consistent use of force reporting.</li><li>2. Ensure training is consistent with the use of force reporting policy.</li><li>3. Audit to ensure consistent reporting of use of force incidents.</li><li>4. Evidence of remedial measures (training, discipline etc.) if deficiencies are found.</li></ol>
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**FINDING #6: The SFPD has not developed comprehensive formal training specifically related to use of force practices.**

<b>6.2</b>	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:	<ol style="list-style-type: none"><li>1. Prepare training based on enhanced de-escalation, sanctity of life, interactions with homeless individuals, and Crisis Intervention Team activities, that are based on best practices and policies as outlined in best practices in the 21st Century Policing report.</li><li>2. Evidence of continual improvement loop e.g. feedback is collected, considered, and adjustments made when warranted).</li></ol>
<b>6.3</b>	SFPD training records should be fully automated and training data easily accessible.	<ol style="list-style-type: none"><li>1. Ensure that training records fully automated.</li><li>2. Ensure that training data easily accessible.</li><li>3. Periodic audits of training system for accuracy of records.</li></ol>



**FINDING #7: SFPD officers have not been trained on operational field use of the mandated 36" baton.**

<b>7.1</b>	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.	<ol style="list-style-type: none"><li>1. Develop policy on use of 36-inch baton with individuals with edged weapons.</li><li>2. Ensure the policy effectively dictates the proper handling of the baton.</li><li>3. Ensure the policy offers sufficient and appropriate guidance on when to use a one-handed and two-handed approach.</li></ol>
<b>7.2</b>	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.	<ol style="list-style-type: none"><li>1. Develop effective training on use of the 36-inch baton for edged weapon interactions.</li><li>2. Deploy training to all officers.</li><li>3. Audit to ensure all officers have been trained.</li></ol>
<b>7.3</b>	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in its intended field use.	<ol style="list-style-type: none"><li>1. The department prohibited use of the 36-inch baton until all officers were trained in its use.</li></ol>



**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.**

<b>8.1</b>	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.	<ol style="list-style-type: none"><li>1. Immediately require supervisors to respond to events involving officers using instruments of force.</li><li>2. Immediately require supervisors to respond to incidents involving injury.</li><li>3. Evidence of continual audit/improvement loop.</li><li>4. Evidence of supportive and remedial actions if deficiencies are found.</li></ol>
<b>8.2</b>	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	<ol style="list-style-type: none"><li>1. Policy holding supervisors accountable for accurate and complete entry of use of force reporting data.</li><li>2. Evidence of ongoing audit/continual improvement loop.</li><li>3. Evidence of supportive and remedial actions if deficiencies are found.</li></ol>
<b>8.3</b>	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.	<ol style="list-style-type: none"><li>1. Supervisors trained on use of force documentation.</li><li>2. Electronic report contains section to memorialize supervisory action and appropriate digital acknowledgement.</li><li>3. Ongoing audit/continual improvement loop.</li><li>4. Evidence of supportive and remedial actions if deficiencies are found.</li></ol>



**FINDING #9: The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.**

<b>9.1</b>	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.	<ol style="list-style-type: none"><li>1. Work with DEM to establish protocols and practices for call-out notifications.</li><li>2. Provide DEM primary responsibility for timely OIS notifications to all stakeholders.</li><li>3. Audit timeliness and consistency of OIS notification to all stakeholders following officer-involved shooting.</li></ol>
<b>9.2</b>	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.	<ol style="list-style-type: none"><li>1. Operations Center is providing notifications to IAD, DAO and DPA without any lag time.</li><li>2. Timely notification to any responding entity.</li><li>3. Notification log included in the investigative report file.</li><li>4. Audit investigative case files for log attachment.</li><li>5. Supervisory review of OIS notifications.</li></ol>
<b>9.3</b>	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.	<ol style="list-style-type: none"><li>1. Policy requiring all notified OIS responders to notify DEM of time of arrival at scene.</li><li>2. Permanent record of notifications maintained.</li><li>3. Evidence of continual review/improvement loop.</li><li>4. Evidence of supportive and remedial actions if deficiencies are found.</li></ol>
<b>9.4</b>	The SFPD should explore the option for timely electronic notification to all oversight partners.	<ol style="list-style-type: none"><li>1. Explore electronic notification.</li><li>2. If accepted, electronic notification is sent to all partners.</li><li>3. If not, record of decision.</li></ol>



**FINDING #10: There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.**

<b>10.1</b>	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.	<ol style="list-style-type: none"><li>1. SFPD establish formal protocol regarding Homicide Detail responsibility to provide OIS briefings.</li><li>2. Homicide Detail provides timely briefing to DPA and DAO.</li><li>3. Homicide Detail arrange formal walk-through or access to incident scene as soon as possible.</li><li>4. SFPD highest-ranking Homicide Detail officer on-scene responsible for ensuring that Homicide Detail is providing timely briefings.</li><li>5. Supervisory engagement and review.</li><li>6. Continual review/improvement loop.</li></ol>
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**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.**

<b>12.1</b>	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.	<ol style="list-style-type: none"><li>1. Work with DEM on sound CIT dispatch protocols including seeking and receiving DEM input and assessing best practices.</li><li>2. Ensure dispatcher notified of SFPD units with CIT-trained officers.</li><li>3. Ensure calls involving persons with mental health disabilities dispatch to CIT-trained officers.</li><li>4. Establish protocols based in best practice for DEM intake personnel handle mental health calls for service.</li><li>5. Ensure crisis call information is appropriately relayed to field personnel.</li><li>6. Audit to determine if protocols are followed.</li></ol>
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**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.**

<b>13.1</b>	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.	<ol style="list-style-type: none"><li>1. Host and publicize town halls in the community where OIS occurred.</li><li>2. Within 10 calendars days of the OIS.</li><li>3. Factual representation.</li><li>4. Continual review/improvement loop.</li></ol>
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**FINDING #14: The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.**

<b>14.1</b>	The SFPD should develop an ongoing communication strategy for officer-involved shootings.	<ol style="list-style-type: none"><li>1. Develop OIS communication strategy that provides broader community with relevant information before conclusion of investigation.</li><li>2. Share communication strategy with internal and external stakeholders, for relevant feedback.</li><li>3. Continual improvement/feedback loop for strategy and compliance with strategy.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>14.2</b>	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	<ol style="list-style-type: none"><li>1. Draft and implement a media outreach strategy to ensure immediate media outreach following an OIS.</li><li>2. Provide accurate and succinct information.</li><li>3. Continual review/improvement loop.</li></ol>
<b>14.3</b>	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	<ol style="list-style-type: none"><li>1. Create or update relevant policies regarding use of social media to convey relevant and critical OIS investigative information.</li><li>2. Use of social media to provide information.</li><li>3. Continual review/improvement loop for adherence to policy.</li><li>4. Evidence of supportive and remedial actions if policy not followed.</li></ol>

**FINDING #15: The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**

<b>15.2</b>	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.	<ol style="list-style-type: none"><li>1. Establish a protocol and procedure for SFPD-hosted town hall presentations that is inclusive of different neighborhoods and communities.</li><li>2. Strategy to target the public and media.</li><li>3. Topics include use of force, OIS investigations and protocols.</li><li>4. Continuous improvement loop and review to ensure town halls are held consistently and achieve planned goals.</li></ol>
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**FINDING #17: Currently, the SFPD authorizes personnel to use the carotid restraint technique.**

<b>17.1</b>	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	<ol style="list-style-type: none"><li>1. Revise relevant policies and procedures to immediately prohibit carotid restraint technique as a use of force option.</li><li>2. Conduct periodic audits of use of force reporting.</li><li>3. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
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**FINDING #18: The SFPD does not adequately investigate officer use of force.**

<b>18.1</b>	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	<ol style="list-style-type: none"><li>1. Develop investigative standards.</li><li>2. Develop response standards.</li><li>3. Develop policy.</li><li>4. Provide training.</li><li>5. Audit of training records and training/continual improvement/feedback loop.</li><li>6. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>18.2</b>	The SFPD should create an on-scene checklist for use of force incidents.	<ol style="list-style-type: none"><li>1. Develop on-scene checklist created for use of force incidents.</li><li>2. Require use of checklist through policy.</li><li>3. Provide training regarding use.</li><li>4. Audit/review to ensure use of form.</li><li>5. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>18.3</b>	The SFPD needs to develop a protocol for proper development and handling of officer statements.	<ol style="list-style-type: none"><li>1. Develop protocol.</li><li>2. Revise policies, procedures, and training accordingly.</li><li>3. Provide training on protocol.</li><li>4. Audit adherence.</li></ol>

**FINDING 19: The SFPD does not maintain complete and consistent officer-involved shooting files.**

<b>19.3</b>	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	<ol style="list-style-type: none"><li>1. Establish and implement policy to require review at every level.</li><li>2. Develop policy and procedures that ensure appropriate review of officer-involved shooting investigations.</li><li>3. Ensure consistent use of standards.</li><li>4. Ongoing audit review.</li></ol>
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**FINDING 20: The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.**

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| <b>20.4</b> | 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. | <ol style="list-style-type: none"><li>1. Identify research partner to refine use of force data collection.</li><li>2. Identify appropriate data for measurement.</li><li>3. Ensure collection of data factors identified.</li><li>4. Engage in research to determine causal factors of use of force.</li></ol> |
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**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.**

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| <b>21.1</b> | 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. | <ol style="list-style-type: none"><li>1. Improve data collection on use of force. Revise policy, procedures, and training accordingly.</li><li>2. Conduct further analysis to understand how use of force is used and the factors that contribute to this finding.</li><li>3. Conduct periodic audits/review of use of force data collection to continue to monitor this finding.</li></ol> |
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**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.**

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| <b>22.1</b> | The SFPD needs to improve data collection on use of force so that further analysis can be conducted to better understand this finding. | <ol style="list-style-type: none"><li>1. Improve data collection on use of force. Revise policy, procedures, and training accordingly.</li><li>2. Conduct further analysis to understand how use of force is used and the factors that contribute to this finding.</li></ol> |
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**FINDING #23: The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.**

<b>23.1</b>	The SFPD should immediately implement this provision of the draft policy. (Prohibit firing at moving vehicles)	<ol style="list-style-type: none"><li>1. Prohibit firing at moving vehicles.</li><li>2. Implement prohibition immediately.</li><li>3. Audit compliance.</li><li>4. Evidence of remedial action if deficiencies are found.</li></ol>
<b>23.2</b>	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 <ul style="list-style-type: none"><li>• evaluate and identify commonalities with recommendations for policy and training as a result of the review;</li><li>• oversee training and policy development aimed at eliminating the need for such actions;</li><li>• report to the Police Commission about the outcomes of the review and the actions taken to overcome those situations that contribute to such incidents.</li></ul>	<ol style="list-style-type: none"><li>1. FDRB review all OIS and discharge incidents involving moving vehicles.</li><li>2. Identify and evaluate commonalities.</li><li>3. Develop recommendations for policy and training as a result of review.</li><li>4. Oversee policy and training development responsive to issues identified.</li><li>5. Report to Police Commission.</li><li>6. Inclusion of a continual review/improvement loop of development process and adherence to policy.</li><li>7. Evidence of supportive and remedial actions/outcomes.</li></ol>



**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.**

Rec. #	Recommendation	Compliance Measures
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).	<ol style="list-style-type: none"> <li>1. Immediate implementation of bias audit of department-issued emails.</li> <li>2. Immediate implementation of bias audit of department communications on mobile data terminals.</li> <li>3. Immediate implementation of bias audit of text messages on department-issued phones.</li> <li>4. Audit occurred.</li> </ol>
24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	<ol style="list-style-type: none"> <li>1. Complete bias audit.</li> <li>2. Present findings to Police Commission.</li> </ol>
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.	<ol style="list-style-type: none"> <li>1. Immediate establishment of policy for audits of electronic communication devices</li> <li>2. Established practice for ongoing audits of electronic communication devices including audit plan and process</li> <li>3. Evidence of audit of potential bias</li> <li>4. Evidence of supportive and remedial action if deficiencies are found</li> </ol>
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.	<ol style="list-style-type: none"> <li>1. Issue or revise a Department General Order regarding privacy rights that states there is no privacy in use of department owned equipment, systems, or facilities.</li> </ol>
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.	<ol style="list-style-type: none"> <li>1. Establish policy regarding appropriate use standards for electronic communications.</li> <li>2. Require signature of all employees and retained in personnel file.</li> <li>3. Evidence of ongoing review and audit.</li> <li>4. Evidence of supportive and remedial action if deficiencies are found.</li> </ol>



**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 twice yearly to PC.
2. Audit report to include
  - Number of audits
  - Number and types of devices audited
  - Findings of audit
  - Personnel outcomes if/when violations are discovered.
3. Evidence of ongoing review and audit.
4. Evidence of supportive and remedial 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.**

<b>25.1</b>	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.	<ol style="list-style-type: none"><li>1. Immediately update of DGO 5.17- Prohibiting Biased Policing.</li><li>2. Immediately update of DGO 11.07 – Discrimination and Harassment.</li><li>3. Aligned with best practices.</li><li>4. Update reflected in current department initiatives.</li><li>5. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>25.4</b>	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.	<ol style="list-style-type: none"><li>1. Completed assessment of needs for anti-bias programs.</li><li>2. Identified strategy to address the need.</li><li>3. Training and policy implementation, as required through identified needs of the assessment.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol>

**FINDING #26: There is limited community input on the SFPD’s actions regarding its anti-bias policies and practices.**

<b>26.2</b>	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.	<ol style="list-style-type: none"><li>1. Clear communication of anti-bias policies and practices for reporting police misconduct.</li><li>2. Clear communication of commitment to anti-bias policing in San Francisco.</li><li>3. Evidence of sufficient dissemination of policies and practices directed at ensuring a bias-free policing commitment.</li></ol>
<b>26.3</b>	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.	<ol style="list-style-type: none"><li>1. Immediate implementation of a public education campaign.</li><li>2. Publicize via multiple media the procedures for reporting bias misconduct.</li><li>3. Publicize via multiple media the SFPD’s initiatives for bias-free policing.</li><li>4. Ongoing evaluation loop and audit.</li></ol>



**FINDING #27: The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.**

<b>27.2</b>	<p>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:</p> <ul style="list-style-type: none"><li>• Implicit bias awareness and skills for promoting bias-free policing</li><li>• The definition of cultural competence</li><li>• Disparate treatment, prejudice, and related terms and their application in law enforcement</li><li>• The history of various cultures and underrepresented groups in society</li><li>• Self-assessment of cultural competency and strategies for enhancing one’s proficiency in this area</li><li>• Culturally proficient leadership and law enforcement in communities.</li></ul>	<ol style="list-style-type: none"><li>1. Immediately began anti-bias and cultural competency training that includes</li><li>2. Implicit bias awareness and skills for promoting bias-free policing including the following topics:<ul style="list-style-type: none"><li>• The definition of cultural competence</li><li>• Disparate treatment, prejudice, and related terms and their application in law enforcement</li><li>• The history of various cultures and underrepresented groups in society including the history of various groups within San Francisco</li><li>• Self-assessment of cultural competency and strategies for enhancing one’s proficiency in this area</li><li>• Culturally proficient leadership and law enforcement in communities.</li></ul></li><li>3. Policy that requires all officers to complete anti-bias and cultural competency training.</li><li>4. Evidence of training review and effectiveness.</li><li>5. Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.</li></ol>
<b>27.5</b>	<p>All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.</p>	<ol style="list-style-type: none"><li>1. Training compliance for all officers within 18 months.</li><li>2. Training compliance for all supervisors within 18 months.</li><li>3. Audit to ensure that training was completed within 18 months – by 4/12/18.</li><li>4. Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.</li></ol>





<b>27.7</b>	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.	<ol style="list-style-type: none"><li>1. Develop training curriculum designed to reduce the impact of demographics on split-second use of force decisions.</li><li>2. Implement force options training.</li><li>3. Provide annual training to all officers</li><li>4. Evidence of training review.</li><li>5. Ongoing assessment of impact on the relationship between use of force and demographics.</li><li>6. Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.</li></ol>
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**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.**

<b>28.2</b>	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	<ol style="list-style-type: none"><li>1. Provide command awareness and sufficient knowledge regarding bias in policing and the community perspective.</li><li>2. Task command staff with engaging internally on the issue of bias.</li><li>3. Task command staff with engaging externally on the issue of bias.</li><li>4. Evidence of supportive and remedial action if deficiencies are found based upon the communications.</li></ol>
<b>28.3</b>	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.	<ol style="list-style-type: none"><li>1. Develop scheduled, on-going roll-call training requirements for supervisors.</li><li>2. Ensure the training addresses key leadership issues and the role of supervisors in promoting fair and impartial policing.</li><li>3. Evidence of scheduled, ongoing roll call training on fair and impartial policing.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>28.4</b>	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.	<ol style="list-style-type: none"><li>1. Policy and process to enable early identification of and intervention in bias-based behaviors.</li><li>2. Identify indicators of bias to allow intervention.</li><li>3. Routine review of data to measure potential biased-based behavior.</li><li>4. Evidence of interventions when bias-based behavior is identified.</li><li>5. Ongoing evaluation loop and audit.</li></ol>
<b>28.5</b>	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	<ol style="list-style-type: none"><li>1. Train supervisors on recognizing bias-based behaviors</li><li>2. Establish intervention protocols for indicating bias-based behaviors to support supervisory intervention</li><li>3. Evidence of supportive and remedial action if deficiencies are found</li><li>4. Ongoing evaluation loop and audit</li></ol>



<b>28.6</b>	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	<ol style="list-style-type: none"><li>1. Policy that identifies prohibited biased-based behaviors and how they will be addressed.</li><li>2. Evidence of timely supportive and remedial action if deficiencies are found.</li><li>3. Evidence of disciplinary outcomes for violation of anti-bias policies.</li><li>4. Ongoing evaluation loop and audit.</li></ol>
<b>28.7</b>	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	<ol style="list-style-type: none"><li>1. Policy that requires officers to report biased-based behavior.</li><li>2. Ongoing education as to the requirement to report and why it is valuable to the SFPD as a whole.</li><li>3. Ongoing evaluation loop and audit</li></ol>



**FINDING #29: Allegations of biased policing by community members have not been sustained against an officer in more than three years.**

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| <b>29.4</b> | SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation. | <ol style="list-style-type: none"><li>1. Evidence of review of alternate dispute resolutions for bias complaints.</li><li>2. Evidence of the decision and any actions that resulted.</li></ol> |
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**FINDING #30: The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.**

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| <b>30.6</b> | 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. | <ol style="list-style-type: none"><li>1. Establish a data collection plan consistent with Appendix F of original report and timeline for implementation.</li><li>2. Create or update relevant policies regarding the collection of data by officers based on best practices.</li><li>3. Evidence of review of the requirements to support this recommendation.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol> |
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**FINDING #33: The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.**

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| <b>33.1</b> | The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data. | <ol style="list-style-type: none"><li>1. Develop a data collection plan consistent with recommendations in Appendix F.</li><li>2. Ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.</li><li>3. Train officers and supervisors on data collection responsibilities, including how to collect and accurately report data.</li><li>4. Evidence of ongoing review/continual improvement loop.</li><li>5. Evidence of supportive and remedial action if deficiencies are found.</li></ol> |
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**FINDING #34: The SFPD does not routinely collect or analyze data on stops involving pedestrian and non-motorized conveyances.**

<b>34.1</b>	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and non-motorized conveyances.	<ol style="list-style-type: none"><li>1. Establish a data collection plan to prioritize data collection for all reportable stops in keeping with AB 953 requirements.</li><li>2. Train officers and supervisors on data collection responsibilities.</li><li>3. Evidence of ongoing review/continual improvement loop.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>34.2</b>	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.	<ol style="list-style-type: none"><li>1. Establish or update policy to mandate the collection of stop data for non-motorized conveyances.</li><li>2. Ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.</li><li>3. Evidence of ongoing review/continual improvement loop.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>34.3</b>	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.	<ol style="list-style-type: none"><li>1. Complete the data collection plans for pedestrian and non-motorized conveyances.</li><li>2. Review use of E-585 to facilitate the collection and document the decisions.</li><li>3. If used, ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.</li></ol>

**FINDING #35: 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.**

<b>35.4</b>	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.	<ol style="list-style-type: none"><li>1. Confirm continued participation in the White House Data Initiative (now known as the Police Data Initiative).</li><li>2. Identify a data reporting strategy and timeline, including expanded data collection and reporting.</li><li>3. Ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.</li></ol>
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**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.**

<b>36.3</b>	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.	<ol style="list-style-type: none"><li>1. Develop a plan for review of all SFPD documents to identify and remove archaic and biased language. This should include the specific terms to be removed.</li><li>2. Develop the timeline and action plan.</li><li>3. Conduct assessment/review all policies and supporting documents for the use of biased language.</li><li>4. Confirm removal of language has occurred.</li></ol>
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**FINDING #37: The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**

<b>37.1</b>	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.	<ol style="list-style-type: none"><li>1. Develop and establish a Field Interview Card policy that provides sufficient guidance on when and how SFPD members should complete them.</li><li>2. Develop and provide training on new policy.</li><li>3. Evidence of ongoing review/continual improvement loop.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>37.2</b>	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.	<ol style="list-style-type: none"><li>1. Conduct an assessment of use, storage, and collection practices regarding Field Interview Cards.</li><li>2. Develop a policy addressing use, collection, and storage that addresses any key issues identified in the assessment and that comports with legal requirements.</li><li>3. Implement compliant use, collection, and storage practices.</li><li>4. Evidence of ongoing review/continual improvement loop.</li><li>5. Evidence of supportive and remedial action if deficiencies are found.</li></ol>



### 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.**

Rec. #	Recommendation	Compliance Measures
38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	<ol style="list-style-type: none"><li>1. Policy and practice demonstrating SFPD command take an active, direct, and continued community engagement role.</li><li>2. Evidence of SFPD command engagement at the neighborhood level through ongoing review/improvement loop. Ensure that community is involved in the assessment process.</li></ol>



**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.**

<b>39.5</b>	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.	<ol style="list-style-type: none"><li>1. Develop a technology needs analysis process and develop a plan to conduct it.</li><li>2. Ensure it addresses all technology gaps identified in Report.</li><li>3. Ensure it identifies organizational technology needs.</li><li>4. Ensure it establishes a plan for development of IT enterprise and budget forecasting to support technology needs/plan.</li><li>5. Implement a technology needs plan</li><li>6. Evidence that existing systems were reviewed and integrated into the plan, if appropriate.</li><li>7. Evidence that Department information is analyzed and used to support management decisions</li><li>8. Ongoing review loop to address technology advancements, trends and other issues.</li></ol>
<b>39.6</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of gap analysis process conducted by SFPD.</li><li>2. Gap analysis results identify SFPD’s information gathering, analyzing, and sharing assets and capabilities.</li><li>3. Gap analysis results reflect comparison between SFPD assets/capabilities and established modern best practices.</li><li>4. Gap analysis conducted by April 12, 2017.</li></ol>
<b>39.8</b>	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.	<ol style="list-style-type: none"><li>1. Create a five-year technology initiative roadmap.</li><li>2. Evidence roadmap addresses migration of technology platforms to modern architecture.</li><li>3. Technology roadmap completed by October 12, 2017.</li><li>4. Ongoing review loop to ensure progression of the roadmap and that it accounts for IT advances that address trends and other issues.</li></ol>





**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.**

<b>43.2</b>	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.	<ol style="list-style-type: none"><li>1. Plan, process and practice to expand partnerships with youth-focused neighborhood art, sports, educational and leadership development organizations.</li><li>2. Evidence of support for neighborhood youth development initiatives/programs.</li><li>3. Ongoing review/improvement loop to ensure partnerships are identified and prioritized for support and engagement.</li></ol>
<b>43.3</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of consideration of reinvigorating community police academy program.</li><li>2. If decided to act, curriculum that provides education regarding SFPD’s policing practices. If decided not to act, provide an explanation and evidence for how the current program is adequate.</li><li>3. Evidence of a range of training topics and outreach to engage community participation.</li><li>4. Ongoing review and continuous improvement loop for training topics and participation.</li></ol>

**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.**

<b>44.3</b>	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.	<ol style="list-style-type: none"><li>1. Assessment of the staffing and resource needs of the PSPPB. If inadequacies are identified, shortfall is presented to command for decision.</li><li>2. PSPPB staff reflects department and community diversity.</li><li>3. Practices and protocols directed at community policing efforts coordinated and monitored.</li><li>4. Ongoing review and continuous improvement loop regarding effectiveness of community policing efforts.</li></ol>
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**FINDING #45: The SFPD is not focused on community policing efforts across the entire department.**

<b>45.2</b>	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	<ol style="list-style-type: none"><li>1. Identified plan and vision regarding video messages for community policing.</li><li>2. Video messages developed, with department leaders providing key messages.</li><li>3. Evidence of use of video messages across the department.</li></ol>
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**FINDING #46: The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**

<b>46.5</b>	The SFPD should publish and post any community survey results.	<ol style="list-style-type: none"><li>1. Evidence of community survey, if conducted.</li><li>2. Survey results published posted, and publicized, if survey conducted.</li></ol>
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**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.**

<b>47.2</b>	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.	<ol style="list-style-type: none"><li>1. Creation of community feedback/input mechanisms.</li><li>2. Points of access are communicated to and easily accessible to community.</li><li>3. Evidence that such communications are reviewed and supported by the appropriate parties (e.g., the station captain).</li><li>4. Ongoing and continuous review and improvement loop for process.</li></ol>
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**FINDING #49: Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**

<b>49.3</b>	The SFPD’s training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.	<ol style="list-style-type: none"><li>1. Expand community policing training</li><li>2. Training to include procedural justice foundational concepts</li><li>3. Ongoing review/training improvement loop.</li></ol>
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**FINDING #50: The SFPD does not require agency personnel to read the Final Report of the President’s Task Force on 21st Century Policing.**

<b>50.1</b>	The SFPD should require all agency personnel to read the Final Report of the President’s Task Force on 21st Century Policing.	<ol style="list-style-type: none"><li>1. Policy requiring all agency personnel read Task Force Report.</li><li>2. Audit/review to ensure adherence to policy requirement.</li></ol>
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**FINDING #51: Training curricula do not address the complex emerging community issues in the current law enforcement environment.**

<b>51.2</b>	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.	<ol style="list-style-type: none"><li>1. Conduct periodic peer-to-peer training exchanges.</li><li>2. Training exchanges focused on areas identified in recommendation.</li><li>3. Identification of training exchange outcomes/potential training enhancements.</li><li>4. Evidence of actions resulting from training exchanges/observations, if applicable.</li></ol>
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**Accountability**

**FINDING #55: 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.**

Rec. #	Recommendation	Compliance Measures
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.	<ol style="list-style-type: none"> <li>1. Develop a plan for expanded reporting process for actions regarding officer misconduct, discipline, and OIS.</li> <li>2. Identify ways to increase transparency in reporting complaints and providing the public with information about officer-involved shootings and disciplinary actions.</li> <li>3. Expand communication about complaint and discipline reviews to include the community.</li> <li>4. Expand OIS reporting to the community.</li> <li>5. Frame public reporting in a manner that reflects the future provisions of SB 1421.</li> <li>6. Update all relevant DGOs, trainings, and procedures as guided by best practices, as necessary.</li> <li>7. Establish an audit and review loop to assure goals are being met by including community feedback.</li> </ol>

**FINDING 64: The SFPD does not routinely collaborate with the Office of Citizen Complaints.**

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.	<ol style="list-style-type: none"> <li>1. Immediately established quarterly meetings with DPA to address the Sparks’ Report.</li> <li>2. Audit loop regarding the convening of the quarterly meetings.</li> </ol>
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**FINDING 66: The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.**

<b>66.1</b>	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations.	<ol style="list-style-type: none"><li>1. Establish quarterly meetings with DPA.</li><li>2. Provide record of discussion of the Sparks Report recommendations.</li><li>3. Audit loop regarding progress of the quarterly meetings.</li></ol>
<b>66.2</b>	The SFPD should make it mandatory for the Professional Standards and Principled Policing Bureau to review the Sparks Report and direct action where appropriate.	<ol style="list-style-type: none"><li>1. Establish PSPPB policy and procedure requiring review of Sparks Report.</li><li>2. Identify follow through requirements for SFPD, where appropriate.</li><li>3. Evidence of PSPPB direction to address Sparks Report actions.</li><li>4. Audit and/or review loop as to unit actions in response.</li></ol>
<b>66.3</b>	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.	<ol style="list-style-type: none"><li>1. Establish policy and procedure for reporting of Sparks Report actions by SFPD.</li><li>2. Evidence of actions regarding Sparks Report recommendations to include timeline for implementation or action that occurred, where appropriate.</li><li>3. Evidence of reporting to the Police Commission regarding Sparks Report actions by the SFPD.</li><li>4. Audit and review loop as to the process and progress.</li></ol>



**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.**

<b>68.2</b>	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.	<ol style="list-style-type: none"><li>1. Establish policy and procedure regarding proper collection and entry of data – including non-compliance.</li><li>2. Establish and deliver training or training tools to support proper data collection and entry.</li><li>3. Establish a policy and procedure regarding supervisory review of data collected and reported.</li><li>4. Review/audit process established to review information collected at the officer and supervisor levels.</li><li>5. Evidence of supportive and remedial action if deficiencies are found.</li><li>6. Ongoing audit and/or review loop to address trends and other issues.</li></ol>
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**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.**

<b>73.1</b>	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.	<ol style="list-style-type: none"><li>1. Identified process to track receipt and acknowledgement of DGOs and bulletins.</li><li>2. Issue policy and procedure for members to access and acknowledge the receipt of DGOs and bulletins and provide a way to ask questions or receive additional guidance about the new policy.</li><li>3. Evidence of supportive and remedial action if deficiencies are found.</li><li>4. Ongoing review and/or audit loop regarding access and acknowledgement.</li></ol>
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**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.**

**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.

1. Establish a strategy to staff the Written Directives Unit with sufficient staff.
2. Develop and implement policy and procedures to support a Project Manager approach to the development of DGOs.
3. Ongoing and continuous improvement loop for process.



### 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.**

Rec. #	Recommendation	Compliance Measures
81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	<ol style="list-style-type: none"><li>1. Hiring and background standards publicly available and easily accessible to community.</li><li>2. Hiring and background standards detailed in a clear manner.</li><li>3. Evidence of activities and resources (e.g., pamphlets, social media outreach, etc.) to support candidate preparation.</li><li>4. Ongoing review and continuous improvement loop established.</li></ol>

**FINDING #82: The SFPD does not fully engage its applicants throughout the hiring process**

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.	<ol style="list-style-type: none"><li>1. Evidence of social media posts/website material/other activities conducted to attract candidates.</li><li>2. Evidence of process and practices for maintaining engagement of candidates.</li><li>3. Feedback mechanism established to determine efficacy of outreach tools and applicant engagement.</li><li>4. Ongoing review of results and continuous improvement loop established.</li></ol>
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**FINDING #83: The SFPD is not administering a physical ability test (PAT).**

<b>83.1</b>	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.	<ol style="list-style-type: none"><li>1. Evidence that department collaborated with City HR to reinstitute a PAT.</li><li>2. PAT requirements comport with state POST requirements.</li><li>3. Evidence that current standard PAT practices were reviewed and incorporated, if appropriate, prior to reinstating PAT.</li><li>4. Evidence that efforts with City HR to reinstitute PAT occurred prior to April 12, 2017.</li><li>5. Ongoing review of PAT practices and continuous improvement where appropriate.</li></ol>
<b>83.2</b>	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.	<ol style="list-style-type: none"><li>1. Ongoing review of PAT process for unintended impacts/outcomes and continuous improvement loop implemented.</li></ol>

**FINDING 84: SFPD recruitment and hiring practices are disjointed.**

<b>84.1</b>	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.	<ol style="list-style-type: none"><li>1. Single SFPD Bureau established for recruitment and hiring.</li><li>2. Evidence of strategy addressing bureau goals, objectives, resource use, etc.</li><li>3. Ongoing review of bureau strategy and continuous improvement loop implemented.</li></ol>
<b>84.2</b>	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.	<ol style="list-style-type: none"><li>1. Recruiting/hiring committee established.</li><li>2. Evidence of actions undertaken to improve and streamline applicant processes.</li><li>3. Evidence of actions undertaken to support a user-friendly applicant process.</li><li>4. Recruitment and Hiring Committee conducts and implements continuous review/improvement loop.</li></ol>



**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.**

<b>85.1</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of continued oversight and support of recruitment activities.</li><li>2. Ongoing review of best practices for recruitment, training and outreach, and continuous improvement loop established.</li><li>3. Evidence that recruitment activities support diversity, cultural and linguistic goals.</li><li>4. Establish measures for determining effectiveness and identifying areas of improvement needed regarding recruitment activities.</li></ol>
<b>85.2</b>	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	<ol style="list-style-type: none"><li>1. Evidence of consideration of assigning more community outreach and recruiting officers to support recruitment efforts.</li><li>2. If decided to act, additional officers used to support recruitment efforts/engagement with underrepresented communities. If decided not to act, include an explanation and evidence of how the current plan is adequate.</li><li>3. If decided to act, establish measures for determining effectiveness of recruitment activities and identify areas needed for improvement.</li></ol>



**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.**

<b>86.1</b>	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.	<ol style="list-style-type: none"><li>1. Background Investigations Unit staffed with full-time investigative personnel.</li><li>2. Investigative staff have requisite training and experience to conduct backgrounds.</li><li>3. Performance indicators or measures established for Unit investigative personnel to support professional task investment.</li></ol>
<b>86.2</b>	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	<ol style="list-style-type: none"><li>1. Evidence of review and activities, if needed, to ensure diversity of background investigative staff.</li><li>2. Evidence of continued oversight and review to ensure diversity of investigators.</li></ol>

**FINDING #90: The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.**

<b>90.1</b>	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.	<ol style="list-style-type: none"><li>1. Demographic composition of supervisory, management, and senior leadership ranks captured and accessible for reporting.</li><li>2. Establish an ongoing, repeatable process to conduct comparative analyses of data and report the results in a manner transparent to all employees and to the public.</li><li>3. Ongoing review and continuous improvement loop implemented.</li></ol>
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**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.**

<b>92.1</b>	The SFPD should require the Final Report of the President’s Task Force on 21st Century Policing as reading for all promotions.	<ol style="list-style-type: none"><li>1. Policy establishing requirement to read 21ST Century Policing Final Report for all department promotions.</li><li>2. Evidence of requirement and comprehension of same included in promotional announcements.</li></ol>
<b>92.2</b>	The SFPD needs to require this assessment report as reading for all promotions.	<ol style="list-style-type: none"><li>1. Policy establishing requirement to read CRI-TA assessment report for all department promotions.</li><li>2. Evidence of requirement and comprehension of same included in promotional announcements.</li></ol>



**Phase II: Compliance Measures**

**Use of Force**

**FINDING #1: The majority of deadly use of force incidents by SFPD involved persons of color.**

Rec. #	Recommendation	Compliance Measures
1.1	<p>The SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to:</p> <ul style="list-style-type: none"> <li>partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those circumstances involving persons of color;</li> <li>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;</li> <li>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.</li> </ul>	<ol style="list-style-type: none"> <li>1. Commit to reviewing and understanding the reasons for the disparate use of deadly force.</li> <li>2. Partner with research institution to evaluate the circumstances that give rise to deadly force, particularly those circumstances involving persons of color.</li> <li>3. Establish regular and continuous relationships with the goal of enhancing those relationships in communities most impacted by deadly officer-involved shootings.</li> <li>4. Monitor calls for service and community complaints to ensure appropriate police interaction occurs as a matter of routine police engagement.</li> <li>5. Provide on-going evidence-based 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.</li> <li>6. Continual review/improvement loop to assess goal outcomes.</li> </ol>

**FINDING #2: The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.**

2.1	<p>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.</p>	<ol style="list-style-type: none"> <li>1. Work with the City and County of San Francisco to develop a process.</li> <li>2. Timely, transparent and factual outcomes for OIS investigation.</li> <li>3. Continual review/improvement loop to verify.</li> </ol>
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**FINDING #3: The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.**

**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 Commission.
2. Obtain input from all relevant stakeholder groups.
3. Conduct an after-action review of the meet-and-confer process.
4. Identify ways to improve input and expedite the process in the future for other policy development and implementation.



**FINDING #4: The Use of Force Log captures insufficient information about use of force incidents.**

<b>4.1</b>	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	<ol style="list-style-type: none"><li>1. Create an electronic use of force reporting system that is informed by contemporary policing best practices.</li><li>2. Capture use of force data in real time, as practical.</li></ol>
<b>4.2</b>	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.	<ol style="list-style-type: none"><li>1. Review and align current practice regarding reporting use of force in light of contemporary policing best practices.</li><li>2. Review and align current practice on reporting level of resistance by the individual in light of contemporary policing best practices.</li><li>3. Review and align current practice on reporting escalation of control tactics used by the officer, including level of force, in light of contemporary policing best practices.</li><li>4. Review and align current practice on reporting level of force used in response to resistance, in light of contemporary policing best practices.</li><li>5. Review and align current practice of reporting the sequencing of the individual’s resistance and control by the officer in light of contemporary policing best practices.</li><li>6. Use the review to develop an appropriate use of force reporting system concurrent with Rec #4.1, that is informed by contemporary policing best practices</li></ol>
<b>4.6</b>	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	<ol style="list-style-type: none"><li>1. Audit use of force data on a quarterly basis.</li><li>2. Hold supervisors accountable for ongoing deficiencies with data accuracy and reporting of data.</li><li>3. Evidence of remedial action if deficiencies are found.</li></ol>



<b>4.7</b>	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.	<ol style="list-style-type: none"><li>1. SFPD Training and Education Division report and analysis (synthesis) of the issues emerging from the quarterly use of force reports.</li><li>2. Evidence of roll-call/line-up announcements on emerging use of force trends resulting from analysis.</li><li>3. Evidence that the announcements are educational and scenario-based in a way that encourages officer to engage in discussion regarding the use of force.</li><li>4. Continual review/improvement loop to advance knowledge and information.</li></ol>
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**FINDING #5: The SFPD does not consistently document the types of force used by officers.**

<b>5.2</b>	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	<ol style="list-style-type: none"><li>1. Process established for ensuring supervisors and officers properly document use of force incidents.</li><li>2. Accountability for not properly documenting use of force incidents.</li><li>3. Evidence of remedial action if deficiencies are found.</li></ol>
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**FINDING #6: The SFPD has not developed comprehensive formal training specifically related to use of force practices.**

<b>6.1</b>	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.	<ol style="list-style-type: none"><li>1. Adopt and implement a formal Learning Needs Assessment (LNA) model as it applies to use of force.</li><li>2. Identify and prioritize training needs.</li><li>3. Design, implement, and present training priorities effectively and efficiently.</li><li>4. Continual review/improvement loop that relies upon the LNA model.</li></ol>
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**FINDING #10: There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.**

<b>10.2</b>	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.	<ol style="list-style-type: none"><li>1. Work with DPA and DAO.</li><li>2. Develop formal training program that includes and is informed by best practices for investigating OIS cases.</li><li>3. Include representatives of the District Attorney’s Office, SFPD Homicide Detail, and the OCC in the formal training program.</li><li>4. Implemented within 120 days (February 12, 2017).</li></ol>
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**FINDING #11: The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.**

<b>11.1</b>	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.	<ol style="list-style-type: none"><li>1. Update DGO 3.10 to be informed by contemporary policing best practices.</li><li>2. Require written evaluation of policy, training and tactical considerations.</li><li>3. Written evaluations include the Identification of influencing factors on the incident (failure of policy, training, or tactics)</li><li>4. Determine and report recommendations for addressing any identified issues that influenced the discharge.</li><li>5. Evidence of supportive and remedial action if deficiencies are found.</li><li>6. Ongoing review and oversight by FDRB.</li></ol>
<b>11.2</b>	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.	<ol style="list-style-type: none"><li>1. Coordination amongst the identified groups to ensure the outcomes for this recommendation.</li><li>2. Ongoing review of discharge incidents.</li><li>3. Update of existing programs or policies, as needed</li><li>4. Develop training to address policy gaps and lessons learned when needed.</li><li>5. Evidence of presentations aimed at informing SFPD members.</li><li>6. Review to determine impact of training on OIS.</li></ol>



<b>11.3</b>	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.	<ol style="list-style-type: none"><li>1. Update the DGO 3.10 to be informed by contemporary policing best practices.</li><li>2. Staff FDRB with Training and Education Division member in an advisory role.</li><li>3. Evidence that a continuous review/improvement loop exists and provides training review.</li></ol>
<b>11.4</b>	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.	<ol style="list-style-type: none"><li>1. FDRB schedule review of OIS at conclusion of IA investigation.</li><li>2. FDRB schedule review is held via regular occurrences.</li></ol>

**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.**

<b>12.2</b>	The SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.	<ol style="list-style-type: none"><li>1. Assess staffing need for CIT by shift.</li><li>2. Assign appropriate number of CIT personnel to all shifts.</li><li>3. Periodic review/audit of staffing levels and adjust as appropriate.</li></ol>
<b>12.3</b>	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	<ol style="list-style-type: none"><li>1. Provide evidence-based CIT training to supervisors.</li><li>2. Provide documentation that the required training has been completed by all supervisors upon promotion.</li></ol>

**FINDING #15: The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**

<b>15.1</b>	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.	<ol style="list-style-type: none"><li>1. Creation of outreach materials, which includes community input, to educate the public and media.</li><li>2. Dissemination at public events, department sponsored community meetings and other external means.</li><li>3. Evidence that materials are adjusted as changes in the Department happen, or as necessary.</li></ol>
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**FINDING #16: Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).**

<b>16.1</b>	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)	<ol style="list-style-type: none"><li>1. Work with stakeholders and community to gather expectations, sentiment, and information on ECWs.</li><li>2. Policy decision for ECWs.</li></ol>
<b>16.2</b>	The City and County of San Francisco should strongly consider deploying ECWs.	<ol style="list-style-type: none"><li>1. Evidence of review of data and evidence regarding ECWs.</li><li>2.</li></ol>

**FINDING #19: The SFPD does not maintain complete and consistent officer-involved shooting files.**

<b>19.1</b>	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	<ol style="list-style-type: none"><li>1. Develop a standard OIS protocol.</li><li>2. Released within 90 days of October 12, 2016 (January 12, 2017).</li></ol>
<b>19.2</b>	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.	<ol style="list-style-type: none"><li>1. Create OIS file template.</li><li>2. Use OIS Guide as reference for template development.</li><li>3. Template details report structure and handling of evidence.</li><li>4. Provide training on template.</li><li>5. Audit/review OIS files for adherence to template.</li></ol>



**FINDING 20: The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.**

<b>20.1</b>	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.	<ol style="list-style-type: none"><li>1. Establish a data protocol for arrest data.</li><li>2. Develop training on the capture and recording of arrest data.</li><li>3. Assign responsibility for review of sufficiency of data on both the booking card and use of force form.</li><li>4. Audit the data at regular monthly intervals.</li><li>5. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>20.2</b>	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.	<ol style="list-style-type: none"><li>1. Audit concluded in 2016.</li><li>2. Establish policy requiring monthly audit of arrest and use of force data.</li><li>3. Audit the data at regular monthly intervals.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol>
<b>20.3</b>	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.	<ol style="list-style-type: none"><li>1. Establish a point of contact to coordinate with Sheriff's Department.</li><li>2. Establish policy requiring quarterly/bi-annually audit of arrest and use of force data for SFPD data against that reported by the Sheriff.</li><li>3. Audit the data at regular quarterly/bi-annually intervals.</li><li>4. Evidence of supportive and remedial action if deficiencies are found.</li></ol>



**Bias**

**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.**

Rec. #	Recommendation	Compliance Measures
25.2	<p>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.</p>	<ol style="list-style-type: none"> <li>1. Upon completion of Recommendation 25.1, create and release a roll-call video that clearly explains the updated DGO 5.17 - Prohibiting Biased Policing. Video must include messaging that having a bias-free department is a priority.</li> <li>2. Create and release roll-call video that clearly explains the updated DGO 11.07 - Discrimination and Harassment. Video must include messaging that having a bias-free department is a priority.</li> </ol>
25.3	<p>The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• update policies prohibiting biased policing to include specific discipline outcomes for failure to follow policy;</li> <li>• continue to expand recruitment and hiring from diverse communities (see recommendation 84.2);</li> <li>• partner with the communities and stakeholders in San Francisco on anti-bias outreach (see recommendation 26.1);</li> <li>• improve data collection and analysis to facilitate greater knowledge and transparency around policing practices in the SFPD;</li> <li>• 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</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop, in consultation with the relevant stakeholders, a comprehensive strategy to address bias.</li> <li>2. Evidence that strategy created framework for SFPD to           <ul style="list-style-type: none"> <li>• be informed by the preliminary action planning which addressed policy, recruitment, and hiring; training; leadership, supervision, and accountability; operations; measurement; and outreach to diverse communities;</li> <li>• update policies prohibiting biased policing to include specific discipline outcomes for failure to follow policy;</li> <li>• continue to expand recruitment and hiring from diverse communities (see recommendation 84.2);</li> <li>• partner with the communities and stakeholders in San Francisco on anti-bias outreach (see recommendation 26.1);</li> <li>• improve data collection and analysis to facilitate greater knowledge and transparency around policing practices in the SFPD;</li> <li>• 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</li> </ul> </li> </ol>



Watch program aimed at engaging officers and the community on addressing issues of bias.

My Watch program aimed at engaging officers and the community on addressing issues of bias.  
3. Strategy was published internally and externally.

**FINDING #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.

1. Reinvigorate Chief’s Advisory Forum. Provide diverse communities with meaningful input on
  - bias training
  - policy
  - other anti-bias programs
2. Ensure that a broad coalition of community members are identified so that marginalized communities have an opportunity for meaningful involvement.
3. Evidence of supportive and remedial action if participation goals not met.

**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 Commission to convene community focus group(s).
2. Obtain input on policies and practices during policy development.
3. Establish ongoing evaluation and audit loop that input from community 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.**

<b>27.1</b>	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.	<ol style="list-style-type: none"><li>1. Conduct needs assessment for delivery of anti-bias training.</li><li>2. Plan ongoing strategic approach to addressing bias.</li><li>3. Develop and implement a bias training plan based on the needs assessment.</li><li>4. Establish process for evaluation or audit.</li></ol>
<b>27.3</b>	Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training delivery.	<ol style="list-style-type: none"><li>1. Develop training with expert input on addressing explicit and implicit biases that uses adult teaching methodologies.</li><li>2. Training uses interactive adult learning concepts.</li><li>3. Training delivery not solely lecture based.</li><li>4. Continuous improvement loop.</li></ol>
<b>27.4</b>	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.	<ol style="list-style-type: none"><li>1. Conduct training for first-line supervisors.</li><li>2. Focus on ensuring they understand their role in addressing bias.</li><li>3. Training covers:<ul style="list-style-type: none"><li>• coaching</li><li>• mentoring</li><li>• direct engagement with problem officers</li></ul></li><li>4. Evidence of review loop.</li></ol>
<b>27.6</b>	The SFPD should measure the efficacy of such training through careful data collection and analysis practices, ideally in partnership with an academic researcher.	<ol style="list-style-type: none"><li>1. Partner with an academic researcher</li><li>2. Evidence of continued good data collection and analysis practices.</li><li>3. Evaluate success of bias training.</li></ol>



**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.**

**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.

1. Establish and publicize transparent process for investigation of bias complaints.
2. Train and institutionalize policies and practices that recognize impact of bias on other officers.
3. Train and institutionalize policies and practices that recognize impact of bias on the affected communities.
4. Identify specific roles and responsibilities for supervision of officers regarding biased behavior.
5. Require supervisors to analyze stop data and enforcement actions for possible bias behavior or disparate treatment.
6. Identify corrective intervention beyond discipline to address possible bias behaviors.
7. Evidence of continual review/improvement loop.





**FINDING #29: Allegations of biased policing by community members have not been sustained against an officer in more than three years.**

<b>29.1</b>	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.	<ol style="list-style-type: none"><li>1. SFPD and DPA establish shared protocols for investigating bias.</li><li>2. Protocols avoid sole reliance on witness statements.</li><li>3. Evidence of investigation of one-on-one complaints.</li></ol>
<b>29.2</b>	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: <ul style="list-style-type: none"><li>• How to identify biased police practices when reviewing investigatory stop, arrest, and use of force data</li><li>• 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</li><li>• How to evaluate complaints of improper pedestrian stops for potential biased police practices.</li></ul>	<ol style="list-style-type: none"><li>1. Develop training that is informed by best practices and includes:<ul style="list-style-type: none"><li>• How to identify bias when reviewing investigatory stop, arrest, and use of force data.</li><li>• How to respond to a complaint of bias practices.</li><li>• How to conduct a preliminary investigation to preserve key evidence and witnesses.</li><li>• How to evaluate complaints of improper pedestrian stops for bias practices.</li></ul></li><li>2. Train all supervisors on bias investigations.</li><li>3. Establish evaluation or audit loop to assess efficacy of training.</li></ol>
<b>29.3</b>	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	<ol style="list-style-type: none"><li>1. SFPD should collaborate with City and County of San Francisco.</li><li>2. Develop and/or ensure delivery of quality bias investigation training.</li><li>3. Engage in training with all oversight investigators.</li></ol>



**FINDING #30: The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.**

<b>30.1</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of a plan to review and analyze traffic stop data.</li><li>2. Review and analyses seek to identify reasons for disparities.</li><li>3. Review and analysis seek to identify solutions for stop disparities.</li><li>4. Plan developed by April 12, 2017.</li></ol>
<b>30.2</b>	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.	<ol style="list-style-type: none"><li>1. Implement the plan from Recommendation 30.1.</li><li>2. Implement plan to review and analyze data.</li><li>3. Identify reasons for disparities.</li><li>4. Identify and implement potential solutions.</li><li>5. Establish evaluation or audit loop to evaluate efficacy of plan.</li></ol>
<b>30.3</b>	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.	<ol style="list-style-type: none"><li>1. Provide timely traffic stop data analysis to supervisors.</li><li>2. Data analysis includes all officers under their supervision.</li><li>3. Data identifies outlier officers.</li><li>4. Evidence of proactive supervisory intervention with outlier officers.</li><li>5. Evidence of supportive and remedial actions if deficiencies are found.</li><li>6. Evidence of ongoing review of stop data at supervisory level.</li></ol>
<b>30.4</b>	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.	<ol style="list-style-type: none"><li>1. Provide monthly paper traffic stop reports to supervisors.</li><li>2. Report includes data for officers under their supervision.</li><li>3. Evidence paper reports are provided until data reports are available electronically.</li><li>4. Evidence of audit or review loop.</li></ol>



<p><b>30.5</b></p>	<p>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.</p>	<ol style="list-style-type: none"> <li>1. Develop training and train supervisors to review stop data for potential bias and disparate outcomes</li> <li>2. Train supervisors how to recognize disparate outcomes in relation to unit peers.</li> <li>3. Review/improvement loop of training.</li> <li>4. Evidence of supportive and remedial action if deficiencies are found.</li> </ol>
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**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.**

<p><b>31.1</b></p>	<p>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.</p>	<ol style="list-style-type: none"> <li>1. Evidence of analysis of traffic stop data for trends/patterns over time.</li> <li>2. Identification of racial and ethnic disparities in post-stop outcomes.</li> <li>3. Plan to reduce disparities in post-stop outcomes.</li> <li>4. Establish evaluation or audit loop.</li> </ol>
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**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.**

<p><b>32.1</b></p>	<p>As stated in finding 31, the SFPD should complete recommendation 31.1.</p>	<ol style="list-style-type: none"> <li>1. Complete recommendation 31.1.</li> </ol>
<p><b>32.2</b></p>	<p>The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.</p>	<ol style="list-style-type: none"> <li>1. Improve curriculum for 4th Amendment training.</li> <li>2. Evidence of revised/improved training on state search and seizure laws.</li> <li>3. Continuous improvement loop regarding efficacy of training.</li> </ol>



**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.**

<b>35.1</b>	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.	<ol style="list-style-type: none"><li>1. Establish policy for collecting accurate traffic and pedestrian stop data.</li><li>2. Establish policy and procedure that is informed by best practices for collecting public complaints data.</li><li>3. Establish policy and procedure that is informed by best practices for collecting data on enforcement actions.</li><li>4. Evidence of continual audit/review/improvement loop.</li><li>5. Evidence of remedial action if deficiencies are found.</li></ol>
<b>35.2</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of review of technology capacity.</li><li>2. Develop strategic plan that details how stop data is<ul style="list-style-type: none"><li>• identified</li><li>• collected</li></ul></li><li>3. Establish and implement plan to advance sound management practices.</li></ol>
<b>35.3</b>	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.	<ol style="list-style-type: none"><li>1. Evidence supporting leadership focus on data collection.</li><li>2. Creation of systems and analysis protocols that inform supervisors where potential bias or disparate treatment occur.</li><li>3. Systems and analysis protocols that identify officer behavior patterns that require review.</li><li>4. Establish audit/review/improvement loop.</li><li>5. Evidence of supportive and remedial actions if deficiencies are found.</li></ol>



**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.**

<b>36.1</b>	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	<ol style="list-style-type: none"><li>1. Develop audit practice to evaluate impact of new training initiatives.</li><li>2. Conduct audit of new training programs.</li><li>3. Identify training gaps or strengths.</li><li>4. Remedial action if deficiencies are found.</li></ol>
<b>36.2</b>	The SFPD should incorporate ongoing review and audit of anti-bias programs into a quarterly report that includes promising practices and lessons learned.	<ol style="list-style-type: none"><li>1. Review/audit anti-bias programs.</li><li>2. Review on an ongoing basis.</li><li>3. Results incorporated into quarterly report.</li><li>4. Report includes promising practices, lessons learned, and plans for change based upon findings.</li></ol>



### 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.**

Rec. #	Recommendation	Compliance Measures
38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	<ol style="list-style-type: none"><li>1. Evidence of SFPD expansion of outreach to the community.</li><li>2. Community outreach policies and practices demonstrate commitment to procedural justice.</li><li>3. Evidence of continued outreach and public commitment to procedural justice.</li></ol>
38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	<ol style="list-style-type: none"><li>1. Evidence that identifies how community members are engaged with implementing report recommendations.</li><li>2. Establish an audit or review loop to ensure that the recommendations are being implemented with community input.</li></ol>



**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.**

<b>39.1</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of comprehensive organizational strategic plan that is informed by contemporary police practices.</li><li>2. Includes plan for addressing community policing that is informed by contemporary police practices.</li><li>3. Includes plan for addressing bias that is informed by contemporary police practices.</li><li>4. Includes plan for addressing department diversity that is informed by contemporary best practices.</li><li>5. Review or audit to ensure plans are implemented and to evaluate effectiveness.</li></ol>
<b>39.2</b>	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	<ol style="list-style-type: none"><li>1. Evidence that leadership is actively involved in developing a community based strategic plan.</li><li>2. Evidence of how leadership is leading the initiative and providing mentorship to the community and department members.</li></ol>
<b>39.3</b>	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.	<ol style="list-style-type: none"><li>1. Establish a Strategic Planning Steering Committee by January 12, 2017.</li><li>2. Evidence that the committee is comprised of community members and department members from various sections of the department.</li><li>3. Evidence of collaboration in developing strategies and policies for community and neighborhoods disproportionately affected by crime.</li><li>4. Evidence of collaboration in developing policies and strategies for resource deployment aimed at crime reduction by improving relationships and community engagement.</li><li>5. Ongoing review or audit that ensures the work of the committee is implemented and continues to address issues collaboratively.</li></ol>



<b>39.4</b>	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.	<ol style="list-style-type: none"><li>1. Evidence that the department has conducted a training needs analysis across the organization that supports the training requirements recommended in this report.</li><li>2. The needs analysis completed by July 12, 2017.</li><li>3. Evidence the department identified benchmarks for training to support development of the needs analysis.</li><li>4. Evidence of a prioritized training plan based on the needs analysis.</li><li>5. Evidence that the Chief of Police and the command staff support the plan and are committed to strengthening the content, quality, and timeliness of training.</li><li>6. Ongoing review/improvement loop.</li></ol>
<b>39.7</b>	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.	<ol style="list-style-type: none"><li>1. Evidence that SFPD conducted a portfolio management assessment.</li><li>2. Assessment results identifies opportunities for consolidating platform and product offerings.</li><li>3. Assessment results provide enterprise solutions across the organization.</li><li>4. Assessment completed by April 12, 2017.</li></ol>
<b>39.9</b>	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.	<ol style="list-style-type: none"><li>1. Establish clear life-cycle management policies and procedures for enterprise maintenance and support.</li><li>2. Evidence that the policies and procedures identify enterprise application replacement strategies for improving data collection, analysis, and dissemination technologies.</li><li>3. Policies and procedures established by October 12, 2017.</li></ol>





**FINDING #40: The SFPD does not formalize community engagement in support of community policing practices.**

<b>40.1</b>	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.	<ol style="list-style-type: none"><li>1. Develop strategic community policing plan informed by best practices and consistent with recommendation 39.1.</li><li>2. Ensure the plan identifies community policing goals, objectives, and outcomes for all units.</li><li>3. Evidence of review or audit process to assess plan implementation and effectiveness.</li></ol>
<b>40.2</b>	As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a strategic plan within six months of the issuance of this report that clearly defines the following: <ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• The department’s strategy to engage the community, obtain community input, and develop support for the plan and its success.</li><li>• 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.</li><li>• The department’s measurement processes for individual performance and participation towards accomplishing departmental goals.</li></ul>	<ol style="list-style-type: none"><li>1. Develop a strategic plan that is informed by best practices by April 12, 2017.</li><li>2. Ensure the plan clearly identifies the department’s vision, mission, and values statements and establish agency-wide objectives and individual goals as the guiding principles that support adherence to the mission, values, and guiding principles.</li><li>3. The plan identifies the framework for the planning process.</li><li>4. The framework results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.</li><li>5. The plan identifies the department’s strategy to engage the community, obtain community input, and develop support for the plan and its success.</li><li>6. The plan identifies 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.</li><li>7. The plan identifies how the department will measure individual performance and participation towards accomplishing departmental goals.</li><li>8. Evidence of review or audit process that evaluates the department’s progress in meeting plan goals and objectives.</li></ol>



<b>40.3</b>	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.	<ol style="list-style-type: none"><li>1. Evidence the department considered the role and realignment of patrol beats and how they fit within department priorities.</li><li>2. Evidence of the decision and the resulting action, as applicable.</li></ol>
<b>40.4</b>	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.	<ol style="list-style-type: none"><li>1. Evaluate implementation of foot patrol and bicycle patrol.</li><li>2. Evidence, that includes a community outreach component, that department considered whether foot and bicycle patrol will bridge the trust gap in the community.</li><li>3. Evidence that the department considered whether foot and bicycle patrol will solve crime effectively.</li><li>4. Evidence of the decision and the resulting action, as applicable.</li></ol>
<b>40.5</b>	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.	<ol style="list-style-type: none"><li>1. Development with input from the community of measurable goals for community policing engagement.</li><li>2. Evidence that the measurable goals are incorporated into the department’s Compstat processes.</li><li>3. Development completed by April 12, 2017.</li><li>4. Review or audit to assess effectiveness.</li></ol>
<b>40.6</b>	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.	<ol style="list-style-type: none"><li>1. Create a community policing practices review and development process.</li><li>2. Process requires department units collaborate regarding community policing efforts.</li><li>3. Implement the process by April 12, 2017.</li><li>4. Evidence of review process results/actions.</li><li>5. Periodic review/improvement loop process.</li></ol>



<b>40.7</b>	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.	<ol style="list-style-type: none"><li>1. Strategic partnerships that address key community issues, by issue.</li><li>2. Evidence of collaborative process amongst SFPD, governmental, and community stakeholders used for problem solving on issues.</li><li>3. Plans that address issues.</li><li>4. Periodic review/improvement loop process.</li></ol>
<b>40.8</b>	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	<ol style="list-style-type: none"><li>1. Annual review of progress toward community policing goals and objectives.</li><li>2. Posted in forums that are accessible to the community and department members, including its public internet website.</li><li>3. Review or audit process to ensure results are published and accessible.</li></ol>

**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.**

<b>41.1</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of Strategic Planning Steering Committee work (meeting notes, tasks, timeline, etc.).</li><li>2. New community policing and problem-solving manual that is informed by contemporary policies and best practices on community policing.</li><li>3. Manual completed by October 12, 2017.</li><li>4. Evidence of dissemination to members.</li><li>5. Periodic review/improvement loop process.</li></ol>
<b>41.2</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of work with the police commission to establish new community policing general order (meeting notes, timeline, etc.).</li><li>2. Ensure order reflects priorities, goals, and actions of the department as informed by best practices.</li><li>3. Periodic review of order to support updates, relevancy, improvement loop.</li></ol>



**FINDING #42: The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.**

<b>42.1</b>	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.	<ol style="list-style-type: none"><li>1. Evidence that district captains are provided structure and support to guide their community policing initiatives.</li><li>2. Evidence that the community policing initiatives are consistent with the strategic community plan required by these recommendations.</li><li>3. Evidence of departmental support to captains on community policing.</li><li>4. Review or audit to ensure district goals are consistent with the strategic plan.</li></ol>
<b>42.2</b>	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.	<ol style="list-style-type: none"><li>1. Structure created to manage approach to community policing.</li><li>2. Process is led by senior leaders and district captains.</li><li>3. Review loop to monitor progress and growth.</li></ol>
<b>42.3</b>	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	<ol style="list-style-type: none"><li>1. Identification and documentation of district captains engaged in best practices.</li><li>2. Evidence that district captains engaged in best practices are recognized.</li><li>3. Plan to use recognized captains to train and educate other captains.</li><li>4. Review loop and/or establish a process to ensure process is institutionalized.</li></ol>
<b>42.4</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of technology support to district to develop newsletters.</li><li>2. Evidence of uniform architecture and consistent format of newsletter.</li><li>3. Evidence of easy data and content uploading and professional appearance.</li><li>4. Evidence of template use by districts and distribution to community.</li></ol>



**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.**

<b>43.1</b>	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.	<ol style="list-style-type: none"><li>1. Plan to implement, support, and expand community policing programs.</li><li>2. Evidence of continued active engagement and support of existing community programs.</li></ol>
<b>43.4</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of outreach to activist and other groups less supportive of policing.</li><li>2. Plan to engage and issues identified to be addressed.</li><li>3. Evidence of effort to collaborate building trust and resolving issues.</li></ol>



**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.**

<b>44.1</b>	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.	<ol style="list-style-type: none"><li>1. Designation of a command staff member to lead community policing effort.</li><li>2. Evidence of plan and action(s) to advance community policing within department.</li><li>3. Evidence of plan and action(s) to advance community policing in San Francisco communities.</li><li>4. Evidence of review and improvement process that evaluates community policing outreach effort.</li></ol>
<b>44.2</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of designation of PPSB deputy chief.</li><li>2. Tasked with strategy and implementation plan.</li><li>3. Plan includes implementation of Pillar four recommendations in 21st Century Task Force.</li><li>4. Plan includes implementation of recommendations in Report.</li><li>5. Evidence of review or audit process to track progress of implementation effort.</li></ol>
<b>44.4</b>	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.	<ol style="list-style-type: none"><li>1. Evidence that PPPSB coordinates quarterly meetings of supervisors and managers.</li><li>2. Evidence (e.g., agendas, minutes) that meetings focused on community policing plans and outcomes, cross-organizational goals.</li><li>3. Electronic platform created and used to support routine engagement and information sharing.</li><li>4. Ongoing review or audit process to determine meeting outcomes, effectiveness of the electronic platform, and organizational impact.</li></ol>



**FINDING #45: The SFPD is not focused on community policing efforts across the entire department.**

<b>45.1</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of community policing expansion throughout the department.</li><li>2. Evidence that each unit has written strategic plan informed by contemporary police practices that embraces community policing.</li><li>3. Evidence that unit plans have measurable goals and identify progress toward meeting the goals.</li><li>4. Review or audit process to evaluate unit community policing efforts.</li></ol>
<b>45.3</b>	The SFPD should consider mandating annual community policing training to the entire agency.	<ol style="list-style-type: none"><li>1. Evidence of review of mandating annual community policing training.</li><li>2. If adopted, identify training and implementation plan. If not, identify alternative approach.</li><li>3. If adopted, review or audit process to evaluate training and implementation.</li></ol>



**FINDING #46: The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**

<b>46.1</b>	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstating Form 509 or other such instruments to allow for consistency in data collection and reporting.	<ol style="list-style-type: none"><li>1. Evidence of a plan to prioritize data collection practices measuring community policing.</li><li>2. Form or other process to collect community policing data.</li><li>3. Establish policy, protocols, and training that ensure consistency in data collection and reporting.</li><li>4. Evidence of audit or review process to confirm data collection and use by the department to improve community policing outreach.</li></ol>
<b>46.2</b>	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.	<ol style="list-style-type: none"><li>1. Data collection plan that aligns with community engagement goals.</li><li>2. Evidence of regular assessment of community engagement programs.</li><li>3. Assessment assures community engagement programs are based on sound management practices.</li><li>4. Assessment includes input from participants and community partners.</li> <li>5. Ongoing review or audit process to evaluate the sound measurement practices and their effectiveness on community engagement.</li></ol>
<b>46.3</b>	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.	<ol style="list-style-type: none"><li>1. Establish formal process to measure and support information sharing.</li><li>2. Evidence of plans and practices based upon shared good practice.</li><li>3. Communication plan to ensure information and good practice is shared among members, captains.</li><li>4. Review or audit process to ensure process of information and good practice sharing is institutionalized.</li></ol>





<b>46.4</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of a feedback process for community engagement events.</li><li>2. Methods used to obtain input from the community.</li><li>3. Evidence of review of survey to the community and the outcome.</li></ol>
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**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.**

<b>47.1</b>	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).	<ol style="list-style-type: none"><li>1. Evidence of ongoing community surveys.</li><li>2. Evidence of survey result evaluation to determine if department provides fair and impartial treatment.</li><li>3. Evidence of survey result evaluation to identify gaps in service.</li></ol>
<b>47.3</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of alignment of Director of Community Engagement with organizational communication and outreach.</li><li>2. Evidence of efforts to enhance messaging and awareness of department community policing initiatives and ongoing programs.</li></ol>



**FINDING #48: The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.**

<b>48.1</b>	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.	<ol style="list-style-type: none"><li>1. Review of existing community forums as well as outreach to other community stakeholders and groups to ensure inclusivity in terms of forum composition.</li><li>2. Evidence that community forum groups have been re-established or established.</li><li>3. Evidence that groups are structured and tasked to engage in problem solving.</li><li>4. Evidence of focus on issues unique to each group.</li><li>5. Ongoing review or audit to ensure problems and issues are being addressed satisfactorily.</li></ol>
<b>48.2</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of community forum group annual report(s).</li><li>2. Report identifies and tracks the issues raised by the forum groups.</li><li>3. Report provides the status or progress made in resolving issues raised by the groups.</li></ol>



**FINDING #49: Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**

<b>49.1</b>	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	<ol style="list-style-type: none"><li>1. Evidence that all personnel have completed community policing training, informed by contemporary policing practices and the Community Supporting Strategic Plan.</li><li>2. Evidence that all personnel have completed customer service and engagement training.</li><li>3. Evidence of proficiency in training – e.g., a passing grade or completion.</li><li>4. Ongoing improvement loop, including review or audit to ensure participation, learning needs review and follow up, when needed.</li></ol>
<b>49.2</b>	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.	<ol style="list-style-type: none"><li>1. Review and decision regarding use of field training officers to develop training on key community policing concepts.</li><li>2. Training plan for community policing training delivered in the field if FTO are used, if not, explanation provided regarding the decision.</li><li>3. Review to determine effectiveness of training support to field personnel on community engagement.</li></ol>

**FINDING #50: The SFPD does not require agency personnel to read the Final Report of the President’s Task Force on 21st Century Policing.**

<b>50.2</b>	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.	<ol style="list-style-type: none"><li>1. Formal plan to encourage supervisors and captains to discuss Task Force Report to include a focus on other emerging best practices.</li><li>2. Evidence of roll calls, in-service, community meetings as forums for such discussions.</li><li>3. Review or audit to ensure ongoing discussions.</li></ol>
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**FINDING #51: Training curricula do not address the complex emerging community issues in the current law enforcement environment.**

<b>51.1</b>	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.	<ol style="list-style-type: none"><li>1. Plan to establish procedural justice and bias training, that is informed by best practices and scientific studies, as part of a permanent curriculum.</li><li>2. Evidence of procedural justice training to all personnel.</li><li>3. Evidence of explicit/implicit bias training to all personnel.</li><li>4. Evidence of annual review with each officer.</li><li>5. Review or audit to ensure ongoing compliance with training mandate.</li></ol>
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**FINDING #52: The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.**

<b>52.1</b>	The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community.	<ol style="list-style-type: none"><li>1. Evidence of review/alignment of resources to support HOT teams.</li><li>2. Strategy to prioritize or deliver services to homeless community.</li><li>3. Review/audit to ensure ongoing provision of appropriate services.</li></ol>
<b>52.2</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of outreach and engagement with partners and community organizations to advocate for joint strategic planning.</li><li>2. Evidence of joint strategic planning with partners to address homelessness.</li><li>3. Strategic plan that defines roles, responsibilities, and goals of each partner relative to homeless issues. Minimally, such strategy should address the SFPD's role, responsibilities and goals.</li><li>4. Ongoing review of effectiveness in reaching strategic goals and level of service delivery.</li></ol>
<b>52.3</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of data collection and analysis to measure community policing effectiveness, particularly as it relates to the homeless community, and consistent with actions in Recommendations 39.1, 46.1 and 46.2.</li><li>2. Evidence that analysis is ongoing and data and strategies are published in an accessible format.</li><li>3. Evidence that data analysis results are used to drive strategic decisions.</li><li>4. Review or audit to ensure process is ongoing and drives continued improvement.</li></ol>



**FINDING #53: The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.**

<b>53.1</b>	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.	<ol style="list-style-type: none"><li>1. Develop performance metrics that include community engagement, positive interaction, and problem solving.</li><li>2. Establish policy and practice for consistently measuring performance.</li><li>3. Evidence of a continual improvement loop relative to performance metrics.</li></ol>
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**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.**

<b>54.1</b>	The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery.	<ol style="list-style-type: none"><li>1. Evidence that department considered expanding reward and recognition system.</li><li>2. Evidence of award and recognition for officer decisions that result in de-escalation and good community outcomes.</li></ol>
<b>54.2</b>	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.	<ol style="list-style-type: none"><li>1. Establish a policy and plan to recognize officers for good community outcomes.</li><li>2. Evidence of an officer of the month recognition for good community engagement practices.</li><li>3. Evidence of leadership engagement that supports cultural value to the award.</li><li>4. Evidence of ongoing review and assessment of the goals of the recommendation.</li></ol>



## 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.**

Rec. #	Recommendation	Compliance Measures
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.	<ol style="list-style-type: none"><li>1. Develop report standards.</li><li>2. Populate report with aggregate data, including trends and outcomes with respect to complaints and misconduct.</li><li>3. Publish report for internal and external publication.</li></ol>



**FINDING #56: The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.**

<b>56.1</b>	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.	<ol style="list-style-type: none"><li>1. Establish a routine meeting cadence with DPA and Police Commission.</li><li>2. Identify strategies for improved communication to complainants and the public regarding the progress and conclusion of investigations, including outcomes.</li><li>3. Publish information in accordance with developed strategy.</li></ol>
<b>56.2</b>	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.	<ol style="list-style-type: none"><li>1. Assessment of staffing needs to support community outreach, customer service protocols, and communications with complainants.</li><li>2. Establish a customer service protocol for complaints that includes status updates to complainants.</li><li>3. Evidence that communications with complainants are occurring.</li><li>4. Evidence of ongoing review improvement loop.</li></ol>
<b>56.3</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of the support for the actions in Rec 56.1 and ongoing meetings to discuss the best way in which to facilitate communications regarding officer discipline matters.</li><li>2. Encourage DPA to establish a protocol for outreach to communities to provide transparency around officer discipline.</li></ol>
<b>56.4</b>	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.	<ol style="list-style-type: none"><li>1. Collaborate with DPA to provide input in developing materials that inform the diverse communities of San Francisco.</li><li>2. Establish policy/protocol for DPA information and materials to be displayed in district stations and other area accessible to the public including but not limited to the SFPD website.</li><li>3. Make certain that materials are available to the public.</li></ol>





<b>56.5</b>	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.	<ol style="list-style-type: none"><li>1. Concurrent with actions recommended in 56.1, draft a plan for workshop presentations.</li><li>2. Deliver workshop presentation.</li><li>3. Refresh outreach as needed.</li></ol>
<b>56.6</b>	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.	<ol style="list-style-type: none"><li>1. Concurrent with actions recommended in 56.1, discuss challenges faced in investigations against police officers.</li><li>2. Identify obstacles.</li><li>3. Develop a plan and process to minimize and/or overcome the identified obstacles.</li><li>4. Periodic review and assessment of the plan to determine its effectiveness in overcoming the identified obstacles.</li></ol>



**FINDING #57: The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.**

<b>57.1</b>	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.	<ol style="list-style-type: none"><li>1. Update policies regarding the critical nature of positive interactions with the public, specifically those who are complaining against a police officer.</li><li>2. Provide training reinforcement regarding the need for positive first contacts with the public and complainants.</li><li>3. Evidence of continuing review and improvement on this topic.</li></ol>
<b>57.2</b>	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	<ol style="list-style-type: none"><li>1. Develop materials about how to register complaints against officers.</li><li>2. Provide tools and information about filing complaints across all districts.</li></ol>
<b>57.3</b>	The SFPD should ensure that all personnel are trained and educated on the public complaint process and the location for the appropriate forms.	<ol style="list-style-type: none"><li>1. Provide recruit training on complaint processes including how to inform the community about filing complaints.</li><li>2. Provide roll call training on complaint processes and location of complaint forms.</li><li>3. Ensure supervisors are trained and knowledgeable about complaint processes and location of complaint forms.</li><li>4. Evidence that the training has been completed.</li></ol>
<b>57.4</b>	The SFPD should develop “next steps” and “know your rights” handouts for complainants who file complaints at department facilities.	<ol style="list-style-type: none"><li>1. Concurrent with Rec. 56.1, 56.4, 56.5 &amp; 57.2, develop standard information forms that address the realm of the complaint process, from initiation to closure.</li><li>2. Ensure forms remain available to the public, both paper and electronically in multiple languages per SF policy.</li></ol>



**FINDING #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 DPA. E-mail and fax should be considered for ensuring delivery and creating a record.

1. Concurrent with Rec. 56.1, establish a trackable system for the registration of complaints at the district level.
2. Audit process that tracks the proper and timely delivery of complaints to DPA.

**FINDING #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.

1. Establish a routine meeting schedule in IA for all units.
2. Keep agenda and track tasks assigned and their resolution specific to this recommendation.
3. Review and monitor case completion for timely resolution of all investigations.
4. Evaluate any cases that are not resolved in a timely manner or properly addressed for purposes of improving process.



**FINDING #60: Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**

<b>60.1</b>	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.	<ol style="list-style-type: none"><li>1. Concurrent with Rec. 56.1, explore the options for a shared case tracking system.</li><li>2. Ensure internal SFPD controls over accurate case tracking consistent with California law.</li><li>3. Establish a plan and protocol for shared tracking of complaints against officers as they move through the internal discipline system.</li></ol>
<b>60.2</b>	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.	<ol style="list-style-type: none"><li>1. Established investigative protocol between SFPD and DPA.</li><li>2. Protocol addresses time parameters and transfer requirements for criminal cases.</li><li>3. Update relevant DGOs and procedures, as needed.</li><li>4. Evidence of ongoing audit and/or review.</li></ol>
<b>60.3</b>	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.	<ol style="list-style-type: none"><li>1. Establish a protocol and policy regarding the transfer of cases including time constraints that allow investigation within the parameters of the requirement of California Government Code Section 3304(d)1.</li><li>2. Ensure training on policy in a manner that will quickly and thoroughly inform members</li><li>3. Task supervisors with responsibility for ensuring timely transfer of cases.</li><li>4. Conduct internal review and reporting around compliance with policy.</li><li>5. Evidence of supportive and remedial action if deficiencies are found.</li></ol>



**Finding #61: The SFPD’s Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.**

<b>61.1</b>	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.	<ol style="list-style-type: none"><li>1. Task development of an IA SOP.</li><li>2. Ensure appropriate procedures for conflict resolution – e.g., when cases are assigned to DPA, IA admin or IA crim.</li><li>3. Train all staff on the policy.</li><li>4. Audit and/or review loop as to unit compliance.</li></ol>
<b>61.2</b>	The SFPD must establish clear responsibilities and timelines for the progression of administrative investigations, and supervisors should be held to account for ensuring compliance.	<ol style="list-style-type: none"><li>1. Concurrent with Rec 61.1, establish responsibilities and timelines for investigations and supervisors.</li><li>2. Audit and/or review loop as to unit compliance.</li><li>3. Evidence of supportive and remedial action if deficiencies are found.</li></ol>

**FINDING #62: Files stored with the SFPD’s Internal Affairs Division are secured, but compelled statements are not isolated.**

<b>62.1</b>	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.	<ol style="list-style-type: none"><li>1. Concurrent with Rec 61.1, establish a protocol and SOP to ensure file separation for criminal and administrative investigations.</li><li>2. Task supervisor with review and oversight of this aspect of investigation.</li><li>3. Review loop and evidence of supportive and remedial action if deficiencies are found.</li></ol>
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**FINDING #63: The SFPD does not fully support members performing internal affairs functions.**

<b>63.1</b>	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	<ol style="list-style-type: none"><li>1. Policy and protocols emphasize the role of IAD and its importance to the organization.</li><li>2. Establish policy and protocols that require cooperation by members of the department.</li><li>3. Review/improvement loop to ensure IAD investigators are receiving cooperation.</li></ol>
<b>63.2</b>	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.	<ol style="list-style-type: none"><li>1. Develop clear messaging on the role of IAD and its ties to the tenants of procedural justice in training.</li><li>2. Provide training regarding internal investigations and the role of organizational accountability.</li></ol>
<b>63.3</b>	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.	<ol style="list-style-type: none"><li>1. Establish consistent leadership messaging as part of Rec 63.2 to help develop a culture of accountability.</li><li>2. Establish formal recognition practices for the work of the IAD and good investigations.</li></ol>



**FINDING #64: The SFPD does not routinely collaborate with the Office of Citizen Complaints.**

<b>64.1</b>	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.	<ol style="list-style-type: none"><li>1. Establish a plan and protocol for ongoing, task-driven collaboration between the SFPD and the DPA.</li><li>2. Establish a joint review process to examine inefficiencies, policy gaps and protocols for the complaint system</li><li>3. Continuous improvement loop documenting progress and tasking of the joint review process.</li></ol>
<b>64.3</b>	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.	<ol style="list-style-type: none"><li>1. Concurrent with Rec 64.2, as part of the joint review process, establish shared protocols for investigations.</li><li>2. Concurrent with Rec 64.2, explore ways to better collaborate on investigative practices and administration of investigations.</li><li>3. Evidence of evaluation process and improvement loop</li></ol>
<b>64.4</b>	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.	<ol style="list-style-type: none"><li>1. Identify gaps and challenges to a) timely investigations and b) practices to ensure progressive discipline is appropriately recommended.</li><li>2. Establish timelines for investigative stages and provide shared information regarding the meeting of those timelines.</li><li>3. Continuous improvement loop regarding timely investigations, progressive discipline, and shared information as appropriate.</li></ol>
<b>64.5</b>	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.	<ol style="list-style-type: none"><li>1. Collaborate with DPA on a shared, standard joint protocol for the classification of complaints.</li><li>2. Train SFPD personnel on classification.</li><li>3. Offer a shared training session with DPA to better facilitate proper classification.</li><li>4. Ensure that SFPD follows the classification through audit and/or review process.</li><li>5. Audit and/or review to inform the Police Commission and DPA when DPA does not adhere to the classification standards.</li></ol>



**FINDING #65: The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.**

<p><b>65.1</b></p>	<p>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.</p>	<ol style="list-style-type: none"> <li>1. Establish a data collection and review plan for DPA complaints.</li> <li>2. Task personnel with review and analysis.</li> <li>3. Share internally the trends and issues identified.</li> <li>4. Continuous improvement loop as to the issues identified.</li> <li>5. Evidence of identification of and response to issues and trends.</li> </ol>
<p><b>65.2</b></p>	<p>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.</p>	<ol style="list-style-type: none"> <li>1. Concurrent with Rec 65.1, share the analysis and trend information with District Captains.</li> <li>2. Task captains with addressing the trends and issues.</li> <li>3. Evaluate success of the measures to address complaint trends at CompStat meetings every quarter.</li> <li>4. Evidence of tasking and response at the district level to the trends and issues.</li> <li>5. Continuous improvement loop.</li> </ol>

**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.**

<p><b>67.1</b></p>	<p>The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.</p>	<ol style="list-style-type: none"> <li>1. Concurrent with the actions under Finding 65, the SFPD should establish a data collection and analysis plan for complaints. The analysis should meet the same analytical threshold as other department analyses.</li> <li>2. Trend analysis information should be measured and shared at quarterly CompStat meetings.</li> <li>3. Evidence of data analysis and sharing.</li> </ol>
<p><b>67.2</b></p>	<p>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.</p>	<ol style="list-style-type: none"> <li>1. Provide reports to supervisors with both EIS and active complaint and misconduct information for subordinates.</li> <li>2. Provide information to supervisors on a quarterly basis.</li> <li>3. Discuss trends and actions at quarterly CompStat meetings, concurrent with Rec 67.1.</li> </ol>





**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.**

<b>68.1</b>	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.	<ol style="list-style-type: none"><li>1. Engage supervisors to understand the data needs for operations.</li><li>2. Develop report templates with key data collection factors.</li><li>3. Train supervisors to the issues around data collection and importance of the good data to organizational performance.</li><li>4. Develop information sharing plan for supervisors so that the connection to data and operations is reinforced.</li><li>5. Continuous improvement loop.</li></ol>
<b>68.3</b>	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.	<ol style="list-style-type: none"><li>1. Establish a formal policy to transparency in data.</li><li>2. Support the policy through procedures and protocols.</li><li>3. Develop a communication strategy that allows the public informed easy access, including website and municipal open data portals.</li><li>4. Ensure the communication strategy incorporates a variety of languages in use in San Francisco.</li></ol>



**FINDING #69: The SFPD does not consistently apply the principles of procedural justice.**

<b>69.1</b>	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.	<ol style="list-style-type: none"><li>1. Convene an internal discipline stakeholder group to address the specific administrative practices that attach to internal investigations.</li><li>2. Examination of how to incorporate procedural justice – being fair in processes, being transparent in actions, providing voice, and impartial decision making – across the internal investigation and discipline process.</li><li>3. Strategy to incorporate procedural justice into the internal investigation process.</li><li>4. Continuous improvement loop.</li></ol>
<b>69.2</b>	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.	<ol style="list-style-type: none"><li>1. Establish a committee to identify key data variables to examine in support of fair and impartial discipline.</li><li>2. Provide quarterly analysis of the data variables to identify trends, including potential bias, in discipline outcomes.</li><li>3. Identify potential negative trends including bias and apply corrective action.</li><li>4. Review and evidence of corrective action.</li></ol>
<b>69.3</b>	The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.	<ol style="list-style-type: none"><li>1. Develop an annual report from the data developed in Rec 69.2.</li><li>2. Share this data with the Police Commission.</li></ol>



**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.**

<b>70.1</b>	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.	<ol style="list-style-type: none"><li>1. Establish a plan that allows for triage regarding DGO modification - critical need; operational need; and update.</li><li>2. Establish a plan that allows modifications to existing DGOs that does not require review of the entire order based upon critical and operational need.</li><li>3. Develop a task flow that establishes timelines for submission, review and approval of DGOs that is more nimble than previous processes.</li><li>4. Continuous review and improvement loop.</li></ol>
<b>70.2</b>	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.	<ol style="list-style-type: none"><li>1. Develop a plan and process to update the DGOs based upon priorities every three years.</li><li>2. Task specific units and individuals with assisting in the identification of and review of key issues, national best practices, and community expectations attached to DGOs to ensure an appropriate update of every three years.</li><li>3. Monitor and track progress regarding DGO updates.</li><li>4. Continuous improvement loop that is informed by contemporary policing best practices.</li></ol>
<b>70.3</b>	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.	<ol style="list-style-type: none"><li>1. Identify unit level experts for opinion and input in the development of DGOs.</li><li>2. Develop a tracking system to log and reconcile expert input.</li></ol>
<b>70.4</b>	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	<ol style="list-style-type: none"><li>1. Establish a policy and practice on external input solicitation.</li><li>2. Use a tracking system similar to that identified in Rec 70.3 to track and reconcile external comments.</li><li>3. Establish review loop to ensure the concepts of procedural justice apply.</li></ol>



**FINDING #71: The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.**

<b>71.1</b>	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	<ol style="list-style-type: none"><li>1. Develop a strategy and plan to more rapidly update policies, consistent with the recommendations in Finding 70.</li><li>2. Evidence of a plan.</li><li>3. Continuous improvement loop.</li></ol>
<b>71.2</b>	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.	<ol style="list-style-type: none"><li>1. Establish the matrix for review.</li><li>2. Publish a general order codifying the practices established under the recommendations for Finding 70.</li><li>3. Continuous improvement loop.</li></ol>

**FINDING #72: Department Bulletins are used as a workaround for the Department General Order approval process.**

<b>72.1</b>	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.	<ol style="list-style-type: none"><li>1. Concurrent with the recommendations in Finding 70, establish a nimble process for the introduction of planned Department Bulletins to the Police Commission.</li><li>2. Publish Department Bulletins on the SFPD website to support transparency in practices.</li></ol>
<b>72.2</b>	All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD's website.	<ol style="list-style-type: none"><li>1. Identify all Class A bulletins and bulletins that modify an existing DGO.</li><li>2. Publish all identified DBs on the SFPD website so that the information is easily accessed by the public.</li></ol>
<b>72.3</b>	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.	<ol style="list-style-type: none"><li>1. Develop a policy that sunsets any DB after two years.</li><li>2. Track and ensure DBs identified in Rec 72.2 as modifying an existing DB to be incorporated into the DGO within the two year time frame.</li><li>3. Continuous review and audit loop.</li></ol>



**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.**

<b>73.2</b>	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	<ol style="list-style-type: none"><li>1. Establish policy regarding discipline outcome for non-compliance in acknowledging department policy notifications.</li><li>2. Evidence of action taken to hold personnel accountable and remedial measures for non-compliance, when identified.</li><li>3. Continuous review and/or audit loop.</li></ol>
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**FINDING #74: The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.**

<b>74.1</b>	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	<ol style="list-style-type: none"><li>1. Establish a strategy and plan that reviews DBs for training and implementation needs.</li><li>2. Assess publication of new DBs to ensure adherence to policy.</li><li>3. Continuous review and implementation loop.</li></ol>
<b>74.2</b>	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	<ol style="list-style-type: none"><li>1. Provide necessary training collateral for the appropriate level of training, e.g., roll call, individual awareness, and other needs.</li><li>2. Ensure supervisors acknowledge and consistently reinforce new policies.</li><li>3. Continuous review and implementation loop.</li></ol>

**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.**

<b>75.1</b>	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.	<ol style="list-style-type: none"><li>1. Task the PPPSB with overall responsibility for DGOs.</li><li>2. Establish policy and procedures for advancing DGOs.</li></ol>
<b>75.2</b>	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.	<ol style="list-style-type: none"><li>1. Task the WDU to support the recommendations in Finding 70 and 71 to facilitate timely update of DGOs.</li></ol>



**FINDING #76: Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible.**

<b>76.1</b>	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.	<ol style="list-style-type: none"><li>2. Establish a plan and timeline for the development of an electronic library for DGOs and DBs.</li><li>3. Task WDU with updates and maintenance of electronic library.</li><li>4. Establish continuous review and update of library.</li></ol>
<b>76.2</b>	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.	<ol style="list-style-type: none"><li>1. Publish an electronic library of DGOs and DBs, concurrent with Rec 76.1.</li><li>2. Provide training on how to use and access library.</li></ol>

**FINDING #77: The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**

<b>77.1</b>	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	<ol style="list-style-type: none"><li>1. Identify key risks and operational issues within the SFPD and the individual units.</li><li>2. Develop a plan and strategy for audit and management review within the SFPD.</li><li>3. Implement the plan.</li><li>4. Continuous review and improvement loop.</li></ol>
<b>77.2</b>	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.	<ol style="list-style-type: none"><li>1. Implement the plan identified in Rec 77.1.</li><li>2. Identify staffing and resource needs to ensure appropriate implementation.</li><li>3. Establish an audit schedule for routine and risk audits.</li><li>4. Continuous review and improvement loop, including evidence that the schedule is being met.</li></ol>



**FINDING # 78: The SFPD does not engage in any outside evaluations of its practices, data, or reporting.**

<b>78.1</b>	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.	<ol style="list-style-type: none"><li>1. Partner with academic institutions</li><li>2. Evidence of the partnerships going forward.</li><li>3. Tracking of evaluations of practices, data, reporting and reform progress.</li><li>4. Continuous review and improvement loop.</li></ol>
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**FINDING #79: Evaluation of employee performance is not an institutionalized practice in the SFPD.**

<b>79.1</b>	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.	<ol style="list-style-type: none"><li>1. Establish/re-establish a policy or procedure to conduct regular performance evaluations.</li><li>2. Ensure that policy or procedure allows for variation based upon role tasking and unit tasking.</li><li>3. Tailor performance evaluations to goals, objectives, functions and organizational strategy.</li><li>4. Establish policy and practice for performance evaluations.</li><li>5. Conduct regular performance evaluations.</li><li>6. Ongoing review and audit that evaluations are conducted.</li><li>7. Overall review of the evaluation process and improvement loop.</li></ol>
<b>79.2</b>	SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.	<ol style="list-style-type: none"><li>1. Establish/re-establish a policy of twice yearly performance evaluations.</li><li>2. Audit for adherence.</li><li>3. Hold personnel to account for compliance with evidence of remedial measures as necessary.</li><li>4. Continuous improvement loop.</li></ol>
<b>79.3</b>	The SFPD should use performance evaluations as an evaluation factor in promotions.	<ol style="list-style-type: none"><li>1. Work with the City HR to factor in performance evaluations for promotions.</li></ol>



**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.**

<b>80.1</b>	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.	<ol style="list-style-type: none"><li>1. Establish an internal policy and protocol for ongoing criminal investigations into SFPD officers.</li><li>2. Work with both the DA and the AUSA for the Northern District California to establish policies and protocols for criminal investigations into SFPD officers.</li></ol>
<b>80.2</b>	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.	<ol style="list-style-type: none"><li>1. Establish internal communications and investigations protocols and procedures regarding investigations into officers.</li><li>2. Train detectives, IA and DPA personnel on the internal and external policies and procedures regarding investigations into police officers.</li><li>3. Continuous review and improvement loop.</li></ol>
<b>80.3</b>	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.	<ol style="list-style-type: none"><li>1. Establish policy regarding how and when officer criminal conduct is to be disclosed when uncovered as part of any SFPD investigation.</li><li>2. Ensure appropriate training to all investigative officers within the SFPD.</li><li>3. Identify specific consequences for failure to adhere to disclosure policies.</li><li>4. Ongoing review and audit.</li><li>5. Evidence of remedial actions if warranted.</li></ol>





**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.**

Rec. #	Recommendation	Compliance Measures
81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	<ol style="list-style-type: none"> <li>1. Establish data collection plan for demographics.</li> <li>2. Collect for each hiring process stage.</li> <li>3. Internally and externally publish statistics annually.</li> </ol>
81.3	<p>The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as</p> <ul style="list-style-type: none"> <li>• recruitment sources for applicants who are hired and not hired;</li> <li>• 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;</li> <li>• 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;</li> <li>• selection rates by race, gender, and national origin;</li> <li>• attrition rates by race, gender, national origin, and phase in training.</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop data collection plan to collect, track and report applicant data – including how and where applicants engage in the recruiting process.</li> <li>2. Evidence of robust data tracking and department use of data at each phase of the process.</li> <li>3. Reports using data for all categories identified in the recommendation.</li> <li>4. Ongoing review and/or audit for identification of trends, issues, process adjustments, etc.</li> </ol>

**FINDING #82: The SFPD does not fully engage its applicants throughout the hiring process**

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.	<ol style="list-style-type: none"> <li>1. Consideration of information boards and applicant websites.</li> <li>2. Plan to update and advise applicants during the process.</li> <li>3. Evidence of ongoing updates during the applicant process.</li> </ol>
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**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.**

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.	<ol style="list-style-type: none"><li>1. Plan for an ambassador program, including roles and responsibilities.</li><li>2. Conduct outreach and identify community leaders that include diverse perspectives.</li><li>3. Training for ambassador program.</li><li>4. Implementation of ambassador program.</li><li>5. Continuous improvement loop.</li></ol>
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.	<ol style="list-style-type: none"><li>1. Plan measure effectiveness of recruitment outreach and events.</li><li>2. Survey or engagement with communities to identify recruiting efforts.</li><li>3. Review of GIS analysis as an option.</li><li>4. Evidence of review and analysis of recruitment outreach.</li><li>5. Continuous improvement loop – indicative of analysis and response.</li></ol>

**FINDING #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.	<ol style="list-style-type: none"><li>1. Evidence of ongoing review and development of performance measures.</li><li>2. Specific performance measures identified and outlined in unit policy as identified in the recommendation.</li><li>3. Implementation of performance measures.</li><li>4. Ongoing improvement loop.</li></ol>
87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	<ol style="list-style-type: none"><li>1. Evidence of a whole program review of the background investigation process.</li><li>2. Breakdown of demographics of candidates interviewed and progressed.</li><li>3. Evidence of ongoing review and improvement.</li></ol>



**FINDING #88: Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.**

<b>88.1</b>	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.	<ol style="list-style-type: none"><li>1. Conduct review and analysis of release rates.</li><li>2. Identification of any impact on the ability of diverse candidates to succeed.</li><li>3. Identification of mitigation measures to support the success of diverse candidates.</li><li>4. Continuous improvement loop and review.</li></ol>
<b>88.2</b>	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	<ol style="list-style-type: none"><li>1. Evaluation of recruit failures.</li><li>2. Identification of training support to address identified causes.</li><li>3. Implementation of mitigation procedures.</li><li>4. Continuous improvement and review loop.</li></ol>
<b>88.3</b>	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.	<ol style="list-style-type: none"><li>1. Evaluation of whether recruits continue to fail as a result of the EVO.</li><li>2. Evaluation of the mitigation in place for the EVO and whether it is working.</li><li>3. Identification of new strategies, as appropriate.</li><li>4. Implementation of new strategies, as appropriate.</li><li>5. Continuous review and improvement loop.</li></ol>
<b>88.4</b>	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.	<ol style="list-style-type: none"><li>1. Documented plan and process for evaluation of each stage of the hiring process.</li><li>2. Evidence of ongoing review and evaluation of the progression of hiring.</li><li>3. Identification of whether there is impact on diversity goals.</li><li>4. Continuous review and improvement loop.</li></ol>



**FINDING #89: The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement.**

89.1	<p>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</p> <ul style="list-style-type: none"><li>• identify specific diversity recruiting priorities that are informed by empirical data that identify areas of underrepresentation;</li><li>• identify specific recruiting activities and targets for diversity recruiting emphasis;</li><li>• establish specific responsibilities for implementing and supporting action items for diversity program staff;</li><li>• establish performance measures to track progress, solidify commitment, and ensure accountability across the organization for diversity in all ranks and units.</li></ul>	<ol style="list-style-type: none"><li>1. Develop and identify a strategic diversity plan for the department.</li><li>2. Include recruiting, hiring and retention goals and priorities for the department.</li><li>3. Identify diversity goals for current employees and units within the department.</li><li>4. Affix specific responsibility for each of the diversity tasks and goals.</li><li>5. Establish performance measurements linked to the strategic diversity plan.</li><li>6. Continuous review and improvement loop.</li></ol>
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**FINDING #90: The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.**

90.2	<p>The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.</p>	<ol style="list-style-type: none"><li>1. Evidence of a plan to ensure transparency and diversity, consistent with Recommendation 90.1.</li><li>2. Identify an employee development plan that supports the diversity goals established under strategic diversity plan (Recommendation 89.1).</li><li>3. Implement strategies that advance diversity.</li><li>4. Continuous review and improvement loop based on measurements against goals.</li></ol>
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<b>FINDING #91: The promotion process is not transparent.</b>		
<b>91.1</b>	The SFPD should increase the level of transparency of the promotion process and should clearly outline the qualifications required to advance for promotion.	<ol style="list-style-type: none"><li>1. Provide policy and standards for transparency and communications on promotions.</li><li>2. Identify and communicate requirements and qualifications for promotion.</li><li>3. Provide transparency for information on promotional placements.</li><li>4. Continuous improvement/review loop.</li></ol>
<b>91.2</b>	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	<ol style="list-style-type: none"><li>1. Evidence of a review and determination of the appropriate feedback for promotional candidates.</li><li>2. Framework for feedback aimed at improving knowledge and performance for future processes, if review supports such a process.</li><li>3. Continuous improvement loop.</li></ol>
<b>91.3</b>	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.	<ol style="list-style-type: none"><li>1. Evidence of a plan that ensure diverse panels for promotional testing.</li><li>2. Evidence of internal review of the placement of community members and/or outside observers to the promotional panel.</li><li>3. Implementation of Compliance Measures 91.3.1 and 91.3.2 in a manner that ensures diversity in the promotional panel.</li><li>4. Continuous improvement/review loop.</li></ol>



**FINDING #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	<p>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</p> <ul style="list-style-type: none"><li>• serve on department panels and committees;</li><li>• help address issues of bias as part of the department’s ongoing training by bringing forth their experience and perspective;</li><li>• work as community ambassadors for community members or as recruiters for hiring;</li><li>• address areas of institutional practices that could be considered biased.</li></ul>	<ol style="list-style-type: none"><li>1. Evidence of review of ways to improve communications between the SFPD and the PEGs.</li><li>2. Evidence of engaging PEGs on panels and committees.</li><li>3. Consideration of linking PEGs with the recommendations in Recommendation 85.3.</li><li>4. Evidence that PEG experience and perspective is included in ongoing bias training.</li><li>5. Evidence that PEG members are used in initiatives addressing institutional practices for bias.</li><li>6. Continuous review and improvement loop.</li></ol>
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**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.**

94.1	<p>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.</p>	<ol style="list-style-type: none"><li>1. Identify data needs that will support the staffing and resource planning for the SFPD.</li><li>2. Assess gaps in the available data.</li><li>3. Develop a plan to collect available data and establish future data goals and timeline.</li><li>4. Identify barriers to implementation of the plan.</li><li>5. Establish planning goals to overcome barriers.</li><li>6. Continuous review and improvement loop.</li></ol>
94.2	<p>The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.</p>	<ol style="list-style-type: none"><li>1. Identify key personnel and administrative data, consistent with Rec. 94.1.</li><li>2. Establish data priorities.</li><li>3. Develop and deliver data to managers.</li><li>4. Implement data-led management decisions.</li><li>5. Identify areas of potential improvement and implement where necessary.</li></ol>



**APPENDIX C: RECOMMENDATION STATUS**

As of the December 21, 2018 file submittal deadline for Phase I, the SFPD had submitted packages for each of the 63 prioritized recommendations under Phase I. 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, 20 were identified as sufficient by Hillard Heintze and forwarded for status review by the Cal DOJ. Pursuant to the CRI team process, only those files deemed to be substantially compliant by Hillard Heintze are then forwarded to the Cal DOJ for its review and determination of whether the SFPD is substantially compliant with the recommendation.

Under Phase I, based on early identification of sufficiency regarding the internal review and auditing process, seven files were recalled by the SFPD for further work after review by the Cal DOJ. Based on the agreement of the CRI team, these files remain in a status of In Progress. The recommendation status and review comments are added below.

**Use of Force**

Of the 58 recommendations from the original assessment report, 25 recommendations were reviewed by Hillard Heintze under Phase I. Nine 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. The 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 the opinion of Hillard Heintze that this action, the withdrawal of the policy, is supportive of the overall reform goals and is consistent with good operational practice. Cal DOJ supports the SFPD’s move to rescind this policy and has found this move to be in substantial compliance with the intent of the original recommendation. Many of the other recommendations have been implemented as a matter of daily operations; however, they were not part of the file review under Phase I.

**Appendix C Table 1.1: UOF Recommendations – Complete**

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.



<b>4.5</b>	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.
<b>5.1</b>	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.
<b>7.3</b>	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.
<b>8.1</b>	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.
<b>8.2</b>	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.
<b>9.1</b>	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.





9.4	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.
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.

**Appendix C Table 1.2: UOF Recommendations – Partially Complete**

Rec. Number	Recommendation Language	
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)).	
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.	
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: <ul style="list-style-type: none"> <li>• Enhanced de-escalation</li> <li>• Sanctity of life</li> <li>• Enhanced service-oriented interactions with homeless individuals</li> <li>• Improved dispatch protocols for cases requiring Crisis Intervention Team response</li> </ul>	
6.3	SFPD training records should be fully automated and training data easily accessible.	
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.	



<b>9.3</b>	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.
<b>12.1</b>	The SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
<b>13.1</b>	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.
<b>14.2</b>	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.
<b>14.3</b>	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.
<b>17.1</b>	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.

**Appendix C Table 1.3: UOF Recommendations – In Progress**

<b>Rec. Number</b>	<b>Recommendation Language</b>
<b>14.1</b>	The SFPD should develop an ongoing communication strategy for officer-involved shootings.
<b>15.2</b>	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.
<b>19.3</b>	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.

**Appendix C Table 1.4: UOF Recommendations – Not Started**

None of the prioritized recommendations for Use of Force hold this status designation at the end of Phase I.



**Appendix C 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**

Sixteen recommendations were reviewed under Phase I; two recommendations have been deemed substantially compliant. The DGO is a critical component of this recommendation and has yet to be updated. Additionally, this topic has seen several changes at the executive sponsor level which contributed to challenges in finalizing recommendations.

**Appendix C Table 2.1: Bias Recommendations – Complete**

Rec. Number	Recommendation Language	Notes
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.
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.



**Appendix C Table 2.2: Bias Recommendations – Partially Complete**

Rec. Number	Recommendation Language
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).
24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.
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.
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.
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.
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.
34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.
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.

**Appendix C Table 2.3: Bias Recommendations – In Progress**

Rec. Number	Recommendation Language
28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.
28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.
33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.



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.
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.

**Appendix C Table 2.4: Bias Recommendations – Not Started**

None of the prioritized recommendations for Bias hold this status designation at the end of Phase I.

**Appendix C Table 2.5: Bias Recommendations – No Assessment**

Rec. Number	Recommendation Language	Notes
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.	The submitted recommendation package does not represent the meaningful work the SFPD has engaged in in responding to recommendations.

**Community Oriented Policing**

Six recommendations were reviewed under Phase I and all remain in progress. The SFPD is engaged in a lot of outreach regarding community policing and has established a commander to oversee these activities. As with other areas, however, it struggles in the documentation of the activities in support of the reform recommendations.

**Appendix C Table 3.1: Community Oriented Policing Recommendations – Complete**

None of the prioritized recommendations for Community Oriented Policing hold this status designation at the end of Phase I.

**Appendix C Table 3.2: Community Oriented Policing Recommendations – Partially Complete**

Rec. Number	Recommendation Language
50.1	The SFPD should require all agency personnel to read the Final Report of the President’s Task Force on 21st Century Policing.



**Appendix C Table 3.3: Community Oriented Policing Recommendations – In Progress**

Rec. Number	Recommendation Language
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.
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.

**Appendix C Table 3.4: Community Oriented Policing Recommendations – Not Started**

Rec. Number	Recommendation Language
45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.

**Appendix C Table 3.5: Community Oriented Policing Recommendations – No Assessment**

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 submitted recommendation package does not support the substantial work the SFPD has done on this recommendation.
46.5	The SFPD should publish and post any community survey results.	SFPD activity to date meets the express language of the recommendation; however, it does not address the department’s efforts, if any, to institutionalize the practice of seeking community input through the use of surveys and other feedback mechanisms.

**Accountability**

Six recommendations were reviewed under Phase I and all remain in progress. The submissions did not have sufficient recorded support despite what appears to be the active engagement of the department. As identified, it struggles in the documentation of the activities in support of the reform recommendations.



**Appendix C Table 4.1: Accountability Recommendations – Complete**

None of the prioritized recommendations for Accountability hold this status designation at the end of Phase I.

**Appendix C Table 4.2: Accountability Recommendations – Partially Complete**

Rec. Number	Recommendation Language
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.

**Appendix C Table 4.3: Accountability Recommendations – In Progress**

Rec. Number	Recommendation Language
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.
66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations.
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.
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.
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.

**Appendix C Table 4.4: Accountability Recommendations – Not Started**

None of the prioritized recommendations for Accountability hold this status designation at the end of Phase I.

**Appendix C Table 4.5: Accountability Recommendations – No Assessment**

None of the prioritized recommendations for Accountability hold this status designation at the end of Phase I.

**Recruitment, Hiring and Personnel Practices**

Ten recommendations were reviewed under Phase I and all remain in progress. This is a challenging area for the department in that it does not fully control all aspects of the recommendations in this section. The CRI team has provided technical assistance and anticipates better documentation to mark the department’s progress of the reform.



**Appendix C Table 5.1: Recruitment Recommendations – Complete**

None of the prioritized recommendations for Recruitment hold this status designation at the end of Phase I.

**Appendix C Table 5.2: Recruitment Recommendations – Partially Complete**

Rec. Number	Recommendation Language
81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.
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.
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.
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.
85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.
92.1	The SFPD should require the Final Report of the President’s Task Force on 21st Century Policing as reading for all promotions.
92.2	The SFPD needs to require this assessment report as reading for all promotions.

**Appendix C Table 5.3: Recruitment Recommendations – In Progress**

Rec. Number	Recommendation Language
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.
86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.
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.

**Appendix C Table 5.4: Recruitment Recommendations – Not Started**

None of the prioritized recommendations for Recruitment hold this status designation at the end of Phase I.

**Appendix C Table 5.5: Recruitment Recommendations – No Assessment**

None of the prioritized recommendations for Recruitment hold this status designation at the end of Phase I.